

## Annotated Bibliography of Regional Economic Development

- 1 Ahlbrandt, Roger S. 1984a. , "A Cry for Leadership." Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, October. Comments: Prepared for the Joint Ventures in Housing and Economic Development Conference. He calls for elected officials to take the leadership initiative from the traditionally corporate leadership structure. He also claims that the plan of the Allegheny Conference on Community Development Economic Development Committee's was not a broad vision of the region's future.
- 2 Ahlbrandt, Roger S. 1984b. , "Regional Change: The Impact on People and Places." Perspectives on Pittsburgh: Papers for the Project on Regional Structural Change in International Perspective. Martin A. Greenwald, ed. Pittsburgh, PA: University of Pittsburgh, University Center for International Studies, March. Comments: The author discusses the human cost, albeit somewhat mixed with new opportunities, which structural change has brought in its wake.
- 3 Ahlbrandt, Roger S. 1985. , "New Institutions for Regional Needs." Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, September. Comments: Prepared for Three Rivers of Progress Symposium, Pittsburgh. This paper builds on the author's prior year's paper, "A Cry for Leadership." In this paper, Ahlbrandt discusses another limitation of the ACCD's plan: the absence of an institutional structure to act on the future's needs. He goes on to define both an agenda for action (local government reform, county home rule, a regional economic development authority as suggested by Caliguiri, a regional infrastructure authority, a steel authority, an emphasis on improved public education particularly in the valley towns, and addressing youth unemployment. He comments on the limitations of the ACCD as an overarching institution and calls for a citizen's coalition, which was eventually started with some limited resources and called the Citizens' League. On page 11 he lists nine regional advantages on which the region could hinge its regional development initiatives. They include labor force, universities, research labs, other sectors of the region's economy, and many economic development groups.
- 4 Ahlbrandt, Roger S. 1986a. , "High-Tech: A Program for Revitalizing Western Pennsylvania." In The Global Economy: Divergent Perspectives on Economic Change. Edward W. Gondolf, Irwin M. Marcus & James P. Dougherty, eds. Boulder: Westview. Comments:
- 5 Ahlbrandt, Roger S. 1986b. , "New Partnerships for Regional Economic Development." Prepared for a Conference on Regional Structural Change in International Perspective in Essen, West Germany, October. Comments:
- 6 Ahlbrandt, Roger S. 1986c. , "Public-Private Partnerships for Neighborhood Renewal. The Annals of the American Academy of Political and Social Sciences 488. Comments:
- 7 Ahlbrandt, Roger S. 1986d. , "Using Research to Build Stronger Neighborhoods." In Urban Neighborhoods: Research and Policy, R. B. Taylor, ed. New York: Praeger. Comments:
- 8 Ahlbrandt, Roger S. 1987a. , "Adjusting to Changes in Traditional Markets: The Problems of Small Manufacturers in Older Industrial Regions." Working Paper 667. Pittsburgh, PA: University of Pittsburgh, Graduate School of Business, December. Comments: Support from EDD of U.S. Department of Commerce, Mellon Bank Foundation, and the Western Pennsylvania Advanced Technology Center. Also appears in Economic Development Quarterly 2, no 3.
- 9 Ahlbrandt, Roger S. 1987b. , "Survey of Small- and Medium-Sized Manufacturing Companies in Southwestern Pennsylvania: Results and Recommendations." Comments: Prepared for the Western Pennsylvania Advance Technology Center with funding from U.S. Department of Commerce, Mellon Bank Foundation, and WPATC, July. The purpose of this survey was to develop greater sensitivity to the problems encountered by these manufacturing firms. Most of the companies are selling to declining markets; they need marketing assistance. Most have no product development programs; they need marketing assistance to understand demand for new products, financial assistance to help fund the developments, and technical expertise to implement product development efforts. Another area is automation and technologically sophisticated equipment; they need low interest capital and related assistance. While satisfied with their own work force, respondents rated the region's labor climate worse than elsewhere. Assessments of the business climate were also mixed. An eight point program of actions is included to address these key issues and others.

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- 10 Ahlbrandt, Roger S. 1988a. , "Economic Development and the Region's Mill Towns." Comments: Paper prepared for the President's Conference: Mill Towns: Despair, Hopes, and Opportunities May. The ad-Hoc approach to regional renewal seems to be working. A variety of partnership activities are in place; some are top-down while others are bottom-up. The key point is that there has been action. Entrepreneurship in economic development has been important; fragmented approaches to mill town renewal are not necessarily inefficient.
- 11 Ahlbrandt, Roger S. 1988b. , Economic Development in Southwestern Pennsylvania: Case Studies and Analysis." Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, May. Comments: Submitted to the Pittsburgh Foundation. Case studies of economic development activities in the Mon and Beaver Valleys. Much of the material is also found in Roger's articles in JAPA and EDQ.
- 12 Ahlbrandt, Roger S. 1988c. , "Regional Responses to Structural Change." In The State of the Region Report, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, April. Comments: This article has many of the same qualities of related reports by Ahlbrandt. His conclusions recognize the need for partnering rather than controlling or depending on government to demonstrate leadership.
- 13 Ahlbrandt, Roger S. 1988d. , "The Role of the Private Sector in Promoting Regional Restructuring and Renewal." In The Role of the Private Sector in Fostering/Responding to Global Structural Change, A. R. Blair and J. E. Olson, eds. Pittsburgh, PA: University of Pittsburgh. Proceedings of a University of Pittsburgh Bicentennial Conference. Comments:
- 14 Ahlbrandt, Roger S. 1989a. , "Assessment of the First Year's Activities of the Southwestern Pennsylvania Industrial Resource Centers." Prepared for the Vira Heinz Endowment, August. Comments: This assessment involved interviews with business people who had involvement with SPIRC and compared some of their characteristics and attitudes with those of a wider sample of business people who had been interviewed in 1987. The headline is that SPIRC had performed well in its first year. This report is one of the bases for the GPRI project's assessments; see 1994 citation.
- 15 Ahlbrandt, Roger S. 1989b. , "Mill Town Renewal: Patience and Partnerships." Working Paper 677. Pittsburgh, PA: University of Pittsburgh, Katz Graduate School of Business. Comments: In this article the author considers initiatives that took place during the mid-1980s in the region and in the mill towns. Particularly interesting are his comments about corporate leadership and the Allegheny Conference on Community Development (CEOs are striving to survive in a more competitive world market and have less time for Pittsburgh-based initiatives), the Mon Valley R/DAT (it correctly sees little likelihood for reindustrializing the valleys), the Mon Valley Commission's comprehensive strategy (with its dependence on significant levels of Commonwealth funding), new organizational initiatives such as PHTC and WPATC. RIDC's ventures into riverside sites and local Community Development Corporations. His bottom line is that there was still no comprehensive regional strategy in the sense that one organization or a coalition was overseeing the formulation and implementation of such a strategy. Yet, he claims, there was a de-facto "shared vision" that the Valleys were worth saving and that economic development was a top priority! Perhaps his most important points are that the relatively fragmented organizational approach, which was a reality, might have been not only a good second-best effort but also might achieve better results than the more traditional top down, corporatist approach. He gives special attention to government and entrepreneurs, and says that major changes (adjustments) take time and we need to have reasonable expectations and patience. His overall concept is to merge (mesh) market and nonmarket forces to lessen human consequences of these severe regional economic changes.
- 16 Ahlbrandt, Roger S. 1990a. , "Mon Valley Initiative: Assessment of Ongoing Activities." Pittsburgh, PA: University of Pittsburgh Center for Social and Urban Research and Katz Graduate School of Business, September. Comments: Prepared for the Vira Heinz Endowment. This report is one of the bases for the GPRI project's assessments. See 1994 citation.
- 17 Ahlbrandt, Roger S. 1990b. , "Regional Economic Restructuring: Partnerships between the Public, Private and Nonprofit Sectors." Long Range Planning 23 (October ). Comments: Also prepared for Chautauqua at Pitt: the Fifth General Chautauqua Conference on U.S.-Soviet Relations Workshop, November 1989. Using the

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Pittsburgh region's loss of its manufacturing base during the 1980s as the context, the author shows the key roles played by several nonprofit corporations. He particularly features RIDC, SPEDD, PHTC, WPATC, Enterprise Corp., and several others. He emphasizes that the leadership of these entities was tied to the corporate leadership through the ACCD and that high-level agreements between elected officials and corporate executives were instrumental in making these partnerships. He encourages these sorts of partnerships and encourages entrepreneurial initiatives. He also suggests that established development organizations with assets, such as RIDC, are more likely to be successful than those that are started by foundations and governments, a key example would be the SVA.

- 18 Ahlbrandt, Roger S. 1990c. , "SPIRC Strengthens the Region's Manufacturing," *Technology* 3, no. 1. Comments:
- 19 Ahlbrandt, Roger S. 1991a. , "Mill Town Decline Ten Years Later: Limits of Corporate Civic Leadership." *Journal of the American Planning Association* 57, no. 2 (Spring). Comments: See Ahlbrandt 1989b.
- 20 Ahlbrandt, Roger S. 1991b. , "Technical Assistance for Small Manufacturing Companies: Management Issues for Nonprofit Providers." *Economic Development Review* 9, no. 1. Comments:
- 21 Ahlbrandt, Roger S. and DeAngelis, James P. 1987., "Local Options for Economic Development in a Maturing Industrial Region." *Economic Development Quarterly* 1 (1). Comments:
- 22 Ahlbrandt, Roger S. and DeAngelis, James P. and Ho, Dick. 1983., "A Guide to the Analysis of Changes in the Economic Base of Southwestern Pennsylvania." Pittsburgh: UCSUR. September. Comments: The set of 10 these reports is boxed at 403 UCSUR. They contain extensive tabulations based on a regional shift-share analysis of county business patterns and data.
- 23 Ahlbrandt, Roger S. and DeAngelis, James P.; Giarratani, Frank; Wells, Edwin; Goldstein, Donald. 1984., "Factors Contributing to Economic Growth in Pittsburgh and Allegheny County: A Survey of Companies in High Growth Manufacturing Industries." Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, August. Comments: Prepared for Allegheny County Department of Development, URA, ACCD. Survey of 66 firms in Pittsburgh and Allegheny County on locational decisions, industrial trends and effects on firms of state and local economic development policies. The policy implications of this study were addressed to both Allegheny County and Pittsburgh economic development organizations. With the possible exception of energy costs the small sample of local growth manufacturing firms reported no particular economic development problems. The study, therefore, encouraged company formation (by assisting aspiring entrepreneurs); encouraging companies to stay and grow (by extensive direct contact with firms, even those firms who have no particular complaints); develop programmatic flexibility that is tailored to specific firms; develop a comprehensive approach that recognizes that businesses may respond to public capital improvements, manpower training, and crime prevention as well as low-cost financing. The authors acknowledged that the city economic development efforts might have greater challenges than the county's. They also were careful to condition their findings based on the special nature of the limited sample and recognized that firm based and place based targeting efforts were complementary and needed.
- 24 Ahlbrandt, Roger S. and Weaver, Clyde. 1987., "Public-Private Institutions and Advanced Technology Development in Southwestern Pennsylvania." *Journal of the American Planning Association* 53, no 4. Comments:
- 25 Ahlbrandt, Roger S., and Coleman, Morton. 1987. , "The Role of the Corporation in Community Economic Development as Viewed by 21 Corporate Executives: Final Report." Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, January. Comments: Also in a Harvard Economic Review article. This report describes the outcomes of the survey. Findings are organized under the topics of Corporate Civic Responsibility, Civic Development Agencies, Business-Government Partnerships, and Assessments of the Region.
- 26 Ahlbrandt, Roger S., and Coleman, Morton. 1989., "The Limits of Corporate Civic Responsibility." *Economic Review* 6 (2). Comments:

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- 27 Allegheny Conference on Community Development. 1984a., Annual Report. Comments: The reports highlights the recommendations of A Strategy for Growth and the Conference's role in economic development in the region. E.g., the region lost 102,000 manufacturing jobs between 1953-1963. The Conference created RIDC in the midst of that job loss (in 1955) to build industrial parks and, later, Penn's Southwest to market the region. Much in the same way, the crisis of the early 1980s layoffs spurred the Conference to attempt to coordinate efforts to stabilize the region's economy and set up the Economic Development Committee, whose planning effort of 100 recommendations is laid out in A Strategy for Growth.
- 28 Allegheny Conference on Community Development. 1984b., A Strategy For Growth: An Economic Development Program for the Pittsburgh Region. 1984. Two volumes. Conducted by the Economic Development Committee of the Allegheny Conference, with assistance by SRI International. Comments: Reports on a leadership process that began in 1981; it calls on all sectors of our community -- business, government, labor, finance, education, and civic groups -- to work together in consciously shaping our economic future .. [and] .. provides a strategy for growth: a well-researched framework for undertaking this complex and difficult task, and an action program for beginning the work. The strategy's foundation was five basic premises: 1) recognize the inevitability of change .. The stable, successful metropolitan area of the future is not likely to be a Steel City, or a Motor City .. or even a Silicon Valley. 2) The strategy should provide for many advances on a broad economic front, rather than a single thrust. This premise envisioned several types of diversification in the desired economy (products & services; mature & new; and different industries). 3) The strategy should be long-term and evolve naturally within the region, rather than try to impose short-term fixes upon the region. 4) The strategy should be private sector oriented and market driven. Private investment and risk taking should be encouraged; government's role is to be supportive and efficient. 5) The strategy should call for coordinated action rather than central planning. Centralized economic planning tends to be inflexible and unresponsive. Thus the strategy presented here does not call for any master planning agency, nor for a great proliferation of new specialized agencies. As noted in Volume 2 there were many more ideas than could reasonably be acted upon and supported. The leadership focused on three objectives and announced its intent to support several specific initiatives. 1) Business and Job Development (developing and recruiting new companies, retaining existing companies and encouraging their expansions) by forming a seed capital fund, commercializing new technologies, establishing technical support networks, business assistance in financing and market penetration, and target potential growth generating businesses to be recruited; 2) Improving the Economic Environment (education and training, improving the labor climate, marketing the region) by improving understanding of occupational needs and by customizing job training, addressing myths and realities of labor problems, and establishing an office to promote and market the region; and 3) Upgrading the infrastructure (roads & bridges, public transit, and a new international airport) by convening public and private leaders to find \$3 billion for roads and bridges, upgrade the international airport, and get dedicated public transit funding. In Volume 2 the focus is on the nine areas of the study's task forces: advanced technologies, manufacturing, services, corporate headquarters, international trade, infrastructure, human resources, business climate, and quality of life. Each of these sections contain extensive discussion of the context and potential actions that might be taken
- 29 Allegheny Conference on Community Development. 1985a., Annual Report. Comments: Coming on the heels of A Strategy for Growth, this annual report focuses on the first steps the Conference took in line with its Strategy: business and job development, improving the region's environment, and improving infrastructure. The Conference helped to support a range of economic development agencies, from the Western Pennsylvania Advanced Technology Center, the CEO Network, and job training at CCAC and the PIC. It also worked with the City and County and two universities in devising the Strategy 21 proposal of capital projects and set up the for-profit Pittsburgh Seed Fund. The report also focuses on other areas of Conference interest and work, such as downtown and neighborhood development, health care, and education.
- 30 Allegheny Conference on Community Development. 1985b., "The Role of the Entrepreneur in Our Region's Economic Development," The Economic Development Review 1, no. 1 (December). Comments: This is the first issue of the Review, a publication dedicated to issues affecting economic development in the region. It grew out of the work of the Conference's Economic Development Committee. This issue focuses on entrepreneurship in the region, using much of the David Birch-style of analysis of small firms as job generators. (Birch's studies and data have been systematically reviewed by other researchers. The general conclusion is that he wasn't wrong that new firms generate jobs, but was regarding the volume. Most new firms either don't grow or don't last. A very few generate most new jobs.) The issue reviews the programs

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available to local entrepreneurs, such as the Pittsburgh Seed Fund and nonprofits, including the High Tech Council, the Enterprise Corporation and Advanced Tech Center (Ben Franklin), along with the CEO Network. It presents the Conference as a potential go-between for two different cultures, the local universities and their research and the corporate sector seeking new products and markets. The WPATC is cited for its Challenge Grant program, which helped build many university/private sector links.

- 31 Allegheny Conference on Community Development. 1986., Annual Report: A Decade of Achievement. Comments: This report highlights Conference programs and work of the Conference over the previous decade. On the economic development front, a review of the programs related above is included. The report also highlights community economic development, focusing on the Conference's role in the Mayor's Task Force on Oakland, the North Side Civic Development Council, and the Conference's helping to obtain Local Initiatives Support Corporation (LISC) funding in Pittsburgh and the Mon Valley groups.
- 32 Allegheny Conference on Community Development. 1987a., "Training: Strategies for the Human Factor in our Economy," *The Economic Development Review* 2, no. 1 (February). Comments: This is another in the series cited as ACCD, 1985. This builds on the Conference's work on training in *A Strategy for Growth* that was discussed under the Human Resources heading. The focus here is on the various training programs underway in the region and how the region distributed its Job Training Partnership Act (JTPA) funds (under two separate service delivery areas, city and county, then). The report reiterates many of the themes taken up in *A Strategy* -- the linking of training to other economic development programs and providers; the need for better policy coordination of job training issues; stronger attention to training disadvantaged and minority workers for the changing types of job in the region. These issues are still very important, even where recommendations and improvements have been made (e.g., the service delivery areas, the Neighborhood Employment Programs, the linkages between job training centers and employers such as the hospitals).
- 33 Allegheny Conference on Community Development. 1987b., Annual Report. Comments: This report reviews programs for the year, including the LISC, Greater Pittsburgh Office of Promotion, and downtown development helped by the Conference (Grant Street rebuilding project, Pittsburgh Trust for Cultural Resources). Economic development reviews the modest job growth for the year, emphasizing the transition from a "product-based to an information-based economy." Specific efforts in the Mon Valley are highlighted, as the Conference moved in the mid 1980s to more direct aid to Valley towns. Included here are the formation of the Mon Valley Development Team, the precursor to the MVI (?).
- 34 Allegheny Conference on Community Development. 1988., Report (Winter). Comments: This Report focuses on two business assistance programs that came out of *A Strategy for Growth* -- High Technology CEO Network of the Pittsburgh High Technology Council, begun in July, 1985, and the Federal Procurement Technical Assistance Program administered by the Southwestern Pennsylvania Economic Development District (SPEDD), which first received Conference funding in 1985. The report uses the experience of two small manufacturing firms to describe how the programs work.
- 35 Allegheny Conference on Community Development. 1989., Annual Report. Comments: This report begins by announcing a new optimism by the Conference about the region, based on changes in the regional economy in the late 1980s and culminating with the region having "arrived in the 'post-industrial economy.'" The Conference formed the Southwestern Pennsylvania Growth Alliance in 1989 to foster closer cooperation among nine-county region. Emphasis is given to the Midfield Terminal project and surrounding land purchased by previous County Commissioners, making GPIA "expected to be one of the fastest growing airports in the nation." The rest of the report focuses on transportation and education mainly.
- 36 Allegheny Conference on Community Development. 1990 (circa), Five Year Economic Development Report 1984-1989. Comments: The report reviews what has happened in the Pittsburgh region over the five years since the release of *A Strategy for Growth*. Conclusions focus on education, training, and support services needs. Report reflects on recommendations made in 1984 that have since been acted on or implemented.
- 37 Allegheny Conference on Community Development. 1990a., Annual Report: Portraits of the Past, Choices for the Future. Comments: A review of 1990 activities, including education and regional planning and development. Featured here were the Growth Alliance first year activities, the Health Policy Institute and restoration of Schenley Park. The report concludes with a survey for readers on the Conference's future agenda and organization.

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- 38 Allegheny Conference on Community Development. 1990b., Report (Winter). Comments: This Report focuses on the Three Rivers Employment Service and JOBSTART, two programs derived from national models and assisted by the Conference. JOBSTART was part of a Manpower Demonstration Research Corporation (MDRC) national demonstration training program for disadvantaged high school dropouts.
- 39 Allegheny Conference on Community Development. 1994., Remaking Our Region: Building New Partnerships for Change, Creating a New Vision for Growth: 1993 Report. Comments: Reviews the progress of the Conference, with reports on the Conference's agenda items. Ties in directly with CMU White Paper. Primary recommendations: Establish a regional asset district and develop and agree on a shared economic vision.
- 39.00 Allegheny Conference on Community Development. 1994b., Remaking A Region: Fifty Years of Regional Partnerships in Southwestern Pennsylvania. November. Comments: This report, based on research by Joel Tarr and Sherie Mershon, provides a selective history of the ACCD's involvement with the region's development. The history's selectivity enables the authors to conclude by saying by remembering the successes of the past, we can repeat them in the future. The common themes are 1) cooperation between the public and private sectors; 2) agreement on common goals and a long-term commitment to achieve them; 3) creating an environment that would stimulate economic growth; and 4) broad-based community involvement and self-sacrifice. It was interesting that the Pittsburgh urban area's rank (number 6) among American cities in the early part of the 20th Century and the specialization of its economy (steel) and its labor force's high unemployment rate (20%) before World War II set the stage for ACCD's official creation (1943) as a post-war community planning organization. It is also noteworthy that, given CMU's current president's role in RERI, the first chairman of ACCD was the president of Carnegie Tech was given emphasis in this history as were the consolidation of public transit companies into the Port Authority, smoke control, downtown revitalization, and creating economic opportunities.
- 39.05 Allegheny Conference on Community Development. 1994c., The Greater Pittsburgh Region: Working Together to Compete Globally. November. Comments: This report is the outcome of a year long process, the Regional Economic Revitalization Initiative (RERI), headed by CMU president Mehrabian. In his preface and in the presentation he made at The Carnegie he gave special emphasis to the fact that more than 5,000 people were involved in the process and that the proposed strategies will hold great promise for ALL of us--a clear reference to African-American's whose economic well being has not progressed well during the last decade. The listing of participants in the three-phase economic revitalization process includes about 125 people. In spite of how widely shared the strategy is; there are several potentially important initiatives or reassertions of important on-going activities: 1) Demonstration Projects would mobilize support for existing industrial clusters such as software, information technology, bioengineering, environmental industries, and advanced manufacturing; 2) Destination Development is an effort to attract people to visit the region; 3) Expanding Business Opportunities is a two fold effort, first, to link economic development organizations to form a hub for marketing and retention efforts and, second, to create a large scale development fund (towards which Mayor Murphy said the city would contribute about \$50 million); 4) Infrastructure priorities would be tied to economic growth efforts; 5) Labor/Management efforts would focus on the Pittsburgh Pledge; 6) Tax and Regulatory Action would focus on stimulating reform of the Commonwealth's tax structure as it influences business locations. The report summarizes the process, the outcomes of work group discussions, a set of supporting studies: 1) An Update on Economic Performance Since 1990; 2) Making the Grade: Assessing the Climate for Retaining and Expanding Manufacturing Businesses; 3) Thinking Differently About the Region: Southwestern Pennsylvania's Manufacturing and Technology Assets; and 4) Investing to Build Our Entrepreneurial Vitality.
- 39.06 Allegheny Conference on Community Development. 1994d., Working Together to Compete Globally: Lessons from the Past, Strategies for the Future. November. Comments: This agenda for the annual meeting of the ACCD presented a context for the RERI presentation. Specifically, it said that ACCD had embarked on a new agenda in 1991 and that progress was being made in 1) Education and Workforce Development because Policy Council and others were working toward achieving six national education goals; 2) Regional Development; 3) Civic Organization; and 4) Public Governance, the effort to make local government more productive and fiscally sound. While there is considerable overlap among some of these items and RERI, it is noteworthy that the public governance item only seems to overlap with RERI on the basis of reducing business taxes.

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- 40 Allegheny County Commission on Workforce Excellence. 1991a., Industry Forums: Environmental. Comments: Part of an effort to "improve the quality of job training and education in the region," this brochure describes the kinds of environmental jobs available in the region and the training necessary to occupy them. Also predicts what skills will be needed in the next three to five years.
- 41 Allegheny County Commission on Workforce Excellence. 1991b. , Industry Forums: Health Care. Comments: Part of an effort to "improve the quality of job training and education in the region," this brochure describes the kinds of health-care jobs available in the region and the training necessary to occupy them. Also predicts what types of skills will be needed in the next three to five years.
- 42 Allegheny County Department of Development. 1986., Transition and Opportunity in Allegheny County. Comments: PIC annotation: The key to successful economic development in the county depends upon cooperation among businesses, local governments, and development professionals. This brochure highlights seven of the hundreds of successful partnerships in which the Department of Development has participated. The diverse nature of each project illustrates the abilities of the various contributors as well as the broad scope of the county's interests.
- 43 Allegheny County Department of Development. 1987. , Allegheny County Economic Resource Profile. Comments: PIC's annotation: An up-to-date reference that contains "everything you've ever wanted to know" about Allegheny County. Graphs and statistical tabulations accompany a descriptive narrative on the county's municipalities, institutions, business climate, infrastructure, and cultural and recreational opportunities.
- 44 Allegheny County Department of Development. 1993., Overall Economic Development Program. Comments: This and other annual reports are available at ACDD. The September 1978 edition is available at PEL T19, Acd
- 45 Allegheny County Redevelopment Authority. 1994. , "Summary of Development Activities." Allegheny County Comments: This working paper was especially prepared by ACRA in response to this project. It describes Wilksburg and Steel Valley Enterprise Zone programs; Strategy 21 applications and management in Pittsburgh (Regional History Center), Duquesne's infrastructure repairs), Glassport (industrial center), McKeesport (street, parking garage repairs), and Wilksburg (site improvements). Touches on Commercial Revitalization Program Coordination, Community Economic Recovery Program, state and local redevelopment project planning and implementation, vacant property acquisition, and housing rehabilitation programs.
- 46 Allegheny County, Port Authority of. 1981., Ridership Trend Analysis. Comments: PAT Annotation: Internal study which performed a statistical analysis of transit ridership as a function of "external" variables (gasoline prices, consumer price index, employment) and "internal" variables (fares, peak vehicles). Data used to develop the analysis covered monthly information in the period 1970 1980. Primary use would be to explain ridership variation, rather than as a predictive tool, although estimates made using the model are fairly close to actual ridership levels. Model needs to be updated using more recent data.
- 47 Allegheny County, Port Authority of. 1985., Spine Line Corridor Transitional Analysis. This study was performed by Baker Engineers. December Comments: PAT Annotation: Comprised a detailed analysis of transit options in the Spine Line corridor, extending from the North Side to Squirrel Hill in the City of Pittsburgh. Work demonstrated that the Spine Line could be built as an extension of the Downtown LRT subway that had just opened, not requiring that a new subway be built in Downtown Pittsburgh. This is the first study that included Squirrel Hill in the Spine Line concept to Oakland. The study also discussed facilitation of development and growth in Oakland.
- 48 Allegheny County, Port Authority of. 1992., Draft Environmental Impact Statement, Phase I Airport Busway/Wabash HOV. The DEIS was prepared by Parsons Brinckerhoff Quade & Douglas. September Comments: PAT Annotation: Incorporated reconstruction of the Wabash Tunnel, and use of the tunnel and the new bridge by high occupancy vehicles as well as buses, as part of the project.
- 49 Allegheny County, Port Authority of. 1993a., First Avenue Intermodal Station Conceptual Design. The report was prepared by Baker and Associates. March Comments: PAT Annotation: Included interface of the proposed station with the proposed Intermodal Transportation Center and potential future private development on the

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adjacent CSX site in Downtown Pittsburgh.

- 50 Allegheny County, Port Authority of. 1993b., Stage II Corridor Planning Analysis and Draft Environmental Assessment. The study was performed by LSTS Transit Systems. May Comments: PAT Annotation: Evaluated alternative modes in the South Hills Corridor. Recommended that the Overbrook, Drake and Library lines be reconstructed as part of the Stage II Light Rail Transit System in the South Hills corridor.
- 51 Allegheny County, Port Authority of. 1993c., Spine Line Corridor Study. The study was performed by ICF Kaiser Engineers. November Comments: PAT Annotation: Comprised a follow up study to the 1985 Transitional Analysis. Evaluated transit alternatives on a broad range of environmental impacts as well as costs and transportation benefits. Quantified the large number of "non home based" trips that would be carried by Spine Line LRT alternatives, that are reflective of the interaction between the major land uses in this dense corridor.
- 52 Allegheny County, Port Authority of. 1994., Phase I Martin Luther King Jr. East Busway Extension Environmental Assessment ( Draft ) . The report was prepared by Wilbur Smith. July Comments: PAT Annotation: Comprised the environmental document for the extension of the busway from Wilksburg to the Swissvale/Rankin line, thus completing the busway concept that was developed in the 1970's. The extension would, for the first time, introduce busway service to the Monongahela River Valley. Developed concept for a Phase II extension of the busway further into the Turtle Creek and Monongahala River valleys.
- 53 Allegheny County. 1992. , The Allegheny County 2001 Plan. Pittsburgh, PA: May. Comments: This plan "represents a broad consensus among the people of this community about the steps we can take to enhance human development and strengthen economic security in Allegheny County. The plan is the result of a carefully designed process in which hundreds of people in Allegheny County worked to forge a strategy for making this community a better place to live and work." This document calls for bold actions; organizations not to work in isolation of each other; leaders to confront practices that are outdated and ineffective; innovation; etc. If there was a consensus among the participants in this process it was that fragmentation was a "villain" and that "better coordination" is a preferred theme in most of their recommendations. Using results from a major public opinion survey (DeAngelis. 1992. The Citizens of Allegheny County are Ready for Some Changes! ) panels on Health and Human Services, Education and Training, Criminal Justice and Public Safety, Racial Equity, Development (Land Use, Economic Development, and Local Government), Environmental Quality, and Conservation and Recreation expressed their vision, the challenge, and required actions. There was strong support for evaluating existing programs, thinking differently and jointly about the future, and recognizing that the electorate would support changes.
- 54 Allegheny County. 1993. , "State Legislative Program: 1993-1994." Comments: Economic development legislation recommended by the county, including the airport alternative highway, environmental remediation fund, Jobs for Economic Growth continuation, Port Authority increased funds, Port of Pittsburgh appropriation, recreation bonds for riverfront, utility/railroad corridor acquisition and development, World Trade Center start up and operation funds, Strategy 21, stormwater management districts, and Renaissance community funds for projects in the Mon Valley. This report is very useful to see for which projects and where the county is seeking state assistance.
- 55 Altenburger, Christine. 1984. , "The Legal Framework Governing Local Government Budgeting, Accounting, and Auditing." Graduate School of Public and International Affairs. Municipal Financial Distress and Emergencies: Issues and Intervention Strategies Pittsburgh, PA: conference proceedings University of Pittsburgh. May. Comments: This paper sets forth the framework by describing the current status of relevant acts of the state legislature, home rule charters, and other laws
- 56 Altenburger, Christine; Kearns, Kevin; Peters, B. Guy. 1988. , "Strengthening Pennsylvania Local Governments: Implications for the Mon Valley." Paper prepared for the (University of Pittsburgh) President's Conference: Mill Towns: Despair, Hopes, and Opportunities, May. Comments: This paper works from the premise that local government will play an integral role in any efforts to revitalize the valley. The 71 boroughs, townships, and cities need to respond effectively; they can not. Commonwealth legislative actions should be considered to modify the legal framework for municipalities; encourage municipal management effectiveness, accountability, and professionalism; and encourage inter-municipal cooperation.



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Public and private resources should be mobilized to fill the leadership vacuum in the valley.

- 57 Bangs, Ralph L. 1988a., "Labor Force, Employment and Unemployment." In *The State of the Region Report*, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, April. Comments: This assessment includes comments on the situations in many Southwestern PA counties.
- 58 Bangs, Ralph L. 1988b. , "Restructuring of the Regional Economy: 1983-1987." In *The State of the Region Report*, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, April. Comments: In this article various sets of data were presented and analyzed. Among the key points were that as declines occur, opportunities for new growth also occur; there may be critical masses poised for growth: health, corporate services, certain types of manufacturing, high tech, and retail businesses; changes in employment vary throughout the region and in different industries; job opportunities are going to those with the best credentials.
- 59 Bangs, Ralph L. 1989. , "Recent Regional Economic and Demographic Trends." In *The State of the Region Report*, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, September. Comments: Since 1987 the region's economic situation has improved; some employers are experiencing a tight labor market; intra-regional disparities in employment growth are still evident, particularly in the Valleys; high unemployment prevails among dislocated workers, blacks, and youth.
- 60 Bangs, Ralph L. 1990a., "Pittsburgh Benchmarks: Quality of Life Indices for the City of Pittsburgh and Allegheny County." Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, June. Comments:
- 61 Bangs, Ralph L. 1990b., *The 1989 Business Climate and Economic Outlook Survey of the Pittsburgh Region. Part 1. Final Report*, Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, March. Funded by Duquesne Light, the Greater Pittsburgh Chamber of Commerce and the University of Pittsburgh. Comments: Telephone survey of 400 firms in Southwestern Pennsylvania. Three conclusions: Pittsburgh has a favorable business climate; the economic outlook for the region is very positive for many years ahead; and several economic development opportunities are available relating to existing firms in the region. These include encouraging investment locally and assisting local purchasers.
- 62 Bangs, Ralph L. 1990c., "Update on Regional Economic and Demographic Change" In *The State of the Region Report*, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, November. Comments: The key findings are that since 1987 the regional economy is performing well compared to previous years, other urban areas, and the US; the labor market is tightening but there is not yet a labor shortage; the average pay for jobs has not kept pace with inflation; many blacks, women, and dislocated workers still remain outside the mainstream economy. A full set of tabulations is appended to this article.
- 63 Bangs, Ralph L. 1991. , "Linking the Unemployed to Growth Centers in Allegheny County." Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, June. Comments: "Study examines where jobs are growing in the county. Conclusions: why workers have problems finding good jobs. According to the study workers can't find good jobs because of supply-side problems. They lack ability to market themselves, don't spend enough time looking, lack information on where jobs are, lack higher education, etc. No mention of any demand side problems. Also, the report states that transportation is not a problem for most of the unemployed because it is a barrier for "no more than 20 percent" of unemployed. Research is based on a survey of county residents with employment problems (people at Pennsylvania Job Centers, veterans support, JIPA, etc., conducted by students).
- 64 Bangs, Ralph L. 1992a., "New Approaches to Job Matching: The Mon Valley Project: Final Report." Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, November. Comments: Supported by Allegheny County Planning Department and Pennsylvania Occupational Information Coordinating Committee, this study builds on Bangs and Snyder (1991), in which they found that the proportion of all job openings being handled by Job Centers was relatively small because little job development and marketing of services to employers is done due, in part, to staff cutbacks. The study finds

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that a sample of 300 Allegheny County employers who were seeking employees (especially clerical people) during 1990-91 found no particular difficulty in finding skilled workers. Furthermore, most of these employers have not increased the skill requirements for new employees during the five years prior to being interviewed. This "suggests that job matching, especially in conjunction with skill assessments, rather than training is sufficient in many cases. . . ." The researchers actively involved themselves with the McKeesport Job Center and others including JTPA's offices. They identify job seekers who lived in the Mon Valley and had filed with the Job Center. Contact is made with these 544 people; 210 of whom are found to be "initially" available for employment. An assessment of skills and other factors is made. In general the clerical and machine trades skills they possessed exceeded those being sought by employers. About half of these people were still available at the end of the project. The authors conclude that lack of skills, that might have been imparted through training, was not the reason for this outcome. Instead they assessed the job matching process that was being used and concluded, as others must have done, that it was inefficient and ineffective. The authors make a long list of recommendations for improving the job matching system including suggestions based on systems that are being used or developed elsewhere in the country.

- 65 Bangs, Ralph L. 1992b. , "Workforce Trends in the Pittsburgh Region." In *The State of the Region Report*, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, March. Comments: By concentrating on the job growth that has occurred between 1987 and 1990 and the unemployment rate (5%), the author asks "whether the region's workforce can meet the demand for workers." Using current data and some reasonable assumptions, the author defines the surplus of workers in the region. He then examines workforce quality and suggests that the region is above the national average in educational attainment. He then notes that changes in the industrial mix have influenced the demand for certain occupations. If these occupational shifts include new skill requirements, more training would be warranted. In conclusion there are paradoxical suggestions: a labor surplus; a relatively well educated labor force; a continued decline in demand for manufacturing workers; "difficulty recruiting skilled and educated workers . . . is often a symptom of low wages, which itself may be a symptom of a competitiveness strategy leading to low skills and lack of competitiveness." This article references two of Bangs' reports that are annotated elsewhere in the bibliography: *Linking the Unemployed to Growth Centers in Allegheny County* and *The Business Climate and Economic Outlook of the Pittsburgh Region: the 1990 Survey of Employers*.
- 66 Bangs, Ralph L. 1993., *Pittsburgh Benchmarks: Quality of Life Indices for the City of Pittsburgh and Allegheny County*. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, March. Prepared for the Allegheny County and Pittsburgh Urban Redevelopment Authority. Comments: This is the second in a series of reports in which socioeconomic data from this county and city are compared with the other major counties and cities. Among the major findings that seem pertinent to this review of the locally based economic development work is: despite continued population losses, resident employment increased between 1986 and 1991; Pittsburgh had a higher poverty rate in 1989 than other major cities; private housing permit rates were lower than elsewhere; female-headed families have increased and are above the national average; the air quality was much higher than most other major metropolitan areas; and the median age of residents has increased and is above that in most large counties and cities.
- 67 Bangs, Ralph L. and Ahlbrandt, R. S.; Blair, A. R. 1988., *1989 Economic Outlook for Southwestern Pennsylvania*. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, December. Comments:
- 68 Bangs, Ralph L. and Haulk, Jake, Gdovic, Ron. 1994., *Blueprint for a Regional Development Planning Organization*. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, January. Comments: This statement may have merit, but there is no analytic basis for the design of its organization. Indeed, the apparently broad notion that economic development should improve citizens' lives by using a full array of local resources (institutions, "locality development," human resources, and various enterprises) ends up being a regional planning organization that uses available regional economic analysis, prepares a strategic economic plan, builds consensus for it, and encourages its implementation. The basis for this design is the general suggestion that the efforts of elected officials through SPRPC/DC and corporate leaders through ACCD/PEL and others are not up to the task and that other places, particularly the 13 state SGPB, have organizations that are preferable to this regions. In describing these other organizations their objectives are outlined but the underlying bases for them are not presented. No evidence of performance is included. Finally, the authors suggest that funding should be

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provided by grants and membership dues from local governments and businesses. No explicit provisions for public accountability are included in the proposed design.

- 70 Bangs, Ralph L. and Haulk, Jake; Hong, Jun Hyun; Kortlepel, Joachim. 1994., *Industry Targets for the Pittsburgh Region* Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, February. Comments: Prepared for Allegheny County. This analysis uses Phil Hammer's [Metropolitan Research Council] 1993 input-output targeting study for the Pittsburgh region. The Pittsburgh region's REMI model is also used to show two-digit industry targets. The premise of the study is that economic development officials claim to be engaged in industrial targeting but their targets are not based on sectional analysis; rather their "targets" are based on ad hoc impressions of opportunities, firm-based intelligence gathering, or widely defined industry groups such as manufacturing. This report addresses these deficiencies through three types of analysis: growth industry, goal fit, and locational fit. Specific industries are identified: drugs and miscellaneous; chemical products; water and sanitation services; and air transportation and aircraft and missile parts manufacturing. The methods used in reaching these conclusions do not explicitly consider the facilities in these industries; there is no mention of firm size or growth. [It would be interesting to know what key business leaders in the "targeted" industries think about being targeted and what, if any, attention they would find appropriate. It might be appropriate to revisit the methods used in the Ahlbrandt, DeAngelis, et al study of the early 1980s.]
- 71 Bangs, Ralph L. and Hong, Jun Hyun. 1994, *Economic Benchmarks*. Pittsburgh: University of Pittsburgh, University Center for Social and Urban Research. Comments: This is the 1994 version of the Benchmarks studies, comparing the city of Pittsburgh and Allegheny County to the U.S. average largest 50 cities and counties for forty economic indicators. These are grouped by: economic performance, business vitality, population, human resources, technology resources, financial resources, physical resources, and taxes.
- 72 Bangs, Ralph L. and Martin, S. 1991., *Electronic Equipment Technicians: A Survey of Employers in Southwestern Pennsylvania*. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, June. Comments: Prepared for the Commission on Workforce Excellence. This survey of 85 businesses found that there was not a lack of qualified electronic equipment technicians (operationally defined as several very specific jobs); there were many training providers; these training programs needed to constantly upgrade their curricula; that employers were most likely to use "referrals" to recruit these technicians; and there is no apparent need to increase the number of training programs.
- 73 Bangs, Ralph L. and Martin, S.; Ewers, L. 1991., *Environmental Technicians: A Survey of Employers in Southwestern Pennsylvania*. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, September. Supported by Western Pennsylvania Advanced Technology Center. Comments: This survey of 134 firms who employed people that could be defined as environmental technicians seemed to find that most of the firms did not have much demand for these people and when they did preferred people with college degrees. The report concluded that WPATC should support a small Job Links Program for welfare recipients. There was nothing in the survey that tested the receptivity of these perspective employers to people from such a training program.
- 74 Bangs, Ralph L. and Petrie, Ragan. 1994., *The Effectiveness of State and Local Job Creation Strategies* Pittsburgh: University of Pittsburgh Center for Social and Urban Research. Comments:
- 75 Bangs, Ralph L., and Meyer, R. 1991., *Print and Video Technicians: Demand and Supply in the Pittsburgh Region*. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, September. Comments: Prepared for the Ben Franklin Technology Center of Western Pennsylvania. A total of 168 firms were contacted in an effort to locate print and video facilities; 81 firms (and 5 free lancers) were finally interviewed; most of the firms were very small. Only 1 of the 81 had a relevant job opening, and it was a part-time position in desktop publishing. This study contains useful insights about this occupation that might be useful in designing training curricula but there are no specific recommendations made and one is left with the sense that this is another occupation that is highly touted as emerging but has not emerged at the firms that were identified and interviewed as part of this project. There seems to be no training initiative warranted.

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- 76 Bangs, Ralph L., and Snyder, P. R. 1991. , The Business Climate and Economic Outlook of the Pittsburgh Region: The 1990 Survey of Employers. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, May. Comments: This is the third annual survey of employers; 434 interviews were completed; over two-thirds of the respondents had participated in the earlier surveys; 15% of the respondents were non-profit businesses; no government or agricultural businesses were interviewed. The authors find that responses "strongly suggest that the region has an excellent workforce, business climate, and economic outlook. No major impediments to economic development are evident." This conclusion by the authors may be challenged by data in the body of the report. For instance, most respondents reported that business costs, state and local taxes, and proximity to markets were getting worse, not getting better,
- 77 Bangs, Ralph L., and Soltis, T. 1989a., Report on the Skills Assessment Workshop at the McKeesport Job Center: June, 1989. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research. Comments:
- 78 Bangs, Ralph L., and Soltis, T. 1989b., The Job Growth Centers of Allegheny County. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research. Comments: Supported by ACPD and United Way of Allegheny County. This important study documents employment change in municipalities by tabulating occupational tax records from 1984 and 1988 and computing change. There was a net increase in the 106 Allegheny County municipalities that collect this tax on 51,000 jobs AND the net decreases were concentrated in the Mon Valley. The increases were concentrated in Pittsburgh (24,000 jobs) and evenly distributed throughout the rest of the county. The finding was that job growth was geographically balanced. The data, of course, does not explicitly link workers to jobs (i.e., residents to work places) during the four-year period of analysis so there are limitations to the conclusions about the labor force's internal mobility that can not be addressed by this study. Nonetheless, this study debunked a few myths about the locations of growth (it's not all at the airport; some of the growth is in the city. The Mon Valley is the major net loser of jobs! YES). The other limitations of the data seem to have been reasonably addressed with one possible exception: Were significantly more people holding multiple jobs and paying this tax for both jobs in 1988 than in 1984? If so, this could result in some overstatement of net employment increase. In addition to this analysis work was presented about unemployment in larger municipalities, and job openings at the Pennsylvania Job Service. Most of the recommendations that do not pertain to the Mon Valley, while laudable, do not explicitly follow from these analyses. The Mon Valley recommendations deal with concentrating development and education efforts in the Valley and establishing commuting support for Valley residents who need access to jobs outside the Valley. Perhaps the one provocative recommendation that is explicitly derived from the analysis is that "speeding up job creation is unnecessary and may be harmful in a tight labor market." This study is one that should be replicated for the 1988 to 1993 period. [Note: There is a technical note about URA firm-level tax data analysis. Is this sort of analysis using some combination of wage and occupational tax data? Is there any chance that the data used as a basis for the Bangs-Soltis study could have been tainted by the procedure of assigning wage taxes from the work place municipality to the worker's residential municipality if they have such a wage tax?]
- 79 Bartelt, David; Beauregard, Robert A.; and Goldstein, Ira. 1992 , "Housing Markets in the Pittsburgh Region: 1960-1986." In The State of the Region Report, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, March. Comments: This article reports on work that was done as part of the CHAS on which this team worked. Its importance is the assertion that "without housing choice, affordable housing, quality neighborhoods, and racial integration, prosperity will elude (the region)." Another important aspect of this article is its demonstration of region's housing markets' segmentation.
- 80 Baum, M.; Shore, B. K.; and Fleissner, K. 1989. , When Unemployment Strikes: The Impact on Women in Families. Pittsburgh, PA: University of Pittsburgh, School of Social Work, June. Comments:
- 81 Baumann, Dwight M.; Davis, Otto; Fisher, Ben; Lavine, James; and Thomas, James. 1984. , "A Report to Allegheny County Department of Development Concerning a Proposed Mini-Mill at the Monongahela Steel Facility." Pittsburgh, PA: Carnegie Mellon University, August Pittsburgh, PA: Carnegie Mellon University, August. Comments: This study concluded that the more than \$1 million in public funds necessary to reopen the Monongahela Steel Plant would not be a worthwhile investment, and the authors advised the county not to participate in the plan.
- 82 Bearse, Peter J. 1982., Toward an Economic Development Strategy for Pittsburgh's North Side: Demographic

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- Profile, Economic Conditions and Business Opportunities. Prepared for the Pittsburgh City Planning Department and the North Side Leadership Conference. September. Comments: See abstract for Bearse, 1983.
- 83 Bearse, Peter J. 1983., Economic Development Planning for Pittsburgh's North Side Industries, Strategies, and Market Opportunities. Prepared for Pittsburgh Department of City Planning, and North Side Leadership Conference, January. Comments: This report identifies industries and strategies for an action plan. An integrated development strategy is proposed for the North Side. Special attention is focused on matching the characteristics of unemployed North Siders with emerging job opportunities in industries located outside the North Side such as heavy construction, pharmaceuticals, machinery and electrical equipment. Emphasis was also given to business retention and attraction; neighborhood business districts; uses for vacant real estate; and the development of "industry complexes."
- 84 Beauguard, Robert; Lawless, Paul; and Deitrick, Sabina. 1992. , "Collaborative Strategies for Reindustrialization: Sheffield and Pittsburgh," Economic Development Quarterly 6, no. 4: 418-430 (November). Comments: This article compares the community and labor responses to mill and plant closings in Sheffield and Pittsburgh and how each were conceived and altered by other forces, especially the national government in Britain. In Sheffield, the initial labor government focused on steel-based reindustrialization, but the shift gradually moved to public-private partnerships for redevelopment away from steel after Mrs. Thatcher's election. In Pittsburgh, the dominant strategy was largely corporatist in organization, with more peripheral involvement from labor and community-based groups, such as the Tri-State Conference on Steel, the SVA and MVI.
- 85 Ben Franklin Technology Center of Western Pennsylvania. 1993a., "Commemorating Ten Years of Achievement." Pittsburgh, PA: Ben Franklin Technology Center of Western Pennsylvania, March. Comments: Profiles about a dozen of the Center's investments and includes a couple of pages of summary of activities.
- 86 Ben Franklin Technology Center of Western Pennsylvania. 1993b., The Business Resource Directory: A Practical Guide to Financing and Business Development in Southwestern Pennsylvania, 4th ed. Pittsburgh, PA: Ben Franklin Technology Center. Comments: While not an economic development report, this is the most comprehensive guide to business assistance agencies and services in the region. Includes public, private and nonprofit providers. Organized alphabetically, as well as by type of service.
- 87 Biegel, D. E.; Cunningham, J.; Yamatani, H.; and Martz, P. 1989., Self-Reliance and Blue-Collar Unemployment in a Steel Town. Pittsburgh, PA: University of Pittsburgh (Reprinted from Social Work 34, no. 5. ) Comments:
- 88 Bodilly, Susan J. 1989. , "Post secondary Work-Related Education in Allegheny County" Santa Monica, CA: RAND. WD-46668-OERI. Prepared for the U.S. Department of Education: Office of Education Research and Improvement. Comments: We have a citation for other aspects of this work.
- 89 Bodilly, Susan J., and Libey, David Menefee. 1989. , "Mapping the Pittsburgh Work-Related Education System," National Center on Education and Employment. Santa Monica, CA: RAND. Comments: We have a citation for other aspects of this work.
- 90 Body, Paul. 1983. , "Studies and Recommendations for an Economic Development Strategy for the City of Pittsburgh." Pittsburgh Urban Redevelopment Authority, Department of Economic Development, 15 August 1983." Comments: Proposes an economic development strategy for the City of Pittsburgh. Reviews economic development trends, states goals, objectives, programs and activities. Version we had only goes to Part VI; parts VII and VIII not included.
- 91 Burns, Kristine. 1993. , "Export Assistance Programs in the Pittsburgh Region" Pittsburgh, PA.: University of Pittsburgh, University Center for Social and Urban Research, November. Sponsored by Allegheny County. Comments: A survey of 13 export assistance organizations located in Southwestern Pennsylvania was conducted in the summer of 1993; this is a report on findings. It is very useful to understand how diverse these 13 programs are and how different their funding levels and outreach efforts are. The report discusses these matters but does not identify or weigh its insightful recommendations based on those programs that are more established. Considerable attention is given to coordination and cost sharing; the District Export Council (DEC) is the preferred mechanism for performing these functions in the future; but resistance does

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exist. Another important recommendation is that programs be evaluated on the bases of impacts rather than contacts. This report ties into the Pittsburgh International Initiative and to the fact that Pennsylvania firms do less than average exporting and could (should) be doing more. An intriguing omission in the interviews and recommendations is that the needs or desires of businesses to be engaged in exporting have not been assessed.

- 92 Carlson, Charles, and DeAngelis, James P. 1985., "A Comparison of the Department of Labor and Industry, and the PMP/UCSUR Industry-Occupation Forecasting Systems for the Pittsburgh SMSA, 1984-1985. " Pittsburgh, PA: University of Pittsburgh University Center for Social and Urban Research. Comments: Done as part of a project with the Western Pennsylvania Advanced Technology Center, this report was done at UCSUR. It concludes that the local study is more sensitive to the structural economic changes in the Pittsburgh SMSA. Further, it calls for an improvement in communications between agencies responsible for producing industry/occupational forecasts.
- 93 Carlson, Charles, and Malloy, Edward. 1986. , "Prospects for Employment in the Pittsburgh Region 1985-1987." Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research. Comments: The report summarizes the 1986-1987 forecast cycle of employment using the simulations of "the Modeling Project" of UCSUR and provides analysis of employment changes since 1980. Forecasts are presented by industry and occupation group. The impact of employment changes upon income is also discussed. Between 1980 and 1985 the region's economy lost 8% of its employment; the forecast is for continued declines in manufacturing employment, bottoming out by the late '80s; the service sector has been growing since the first half of the 1980s and is forecast to continue growing at an increasing rate. The other sectors of the economy are forecast to remain stable since they have "recovered" from the earlier declines in manufacturing. The occupational group forecasts expect fewer (5,000) blue collar jobs; more (7,000) white collar jobs; a modest increase (2,500) clerical/sales jobs; and an increase (4,500) in unskilled/service jobs. The major effect of the economic transition is the lowering of average wages. The authors spoke of the "disquieting trend towards a separation of the workforce into highly skilled and paid jobs at the one end, and semi-skilled and relatively low paid jobs at the other. While the net effect of this transition on total income is negligible, it is clear that the well paid blue-collar jobs that dominated this region's workforce are continuing to disappear. In their place has risen well paid jobs that require much training and educational investment, or poorly paid jobs that require less training and education. In the final analysis, the regional economy may have turned the corner, and may now be beginning a new growth cycle." (JDG)
- 94 Carlson, Charles. 1985. , "A Framework for Economic Development Policy in Southwestern Pennsylvania." Comments: This master's thesis augmented the work done in 1984 by University of Pittsburgh urban and regional planning students and DeAngelis.
- 94.0 Carnegie Mellon University, Department of Engineering and Public Policy. 1992., An Assessment of the Southwestern Pennsylvania Industrial Resource Center. May. Comments: Included as a citation in the GPRC evaluation of SPIRC
- 95 Carnegie Mellon University. 1983. , "Mill Towns in the Pittsburgh Region: Conditions and Prospects." Pittsburgh, PA: Carnegie Mellon University, Physical Technical Project Class, May. Comments: This report contains sections on a regional overview, strategies for revitalization, Aliquippa, Clairton, and Homestead. There are also some overall conclusions and a bibliography. The key finding seems to be that the municipalities cannot do much to influence their local economies; the only hope is for regional approaches.
- 96 Carnegie Mellon University. 1984. , "An Approach for Stimulating the Growth of Small and Medium Sized Manufacturing Firms in the Pittsburgh Region." Pittsburgh, PA: Carnegie Mellon University, Department of Social Sciences, August. Comments: Report financed through Title IX of the Public Works and Economic Development Act of 1965. take this one with us.
- 97 Carnegie Mellon University. 1985. , The Pittsburgh SMSA: A Labor Market Study. Pittsburgh., PA: Carnegie Mellon University, School of Urban and Public Affairs, February. Comments: PIC annotation: Pittsburgh's economy is experiencing growth in the services sector. However, the local labor market still includes a sizable number of displaced workers formerly employed in the region's once dominant manufacturing sector.

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With the objective of improving the relationship between supply and demand for labor, this study seeks to identify specific areas of growth in the Pittsburgh Smash's services sector, and investigate the employment search process of the dislocated worker. The research effort covers the period from July 1982 to March 1984.

- 98 Carnegie Mellon University. 1987a., "Mill Towns Revisited." Pittsburgh, PA: Carnegie Mellon University, Physical-Technical Project Class, April. Comments: This report contains an extensive bibliography and seems to address demographics, health care, public finance, and economic redevelopment in the Valley.
- 99 Carnegie Mellon University. 1987b. , "The Decline of Mill Towns in the Monongahala Valley: Assessment and Prospects for Recovery." Pittsburgh, PA: Carnegie Mellon University, Departments of Engineering and Public Policy, Urban and Public Affairs, and Social and Decision Sciences, April. Comments: This appears to be a final version of the "Mill Towns Revisited" study.
- 100 Carnegie Mellon University. 1987c. , "The Restructuring of the Pittsburgh Region." Comments: A class project that examines 1980 U.S. Census data for evidence of the Pittsburgh region's adaptation to change. The paper explores the differential effects that economic restructuring has had upon the component counties of the region. It concludes that Pittsburgh seems to be succeeding while smaller communities in the surrounding counties are barely surviving.
- 101 Carnegie Mellon University. 1989. , "Airport Area Economic Development." Pittsburgh, PA: Carnegie Mellon University, School of Urban and Public Affairs, April. Comments: After reviewing county and regional development and governmental structures, this student-initiated report then considers the role of public economic development in the airport area (three counties, four townships) and private sector development along the airport corridor. The study then proceeds with recommendations around four areas: marketing, long-term planning, funding of infrastructure and development projects, and areas for cooperation and coordination. Says Pittsburgh uses "quality of workforce" as a selling point, but there is little knowledge of the region's true workforce characteristics. External marketing efforts in 1980s were hampered by lack of experience, e.g., not capitalizing on Most Livable City rating and Allegheny County Department of Development's 1985 Port of Pittsburgh Campaign. The report compares efforts here to Cincinnati, Cleveland, Baltimore, Dallas, etc.
- 102 Carnegie Mellon University. 1990a., " Airport Area Economic Development." Pittsburgh, PA: Carnegie Mellon University, School of Urban and Public Affairs, May. Comments: Report of student-initiated project to examining prospects for airport area development and policy options. Considers the airport in light of "suburban districts" and provides brief descriptions of comparison areas. This study follows 1989 report. The report concludes that existing road structure is a problem for future development, as is the lack of transportation alternatives to the airport area. It looks at the role RIDC plays in development, then examines four townships near the airport and development options.
- 103 Carnegie Mellon University. 1990b , "Allegheny County Labor Market Analysis" Pittsburgh, PA: Carnegie Mellon University, School of Urban and Public Policy, Systems Synthesis Project Comments:
- 104 Carnegie Mellon University. 1992., Rebuilding America: Lessons from the Industrial Heartland, Pittsburgh, PA: Carnegie Mellon University, Heinz School of Public Policy and Management, December. Comments: This is not about Pittsburgh, but is an interesting report about the rebuilding of the industrial midwest through a rejuvenated manufacturing sector, spurred in part by increased direct foreign investment. The centerpiece of the study is a focus on large firms and their supplier networks, e.g., Honda and Xerox
- 105 Carnegie Mellon University. 1994a. , "A Regional Impact Study for Southwestern Pennsylvania." Pittsburgh, PA: Carnegie Mellon University, Heinz School of Public Policy and Management, Systems Synthesis Project, April. Comments: Includes econometric impact analysis of NAFTA on key industries in southwestern Pennsylvania.
- 106 Carnegie Mellon University. 1994b. , "Manufacturing in the City of Pittsburgh: Removing Barriers to Competitiveness." Pittsburgh, PA: Carnegie Mellon University, Heinz School of Public Policy and Management, May. Comments: Student-initiated report studying ways in which CDCs can respond to keep jobs and manufacturers in their areas.

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- 107 Carnegie Mellon University. 1994c., *Making the Grade: An Assessment of the Climate for Retaining and Expanding Manufacturing Businesses in the Greater Pittsburgh Region* Pittsburgh, PA: Center for Economic Development and Price Waterhouse and Connelly Center at Duquesne University. Comments: Based on interviews with 20 manufacturing firms that examined the region's competitiveness for retaining and expanding businesses already here. The study documents the efforts underway in the region's manufacturing base to adopt total quality practices and strategies. The study concludes that the ability of the region to create a business environment supportive of quality production will determine how effective we are at retaining existing industry.
- 108 Carter; Wendy, and Harper, Elsie; Poe, Eileen; Santana, Mildred Santana. 1991, "Hays Army Ammunition Plant: A Feasibility Study of Reuse." Steel Valley Authority, January. Comments:
- 109 Chamber of Commerce of Greater Pittsburgh. n.d., "Economic Profile of Pittsburgh." Comments: Data book, good information.
- 110 Chinitz, Ben. 1961. , "Contrasts in Agglomeration: New York and Pittsburgh." *American Economic Review: Papers and Proceedings* (May): 279-289. Comments: It is a classic in regional development literature and focuses on Pittsburgh. This is from Chinitz's work on the regional study with Edgar Hoover. He presents some of the fundamental problems with engendering development in Pittsburgh. Twenty years later, with the shuttering of the steel mills, the ultimate manifestation of his analysis was revealed through the job losses.
- 111 Clark, Gordon L. 1989., "Pittsburgh in Transition: Consolidation of prosperity in an Era of Economic Restructuring" *Economic Restructuring and Political Response* Edited by Robert A. Beauregard. Sage Publications. Volume 34 *Urban Affairs Annual Reviews*. Comments:
- 112 Clark, Gordon L., and Kutay, Aydan with Olligschlaeger, Andreas. 1988., *Forecasting Methods and Models for Local Labor Market Planning in Pittsburgh*. Pittsburgh, PA: Carnegie Mellon, Center for Labor Studies, and University of Pittsburgh, University Center for Social and Urban Research, March. Comments: This report is addressed to the Private Industry Council and others who have activities that could be enhanced by better occupational forecasting. The recommendations do not seem to have resource estimates associated with them.
- 113 Coleman, Morton. 1988., "Public/Private Cooperative Response Patterns to Regional Structural Change in the Pittsburgh Region." In *Regional Structural Change and Industrial Policy in International Perspective: United States, Great Britain, Federal Republic of Germany*, Joachim Jens Hess, ed. Baden-Baden: Nomos Verl.-Ges. Comments: In the context of American local government the author describes the post World War II evolution of locally initiated economic development and partnerships. He focuses on Strategy 21 as a useful case study. He concludes that Strategy 21 reflects " a fragmented, incremental, regional decision-making process that provides access and authority to business and university sectors. Other sectors of the community such as minorities, women, displaced workers, are not part of the public agenda-making process." If other interests had participated ,a significantly different agenda might have emerged, with more emphasis on sustained public job creation and development of low-technology industry."
- 114 Colker, James. 1987. , "A Commitment to Regional Economic Development." *Pittsburgh High Technology* (July-August): 5-6. Comments: These mission statements and action strategies included the notions of bringing advanced technology to traditional industries and having a presence in the Mon Valley. There was also considerable attention played to PHTC's origins and continuing interactions with other key organizations in the public and not-for-profit sectors.
- 115 Colker, James; et al. 1993 , "Bright, Measured Future Seen for Pittsburgh High-Tech Firms." *Pennsylvania Business and Technology* 4, no. 2. Comments: Key people comment on prospects; they generally conclude that growth will continue and that High Tech employment may constitute 10% of the workforce; that the region's second round of start-up companies will spawn new companies and their predecessors did during the 1970s; that the absence of a "home run" company's emerging in the 1970s is a disappointment; that they have conservative expectations for the biotech industry.
- 116 Conference on Real Estate of Southwestern Pennsylvania, Tripp, Umbach and Associates. 1994. , *A Comparative*



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- Assessment of Southwest Pennsylvania as a Business Location. Pittsburgh, PA: Conference on Real Estate of Southwestern Pennsylvania. Comments: Project sponsored by The Regional Revitalization Initiative, Duquesne Light Company, Conference on Real Estate. This study was conducted to assess the attractiveness of Southwestern Pennsylvania for industrial location compared to six other comparable regions (Atlanta, Baltimore, Charlotte, Cincinnati, Columbus, Minneapolis-St. Paul). The research also uses corporate interviews with companies recently deciding to move to Southwestern Pennsylvania companies which considered the region but located elsewhere, and companies that moved out of southwestern Pennsylvania. The variables were grouped under the following categories: labor, transportation, education, taxes, incentives, livability and real estate. The researchers used a shopping study to perform the comparative analysis. Conclusions: State and region need a "vision" through "consistency in government" and "unity of purpose" among economic development players. "It is the responsibility of all public and private sector parties to come together under one voice. . . ." Final ranking: Pittsburgh was third behind Charlotte and Atlanta. Attractions: good labor availability, strong incentives, good proximity to markets, labor skills and training, good transportation with interstate, air, and rail. The problems: tight Class-A office market, high-cost manufacturing space and new construction, high levels of unionization and elections, potential environmental roadblocks, high corporate net-income taxes. Biggest problem: business climate. There's lots of useful information in this report. Of the seven regions, Pittsburgh has the lowest level of job growth over the period studied. The state's corporate net income tax rate is 52 percent higher than the average for the six other regions. Also important: changing the state and region's "image." Solution: form a regional chamber of commerce to coordinate regional economic development. Other recommendations: need a formal retention program, Mon Valley offers many sites but poor transport -- need Mon-Fayette expressway. Airport needs international service and mass transit. Some other information: good table on wage and salary rates. Pittsburgh lowest wages or near the lowest for unskilled and assembly workers and entry-level management. and highest or nearly highest for machinists and engineers (mechanical, electrical and software). Problem editing in the report.
- 116.0 CONSAD Research Corp. 1994., Regional Economic Impacts of Transportation Investments Study. Prepared for the Southwestern Pennsylvania Regional Planning Commission. September. Comments: This literature review was intended to assist SPRPC/DC in better understanding the regional economic impacts that result from transportation investments and to make recommendations to them about how they might better assess the impacts of proposed transportation investments. The annotated bibliography and its summary is quite useful; although there few clear cut, uncontested, definitive findings among researchers. Among CONSAD's conclusions are: that public infrastructure investment has no greater net effect on the economy than does private investment; there are, as in the private sector, good and bad, valuable and less-so public investments; when transportation improvements result in reduced costs to businesses, businesses can be said to receive a competitive advantage that equates with increased profits, access to new markets, etc.; A public investment may not lead to the anticipated benefits, if no private sector action follows.; Although it is generally acknowledged in the trade literature, that transportation access plays an important role in site selection; clearly, it is at a minimum a necessary but rarely a sufficient condition on which to base location decisions. The conclusions of this study while carefully articulated do not strongly support the basic concept of public investments in infrastructure, in and of themselves, as stimuli for economic development.
- 117 Cooley, William W., and McClure, Maureen W. 1989. , "The Public Schools and Regional Economic Issues." In The State of the Region Report, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, September. Comments: The authors' first point is that the education establishment spends \$1.5 billion in educating 333,000 students annually; they are an economic and political force with which to be reckoned. The next point is that funds for running the schools are exacted through taxing a declining tax base which can get better by having a better educated labor force; but there is a the catch. How do the public educators meet the challenge to improve the local labor force when resources are shrinking and needs are expanding? Some sorts of consolidation or cost sharing would seem worth exploring.
- 118 Coontz, P. D.; Martin, J. A.; and Sites, E. W. 1989. , Steeltown Fathers: Rearing Children in an Era of Industrial Decline. Pittsburgh, PA: University of Pittsburgh, School of Social Work, December. Comments:
- 119 Corporation for Enterprise Development. 1993., Putting the Customer First: A Strategy for Improving Pennsylvania's Economic Development Service Delivery System. Washington, D.C., August. Comments: This report focuses on improving Pennsylvania's business assistance programs. Though focused at the state

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level, the programs certainly affect economic development in the Pittsburgh region. Information for the report was obtained from 12 Department of Commerce programs, local economic development agency representatives, and business customers; regional meetings with service providers; and questionnaire to businesses. Goals: to find areas of consensus as to how systems operate and to strengthen the relation between the Department of Commerce and local service providers. Key finding: from the customer's point of view (the business), local and state economic development programs, assistance and incentives are perceived to be part of one system, not separate systems. The customer generally does not distinguish between state programs and local ones. Meanwhile the relation between state and local service providers has changed over the past 10 years, to one that is more complicated and more decentralized and thus calls for more capacity-building for local providers.

- 120 Coy, Robert W. 1984., "The Pennsylvania Economy: Past, Present, and Future." Comments: Prepared for the Pennsylvania MILRITE Council, September. (ACDD) This report is based on a Sectional analysis of the Commonwealth's economy from 1963 to 1981. The key findings are that during that period the Commonwealth did NOT compare favorably with the nation's growth and experienced "massive structural change". The policy recommendations emphasize technology transfer, capital for growing businesses, adult post-secondary education, labor-management relations, business tax reform, and hazardous waste disposal assessment. The significance of this report is its premonition of what was about to happen. [Actually this sort of finding was also made in some of the Pittsburgh regional analysis of the 1970s done at UCSUR about the same time.]
- 121 Crow Inc. (E.L.), Graves Associates, EXICO, Inc., and R. J. White & Associates. 1993., "Preliminary Market Study in Behalf of the Lincoln, Larimer, Lemington, Belmar Commercial Districts." August. Comments: Contains census tract data for each neighborhood, purchases in retail stores by neighborhood, purchases by residents in retail stores by type, sales by merchants in these commercial districts versus potential, and sales by business sector. Recommends a convenience shopping center be established in the vicinity of Frankstown and Lincoln, and calls for a multiphase development program.
- 122 Crow Inc. (E.L.), Killinger Kise Franks, Urban Partners, and DAC-CON. 1987., "Evaluation of the Development Potential for Selected Sites in the Context of the Market Potential for the Hill Business District." 2 vols. Comments: Prepared for the Urban Redevelopment Authority of Pittsburgh in cooperation with the Hill Community Development Corp. October. Volume 1 focuses on the market potential for the district in general and two sites in particular. Volume 2 examines tenant development strategies, building site analysis, suggested development strategies, financial feasibility, and funding options. Subject sites are the New Granada Theatre and the Ellis Hotel Building.
- 122.0 Cunningham, James and Yamatani, Hide. 1990., "Underutilization of Blacks in the Pittsburgh Region," The State of the Region: Economic, Demographic and Social Trends in Southwestern Pennsylvania. Pittsburgh: University of Pittsburgh, University Center for Social and Urban Research, November. Comments: This piece examines the employment experiences of blacks in the Pittsburgh economy. It gives a historical overview, and then concentrates on earnings, income and occupational disparities over the current period. It also looks at training (JTPA). The report concludes that blacks are underutilized in the Pittsburgh economy, by not being able to develop their skills and education fully and represent a net loss for the region.
- 123 Cunningham, James V. 1989. , "Industrial Communities in the Mon Valley: A Strategy for Recovery." In The State of the Region Report, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, April. Comments: The analysis of valley communities is useful; there are strong ones and weak ones. Two communities, Duquesne and Rostraver, are used as case studies to illustrate these and related points. What is useful is also speculative -- alternative visions for the valley based on Harvard studies, R/UDAT, and others work consider: the Geriatric Village, Away-from-the-rat-race Town, or Enterprise Exurbia!
- 124 Cunningham, James V. and Cairns, C., eds. 1986., Aliquippa Update: A Pittsburgh Mill Town Struggles to Come Back, 1984-86. Pittsburgh, PA: University of Pittsburgh, School of Social Work. Comments:
- 125 Cunningham, James V. and Martz, P., eds. 1986a, Steel People: Survival and Resilience in Pittsburgh's Mon Valley. Pittsburgh, PA: University of Pittsburgh, School of Social Work. Comments:

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- 126 Cunningham, James V. and Martz, P., eds. 1986b., *Trouble in Electric Valley: Local leaders Assess the Difficult Future of Their Community*. Pittsburgh, PA: University of Pittsburgh, School of Social Work. Comments: Compiled by social work graduate students.
- 127 Czeti, Steven N. 1993., "High-Tech in Steel City: The Way We Were." Pittsburgh, PA: *Pennsylvania Business and Technology* 4, no. 2 (second quarter). Comments: This article traces the history of PHTC from some very informal meetings of the "smokestack chasers" in the early 1980s through the current industry driven group. There is an important emphasis on key people who played instrumental roles during those times.
- 128 Davidson, Jim. 1993. , "How Far Have We Come? Measuring a Decade of Growth." Pittsburgh, PA: *Pennsylvania Business and Technology* 4, no. 2. Comments: In this article the author recites a mixture of facts about High Tech businesses, jobs, payrolls, venture capital (these firms are listed), research, professional education, and networking. All of these indicators are very positive. There is no mention of the UCSUR work in defining Advanced Technology businesses during the PHTC's first few years of operation.
- 129 Davis, Barbara, ed. 1989., *Remaking Cities: Proceedings of the 1988 International Conference in Pittsburgh*. Comments:
- 130 DeAngelis, James P. 1984a., *Some Elements of a Regional Economic Development Strategy for Southwestern Pennsylvania*. Presented to the Southwestern Pennsylvania Regional Planning Commission, October. Comments: The underpinning for this presentation was the work done by graduate students in Urban and Regional Planning, Graduate School of Public and International Affairs, University of Pittsburgh. Their report, *A Study of the Economic Changes Occurring in Southwestern Pennsylvania* (June, 1984), contained data and analysis for the region and each of its constituent counties. The organizing framework was a 2x2 matrix modeled after the strategic business model: market growth/share.
- 131 DeAngelis, James P. 1984b., "Local Government and Structural Changes in the Economic Base of Southwestern Pennsylvania" *Perspectives on Pittsburgh: Papers for the Project on Regional Structural Change in International Perspective* Martin A. Greenwald, ed. Pittsburgh, PA: University of Pittsburgh, University Center for International Studies, March. Comments: The author assesses the difficulties being faced by local governments and assesses alternative courses of action as their tax bases shrink due to the decline of their traditional industries.
- 132 DeAngelis, James P. 1986. , *Firm Based Survey Research as a Key Element in Economic Development Policy Formulation: Advanced Technology Firms in Pennsylvania*. Prepared for the National Conference Economic Development: Diverse Perspectives, April. Comments:
- 133 DeAngelis, James P. 1989a., "Advanced Technology Businesses in Southwestern Pennsylvania." In *The State of the Region Report*, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, September. Comments: This article summarizes *Monitoring the Advanced Technology Industry in Southwestern Pennsylvania: Insights into Personnel Needs*, a report based on in-depth interviews with key people in 1,464 businesses; 1,035 of these qualified as "Advanced Tech" businesses. The industry is defined as containing 8 segments. All identifiable businesses in four of these segments were contacted; the four segments included certain types of manufacturing, software development, computer related service, and research and development businesses. Samples of businesses in certain wholesaling, consulting, manufacturing, and service businesses were also included. In each segment a net employment increase was reported by respondents; these ranged from 4% in R&D to 74% in Software Development. Some spatial analysis was also done. Just over half of the respondents reported having hired at least one person during the year prior to the interview; these respondents were asked about their businesses' personnel needs and hiring practices. Tables in this article list the most frequently mentioned occupations of newly hired people and those occupations which were deemed "difficult to recruit." There is considerable overlap. About half of the respondents claimed to have hired displaced or discouraged workers in the four years prior to the interview; of those 40% reported these people's performance was better or much better than other recently hire people. The article reported on the respondents' ties to the region; they were essentially neutral about this region as a unique place for them to do business. Finally, an overwhelming majority of respondents were optimistic about the future of AT in SWPA; they noted business networking as a key reason. They also acknowledged the degrees to which they participated in or had knowledge of seven economic development organizations. The business networking

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organizations, particularly PHTC and WPATC, should be recognized as having an important role to play in providing valued services to businesses that do not necessarily see this region as a unique place in which to do their business.

- 134 DeAngelis, James P. 1989b., "Monitoring Southwestern Pennsylvania's Advanced Technology Industry: Insights into Personnel Needs." Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, August. Comments: Prepared for the Western Pennsylvania Ben Franklin Advanced Technology Center and the Pittsburgh High Technology Council. See DeAngelis 1989a.
- 135 DeAngelis, James P. 1989c., Software Development Facilities: A Small but Emerging Segment of the Advanced Technology Industry. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, June. Comments: Prepared for the Western Pennsylvania Advanced Technology Center and the Pittsburgh High Technology Council. See DeAngelis 1989 a.
- 136 DeAngelis, James P. 1989d., "Who Shops Downtown and Why? Overall Findings from the 1988 Holiday Survey of Allegheny County Residents." Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, August. Comments: Prepared for the Pittsburgh Department of City Planning CBD revitalization program. See DeAngelis 1993b.
- 137 DeAngelis, James P. 1990., "City-Wide Overview of Key Findings about Neighborhood Consumer Shopping Patterns." Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research. Comments: Prepared for the City of Pittsburgh Department of City Planning. (JDG/U)Between 1987 and 1990 almost 6,000 household interviews were completed with a randomly selected and representative sample of city residents. These interviews focused on their shopping patterns. This report summarizes some of the findings on a city wide basis. Other reports have been completed and disseminated to neighborhood organizations and merchant groups in every Pittsburgh neighborhood. This work was undertaken to assist the City in having a better understanding of how it should invest in neighborhood business districts. Among the findings are clear illustrations that city residents in some neighborhoods are using shopping opportunities outside the city more frequently than city opportunities. The work also reveals residential areas that seem underserved by convenience shopping opportunities. Respondents were also asked to assess the relative strengths and weaknesses of about two dozen neighborhood shopping districts; they were also asked to react to various ideas for improving them. These findings are summarized for each trade area in this report.
- 138 DeAngelis, James P. 1992. , The Citizens of Allegheny County are Ready for Some Changes! A Few Key Points and Some Observations from the Allegheny County 2001 Public Opinion Survey. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, February. Comments: This report analyzes a major public opinion survey about local issues, citizens' views of government, and public support for making reforms in local government and service delivery. This report is relatively analytical; its major findings are reported in Allegheny County. 1992. The Allegheny County 2001 Plan.
- 139 DeAngelis, James P. 1993a., City of Pittsburgh Trade Areas: Social, Economic, and Demographic Indicators for City of Pittsburgh Trade Areas, vols. 1 and 2. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, May. Comments: This is a compendium of 1980 and 1990 US Census data and data about crime, health, and socioeconomic status that has been organized by groups of Pittsburgh neighborhoods (trade areas) within which the shopping patterns of residents are similar. Using this data and certain thematic maps that have been produced from the data base, it is possible to understand how changes in population, households, and income have effected neighborhood business districts.
- 140 DeAngelis, James P. 1993b., Who Shops Downtown Now, and Why? Pittsburgh, Pa: University of Pittsburgh, University of Pittsburgh, University Center for Social and Urban Research. Comments: Overall findings from the 1988 and 1992 holiday surveys of Allegheny County residents. This is an analysis of a major survey of Allegheny County residents; these randomly selected and representative respondents were asked to explain their shopping patterns and to discuss their uses of stores in the Pittsburgh Central Business District. This was a follow up to a survey done four years earlier; so, it was possible to detect changes in shopping patterns. The key finding was that in just four years a significantly lower proportion of county residents were shopping in the CBD. Respondents also answered questions about what they liked and disliked about shopping in the CBD as compared to suburban shopping centers. These findings were very helpful to

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the city government and merchants in determining courses of action that might be appropriated for them to use to attract more shoppers to the CBD.

- 141 DeAngelis, James P. and Carlson, C. 1987., Employers' Views of Entry Level Personnel Qualifications in Clerical, Computer Programming, Drafting, and Auto Servicing Occupations: A Survey of Key Businesses in Allegheny County. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, August. Comments: Prepared for the Pittsburgh-Allegheny County Private Industry Council and the Western Pennsylvania Advanced Technology Center. This report was based on a different premise than its predecessors; namely, that JTPA needed to improve the curriculum of the programs it was supporting so that its graduates would have a more competitive advantage in the job market. This was in contrast to the earlier work which viewed the challenge as better marketing. In this report eight specific occupations were selected for analysis and samples of employers were interviewed. Special emphasis was given to prioritizing the "tasks and duties" that people in each of these occupations were expected to perform. This prioritization along with assessments of employees' needs to know new technologies was to be used in defining curricula that JTPA would support. In addition employers were asked to comment on other qualities that they expected a new employee to possess
- 142 DeAngelis, James P. and Carlson, C.; Breen, E. 1986a., Targeting Training to Jobs: Firms with Repair Technicians. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, July. Comments: Prepared for the Pittsburgh-Allegheny County Private Industry Council and Western Pennsylvania Advanced Technology Center. This is one of three reports in which specific occupations were investigated through businesses which were primary employers of these kinds of people. The overarching programmatic objective was to understand potential employers' receptivity to JTPA graduates. The PIC viewed its immediate challenge as one of marketing its graduates whom it believed to be as well prepared for a given occupation as anyone else. In the case of repair technicians a special reception for prospective employers was convened at which JTPA made its case. Several connections resulted. The report characterized the firms, their recent changes in employment, and their hiring practices. The key information, in addition to their receptivity to JTPA graduates, focused on their hiring practices and their personnel needs. Three quarters of the firms reported having no particular difficulties recruiting personnel; advertising in local papers and referrals by word of mouth were the most successful recruiting methods. About half of the firms were "receptive" to JTPA based on the fact that they reported not employing minorities, handicapped, or displaced workers ; but only Leadership of 189 firms were willing to be contacted by JTPA.
- 143 DeAngelis, James P. and Carlson, C.; Breen, E. 1986b., Targeting Training to Jobs: Ambulatory Health Firms. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, September. Comments: Prepared for the Pittsburgh-Allegheny County Private Industry Council and Western Pennsylvania Advanced Technology Center. This is one of three reports in which specific occupations were investigated through businesses which were primary employers of these kinds of people. The overarching programmatic objective was to understand potential employers' receptivity to JTPA graduates. The PIC viewed their immediate challenge as one of marketing their graduates whom they believed to be as well prepared for a given occupation as anyone else. The report characterized the firms, their recent changes in employment, and their hiring practices. The key information, in addition to their receptivity to JTPA graduates, focused on their hiring practices and their personnel needs. The 248 medical offices that were interviewed provided outpatient services; they included physicians and dentists and some specialists. Over three quarters of these firms were NOT "receptive" to JTPA based on the fact that they reported not employing minorities, handicapped, or displaced workers. Overall these firms did NOT indicate any problems recruiting employees; however, about 1/3 of the clinics did express some difficulties and identified "JTPA type" occupations as difficulty to recruit. About 10% of all responding firms were agreeable to being contacted by JTPA.
- 144 DeAngelis, James P. and Carlson, C.; Breen, E. 1986c., Targeting Training to Jobs: Cable TV Firms. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, November. Comments: Prepared for the Pittsburgh-Allegheny County Private Industry Council and Western Pennsylvania Advanced Technology Center. This is one of three reports in which specific occupations were investigated through businesses which were primary employers of these kinds of people. The overarching programmatic objective was to understand potential employers' receptivity to JTPA graduates. The PIC viewed their immediate challenge as one of marketing their graduates whom they believed to be as well prepared for a given occupation as anyone else. The report characterized the firms, their recent changes in employment,

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- and their hiring practices. The key information, in addition to their receptivity to JTPA graduates, focused on their hiring practices and their personnel needs. This report was done in response to a specific request by a PIC board member who believed that Cable TV companies were an excellent JTPA target. The report's findings were contrary to his expectations which he subsequently changed after hearing the reports findings by talking with his colleagues in those businesses.
- 145 DeAngelis, James P. and Shea, C. 1986., *Monitoring Advanced Technology Firms in Southwestern Pennsylvania*. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, December. Revised March 1987. Comments: Prepared for the Pittsburgh High Technology Council.
- 146 DeAngelis, James P. and Shea, C.; University Center for Social and Urban Research Staff. 1986., *The Directory of Advanced Technology Firms in Pennsylvania*. Pittsburgh, PA.: University of Pittsburgh, University Center for Social and Urban Research, July. Comments: Prepared for the Pennsylvania Department of Transportation and the Federal Highway Administration.
- 147 DeAngelis, James P. and University Center for Social and Urban Research Staff. 1985., *Issues and Opportunities for Economic Development Based on the Economic Relationships among the City of Pittsburgh, Allegheny County, Southwestern Pennsylvania, and the Nation*. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, July. Comments: Prepared for the Pittsburgh Urban Redevelopment Authority. This report pieced together data from various government agencies that characterized economic relationships between the city and its surroundings between 1972 and 1982. The overall finding was that the city's economic performance was not strong but was showing progress; the city's economy was undergoing a transformation to an "advanced services" economy. An agglomeration effect was observed: corporate services were growing, electrical equipment manufacturing was growing; business services were growing; retail activities that supported corporate and business services (eating and apparel) were also growing. However, the city was losing its traditional function as the dominant retail and wholesale trade center. The analysis also included comparative advantage/disadvantage comparisons of Allegheny County to the region and the regional to the nation. In other sections of the report analyses were done of the residential locations of workers in growing vs. declining industries and occupations.
- 148 DeAngelis, James P. and University Center for Social and Urban Research Staff. 1986., *An Environment for Growth: Tracking and Encouraging Advanced Technology in Pennsylvania*. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, October. Prepared for the Pennsylvania Department of Transportation and Federal Highway Administration. Comments: This is a brochure that highlights findings, conclusions, and recommendations from the research project, *Transportation Access and the Location of Advanced Technology Firms in Pennsylvania*. This project focused on five Advance Technology corridors in the Commonwealth including two in Southwestern Pennsylvania, Route 28 and the Parkway East.
- 149 DeAngelis, James P.; Hummon, N. P.; Bullen, A. G. R. ; Zemotel, L.;1985., *Importance of Transportation to Advanced Technology Industries*. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, July. Comments: Also in *Transportation Research Record 1076*, "Defining Needs, Managing Resources and Technology Transfer," 1986, Washington, D. C.: Transportation Research Board, National Research Council.
- 150 DeAngelis, James P.; Hummon, N. P.; Bullen, A. G. R.; and Manners, S. D. 1986. , *Transportation Access and the Location of Advanced Technology Firms in Pennsylvania*. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, June. Comments: Prepared for the Pennsylvania Department of Transportation and the Federal Highway Administration. This report is based on a set of two major business surveys. The first survey was used to determine the corridors in which the second set of five clustered surveys were conducted. In the corridor surveys Advanced Technology (AT) businesses were paired-matched with non-AT businesses. Based on the in-depth responses of these paired businesses, several conclusions were drawn about transportation access and location of AT firms. AT firms considered transportation important to their operations for a wider variety of reasons than comparable non-AT firms, who rated transportation's importance narrowly as transporting their product or service to market. AT firms also claimed their choices of location were based on a wider variety of transportation considerations than non-AT firms. Air transportation was more frequently used by AT than by non-AT firms in both the shipment of products and services and in business travel. AT firms warranted special PennDot and Commonwealth attention because AT and non-AT firms have significantly different needs. Special emphasis was given to the importance of airports and highways.

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- 151 DeAngelis, James P.; Manners, S. D.; and Ho, D. 1985a., An exhibit of occupational forecasts for Southwestern Pennsylvania, 1984-1985. Pittsburgh, PA: Comments: Western Pennsylvania Advanced Technology Center, April. Uses the Industry-Occupation Forecasting System.
- 152 DeAngelis, James P.; Manners, S. D.; and Ho, D. 1985b., Recent Economic Trends in Southwestern Pennsylvania, 1980-1983. Pittsburgh, PA: Western Pennsylvania Advanced Technology Center and University of Pittsburgh, University Center for Social and Urban Research, April. Comments:
- 153 DeAngelis, James P.; Manners, S. D.; and Ho, D. 1985c. , Technical Documentation of the Industry-Occupation Forecasting System for Southwestern Pennsylvania, 1980-1990. Pittsburgh, PA: Western Pennsylvania Advanced Technology Center and University of Pittsburgh, University Center for Social and Urban Research, April . Comments:
- 154 DeAngelis, James P.; Manners, S. D.; and University Center for Social and Urban Research Staff. 1985., Advanced Technology Firms in Southwestern Pennsylvania: A Survey of Occupational Needs. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, November. Prepared for the Western Pennsylvania Advanced Technology Center. Comments:
- 155 Deitrick, Sabina and Harrison, Bennett with Agusta, Victor and Heller, Karen 1994., The Pittsburgh Transition: Planning for Local Economic Development in a World of Change. Pittsburgh, PA: A report to the Urban Redevelopment Authority of Pittsburgh based on work done in a joint seminar of graduate students from the University of Pittsburgh's GSPIA and CMU's Heinz School. October. Comments: There are four papers contained in this report: 1) Job Training and Skills Development in the Western Pennsylvania Manufacturing Extension Program; 2) Industrial Re-cycling: A Boost for the Mon Valley; 3) The Pittsburgh International Airport Corridor -- Prospects for a Regional Growth Center; and 4) Job Training and Placement in the City of Pittsburgh. The instructors wrote introductory and concluding summaries of the work, as follows: The Pittsburgh region "displays an economy which, while undergoing many changes, continues its long-term absolute and relative declining status vis-a-vis other places in the U.S. Within this general picture, a few industries have expanded, while many others continue to contract. Some groups in the population have experienced upward mobility and enjoy prosperous life style -- thanks especially to the low cost of living with relatively high quality public services and amenities. Others in the community have been seriously hurt by the deindustrialization of the region, and by our collective failure to reverse that slide. The African-American population displays similar splits, with some having moved to the suburbs (and a presumed higher standard of living), while those continuing to reside in the city's low-income neighborhoods experience declining income, health, and wealth. There is, therefore, plenty of justification for a concerted effort by the public, private, non-profit, higher education, and union sectors to mount new efforts to rebuild the city and regional economies. Some such efforts are already underway. Others will undoubtedly be mounted in the years ahead. This report seeks modestly to inform, and perhaps to strengthen, those efforts.
- 156 DeJong, Gordon F.; Cornwell, Gretchen T.; and Guidos, Marianne E. 1990. , "Underemployment of Pennsylvania Workers." University Park, PA: The Pennsylvania State University, Population Issues Research Center Institute for Policy Research and Evaluation and Pennsylvania State Data Center and Institute of State and Regional Affairs (Middletown). Comments: This statewide study demonstrates that reliance on unemployment statistics alone provides an incomplete picture of the extent of inadequate employment and labor distress of Pennsylvania workers. The Pittsburgh area's workers' relatively high levels of unemployment and underemployment was conspicuous, 24.2% for men and 22.9% for women.
- 157 Duquesne Light Company. n.d. , Seven Pittsburghs: Discoveries by Some Younger Settlers Comments: This brochure contains the testimonials of seven families who are recent Pittsburgh arrivals. There is also a fact page about Pittsburgh at the end. This was the prototype for the Five Pittsburghs done later by URA, Allegheny County, and others.
- 158 Economou, Bessie. 1987., Cities Reborn Urban Land Institute. Comments: Prefaced by a Joel Aaronson commentary, this review of the Pittsburgh region's development history is an outstanding piece. There are chapters on "Background and Context"; "Redevelopment Strategy and Mechanisms" (including descriptions of

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- key development agencies); "Case Studies" on Point State Park/Gateway Center, Allegheny Center, Pittsburgh Trust for Cultural Resources, The Steel Plaza and One Mellon Bank Center, Liberty Center; "Lessons Learned" include emphasis on public/private cooperation, professionalism and organization, creative financing, and initiative -- meaning risk taking!
- 159 Enterprise Corporation of Pittsburgh. 1994., Investing to Build Our Entrepreneurial Vitality? Pittsburgh, PA: Comments: Growing new businesses has been a key element of the region's economic development efforts of the last decade. This study examines how effective the region has been at creating new companies and potential strategies for increasing business start-ups. To get at these issues, the Enterprise Corp. has held focus groups with entrepreneurs and economic development groups involved in assisting new business.
- 160 Entertainment Centers of America, Inc. circa 1993, "A Feasibility Study for Pittsburgh Live in the Penn Building, 911-921 Penn Avenue, Pittsburgh, Pennsylvania." Comments: Prepared for the Pittsburgh Cultural Trust, ca. 1993. Study of the feasibility of an entertainment center in the Pittsburgh Cultural District. Based on a comparison of the Pittsburgh market with those in Dallas, Minneapolis, and New Orleans, which are currently supporting entertainment centers, report concludes that such a center is feasible in Pittsburgh and estimate that it would cost about \$5 million to create it.
- 161 Erickson, Bob, and Supansic, Karen. 1987. , "A View from the Valley." Comments: This paper reflects the Steel Valley Authority's commitment to rebuild and preserve a manufacturing base in the Mon and Turtle Creek Valleys. The paper was put together without consideration of political, economic, or other constraints.
- 162 Erickson, Bob. 1984., "The Tri-State Program for Revitalizing and Restructuring the Pittsburgh Steel Industry." Comments: Prepared for the Tri-State Conference on the Impact of Steel, Pittsburgh, October 29, 1994. Good study of the steel industry in Pittsburgh with helpful sections on steel production, facilities in the region, comparison investment figures (with rest of U.S. and Japan). Lots of good data.
- 163 Fanzo, Michelle. 1994., Redeveloping Pittsburgh: New Directions for a new century? Pittsburgh: East End Observer, October. Comments: Followup article on community development and urban revitalization 10 months after Mayor Murphy entered office. Series of interviews with CDC leaders and the administration, especially Tom Cox, about the current position of CDCs in the city and their future. Cox proposes reducing the number of CDCs in the city and consolidating them into fewer organizations.
- 164 Fitzgerald, Joan. 1991., "Class as Community: The New Dynamics of Social Change." Environment and Planning D: Society and Space 9, no. 1: 117-128. Comments: This article uses the Tri-State Conference on Steel as a way to understand how class and community interact for social change or present alternative or competing forces. Includes analysis of Tri-State's efforts to save Dorothy 6 blast furnace and the formation of Steel Valley Authority.
- 165 Flora, Paul R. 1992., "Recession in Pittsburgh: 1990s Style." In The State of the Region Report, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, March. Comments: The author examined the performance of the region's "restructured" economy during its first experience with recession. The author provides a brief history of the regional economy's prior reactions to the eight post WWII recessions. He then finds that the region's economic performance during the 1990-91 recession was much better than the recessions of the early 1980s and about the same as the national performance during the 1990-91 recession. If the region is to outperform the nation in the future, it will need to create more economic advantages than presently exist.
- 166 Florida, Richard, and Gleeson, Robert. 1993. , "Toward a Shared Vision for Pittsburgh and Southwestern Pennsylvania." Pittsburgh, PA: Carnegie Mellon University. Comments: This study is the result of an Allegheny Conference-sponsored project at Carnegie Mellon University to study Pittsburgh's economic development relative to other regions in the country -- what the authors refer to as benchmarking. The report provides valuable information and statistics on the region. It begins by presenting a self-assessment of the region's assets and problems. The benchmarking exercise then compares data across regions for a number of important indicators, such as employment, income, capital investment, productivity, etc. Generally, the period under study is 1970-1990. The information is very important -- Pittsburgh generally ranks low to middling among the 25 largest metro regions for most of the indicators selected,



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indicating that the region has not kept pace with other regions in the country. The relative decline of manufacturing in the region marks a decline against other growing metropolitan regions, and the report specifically focuses on manufacturing as a target for revitalization. (Unfortunately, not all 25 metro areas are listed and the information does not include rankings for the indicators in 1970, which would then show relative decline, as well.) The report then goes on to discuss the range of economic development agencies in the region, concluding that what is needed now is a "shared vision" among, at least, select groups and institutions to develop a "collective and coordinated" effort to restructure civic organizations. Criticism of the report has included 1) technical concerns about the years selected for analysis (employment and population growth would be evident in the last few years at least in some sectors and this doesn't show up in a twenty year analysis) 2) conceptual concerns most notably that there was no evidence that the alleged performance of the economy and the activities of the various economic development entities were related and that a "shared vision" would have made a difference; 3) process concerns about a visioning process that seemed to exclude many of those who will be needed to "share the vision" and 4) research concerns about the degree to which much of the work done since the ACCD's A Strategy for Growth (28) and documented in this bibliography has not been reflected in the current effort.

- 167 Fuller, Theodore E., and Gills, William. 1987. , Mid-Mon Valley Survey. Comments: Prepared at Penn State as part of the Pennsylvania Business Outreach Program, May. Sponsored by the Mid-Mon Valley Economic Revitalization Program and Bell of Pa. This survey found these business leaders to be generally optimistic about the future; they mentioned many favorable aspects of the Valley as a place to do business. About 60% reported having plans to expand their businesses in the next three years. Among their concerns were assistance in helping businesses to expand, "outside" competition, adjusting to changing markets, promoting the Valley, improving public facilities particularly the highways, recruiting and training the labor force, and getting information on government programs to help businesses. (See Hartswick for follow up study.)
- 168 Fuller, Theodore E., and Smith, Stephen M. n.d. , "Road to Renaissance VI." Sixth edition. Comments: Supported by Bell of Pennsylvania and the Pennsylvania Chamber of Commerce and Industry. Good comparative county data for the state.
- 169 GAI Consultants et al. 1988., An Agenda for Development: Greater Pittsburgh International Airport Impact Area Plan. Comments:
- 170 Gallup Organization. 1989., Allegheny County Work Force Issues and Unemployment Survey. 2 vols. Comments: Prepared for Private Industry Council of Pittsburgh and Allegheny County. Sponsored by Allegheny County Department of Federal Programs, Duquesne Light, Equitable Gas, Mon Valley Commission, Peoples Natural Gas Co., Triangle Tech, United Way of Allegheny County, and the University of Pittsburgh School of Social Work. (ACPD) The key findings from this survey are: 1) unemployment in Allegheny County is more widespread than official state estimates suggest (5.4% vs. 3.5%); 2) 77.5% of employed residents work full time and an additional 20.9% work part-time (28% of these would prefer to be working full time); 3) 25% of all labor force participants were dislocated from their jobs at some time during the past ten years; 4) 49% of all "dislocated" workers are earning less (real dollars) in their present jobs than in the jobs from which they were dislocated; 5) compared to the nation, as a whole, more people in Allegheny County have high school education and more people have graduated from college!
- 171 Gdovic, Ronald. 1993., Regional Economic Development Organizations in the United States. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, September. Comments: Prepared for Allegheny County. An inventory of organizations and their missions.
- 172 Giarratani, Frank, and Cassing, S. 1985., Modeling Economic Activity in the Pittsburgh Region: Final Report. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research and Department of Economics. Comments:
- 173 Giarratani, Frank, and Houston, D. B. 1989., "Structural Change and Economic Policy in a Declining Metropolitan Region: Implications of the Pittsburgh Experience." *Urban Studies* 26 (6): 549-558. Comments:
- 173.0 Giarratani, Frank; Rushen, Steven and Singh, Vijai P. 1994., "Dynamics of Growth and Restructuring in the Pittsburgh Metropolitan Region." Presented at the CEPS/INSTEAD Conference in Walferdang, Luxembourg,

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- November. Comments: This paper reviews the changes in the Pittsburgh economy through the changes in the industrial base. It focuses on employment and productivity changes in six non-manufacturing sub-sectors and finds that the economy exhibited a degree of resiliency during the 1980s, despite the massive layoffs in steel. It then profiles nonprofit agencies who have played a role in local economic development. The paper concludes that economic development efforts have been positive, in helping to diversify the economy, modernize infrastructure and help firms and workers adjust to restructuring.
- 174 Giarratani, Frank. 1990 circa., "Public-Private Partnerships and the Restructuring of a Regional Economy." Pittsburgh, PA: University of Pittsburgh Department of Economics. Comments: The paper explains the nature of the region's economic transition and analyzes the role of PPPs in shaping the course of regional public policy. His conclusion: "As a vehicle for regional policy, however, partnerships may fail to account adequately for the opportunity costs associated with any particular initiative; the private and social cost/benefit calculations may not coincide. In particular, partnerships arrangements are ill suited to address problems of decline, per se.
- 175 Giarratani, Frank. 1992. , "Economic Change in Emerging Market Economies: Parallels with Pittsburgh's Experience." In *Problems of Economic Transition*, Tibor Vasko, ed. Aldershot: Avebury, pp. 169-180. Comments: This articles reviews the restructuring process in the Pittsburgh regional economy. It is written for those interested in regional adjustment in central and eastern Europe and uses examples from Pittsburgh to understand what the transition there might look like.
- 176 Giarratani, Frank. n.d., *Perspective on the Value and Limitations Long Term Forecasts: An Application of the Pittsburgh REMI Model*. Circa 1988-89. Comments: This assessment of the REMI model used a series of simulations to analyze the consequences of some major sources of uncertainty in long-term forecasting.
- 177 Gillette, Lizabeth. 1990. , "Gatekeepers and Lookouts: Mapping Murky Markets for Work-Related Education from a User's Viewpoint." Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research. Comments:
- 178 Giovengo, Annette. 1986., *Pittsburgh Universities and Regional High Technology Economic Development*. Prepared while a Carnegie Mellon University research fellow at the Western Pennsylvania Advanced Technology Center. Comments: The analysis is the basis for recommendations about entrepreneurship, attracting industrial research, high tech business climate, physical space needs, etc. (JDU)
- 178.0 Glasco, Laurence. 1989., "Double Burden: The Black Experience in Pittsburgh." In *City at the Point: Essays on the Social History of Pittsburgh*. Samuel P. Hays (ed.). Pittsburgh: University of Pittsburgh. Comments: This is a very good history of black Pittsburghers over the course of their lives in Pittsburgh. He chronicles the black community in the pre World War I period as the base for ongoing economic and racial discrimination. The great migration to Pittsburgh was between 1910 and 1930, when blacks obtained jobs in the area's steel mills. He relates the physical segregation of blacks in Pittsburgh to the area's topography and argues that the small, physical distinct neighborhoods inhibited the development of a strong black political voice.
- 179.0 Gleeson, Robert. 1992., *The Business Context for Economic Development Efforts in the Manufacturing Sector in the Mon Valley*. Center for Economic Development, Carnegie Mellon University. Comments: Included as a citation in the GPRI evaluation of SPIRC
- 179 Gleeson, Robert. 1994., "Toward a Shared Economic Vision for Pittsburgh and Southwestern Pennsylvania: An Update on Economic Performance Since 1990". Pittsburgh: Carnegie Mellon University, Regional Economic Revitalization Initiative, September, Volume 2. Comments: Followup piece to the 1993's "White Paper." Presented here are overall employment figures for 1990-1994 and for trends in manufacturing and service employment. This article is contained in a publication that discusses the various phases of the "Shared Vision" program and reports available.
- 180 Glennan, Thomas K., Jr. 1989. , *Education, Employment, and the Economy: An Examination of Work-Related Education in Greater Pittsburgh*. Santa Monica, CA: RAND, National Center on Education and Employment, September. Comments: Note: we have a citation for other aspects of this work.

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- 181 Glennan, Thomas K., Jr.; Bodilly, Sue; Harvey, Jim; Menefee-Libey, David; Pascal, Tony. 1989., Work Related Education in the Pittsburgh Metropolitan Area. Santa Monica: RAND, National Center on Education and Employment, May. Comments: This study, presented as a "briefing piece" was designed to address the work-related education system in the Pittsburgh PMSA's labor market by assessing its characteristics and making recommendations to improve it. After characterizing the region's shift to a "post industrial" economy, the authors addressed the changing demands for occupations (no surprises in their lists); the downsizing of employers; the "deconcentration" of people within the region; and changes in Pittsburgh's demography, particularly migration (same story as ESPR) and aging (compared to the U.S.) The overall recommendations are not revolutionary but they do address aspects of "firm based" training's vulnerability to employee demand, JIPA's vulnerability to Federal funding and locally inconsistent program objectives, and the increasing importance of community colleges and trade schools. Its overarching recommendation is to develop an institution to provide sustained regional leadership. Under such an entity performance assessments should be instituted, fragmentation (and competition) should be minimized, and funding structures should be amended. (Isn't this a key part of the model for the Allegheny Policy Council?)
- 182 Glover, Lynne. 1993a. , "Ten Years Strong," In Technology 6, no. 1. (January-February). Magazine of the Pittsburgh High Technology Council. Comments: This article (like Steven Czeti's 1993 article) traces the history of PHTC from some very informal meetings of the "smokestack chasers" in the early 1980s through the current industry driven group. There is an important emphasis on key people who played instrumental roles during those times. This article seems to place more emphasis on Colker's insistence on entrepreneurship and his expectations for the PHTC's future, now that it has an established membership that seeks services for its dues. A side bar to this article lists the original PHTC members.
- 183 Glover, Lynne. 1993b, "The New Pittsburgh."In Technology 6, no 3 (April). Magazine of the Pittsburgh High Technology Council. Comments: This article uses the insights of Jake Haulk backed up by comments from some key business people who have come to Pittsburgh from other high tech places to suggest what they like about being here and what they consider Pittsburgh's hidden assets to be to high tech businesses.
- 184 Greenwald, Martin A. 1984a., Perspectives on Pittsburgh: Papers for the Project on Regional Structural Change in International Perspective . Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, March. Comments: This anthology of papers by Greenwald, Muller, Giarratani, Alhbrandt, DeAngelis, and UCSUR is similar to those papers used in at the first Chancellor's Conference.
- 185 Greenwald, Martin A. 1984b., "Introduction." In Perspectives on Pittsburgh: Papers for the Project on Regional Structural Change in International Perspective, Martin A. Greenwald, ed. Pittsburgh, PA: University of Pittsburgh, University Center for International Studies, March. Comments: This introduction explains the RSCIP project and summaries the included papers.
- 186 Halcyon Ltd. 1989., Neighborhood Commercial District Market Study. Comments: Prepared for the Department of City Planning for Bloomfield, Butler St., Mount Oliver, Oakland: Fifth-Forbes, Observatory Hill, and Penn-Main, August. This set of reports assessed each business district's problems and potentials based on surveys of merchants, customers, and trade area residents. The consumer surveys were conducted by UCSUR, see DeAngelis. While these business district's were considered generally for their "amenity" values, there are obvious economic development implications to these findings. As shopping opportunities diminish in some of these older districts and as new opportunities emerge in newer, growing centers on the edges of the city (Waterworks, Parkway Center, etc.) and as supermarkets are consolidated and enlarged, the locations at which revenues for convenience goods are expended may not be in the municipality in which they used to be. This affects tax revenues and job opportunities.
- 187 Hammer, Siler, George Associates. 1990. , "Pittsburgh's Changing Food Industry," Comments: Prepared for the Department of City Planning, City of Pittsburgh, June 7. Report discusses food industry trends, problems and opportunities in food markets and serving neighborhoods, and options and strategies for the City. Between 1980 and 1988, 14 supermarkets closed in the city and five new stores opened. Recommends support and help for Strip District.
- 188 Hammer, Siler, George Associates. 1991., "David L. Lawrence Convention Center Expansion Study." Comments: Prepared for the Pittsburgh Urban Redevelopment Authority, March. This study contains comprehensive

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- information and analysis of the market (utilization); Pittsburgh hotel facilities; a user survey (existing vs. past users, lost business, national show managers, and others); and evaluates the architectural and functional aspects of the existing center. Expansion and improvement alternatives are examined and future utilization projections are made. Various financial aspects are also examined.
- 189 Hansen, Susan B. 1986., "State Perspectives on Economic Development: Priorities and Outcomes." Prepared for the National Conference Economic Development: Diverse Perspectives, April. Comments:
- 190 Hansen, Susan B. 1988a., "Economic Development Options for Allegheny County: Literature Review and Policy Recommendations." Pittsburgh, PA: University of Pittsburgh, November. Comments: This review of the social science literature concludes that even though local (county) governments can do relatively little to influence their economies in the face of international, national, and state factors more counties are finding economic development to be an important element in their policy agenda. Accordingly, the author organizes a literature review into the following categories: infrastructure (roads and airports); financing; enterprise zones; education (community colleges); manpower policies; foreign trade zones; and business assistance programs. The author also makes several recommendations to Allegheny County and the Pittsburgh SMSA: Infrastructure investments should be based on demand (business, employment location, and population); education initiatives should focus on community colleges (their graduates are more likely to stay; they are less mobile); privatization of airport functions can be an important source of revenue; find a method for sharing the revenues of growth; seek better economic development and education (JTPA) coordination; take initiatives on two career families and women entrepreneurs; do not expect short-term progress on job creation, aim at the long term (quality of life, particularly in education and environment); evaluate economic development on the basis of new business formation, investment capital generated, and economic diversification; de-emphasize tax subsidies as a tool to attract businesses; buy a "good" industry/occupation forecasting model like Wilbur Thompson's; establish an international development strategy, particularly with Canada; develop a better "reverse flow" transportation system to get center city workers to new jobs. The bibliography in this work is extensive; it would be nice to update it.
- 191 Hansen, Susan B. 1988b., "State Governments and Industrial Policy in the United States: The Case of Pennsylvania." In *Regional Structural Change and Industrial Policy in International Perspective: United States, Great Britain, Federal Republic of Germany*, Joachim Jens Hess, ed. Baden-Baden: Nomos Verl.-Ges. Comments: The author sets a state context for her remarks about Pennsylvania's steel industry. She then discusses the patterns of industrial policy in Pennsylvania with special attention given to the steel industry, the Mon Valley initiatives, and the Ben Franklin Program.
- 192 Harrison Price Co. 1988. , "Market and Financial Feasibility of a Greyhound Race Track and Entertainment Complex in the Monongahela Valley." Comments: Prepared for the Allegheny County Department of Planning (ACPD). In this proposal the authors assess the potential financial impacts of the race track with and without an ethnically oriented, mill- and beach-based "festival-faire" complex in which 77,000 leasable retail space, a five-acre swap meet, a set of small satellite museums, a 100-slip marina, an ethnic farmers market, an outdoor beach and picnic area, and in/out door sports facilities would exist. Projected attendance ranged from .5 to 1.3 million depending on the complex's inclusion of the race track and public improvements in access to the valley through new and improved roads. The race track is claimed to generate \$89 million annually and the other complex would generate \$17 to \$37 million in new economic activity annually. So, if both were done, it is claimed that at least \$106 million annually would be added to the local economy! As part of the analysis the authors present a complete inventory (1986) of major entertainment attractions in the metropolitan area. They include available-use measures. They also comment on special events. They conclude that the region is well supplied with conventional recreational and cultural attractions and, using this logic, advocate the development of a unique-to-the-region dog track. Of course dog racing was not legal in the Commonwealth at the time this study was done and, to my knowledge, is not now. So, the authors made a case for passing such a law by assessing the dog racing industry and the nearest competitor, Wheeling Downs. This argument is, of course in 1994, relevant since a similar effort, for riverboat gambling, is getting underway. In another section of this report the potential elements of an entertainment complex are presented. Most of these ideas were discussed with Valley leaders and others; they seem to represent a laundry list of ideas with some interesting preliminary analysis included. The economic and financial analysis is reasonably caveated but it is not clear that the authors' claims of "net new" economic activity can be supported. They may have necessarily overstated the impacts. Nonetheless, this study considered many interesting ideas and, most importantly, suggested a non-manufacturing re-use of several significant mill sites. Would people come to the Valley for betting

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and entertainment? Would these facilities attract people from outside the region as some amusement complexes do?

- 193 Harrison, Bennett; Gant, Jon; and Weiss, Marcus. 1993. , "Building Bridges: Community Development Corporations and the World of Employment Training: Final Report." Pittsburgh, PA: Carnegie Mellon University, Heinz School of Public Policy and Management, October. Comments: Submitted to the Urban Poverty Program of the Ford Foundation. This report, while not focused on Pittsburgh per se, examines the role that community development corporations play in employment and training. From site visits and interviews at ten sites across the country (including Pittsburgh), the report concludes that, in general, the best role of CDCs and CBOs in employment and training lies in the forging of networks of agencies, programs, employers and potential trainees in employment and training services rather than operating their own employment and training programs (either through something like JTPA or other funded activity).
- 194 Hartswick, Thomas, and Spenser, Jaye A. 1990., Southeastern Allegheny County Business Outreach Survey: 1989-90 Follow-Up Report. Comments: Prepared by the Community and Economic Development Associates Program (CEDAP) and Bell of Pennsylvania. Survey Consultants, April. Sponsored by Bell of Pennsylvania., The Pennsylvania State University, and the Mon-Yough Chamber of Commerce. This is a resurvey of businesses who had participated in the "Fuller" survey three years earlier; 81 of the 153 businesses participated in this survey. The findings are difficult to assess on sampling grounds alone; we ca
- 195 Hatch Associates and Arthur D. Little, Inc. 1988., "Steel Retention Study." Prepared for Allegheny County , February. Comments: This study formulated policies to guide public investments of the city of Pittsburgh, Allegheny County, and others to retain those portions of the local steel industry that could be competitive in the foreseeable future. Based on the comprehensive market, supply, and facilities studies. AC? recommended that the LTV South Works arc furnace concept be the focus of the efforts for reactivation of the Pittsburgh area steel facilities and that minimal resources be devoted to the other shuttered facilities in the area (i.e., USX Homestead Works, LTV Aliquippa Works, and Wheeling Pittsburgh Monessen Works).
- 196 Haulk, Jake, and Bangs, Ralph. 1994. , "Growth Strategies and Industry Targeting in the Pittsburgh Region: Summary of Interviews. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, January . Comments: Prepared for Allegheny County. This is a very important report because it is recent and because it is based on a series of interviews with key people in the economic development organizational structure of the region. Essentially every person who was interviewed earns his or her living by performing to achieve an economic development objective for this region. These are the people who interact as partners in various complex ways. They are, for the most part, the beneficiaries of the economic development initiatives and investments of the early 1980s. They are very knowledgeable about and very vested in the existing system. These 59 people in 39 organizations were asked directly (and in four different constructs) about industry targeting. They all admitted to having done targeting! They also identified, what the authors considered to be two key obstacles to the region's growth. Both were outside of the respondents' control: regional planning and coordination AND Commonwealth fiscal policy (i.e., taxes) and labor-management image problems. These two general obstacles were culled from over thirty specific items that were reported in the body of this report. It is difficult to know whether or to what degree the two general obstacles were of significance to the respondents or to the authors; there was not apparent scaling; there was no method for feeding ideas back to the respondents to get a sense of priority. But the long list is very valuable. Seven general growth strategies were culled from a large number of suggestions. Among the seven were a new umbrella regional organization; resource pooling and coordinated marketing; exploiting regional assets and "unrecognized" industry strengths, (Some favored industries were identified by respondents but the authors never validated them by showing industry specific data for the region and nation or by elaborating on whether respondents were discussing specific businesses or groups of businesses in common industries.) better efforts to promote international marketing; programs that support former start up AT firms; and an agenda for labor and management and the Commonwealth. This report summaries some very valuable "raw material" that might be a foundation for some additional research. On that research agenda should be an effort to test some of these ideas with key government officials and business leaders. In this regard it would be valuable to understand how strongly and how frequently certain ideas were expressed by respondents.
- 197 Haulk, Jake. 1989a., "Investment Climate and Prospects for Allegheny County." In The State of the Region Report, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center

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for Social and Urban Research, April. Comments: This article asserts that "the county's political and business communities must be relentless in dealing with and overcoming negative elements that could hamper the county's growth potential."

- 198 Haulk, Jake. 1989b., "Pittsburgh's Business Climate in 1989." In *The State of the Region Report*, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, September. Comments: Further improvements in infrastructure and access to domestic markets are needed to attract new businesses; regional economic revitalization efforts by partnerships are needed; efficient local governments have helped?
- 199 Health and Welfare Planning Association. 1985., *Toward Tomorrow: An Environmental Scan for the United Way of Allegheny County*. Comments: PIC annotation: What effects will the changing economic and political climates have on the Pittsburgh region? More specifically, how will the human services funders, planners, and providers cope in the new environment? To address this concern, the United Way of Allegheny County commissioned the Strategic Planning Commission to research and formulate a plan to guide the United Way for the next five years. The study presents a poignant picture of the region. Regarding employment issues, it notes a mismatch between the skills of displaced workers and the skills required for the new generation of available jobs, a mismatch that currently defies the abilities of job trainers to lessen the gap any time soon. Further, it notes the problems facing Allegheny County are also those of the surrounding region, and calls for cooperation in seeking solutions.
- 200 Hoerr, John P. 1988. , *And the Wolf Finally Came: The Decline of the American Steel Industry*. Pittsburgh, PA: University of Pittsburgh Press. Comments: The book chronicles the collapse of the steel industry in the Mon Valley, focusing on the 1981-1987 period and the closing of steel mills up and down the valley. The author couples his recent historical account, largely conducted through interviews, with a history of labor relations in the steel industry. With plenty of blame to go around, Hoerr states that "the steel industry is the best example of what has gone wrong with union-management relations in the United States" and how that 100 year history plays a role today. Required reading for anyone in Pittsburgh concerned about labor-management relations here.
- 201 Hoffman, Stuart G. and Flora, Paul R. 1989. , "Contrasts in Regional Economic Structure and Performance: Cleveland, Philadelphia, and Pittsburgh." In *The State of the Region Report*, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, September. Comments: A key observation in this piece is that the role of export oriented service industries has increased and Pittsburgh seems to be doing pretty well in this regard.
- 202 Jacobson, Louis. 1986a., *Job Creation and Destruction in Pennsylvania*. Prepared at the Upjohn Institute for OECD. Comments:
- 203 Jacobson, Louis. 1986b. , *Labor Mobility and Structural Change in Pittsburgh 1977-82*. Prepared at the Upjohn Institute for Office of Technology Assessment and also at ACSP Conference in Milwaukee. Comments:
- 204 Jacobson, Louis. 1989., "Pittsburgh and Philadelphia: Contrasting Models of Structural Change in Pennsylvania, 1979-1985." Comments: A regional policy dialogue cosponsored by Allegheny County Department of Planning and UCSUR.
- 205 Jacobson, Louis. 1990. , *The Dynamics of the Allegheny County Labor Market*. Pittsburgh, PA: University of Pittsburgh, W.E. Upjohn Institute for Employment Research and Department of Economics. Comments: Prepared for the Allegheny County Planning Department and the Office of Advocacy of the Small business Administration (third revision, 12/19/90). This paper provides relevant findings about the Allegheny County labor market based on the employment and earning histories of a 5% sample of workers and all firms operating in Pennsylvania from 1974 through 1989. Among the key findings are that in an average year job openings equal about one-third of all employment; about three-fifths of the openings are filled by workers who were not employed in Allegheny County the prior year. Job openings contact by about one-third during steep recessions and expand by about one-third during periods of strong growth. The primary source of job vacancies is separations and these are mainly voluntary, i.e., not due to layoffs. About 60% of the hires occur in firms with stable or growing employment; births of new firms are important sources of job opportunities and account for half of the net employment growth, but contain only 3.1% of the total

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employment. Finally, real annual earnings in Allegheny County have declined in Allegheny County between 1978 and 1989; Allegheny County suggests precisely the scenario envisioned by those who decry the decline of the middle class!

- 206 James, Joseph A.; Kearns, Kevin P. 1984. , "Municipal Fiscal Indicators: Some Rambling Thoughts." Pittsburgh, PA: University of Pittsburgh Graduate School of Public and International Affairs, conference proceedings, May. Comments: Prepared for Municipal Financial Distress and Emergencies: Issues and Intervention Strategies. This paper reviewed the historical development of municipal financial indicators, examined the needs of users, and identified problems in their design and application. The policy relevant issues concerned defining a "financial emergency" and "the appropriate role of the state" when one is detected.
- 207 Jezierski, Louise. 1990. , "Neighborhoods and Public-Private Partnerships in Pittsburgh," *Urban Affairs Quarterly* 26, no. 2 (December): 217-249. Comments: This is an interesting article that does not focus on economic development per se, but rather on how neighborhood groups may be seen as necessary for legitimating organizations' economic development plans, but are excluded from having any influence on the economic development agenda. Explores the ACCD's sponsorship of the Pittsburgh Partnership for Neighborhood Development (PPND). Also discusses the Save Nabisco Action Coalition (SNAC) and their success in stopping the closing of the East Liberty Nabisco plant
- 208 Kahn, Roy. 1984. , "The Dream Merchants." *Pittsburgh Magazine* . October. Comments: This important article appeared about a month before the Allegheny Conference released its "Strategy for Growth" report. In the article some very clear statements were made by key people from the Mon Valley, the universities, and corporations that economic development leadership did not exist (some advocated a planful approach; most did not), the Pittsburgh's prominence as a leading corporate headquarters was overstated and declining, and that expectations for high-tech job creation were too high.
- 209 Katz, Arnold and Rogers, Robin. 1990. , "Annual Earnings and Employment of Persons Trained under Tuition vs. Performance Based Contracts: Pre-Training and Post-Training Comparisons." Pittsburgh, PA: University of Pittsburgh, Department of Economics, December. Comments: This is the last of a three-phase analysis in which trainees are tracked for one to two years after administrative termination of their programs. The key finding is that contracting modes (tuition vs. performance based contracts) significantly influences strategic outcomes of JTPA training programs during the 1986-88 period in the Pittsburgh area.
- 210 Kiely, Edward S. and Conaway, Richard L. 1990. , "State of Local Government" In *The State of the Region Report*, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, November. Comments: This article argues, as many others have, that fragmentation seriously weakens local government. Structural and functional consolidation are discussed; organizational reform or professionalization of municipal management are suggested alternative solutions to these problems and would increase efficiency, accountability, and flexibility.
- 211 Koritz, Douglas. 1991. , "Restructuring or Destructuring? Deindustrialization in Two Industrial Heartland Cities," *Urban Affairs Quarterly* 26, no. 4 (June 1991): 497-511. Comments: This article compares the deindustrialization of Pittsburgh and Buffalo and argues that deindustrialization can be part of destructuring or restructuring. A variety of traditional indicators may not reveal that difference, as the author shows from examining changes in Pittsburgh and Buffalo. He also points out the differences between favorable business press reports and the deindustrialization literature, concluding that neither presents a truly accurate picture.
- 212 KPMG Peat Marwick. 1990., "Western Pennsylvania Businesses with Investment from Foreign-Based Companies, 1990 Study Results." Pittsburgh, PA. Comments: Peat Marwick has done studies of foreign investment in other states since 1984. This is the first study of foreign-based companies with operations in Western Pennsylvania. Used information from Penn's Southwest, ACCD, U.S. Department of Commerce, University of Pittsburgh, Pittsburgh Chamber of Commerce, state agencies, international departments of region's largest banks, foreign consulates, trade associations, etc. Contacted 20 groups in total and found 450 companies. 200 companies eliminated because foreign interested was less than Strategic document percent of the company. Of remaining 247, Regional or Allegheny County% participated. Largest: 34 German, 27 U.K., 9 Canadian, 7 Japanese, etc. Lots of information and data on location, business, trends. (This is much more

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on industrial location decisions from a survey perspective than many of the other ones listed here. Considers also other states competing for firms, location assistance or none, capital investment, etc.)

- 213 Kutay, Aydan. 1988., Prospects for the Growth of Innovation-Based High Technology clusters in Old Industrial Regions. Comments: This literature review and analysis revealed that "the path to high-tech growth in an old industrial region may be full of obstacles." The author examines these obstacles and makes recommendations. This article examines the prospects for growth in advanced technology sectors in Pittsburgh, given the industrial and institutional structure of the region. This piece can be seen as complementary to the work of Hoover and Chinitz, as well as Clark and Hoerr. The author argues that the history of industrial Pittsburgh is its burden for future growth through the legacy of the oligopolistic steel industry, the still dominant conservative business culture, and university links to declining traditional industries, such as CMU's relatively late move into electronics research and inability or disinterest in capturing the market benefits of laboratory research in the region until the past few years.
- 214 Kutay, Aydan. 1989., "Prospects for High Technology Based Economic Development in Mature Industrial Regions: Pittsburgh as a Case Study. *Journal of Urban Affairs* 11, no. 4 (1989): 361-377 Comments: See abstract for Kutay 1988.
- 215 La Belle, Thomas J.; and Ward, Christopher. 1988., "Education and Training in the Mon Valley." Paper was prepared for the President's Conference: Mill Towns: Despair, Hopes, and Opportunities, May. Comments: This paper describes and assesses the valley school districts; takes a special look at the vocational/technical and job training programs; and makes suggestions about how to enhance the efficiency of educational resources in the valley. Among the suggestions are programs that share or consolidate scarce resources; support from the state and consortium; better JTPA forecasting and management; and a new image favoring the value of education.
- 216 Laventhol and Horwath. 1988 ., *The Pittsburgh Regional Challenge: An Agenda for the Future*. Pittsburgh, PA: Duquesne Light Company, November. Comments: Executive Summary and Report Report analyzes Pittsburgh's economic development and gives an econometric forecast of the region. Identifies key issues and provides written report. Attempts to build from ADDC's Strategy for Growth of 1984.
- 217 Leeper, Cambridge, and Campbell. 1990. , *Allegheny County Intermodal Freight Transportation Study: Volume 1: Executive Summary and Main Report*. (Vol. 2 contains appendices.) Comments: Three recommendations were made. 1) Establish a Public/Private Sector Port/Freight Transportation Entity that has multicounty-county participation. First 5 year funding would be \$3.23M; \$2.5M from Commonwealth 2) Develop specific plans and financing options for various intermodal improvements. 3) Consider related issue: railroad competition; economic significance of freight, a transportation asset bank, air cargo service development, and inland waterway market potential
- 218 Levdansky, David; and Ahlbrandt, Roger; DeAngelis, James. 1984., *Plant Closings in Southwestern Pennsylvania: An Inventory and Survey* Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, December. Comments: 00
- 219 Leviton, Laura. 1981., *Implications of an Aging Population for the Health Care System in Southwestern Pennsylvania*. Pittsburgh, PA: Graduate School of Public Health, Health Policy Institute, August.. Comments: This report is significant because it warned the region to anticipate a need to provide elderly care in a community that would be significantly impacted by relatively high proportions of elderly.
- 220 Lind, Staughton. 1987. , "The Genesis of the Idea of a Community Right to Industrial Property in Youngstown and Pittsburgh," *Journal of American History* 74, no. 3: 926-958. Comments:
- 221 Locker/Abrecht Associates, Inc.. 1985. , *Feasibility Study of the Duquesne Works' Blast and Basic Oxygen Furnaces*. Comments: Prepared for the United Steelworkers of America (AFL-CIO -CLC). Preliminary Report, January.
- 222 Lucchino, Frank. 1990, *Looking Beyond Our Past*. Office of the County Controller, Allegheny County. Comments:



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- 223 Luce, Thomas F. 1990., "Balancing Tax Burdens and Public Services: Pittsburgh Compared to a Sample of Other Major U.S. Cities." In *The State of the Region Report*, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, November. Comments: The author compares services and taxes in the city of Pittsburgh with those of Allegheny County suburbs and selected other cities. He finds these expenditure and service levels to be typical. He does determine that Pittsburgh and other Pennsylvania cities receive less aid from non-residents than cities in other states. He also reports that Pittsburgh has a relatively high income tax burden due to the relatively slow economic recovery, low state financial aid, and an inability to tax nonresidents. He concludes by examining the merits of commuter vs. sales taxes in Pennsylvania and calls for a less antagonistic relationship between political leaders in Pittsburgh and Philadelphia on the establishment of a regional sales tax.
- 224 Lurcott, Robert H.; Downing, Jane A.. 1987., *A Public/Private Support System for Community Based Organizations Involved in Economic Development in Pittsburgh*. Comments: This article describes Pittsburgh's comprehensive, flexible approach to partnerships, its emphasis on visible impacts, and its reliance on experienced leadership. The article is important because it demonstrates how various partners find common grounds for actions.
- 225 MAGLEV Working Group. 1990., *Report of the Preliminary Feasibility Study of the Pittsburgh Maglev Project*. Pittsburgh, PA: MAGLEV, Inc. Comments:
- 226 Majewski, Virginia Stadler, and Parkins, Lorna. 1990. , "Economic Impact of New Construction Activity in the Pittsburgh Region: An Application of the Pittsburgh REMI Model." In *The State of the Region Report*, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, November. Comments: Using the REMI model the authors estimate significant positive impacts on the region's economy based on four major projects (Midfield Terminal, Southern Expressway, Duquesne Light and North Branch power plants and transmission lines, SONY, and Wexford Mills Mall) whose combined costs are about \$2 billion. The net effect is 1.4% more jobs and 1.6% higher personal income for the region by the year 2000. The critical assumption on which this impact analysis is based seems to concern "background" investments, i.e., those investments that might already have been taken into account by REMI. (Note: Wasn't the Wexford Mills Mall idea shelved? Even if it were not, would it really generate the scale of "outside-the-region" business that was claimed?)
- 227 Malloy, Edward and Chinn-Ping Fan. 1987. , *Occupational Forecasts for the Pittsburgh Region*. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, January. Comments: Prepared for the Pittsburgh-Allegheny County Private Industry Council and the Western Pennsylvania Advanced Technology Center. In these forecasts for 1988 and 1989 the staff of the Modeling Project expect a net growth of about 16,500 jobs but hasten to say that the 1989 employment levels will NOT be at the 1979 levels. They also point out that while modest growth is welcome, it is not present in all industries. They include a number of exhibits of this finding and emphasize the performance of the service sector. They also comment on occupational group demand during the forecast period: up for most; at 80% of 1979 demand for blue collar workers. The bottom line is that "the regional economy is still in transition and not yet generating sufficient employment for the region's population." They also noted the "continued binge of corporate mergers" threat to Pittsburgh's corporate support service economy.
- 228 Mark, Andrea, and Stacy Kent. n.d., "Economic Development Presentation for Allegheny County." Pittsburgh, PA: Carnegie Mellon University, School of Urban and Public Affairs, Center for Economic Development. Comments: Graphic display of Gallup data, no date on report, no date on tables, see Gallup report.
- 229 Markusen, Ann R. 1988. , "Planning for Industrial Decline: Lessons from Steel Communities," *Journal of Planning Education and Research* 7, no. 3 (Spring): 173-184. Comments: This article compares community responses to steel mill closings in attempting to find new economic development strategies. She argues that many of these were borne of necessity or desperation rather than built on theory or experience. Nonetheless these offer innovative approaches that go well beyond more traditional programs such as smokestack chasing. She identifies four strategies that organizations pursued: bowing out (ACCD); lower steel wages (Cleveland Tomorrow); third view was that steel's problems were numerous, including macroeconomic environment and needed financing and research aid to return viability (Chicago Steel Task Force); steel's problems stem from mismanagement and oligopolistic organization of the industry; industry

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needs new organizational form committed to making steel (Steel Valley Authority)

- 230 McClure, Maureen W. 1990., Policy Options for Workforce Development in Allegheny County. Pittsburgh, PA: University of Pittsburgh, School of Education and University Center for Social and Urban Research, December. Comments: This report may have been a structuring element in the creation of the Allegheny Policy Council that was an outgrowth of the Allegheny County 2001 project. In this report McClure overwhelms the reader with the competing views of practitioners and scholars on the issue of workforce development. She argues for the creation of a multimember commission on workforce quality that should focus on "community development," a term that includes "economic development." The author reviews a considerable array of literature, some of which is Pittsburgh based and challenges local leaders to think differently about linkages between education and work.
- 231 McClure, Maureen W. 1992., "School Districts and the Regional Economy: Local Control and Workforce Development." In The State of the Region Report, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, March. Comments: Sponsored by the Tri-State Area School Study Council, the Buhl Foundation, and the Heinz Foundation. One of this article's key points: "If Pennsylvanians cherish both local schools and regional workforce quality, they may need to develop new taxing mechanisms that raise resources regionally but spend locally." In a sense this article addresses economic development from the perspectives of public educators in a fiscal environment that is influenced by the regional economy and changes in real property values.
- 232 Mellon Economic Report. 1982. , The Pittsburgh Economy Review and Outlook, August 1982. Comments: Comparative data over time and across metro areas, 1970-1980. Good comparisons.
- 233 Michael Baker Jr. and Carnegie Mellon Research Institute. 1993. , "MAGLEV Demonstration Design and Development Plan, Draft Final Report." Pittsburgh: MAGLEV, Inc., December. Comments: Consultants' report on MAGLEV. Focus is on high speed ground transportation, domestic market potential, economic and financial analysis plus the plan for setting up a Pittsburgh Demonstration System. The MAGLEV Working Group consists of 12 organizations and firms. One prime goal is to create the industrial base for MAGLEV in Pittsburgh. Using the REMI model, it is estimated that the market potential is \$200 billion in the U.S. The group runs a number of simulations of the model to forecast trips through various markets. Commuters, businesses and tourism were the top user groups. The economic development impacts (in 1991 dollars) examined net increase in real disposable income (after tax) and GNP total output. The Mid-Atlantic Regional MAGLEV System is estimated to generate \$78 billion in direct economic benefits from manufacturing and constructing the system. Over \$20 billion in wages and salaries would be paid and \$4 billion in taxes to all governments. Real disposable income is projected to go up to \$10.4 billion. The direct income multiplier is estimated to be 4. After construction, the operating years benefits include a projected \$750 million per year in wages and salaries and \$143 million in taxes.
- 234 Miller, David, et al. 1994. , "The Fiscal Organization of Metropolitan Areas: The Allegheny Case Reconsidered." Paper presented at the North American Institute for Comparative Urban Research Conference, June 16-18. Public Policy Research Centers, University of Missouri-St. Louis. Comments: This article examines the contention of public choice theorists that fragmented metropolitan governmental structures provide greater benefits over costs for private citizens. That jurisdictions are organized over spatial boundaries spurs "competition" in local service provision, it is contended. Against this background the authors analyze data for Allegheny County, which the Advisory Commission on Intergovernmental Relations held up as a successful governmental system (1993). They find that more County municipalities were fiscally distressed in 1991 compared to 1981, and the differences between wealthy and distressed municipalities increased over the decade. The authors reject both reformist and revisionist perspectives of municipal governments, and support notions of greater County support for municipal service provision, either directly or through home rule status; city of Pittsburgh merger with surrounding communities (see David Rusk); and regional tax sharing system.
- 235 Miller, Peter. 1991 , "Stronger Than Steel." National Geographic, December: 125-145. Comments: Magazine article on restructuring of Pittsburgh and current sites and events of interest. Nice map, p. 132.
- 236 Misra, Kamlesh. 1992, "Pittsburgh Region in Comparison." In The State of the Region Report, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban

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Research, March. Comments: A set of indicators is used as a basis for comparing the region to other regions. The general conclusions are that relative to the comparison regions the Pittsburgh region's overall economic performance is positive. However, closer scrutiny of the analysis suggests that this characterization may need some caveats. Among the comparison regions Pittsburgh had the highest rate of population decline during the 1980s and has higher concentrations of older residents. A shrinking labor force, lower elementary and secondary school enrollments, and an increasing dependent population whose demand for health care will be increasing were noted as implications of the population decline and restructuring. Using the 1983-87 and 1987-90 periods, the author concludes that since 1987 the Pittsburgh region is doing better than the nation as a whole; however, the underlying data show Pittsburgh to be in the middle of the comparison regions in terms of total employment change between 1987 and 1990; no comment is made about relative performances by industrial sectors other than manufacturing and non-manufacturing. There are some comparisons about educational attainment in the region's labor force; the author concludes Pittsburgh is above the national averages but below some other regions'. Labor costs (in manufacturing) have declined relative to the nation and the comparison regions during the 1980s; however, they are still above the national average and ranked in the middle of the comparison regions. Manufacturing productivity from 1977 to 1987 was assessed by some industry groups and among the comparison regions. The rate of productivity change in Pittsburgh was the lowest of all comparison regions in the 1977-82 period and in the top four during the latter period. Finally, capital costs were discussed; while these costs are above the national average, there has been some long term (since 1970) decline.

- 237 Mitchell-Weaver, Clyde. 1992. , "Public-Private Partnerships, Innovation Networks and Regional Development in Southwestern Pennsylvania." Paper presented at the 22nd annual meeting of the Urban Affairs Association, Cleveland, April 29 -May 2, 1992. Comments: Reviews region's public-private partnerships and examines changes in the leadership role over the past two decades. Major change includes reduced role of traditional corporate leaders stake in regional development and change in ACCD role. Finally Pittsburgh has not engendered a special innovation network nor growth in excess of state or national averages. This article uses the notion of innovative milieu of the late Philippe Ayclot in the context of Pittsburgh. What has happened to the famed Pittsburgh partnerships? Mitchell-Weaver argues that the corporatist nature changes as local business leaders interests have changed and the dominant partnership has "sidestepped" the issue of massive deindustrialization and job loss by focusing on new sectors. The results, by looking at 1970 to 1990 changes, show that Pittsburgh has not generated much in the way of special growth or innovative networks of new producers which engenders future growth.
- 238 Mon Valley Commission. 1987., Report to the Allegheny County Board of Commissioners: for the Economic Revitalization of the Monongahela, Youghiogheny, and Turtle Creek Valleys. Comments: This report was prepared under the auspices of Allegheny County by a commission the county commissioners appointed and a set of task forces focused on these topics: Manufacturing, Non-Manufacturing, Transportation, education and labor, environmental systems, housing and human services, and local government. Each of these task forces prepared reports that were then edited and included in this comprehensive program for revitalization. The key message is that all the "pickup sticks" have to be picked up and play must begin anew! The resources for taking the first steps toward revitalization are requested from the Commonwealth, Renaissance Communities Program, SPRPC, Port of Pittsburgh, various foundations, and the PIC. Most of the proposals were for further studies or the creation of a set of focused organizations or for Commonwealth legislation to provide oversight on Mon Valley municipalities. NOTE: we should look at the "report card" on these proposals; for example, we know that some of the studies were done and have, in fact included them in our bibliography.
- 239 Mon Valley Initiative. 1993., Building on Our Strengths: A Community-Based Strategy for the Mon Valley Initiative, April Comments:
- 240 Mon-Yogh Chamber of Commerce. 1986., Industrial Survey. November Comments: PIC annotation: This survey provides a look at the remaining industrial firms in southwestern Pennsylvania since the demise of the smokestack industries. Its purpose is to identify the characteristics of the existing firms and to determine what is needed to retain them and what is required to help them expand. A recurring call for "partnership" is made to resuscitate the area's business climate. As a result of this report, a small business roundtable was formed to introduce businesses to each other and to discuss concerns and ideas.
- 241 Muller, E. K. 1984., "Historical Perspective on Pittsburgh's Response to Regional Change in the 1980s." In Perspectives on Pittsburgh: Papers for the Project on Regional Structural Change in International

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- Perspective, Martin A. Greenwald, ed. Pittsburgh, PA: University of Pittsburgh, University Center for International Studies, March. Comments: The author traces the region's development in social, economic, and political terms over two centuries. His analysis is related to long term social tensions that have assumed various forms at various times. He argues that the success of current effort to renovate the region as it adjusts to the decline of the steel industry and to other economic trends may well depend on the continuing amelioration of intraregional tensions.
- 242 Muller, E. K. 1988. , "Historical Aspects of Regional Structural Change in the Pittsburgh Region. In J. J. Hesse ed. *Regional Structural Change and Industrial Policy in International Perspective: United States, Great Britain, France, Federal Republic of Germany*. Baden-Baden, West Germany: Nomos-Verlag Publishing. Comments:
- 243 Muller, E. K.; Abler, R.; Cuff, D. J.; Young, W. J. ; and Zelinsky, W., eds. 1989., *The Atlas of Pennsylvania*. Philadelphia, PA: Temple University Press. Comments:
- 244 Murphy, Tom. 1993. , *Tom Murphy's City Book*. Comments: Murphy's plan of what he'd like to do as Mayor.of Pittsburgh
- 245 National Council for Urban Economic Development. 1990. , "The Spine Line: A Joint Development Analysis." Comments: Prepared for Port Authority Transit of Allegheny County and Urban Renewal Authority of Pittsburgh. A study of the feasibility of building a light rail transit from the existing downtown subway to serve areas east and north of the city. Authors said proposed central business district-Oakland link, which should follow the existing B&O Railroad right-of-way, should be given priority over linkage to Three Rivers Stadium and the North Side. "URA and PAT should create a partnership with downtown businesses and Oakland institutions to promote economic growth in the Hill District and Midtown to ensure that these communities also benefit from a decision to build the light rail along the B&O railroad right-of-way." By following the B&O alignment, the city would also be focusing on the Pittsburgh Technology Center, which would be served by the line.
- 246 PACE of the Pittsburgh Consulting Group on behalf of the Coalition to Save the Brake and Switch, Inc. n.d., Comments: This business retention study (no cover page) was produced in response to the 1985 announcement by American Standard, Inc. that they would be closing Union Switch and Signal Division and Westinghouse Air Brake Division. Funding for the study was provided by City of Pittsburgh, Allegheny County, United Electrical, Radio, and Machine Workers (Local 610), and others. Conclusions about the US&S facility are now mute: Edgewood Towne Centre now occupies the site. Conclusions about WABCO included downsizing of capacity, changes in management practices, etc.
- 247 Page, M. H., and Silverman, M. 1989 ., *The Impact of Unemployment: The Elderly and Their Families*. Pittsburgh, PA: University of Pittsburgh, School of Social Work, December. Comments:
- 248 Parks, Timothy. 1994. , "Financing Your Council." Paper presented at the National Conference, Association of Technology Business Councils. June. Comments: The key aspect of this presentation is that PHTC has used an entrepreneurial model that has taken it from a subsidy based organization to a fully viable membership, market driven organization in less than 10 years. This evolution was, of course, the expectation of the ACCD when it defined the nature of such a trade association in its economic strategy in 1984. Specific tables show the growth in revenues and the shift in their sources between 1987 and 1991.
- 249 Penn's Southwest Association. 1984., 1983 Annual Report. Comments: Featured topics: lifestyle in the region, infrastructure and human resources (especially University of Pittsburgh and Carnegie Mellon University) growth of high technology. During the year, Association attracted 22 new companies (\$23,794,420 annual payroll) to region.
- 250 Penn's Southwest Association. 1985., 1984 Annual Report. Comments: Topic: decision of Department of Defense to locate its Software Engineering Institute at Carnegie Mellon University. During the year, Association attracted 35 new companies (2,335 jobs, \$Program evaluation (outside),514,150 annual payroll) to region.
- 251 Penn's Southwest Association. 1986., 1985 Annual Report. Comments: Features area's transportation network.

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- During the year, Association attracted 29 new companies (1,482 jobs, \$33.3 million annual payroll) to region.
- 252 Penn's Southwest Association. 1987., 1986 Annual Report. Comments: Theme: the region's economy in the international marketplace. During the year, Association attracted 24 new companies (1,214 jobs, \$27.3 million annual payroll) to region.
- 253 Penn's Southwest Association. 1988., 1987 Annual Report. Comments: Topics: higher education and economic development, small business assistance. During the year, Association attracted 14 new companies (344 jobs, \$8 million annual payroll).
- 254 Penn's Southwest Association. 1992a., 1991 Annual Report. Comments: Marks 20th anniversary of the Association. During the year, Association attracted 12 new companies (1,915 jobs, 45.3 million annual payroll) to region. Since its inception, Association has attracted nearly 400 new companies with an estimated 29,000 new jobs and an annual payroll in excess of \$700 million.
- 255 Penn's Southwest Association. 1992b., Penn's Southwest News, fall. Comments: Describes how specialty manufacturing might be a key to southwestern Pennsylvania's economic future. Profiles Beaver Falls China, World Class Processing, Koppel Steel., and Clair E. Searfoss, president of the Beaver County Corporation for Economic Development. Reports that Kyowa America Corp., a Japanese plastics firm, had located in Greene County and that with the opening of the final link of the Beaver Valley Expressway area residents would be able to drive to San Francisco without encountering a traffic light (no mention of flashing yellow lights at toll booths, however!).
- 256 Penn's Southwest Association. 1993a., 1992 Annual Report. Comments: Focus: strategic location, network of support services, skilled workforce. During the year, Association attracted 17 new companies (1,350 new jobs, \$31.9 million annual payroll) to area.
- 257 Penn's Southwest Association. 1993b., Penn's Southwest News, winter. Comments: Describes Lawrence County as an ideal market. Profiles KASGRO Rail Corp., Interchange Specialty Services, Wolverine Plastics, and International Masters Publishers, Inc. Includes directory.
- 258 Penn's Southwest Association. 1994a., Penn's Southwest News - European Edition. vol. 1, no. 1 (April). Comments: Announcement of a new newsletter. Profiles of VEKA, Inc., Shandum Lipshaw, and Ardex, Inc., Describes how new U.S. tax provisions affect international business, and provides overview of current U.S. and state income tax considerations.
- 259 Penn's Southwest Association. 1994b., Business Hub of the Northeast Pittsburgh: Penn's Southwest Association. August. Comments: Ten sets of information are presented in the following sections: A Strategic Location (Demographics, Economic, Major Business Center, Real Estate); Transportation (Air Service, Port Facilities); Financing (Financial Programs & Financial Center); Energy and Public Utilities (Electric, Gas, Sewage & Water); Human Resources (Labor Profile; Cost & Availability of Labor); Business Climate, Incentives, and Taxes; Lifestyle (Living and Housing Costs, Public Health and Safety; Climate, Recreation, and Culture); Education and Research; International Business (International Region), Foreign Trade Zone; Business Support Services (Professional, Accommodations and Amenities). This document is updated periodically to include the most current information. It is used primarily to inform prospective businesses about locational factors that should be considered in this region.
- 260 Penn's Southwest Association. n.d. , Dynamic Pittsburgh: It All Comes Together Here. Comments: A brochure describing attractiveness of southwestern Pennsylvania as a place to live and do business
- 261 Pennsylvania Department of Labor and Industry Labor Market Analyst. 1988., Information Resource Guide for Prospective Employers: Pittsburgh PMSA. Comments: PIC annotation: Attention entrepreneurs! If you are considering expanding or starting a business, you will find this publication to be an indispensable resource guide. This comprehensive directory lists all of the private and public agencies and programs for economic development and employment with the Pittsburgh PMSA.
- 262 Pennsylvania Economic Development Partnership. 1988. , "Investment in Pennsylvania's Future: The Keystone

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for Economic Growth.; Statewide Economic Development Strategy." Prepared by the Pennsylvania Economic Development Partnership, Commonwealth of Pennsylvania, January. Comments:

- 263 Pennsylvania Economy League. 1985., The Role of the Pittsburgh School District in Post-Secondary Vocational-Technical Education. Comments: PIC annotation: Commissioned by the Pittsburgh Board of Education, this report presents a comprehensive analysis of the program offerings and fiscal health of post-secondary vocational-technical education in Pittsburgh and Allegheny County. A high degree of program duplication is noted especially between the Connelly Skill Learning Center and the Community College of Allegheny County. A plan to end this duplication along with reform of Connelly's tuition structure are the League's recommendations to the Board.
- 264 Pennsylvania Economy League. 1989a., "Pittsburgh Arts Organizations Finances, Public and Private Funding and Impact on the Local Economy." March. Comments:
- 265 Pennsylvania Economy League. 1989b., "A Report on a Survey of Issues and Initiatives Bearing on Economic Development in Southwestern Pennsylvania," Comments: Survey conducted by the PEL for the Ad Hoc Committee to Promote Economic Development in Southwestern Pennsylvania, February. Study interviewed 77 officials in business, labor, government, educational institutions, economic development agencies and civic agencies in southwestern 9 county southwestern Pennsylvania region. Most frequently mentioned issues: 1) Need to increase funding to expand and improve infrastructure, includes navigational, mass transit, rail, highways, sewerage and water, 2) need to deal with area's perceived poor image and labor climate, 3) need to market region, 4) need to expand initiatives to assure skilled labor force in future, 5) need to work cooperatively.
- 266 Pennsylvania Economy League. 1990a., "The Impact of the Regional History Center on the Convention Center Cultural District and the Allegheny County Economy." Prepared for the Historical Society of Western Pennsylvania, March. Comments:
- 267 Pennsylvania Economy League. 1990b., "The Impact of Hospitals on Local Economies." Prepared for the Hospital Council of Western Pennsylvania, November. Comments:
- 268 Pennsylvania Economy League. 1990c. , "The Impact of the Cultural District on the Pittsburgh Area." Comments: Prepared for the Cultural Trust, November.
- 269 Pennsylvania Economy League. 1991. , "The Economic and Employment Impact of the Andy Warhol Museum on Pittsburgh." June. Comments:
- 270 Pennsylvania Office of Employment Security. 1986., Labor Market Analysis Unit. Second quarter. Comments: PIC annotation: Taken from a survey of major employers within the Pittsburgh PMSA, this resource provides information for broad categories of jobs. It is intended for use by job developers, vocational planners, and other users of labor market data who are engaged in placement assistance and reemployment efforts.
- 271 Pennsylvania State Planning Board. 1983. , "Choices for Pennsylvanians." Governor's Office of Policy and Planning, Harrisburg, Pennsylvania, January. Comments: Done under an EDA grant with state funds also. 1) Status Report of the Pennsylvania State Planning Board, January 1983 2) Summary Report of the Pennsylvania State Planning Board, September 1981. 3) "Challenges and Opportunities in Economic Development and Community Conservation for the 1980s," Technical Report of the Pennsylvania State Planning Board, December 1980. 4) Final Report of the Pennsylvania State Planning Board, September 1981.5) Citizens Edition.
- 272 Pennsylvania, Commonwealth of. 1984., "Pennsylvania's Economic Development and Community Conservation Strategy: 1984." 1984-85 Budget and Policy Brief. Comments: Overview of Pennsylvania's economic development strategy during the Thornburg administration. Describes three point strategy of economic development: encourage existing firms to remain, encourage new businesses and small business, and recruit new investment (not blind smokestack chasing). Summarizes areas of economic development and budget figures. In part this a promotional piece.
- 273 Petrie, Ragan. 1993. , "The Effectiveness of State and Local Export Promotion Programs in the U.S." Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, June. Comments:

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- Sponsored by Allegheny County. (JDU) This paper discusses the goals and rationale of export programs, examples of export programs, guidelines for evaluating export programs, and lessons for the Pittsburgh region. A useful bibliography is included. Among the key findings is that definitive evidence that export assistance has caused exports and created new jobs in small and medium sized businesses has not yet been discovered; nonetheless, there is circumstantial evidence in several programs that assistance has made a difference; in at least one case (XPORT) assistance fees generated through contractual arrangements with potential exporters are increasing and are being reinvested in the assistance program.
- 274 Pittsburgh Cultural Trust. 1990a., "A Unique Draw for Downtown." Comments: Completed by study consultants: Geddes Brecher Qualls Cunningham, DAMianos Brown Andrews, Inc., EDAW, Inc., Hammer, Siler, George Associates. This is a summary brochure for the establishment of the cultural district in downtown Pittsburgh. It is based on a study conducted by a team of consultants and published as the Strategic Implementation Study for the Cultural District. This is really a design plan. "The plan envisions the continued transformation of Penn-Liberty from its unsavory past character to a vibrant urban gathering place, alive with activity day and night."
- 275 Pittsburgh Cultural Trust. 1990b., "Strategic Implementation Study for the Cultural District." Pittsburgh: Pittsburgh Cultural Trust. This study was funded by the URA, Cultural Trust, with assistance from the Allegheny Conference and City Planning Department. Comments: It was conducted by a team of seven consulting firms. Currently unavailable for review.
- 2750 Pittsburgh High Technology Council. 1988., The State of Industrial Competitiveness: Pennsylvania's Pacesetter IRC Initiative. Pittsburgh High Technology. November-December, 1988. Comments: Included as a citation in the GPRI evaluation of SPIRC
- 276 Pittsburgh High Technology Council. 1993 (circa ), "Supporting a Regional Strength: Promoting Regional Competitiveness and Industry Development in Southwestern Pennsylvania," Pittsburgh, PA: Pittsburgh High Technology Council. Comments: This reports on and advertises the Environmental Business Network (EBN), a membership program of the PHTC. The EBN is a networking program for senior people in environmental businesses, estimated by the PHTC to number around 400 in the southwestern Pennsylvania. EBN's mission is to promote the industry through communication, peer exchange, policy information and alliance building. Participants include those from Environmental Industry Subsector (producers of products and services), Environmental Support Subsector (government, professional service firms, e.g., law, academia, research), Industrial End Users (government and private sector buyers).
- 277 Pittsburgh High Technology Council. 1994., Thinking Differently About the Region: Southwestern Pennsylvania's Manufacturing and Technology Assets. Pittsburgh, PA: with and the Southwestern Pennsylvania Industrial Resource Center. October Comments: PHTC is conducting an analysis of the region's key competitive assets. The study will examine specific industries and technologies which provide a foundation for future job creation and a place for the region in the global economy.
- 278 Pittsburgh High Technology Council. 1994a., Environmental Business Network. Pittsburgh, PA: Pittsburgh High Technology Council. Comments: This prospectus describes an initiative of PHTC to create a forum of senior executives from the region's environmental industry. Of some interest is the assertion that SWPA's 400 environmental companies enjoy a competitive advantage here that is related to successful environmental revitalization activities, the industry's specialized skills and technological base, the area's business network, the area's vibrant and competitive local environmental market. While this industry was spawned on local needs the local market is no longer sufficient to sustain these companies; accordingly, new markets are the focus. Similar affinity group organizing efforts with Software firms, biomedical start ups (through TDEC), and high performance manufacturers (through TDEC) are also underway.
- 279 Pittsburgh High Technology Endowment. 1986., Pittsburgh High Technology 1986: Materials Engineering and Economic Growth. Pittsburgh High Technology Endowment with the Ben Franklin Consortium Council. September. Comments: PIC annotation: This publication is a compilation of presentations made at the second annual regional conference on emerging technologies. There were 12 expert presenters who addressed two questions: "How are the nature and uses of materials changing in the industrialized world?" and "How are the assets of the Pittsburgh region being redirected to reflect these changes?" While it is not possible to predict growth figures for these firms, the region stands to benefit substantially with these technologies.

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- 280 Pittsburgh International Initiative of Western Pennsylvania. 1991., The Case for Internationalizing the Pittsburgh Region. Comments: This proposal is underpinned by a study prepared by Sandra D. Williamson (May 1991). As part of this study reports were completed by Andrew R. Blair ("Export Activity in Pennsylvania and the Pittsburgh Region: Composition, Markets, Regional/State Comparisons, and Employment Implications") and Carol Campbell Swinston ("International Tourism: A Blueprint for Action in the Greater Pittsburgh Region") and a survey of 45 regional business, government, academic, and cultural leaders. The overall thrust of this initiative is that Pittsburgh possesses strengths and weaknesses (as indicated by analysis and leadership interviews) with regard to its "internationalization" and that these strengths can be accentuated by a concerted and collaborative effort of key leaders and organizations, most of whom are associated with specific recommendations in this report. Among the key initiatives would be 1) increasing community awareness of the significance of the global economy on Pittsburgh; 2) enhancing commercial capabilities by promoting exports of locally produced goods and services and establishing a World Trade Center and increasing international air service; 3) developing international tourism and events for the region; 4) fostering international education at all levels; and 5) expanding cultural resources through international exposure and promotion.
- 281 Pittsburgh Modeling Project. 1985. , "Modeling Economic Activity in the Pittsburgh Region," Pittsburgh, PA: University of Pittsburgh, Department of Economics and University Center for Social and Urban Research, 6 February. Comments:
- 282 Pittsburgh Private Industry Council. n.d. , "Hidden Labor Force: A Guide to Non-Traditional Sources of Labor in Allegheny County." Comments:
- 283 Pittsburgh Regional Planning Association. 1963., Region in Transition, Pittsburgh, PA: University of Pittsburgh Press. Comments: Economic Study of the Pittsburgh Region, vol. 1
- 284 Pittsburgh, City of, Advisory Committee to the Mayor. 1989., "Priorities for the 1990s: Draft Report for Discussion, September 16, 1989." Comments: This working paper contains four sections. First is a "digest" of the issues and ideas that were discussed at a series of workshops. Second is a summary of the special workshops on Business and the Economy. Third is a brief statement of concerns from the Department of City Planning. These first three sections were further summarized and included in the final report of the Agenda Committee. The fourth section is a set of reflections on all of the neighborhood and other meetings by Jim DeAngelis, the planning consultant to the Agenda Committee. Some of these ideas were discussed at the September meeting and a few of them found their way into the Agenda Committee's final report. The topics addressed in DeAngelis' section included a set of issues: "Pittsburgh: the hub of the wheel or the hole in the donut?" exploration of a modern federated system of government with the city's neighboring municipalities; citywide vs. neighborhood orientation; guaranteed service delivery; examine long term financial prospects and reform local tax structure; support for strategic city and neighborhood planning; housing policy shift; support for racial integration of neighborhoods; spatial development strategies: the Spine Line; CBD-Oakland-East End; job creation; education; training; and three proposals for Pittsburgh to become a socially progressive city--welcoming diversity, destroying barriers, and being uncompromising about this! His final statement, "A Vision of Pittsburgh," wraps all this together!
- 285 Pittsburgh, City of, Advisory Committee to the Mayor. 1990., "Priorities for the 1990s: Final Report to the Mayor." Comments: Prepared for the City of Pittsburgh, March. Developed from a number of neighborhood meetings convened by the Mayor. The primary initiatives concerned addressing racial integration and developing respectful approaches to accepting diversity; public housing (expect resistance by return Public Housing to its original purpose, temporary housing, by offering support for current residents to consider housing in other neighborhoods, etc.); and youth (involve the city more directly in social and educational programs). The secondary initiatives concern people (make extraordinary efforts for our dependent populations), physical development (a city plan that is backed by locally prepared, realistic neighborhood plans AND special attention to the river fronts, downtown, and key development linkages such as the Spine Line AND economic development through "good" jobs AND residential and community improvements AND attracting new residents), and governance (improvements in management and service delivery; executive / legislative relations; neighborhood accountability; public employees; code enforcement; and equitable taxation with efficient service delivery) The report continues by discussing neighborhood stability; housing; public safety; training, education, & jobs; and public facilities and infrastructure. Finally, positions on dealing with the economy, the CBD, key businesses, and neighborhoods were sketched based on some



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discussions with civic leaders.

- 286 Pittsburgh, City of, Allegheny County, and Allegheny Conference on Community Development. circa 1992, Strategy 21: Building World Class Assets. A proposal by the Strategy 21 Partners to the Commonwealth of Pennsylvania. Comments: This edition continues the seven year collaboration of local area entities with the Commonwealth of Pennsylvania. In conjunction with each legislative session since 1985 a list of projects has been submitted to the Governor and legislature of the Commonwealth to "bring the Pittsburgh region's strengths up to competitive world class standards through investment in significant "assets" and opportunities that enhance the region's attractiveness for its residents and for private investment, and to enhance its image around the globe in business, education and the arts." This series of "Strategy 21" reports has been jointly produced by the city of Pittsburgh, Allegheny County, Carnegie Mellon University, and the University of Pittsburgh. While viewed as only a listing of projects, each document has articulated some strategic goals. In the 1985 report these goals were to: 1) reinforce the region's traditional economic base as a center for the metals industry and international corporate headquarters; 2) convert underutilized land, facilities, and labor force components to new uses, especially those involving advanced technology; enhance the region's quality of life; and expand opportunities for women, minorities and the structurally unemployed. That year's projects were the International Airport, Three Rivers Stadium, Center for Science and Technology, the Mon Valley, highways at the airport including the Southern Expressway, and university advanced technology research. In the 1988 version (Update, Progress Report, and Proposed Amendments) the goals remained intact but some slightly different projects were given priority, notably, Herr's Island and several specific Mon Valley projects and several specific university initiatives. In other words this edition of Strategy 21 become more specific and, accordingly, the list is longer. In the 1990 version (Competing in a World Economy: Environment, Access, Jobs, Advanced Technology) another set of strategic goals was established based on the premise that "the insular, manufacturing dominated economy of the 1970s left the region poorly positioned to withstand the global forces which have since reshaped many regions and nations." Resting on its leadership as creator of partnerships and on the airport and associated infrastructure a new emphasis was articulated. This edition's proposal sought support for eight projects: Warhol museum, Cultural District Phase 2, Convention Center expansion, Regional History Center, Downtown Library Center, Federal/North Redevelopment, Keystone Commons, and City Center of Duquesne/McKeesport Industrial Center.. A "diversified funding strategy" is also proposed: statewide financing (recreation bond issue, statewide housing initiative); local financing initiatives; a regional recreation entity; hotel tax; and specific capital and general fund assistance. The specific projects are organized into categories of environment (natural and community resources), access (heliports, intermodal transportation centers, roads and busways), jobs (job centers and global competition), and advanced technology (manufacturing assistance center, biomedical development, hazardous materials research, super computing, etc.). All of the projects are summarized in accord with the capital budget or general fund.
- 287 Pittsburgh, City of, Department of City Planning and Urban Redevelopment Authority. 1986., An Evaluation of the Real Estate Tax Exemption Programs of the City of Pittsburgh. Comments: The LERTA program had limited impacts on investment decisions; confined primarily to short term impacts on several small and medium sized projects. All recipients would have built their projects without the abatement. Recommendations focused on reducing the forgone revenues by 75% and clarifying administrative practices and focusing on smaller businesses.
- 288 Pittsburgh, City of, Department of City Planning. 1985., Pittsburgh Neighborhood Commercial Program Neighborhood Business Districts Assessments and Needs. Comments: This report briefly characterizes each business district' needs and describes its general circumstances.
- 289 Pittsburgh, City of, Department of City Planning. 1987. , The Impact of the Earned Income Tax on Location Decisions and the City of Pittsburgh. Comments: This report was prepared by DCP based on a survey, conducted by UCSUR, of people who moved out of or into the city or who moved into the region but not into the city. The major finding was that high local taxes were driving residents out of the city.
- 290 Pittsburgh, City of, Department of City Planning. 1988. , "Working Summary, Riverfront Renaissance, A Comprehensive Strategy for the Pittsburgh Riverfront." Comments: Prepared by Environmental Planning and Design, June. A two-thirds done report on the intent to development a comprehensive survey of Pittsburgh's riverfront development.

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- 291 Pittsburgh, City of, Department of City Planning. 1989., Retail Research Summary: the 5th & Forbes Initiative. Comments: This compendium of reports (Who Shops Downtown, and Why? by DeAngelis; Downtown Retailing Trends in U.S. Cities by Hammer Siler George Associates; and Merchant Survey by Marketing Investigations, Inc.) was distributed as part of the kick off for a major downtown Pittsburgh development initiative.
- 292 Pittsburgh, City of, Department of City Planning. 1993., Comprehensive Plan: A Guide for Public Policy in Support for a Shared Vision of Pittsburgh. Working Draft. Comments: The city's comprehensive plan. In a number of areas: geographic (natural features, neighborhoods and regional cores ) and functional areas (urban design, housing, historic resources, economic development and transportation) the report sets a vision, strategy and work plan for each. The workplan reviews current programs and initiatives. For instance in economic development, the strategy is to retain key industries, increase and coordinate amenities for economic development, creating opportunities for the poor, women and minorities, and stimulate growth in low- and moderate-income neighborhoods. Current programs include Washington's Landing, Pittsburgh Technology Center and Three Rivers Stadium project. These are city's contribution to Strategy 21.
- 293 Pittsburgh, City of, Department of City Planning. 1994., Pittsburgh/Allegheny Empowerment Partnership, Part One: Strategic Plan. Comments: This is the application for the federal government's Empowerment Zone proposal. Pittsburgh, Duquesne, McKeesport, Homestead, Rankin, West Homestead and Allegheny County joined forces to produce the proposal. The actual zone includes tracts on the near Northside, the Strip/Lawrenceville, the Hill District, Hazelwood, and the Southside stretching to select tracts down the Mon Valley. Some key parts of the proposals: new Neighborhood Housing Model, with public housing in region, human services, employment and investment. Interesting parts: proposed Green Technology Park, promoting industrial recycling, automated information system for crime statistics, expand current School to Work programs and Youth Apprenticeship Program.
- 294 Pittsburgh, City of, Department of Finance. 1992, "Report to Council: The Effect of the Dual Land Tax and Imposition of a Single Unified Real Estate Tax." Comments: Study of potential regressive effects of the city's dual or bifurcated real estate tax system, 22 May.
- 295 Pittsburgh, City of, Department of Finance. n.d. , "Employment Diversification in the City of Pittsburgh." Comments: Study looks at employment growth trends in 27 Pittsburgh business sectors by sector and employer using the city occupation privilege tax data. Includes employers with 150 or more employees only. (Claims this makes up two-thirds of Pittsburgh's employment, no source.)
- 296 Pittsburgh, City of, Urban Redevelopment Authority and Regional Industrial Development Corporation. 1985., Pittsburgh Technology and Industry Park. July. Comments:
- 297 Pittsburgh, City of, Urban Redevelopment Authority, Allegheny County, Duquesne Light,. R. K. Mellon, and others. late 1980s? , Five Pittsburghs Comments: This brochure and its companion video have been very useful in recruiting businesses.
- 298 Pittsburgh, City of, Urban Redevelopment Authority. 1985a., "The Neighborhood Commercial Improvement Program: 1978-1984." Economic Development Department. July. Comments: Begun in 1975, the Neighborhood Commercial Improvement Program (NCIP) was intended to arrest the structural blight that marked many of the city's neighborhood commercial districts through financing specified improvements to commercial buildings. Contains a table showing the correlation between certain blight and economic parameters which shows a positive relationship between a retail district's participation in NCIP and the merchants' "perception of positive changes in the districts.
- 299 Pittsburgh, City of, Urban Redevelopment Authority. 1985b., "Women Business Enterprise in Pittsburgh: Research, Policy Analysis, Program Development." Economic Development Department. December. Comments: This study wanted to learn if women in Pittsburgh face obstacles in starting a business that men do not, or if they have needs when running businesses that men do not. The study showed that women in Pittsburgh, as elsewhere, were in need of training. They tended to concentrate in high-risk, low-margin industries and earned lower-than-average revenues. Pittsburgh women did not complain as much about sex discrimination as their national counterparts. As in the rest of the nation, Pittsburgh women were less likely than their

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- male counterparts to obtain financing from commercial banks or government sources. Study recommended that the Economic Development Department increase its support of programs providing technical assistance to women entrepreneurs and that the URA should change its loan requirements to allow more women to qualify. Study includes the results of 15 surveys conducted in Pittsburgh.
- 300 Pittsburgh, City of, Urban Redevelopment Authority. 1986a., "Preliminary Commercial Market Analysis." Economic Development Department. August. Comments: Concludes that a full-scale market study of this Northside trade area would have to be conducted before any business location decision could be made. Contains results of a shoppers' survey and statistics of retail businesses operating in the area as of 1985.
- 301 Pittsburgh, City of, Urban Redevelopment Authority. 1986b., "Tax Increment Financing for the City of Pittsburgh and the State of Pennsylvania: A Working Paper." Economic Development Department. April. Comments: Tax increment financing (TIF) is the pledging of future tax increment revenues to finance current development activities. TIF has worked successfully in other parts of the country, but its value to Pittsburgh is limited by the city's real estate tax abatement program and graded tax system. Provides a general description of TIF and examines considerations for Pittsburgh and how it would apply to such URA projects as Herr's Island, Three Rivers Stadium, and the Pittsburgh Technology Center.
- 302 Pittsburgh, City of, Urban Redevelopment Authority. 1986c., Annual Report. Comments: Pittsburgh Tech Center; Washington's Landing; North Shore; Strip District/Convention Center; Three Rivers Stadium Area; Center for Business Assistance; Business Investment Fund; Neighborhood Economic Development Investment Fund; Minority & Women Owner Business Fund ; Streetface; Enterprise Zones in East Liberty, North Side, and Lawrenceville; Community Development Investment Fund; Neighborhood Business District Revitalization Program; Neighborhoods for Living Center.
- 303 Pittsburgh, City of, Urban Redevelopment Authority. 1987a., "A Pittsburgh Design and Decorator Center: Market Feasibility Considerations." Economic Development Department. April. Comments: Includes results of two surveys conducted by the URA , the first, of the local and regional membership of the American Institute of Architects, the American Society of Interior Designers , and the Institute of Business Designers and the second, of those manufacturers most frequently mentioned in the first survey to determine whether they would be willing to make a commitment to locate in a Pittsburgh design center, should one be developed. The findings revealed that although a design center was not feasible in the area studied by the department (Baum Boulevard), it might be more appropriate succeed downtown or in a nearby downtown location. A design center in Pittsburgh would contribute to the upscale, high tech, attractive office environment the city is promoting.
- 304 Pittsburgh, City of, Urban Redevelopment Authority. 1987b, "Pittsburgh's Economic Development Strategy." Economic Development Department. Comments: Interesting report. Includes historical overview, projections of trends, a development strategy and priorities for development. Conclusions: growth in education, health and business services. Limited manufacturing remaining should be supported and modernized. Support for business HQ and expansion of trade, tourism, transportation. Goals: 1) Retain key industries of the economic base, including small businesses. 2) Stimulate and encourage expansion of industries with growth potential -- identify industries and assist them. 3) Initiate and implement development projects for city. 4) Establish a continuing process to monitor developments of local, regional and national economies. 5) Identify strengths and opportunities to support economic development. 6) Market the city. 7) Address disadvantaged groups. 8) Identify and overcome impediments to economic development, land labor capital.
- 305 Pittsburgh, City of, Urban Redevelopment Authority. 1987c., Annual Report. Comments: Pittsburgh Tech Center; Washington's Landing; Penn-Liberty Cultural District; Convention Center / Strip District; Center for Business Assistance; Business Investment Fund; Neighborhood Economic Development Investment Fund; Minority & Women Owner Business Fund; Streetface; Enterprise Zones in East Liberty, North Side, and Lawrenceville; Community Development Investment Fund; Neighborhood Business District Revitalization Program; Neighborhoods for Living.
- 306 Pittsburgh, City of, Urban Redevelopment Authority. 1988., Annual Report. Comments: Pittsburgh Tech Center; Cultural District; North Shore; Washington's Landing; Center for Business Assistance; Business

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- Investment Fund; Neighborhood Economic Development Investment Fund; Minority & Women Owner Business Fund ; Streetface; Enterprise Zones in East Liberty, North Side, and Lawrenceville; Community Development Investment Fund; Neighborhood Business District Revitalization Program; Neighborhoods for Living.
- 307 Pittsburgh, City of, Urban Redevelopment Authority. 1989a., "Manufacturing in Pittsburgh, 1989." Economic Development Department. Comments: Traces decline of manufacturing in Pittsburgh and the Pittsburgh Primary Metropolitan Statistical Region since 1967. Examines activities in 19 SIC classes (food and kindred products; textile mill products; apparel; lumber and wood products; furniture; paper and paper products; printing and publishing; chemicals; oil refining and petroleum products; rubber and plastic products; leather products; glass, stone and clay products; primary metals; secondary metals and fabrication; metal machinery (including computers); electronics and electrical equipment; transportation equipment scientific and measurement apparatus; and miscellaneous industries). Concludes that large firms no longer dominate the manufacturing sector.
- 308 Pittsburgh, City of, Urban Redevelopment Authority. 1989b., "Manufacturing Trends in Pittsburgh: 1980 though 1988." y Economic Development Department. August. Comments: Manufacturing employment in Pittsburgh registered a 4.2% gain between 1987 and 1988, the first growth in manufacturing since 1967. This document reports in somewhat greater detail than in the Economic Development Department's "Manufacturing in Pittsburgh, 1989" the activities of 19 SIC Classes (food and kindred products; textile mill products; apparel; lumber and wood products; furniture; paper and paper products; printing and publishing; chemicals; oil refining and petroleum products; rubber and plastic products; leather products; glass, stone and clay products; primary metals; secondary metals and fabrication; metal machinery (including computers); electronics and electrical equipment; transportation equipment , scientific and measurement apparatus; and miscellaneous industries).
- 309 Pittsburgh, City of, Urban Redevelopment Authority. 1989c., Annual Report. Comments: Pittsburgh Tech Center; Carnegie Science Center; Washington's Landing; Crawford Square; Cultural District; Center for Business Assistance; Business Investment Fund; Neighborhood Economic Development Investment Fund; Minority and Women Owner Business Fund; Streetface; Enterprise Zones in East Liberty, North Side, and Lawrenceville; Community Development Investment Fund; Neighborhood Business District Revitalization Program; Feature: WRS Motion Picture and Video Laboratory.
- 310 Pittsburgh, City of, Urban Redevelopment Authority. 1990a., Annual Report. Comments: Pittsburgh Tech Center; Washington's Landing; Crawford Square; Center for Business Assistance; Business Investment Fund; Neighborhood Economic Development Investment Fund; Minority & Women Owner Business Fund ; Streetface; Enterprise Zones in East Liberty, North Side, & Lawrenceville; Community Development Investment Fund; Neighborhood Business District Revitalization Program; Features: Red Zone: Producing Robots and a Sense of History and Homewood Farmers' Market.
- 311 Pittsburgh, City of, Urban Redevelopment Authority. 1990b. , Urban Redevelopment Works in Pittsburgh. Semiannual newsletter. Winter. Comments: Economic Development headlines: MAGLEV found feasible; Early Warning Network aids manufacturers and labor -- a partnership with Steel Valley Authority, 1,000 businesses surveyed; SPIRC opens Lawrenceville office.
- 312 Pittsburgh, City of, Urban Redevelopment Authority. 1990c., "Pittsburgh's Neighborhood Business District: Revitalization Program, 1986-1989." December. Economic Development Department. Comments: Evaluates the program in 18 neighborhood business districts [Allegheny East, Allegheny West, Bloomfield, Bloomfield-Garfield, East Hills, East Liberty, Hazelwood, Homewood, Lawrenceville (Central, Lower, Upper), Oakland (West, Central), Penn Main, Southside Flats]. A survey of local merchants revealed that the program was strengthening their shopping districts. Document reviews quantitative program performance measures, organizational capacity, and physical improvement. Describes design, public space improvement, promotion and image development, and community development assistance available though program. Lists amount of public and private investment in each of the neighborhoods.
- 313 Pittsburgh, City of, Urban Redevelopment Authority. 1991a., Urban Redevelopment Works in Pittsburgh, PA.: semiannual newsletter. Spring. Comments: Economic Development headlines: Pitt's Center for Biotechnology and Bioengineering is being built; North Side business incubator; East Liberty conversion project to be DER

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office building.

- 314 Pittsburgh, City of, Urban Redevelopment Authority. 1991b., "A Generation of Economic Change in the City of Pittsburgh. Economic Development Department. November. Comments: Part I: Decline in Manufacturing and Distribution; Growth in Finance and Business and Professional Services. Part II: Decline in Trade, Personal, and Repair Services. Part III: Summary and Implications. Statistical tables: Change in Employment in Manufacturing, in five-year increments from 1954-58 through 1982-87; Change in Employment in Wholesale Trade, in five-year increments from 1954-58 through 1982-87; Changes in Administrative Employment in Manufacturing, 1963 and 1987; Pittsburgh Resident Employment, 1950 and 1980; and Jobs in Trade and Personal and Repair Services, City of Pittsburgh, for the years 1958, 1977, and 1987.
- 315 Pittsburgh, City of, Urban Redevelopment Authority. 1991c. , Urban Redevelopment Works in Pittsburgh. Semiannual newsletter. Fall. Comments: Economic Development headlines: Ground broken for Crawford Square project; Marina opens at Washington's Landing.
- 316 Pittsburgh, City of, Urban Redevelopment Authority. 1991d., Annual Report. Comments: Pittsburgh Tech Center; Washington's Landing; Crawford Square; City Pride in Lawrenceville; Crawford Square in the Hill District; Center for Business Assistance \$6.3 million to 527 businesses and 456 jobs; Business Investment Fund \$1.5 million to 16 businesses and 325 jobs; Neighborhood Economic Development Investment Fund \$510,000 in 8 loans and 59 jobs; Minority & Women Owner Business Fund \$735 K in 17 loans and 67 jobs; Streetface 52 grants; Enterprise Zones in East Liberty, North Side, and Lawrenceville; Community Development Investment Fund \$440 K in 8 grants; Neighborhood Business District Revitalization Program.
- 317 Pittsburgh, City of, Urban Redevelopment Authority. 1991e., "Neighborhood Food Stores in Pittsburgh." Economic Development Department. September. Comments: Study was done to 1) identify characteristics that distinguish successful from unsuccessful food stores, 2) analyze the URA's loan guidelines and the marketing efforts of its loan programs, and 3) investigate the potential for the formation of a cooperative buying organization to enable small food stores to be competitive. Study was done in part to address the concern that some city residents did not have adequate access to food stores. Options for forming an association/cooperative buying organization are outlined.
- 318 Pittsburgh, City of, Urban Redevelopment Authority. 1992a., Annual Report. Comments: Pittsburgh. Tech Center; Washington's Landing; Crawford Square; Assistance to 593 businesses (\$3.8 million & 125 jobs); Business Investment Fund (retention) \$1.14 million in financing to 8 businesses and 77 jobs; Neighborhood Economic Development Investment Fund \$488,000 in 6 loans and 33 jobs; Enterprise Fund for Trade and Services \$218,000 in 9 cases and 15 jobs; Streetface; Enterprise Zones in East Liberty, North Side, and Lawrenceville; Community Development Investment Fund; Neighborhood Business District Revitalization Program.
- 319 Pittsburgh, City of, Urban Redevelopment Authority. 1992b. , Urban Redevelopment Works in Pittsburgh. Semiannual newsletter. Spring. Comments: Economic Development headlines: Rowing Association expanding at Washington Landing; Justice Complex advances; City Pride dedication.
- 320 Pittsburgh, City of, Urban Redevelopment Authority. 1992c., Urban Redevelopment Works in Pittsburgh. Semiannual newsletter. Fall. Comments: Economic Development headlines: SMS Engineering to develop North Shore headquarters; Strip District Produce Terminal renovations; City Pride Bakery begins production; 26 neighborhoods participating in commercial revitalization program.
- 321 Pittsburgh, City of, Urban Redevelopment Authority. 1993a., "Pittsburgh Technology Center: Preliminary Land Development Plan." Prepared for the City Planning Commission, April. Comments: Reports on the progress that has been made in developing the site, formerly occupied by the J&L steel plant. Describes building zones, open space and landscape elements, parking, etc.
- 322 Pittsburgh, City of, Urban Redevelopment Authority. 1993b., "Proposal for Redevelopment Activities in the Glenwood Project Area." Comments: Project for the Greater Hazelwood Redevelopment Area. Proposal for five-acre redevelopment area no. 40.
- 323 Pittsburgh, City of, Urban Redevelopment Authority. 1993c. , "Proposal for Redevelopment Activities in the

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- Strip District Area." Comments: Strip District Redevelopment Area, May.
- 324 Pittsburgh, City of, Urban Redevelopment Authority. 1993d., Urban Redevelopment Works in Pittsburgh. Semiannual newsletter. Spring. Comments: Economic Development headlines: Union Switch and Signal to Pittsburgh. Tech Center; Mini-mall in Homewood;
- 325 Pittsburgh, City of, Urban Redevelopment Authority. 1993e., Urban Redevelopment Works in Pittsburgh. Semiannual newsletter. Fall Comments: Economic Development headlines: Industrial sites and development activities in Strip District and Doughboy Square; Commercial revitalization efforts in Bloomfield and Knoxville.
- 326 Pittsburgh, City of, Urban Redevelopment Authority. 1993f., "The Software Industry in Pittsburgh: Overview and Public Policy Recommendations." Economic Development Department. October . Comments: After providing a brief history, this document describes such assets as the Ben Franklin Technology Center of Western Pennsylvania, Carnegie Mellon University's Technology Transfer Office, the Enterprise Corporation of Pittsburgh, the Pittsburgh High Technology Council, and the Software Engineering Institute. Factors affecting local growth of the software industry (location, financing, and staffing) are described. Recommendations for actions to promote the industry include 1) explore the creation of a software section of the PHTC that represents software companies and software professionals exclusively, 2) Software Engineering Institute should consider increasing services it provides to small software companies, 3) more research should be undertaken to determine if business incubators can provide benefits to new software companies, 4) the city should explore how serious a disincentive the business privilege tax is, particularly for young software companies, 5) Pittsburgh should encourage the state to increase the Ben Franklin Partnership's budget, 6) determine whether the software industry is an appropriate target for a publicly capitalized bank or multi-institutional community development corporation, 7) set up a software personnel matching service to attract employees from outside the region and enable local firms to share the cost of out-of-state recruitment.
- 327 Pittsburgh, City of, Urban Redevelopment Authority. 1993g., "Pittsburgh, Pennsylvania: Urban Planning System and Development Achievements. October. Economic Development Department. Comments: After briefly describing changes in the city's general features from 1950 to 1990 and aspects of planning (legal framework, master plan, and community planning efforts), this document describes the following major projects: Gateway Center and Point State Park, PPG Place, Crawford Square, Washington's Landing at Herr's Island, and the Pittsburgh Technology Center. Information included with each description are sponsor, developers, former use, new use, size, development history, and financing.
- 328 Pittsburgh, City of, Urban Redevelopment Authority. 1994., Urban Redevelopment Works in Pittsburgh. Semiannual newsletter. Spring. Comments: Economic development headlines: Acquisition of South Side LTV site; Improvements for the Extension of Station Square; Tax Increment Financing for Pittsburgh Technical Center Garage.
- 329 Pittsburgh, Greater Chamber of Commerce. 1987., Who's Who in Business in the Most Livable City in America: 1986-87 Membership Directory and Buyers' Guide. Comments: PIC's annotation: The directory provides an alphabetical array of the Chamber's member firms. The firms are cross-referenced in a section where they are categorized by type of business. Articles regarding the Chamber's participation in, and perceptions of, Pittsburgh's business environment are also included.
- 330 Pittsburgh-Allegheny County Private Industry Council. 1987 circa., Labor Market Resource Guide. Comments: This loose-leaf guide contains annotated bibliographies of over 120 narrative and statistical reports done by national, state, and local organizations. Another part of the report lists occupations which are expected to grow in this labor market between 1988-89. (Relevant citations are included elsewhere in our bibliography.)
- 331 Ranii, David. 1993a. , "A View from the Trenches." Pennsylvania Business and Technology 4, no. 2 (second quarter). Comments: A series of observations by the founders of several high-tech firms provide a portrait of entrepreneurship Pittsburgh style. The following companies are among those highlighted: Perq Systems (Brian Rosen); Vocollect (Roger Byford); Swanson Analysis Systems (John Swanson); Algor (Michael Bussler); MindBank (Mark Patterson); II-VI (Carl Johnson); INTERSTREAM (Bruce DaCosta); Mastech Systems (Sunil

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- Wadhvani); and Black Box (Gene Yost). Each has a key point to make about his business' success and the Pittsburgh High Tech environment.
- 332 Ranii, David. 1993b. , "Pittsburgh's High-Tech Stock Portfolio." *Pennsylvania Business and Technology* 4, no. 2 (second quarter). Comments: As another indicator of the high-tech sector's performance in the Pittsburgh economy six publicly traded High Tech companies are assessed. A key point is that Greg Drahuschak, a securities analyst, has been tracking Pittsburgh based publicly traded companies as a way of assessing the region's economy since 1981. At that time no High Tech firm was on his list; now five out of the 25 companies are high-tech firms. The six firms reviewed in this article are: LEGENT (formerly Duquesne Systems); Calgon; Respiroics; Tuscarora; AMSCO International; and Medrad.
- 333 Reaves, Ray. 1993., "Case Study: Environmental and Economic Transition of the Allegheny County Region." Pittsburgh, PA: Allegheny County Department of Planning. Comments: Prepared for the Allegheny County/Katowice Voivodship Twinning Project sponsored by the U.S. Environmental Protection Agency, March. This is an extraordinary document. This report documents the post war evolution of the Pittsburgh region. The emphasis is on both environmental and economic transition. A thorough inventory of significant organizations is presented. Specific lessons are drawn from the experience for the benefit of the Polish partners; but clearly these lessons and their underlying rationales are very important to understanding the de-facto development strategy that has been pursued in the Pittsburgh region.
- 334 Regional/Urban Design Assistance Team. 1988., *Remaking the Monongahela Valley*. March. Comments:
- 335 Ricci, E.; Singh, V. P.; Ahlbrandt, R.; Manners, S. 1991., *Greater Pittsburgh Revitalization Initiative: Progress Report Year Three*. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, November. Comments: This report contains a status report on the programs that are being assessed and the findings from a set of surveys and data analyses that were conducted in the early phases of this project in targeted communities. Most of the key findings about the organizations can be found in the 1994 report by these same authors.
- 336 Ricci, E.; Singh, V. P.; Ahlbrandt, R.; Manners, S. and Jaros, K : Musa, D. 1990., *Greater Pittsburgh Revitalization Initiative: Summary of Residential Survey Results*. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research. See Ricci et al. 1994. Comments:
- 337 Ricci, E.; Singh, V. P.; Ahlbrandt, R.; Manners, S. and Trauth, Jeanette. 1994., *Greater Pittsburgh Revitalization Initiative: Evaluation and Final Report*. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, March. Comments: Prepared for the Pittsburgh Foundation, Howard Heinz Endowment, and Vira I. Heinz Endowment. This report is very important. It reports on and assesses a five-year initiative that involves the Mon Valley Initiative (MVI), the Mon Valley Education Consortium (MVEC), the Aliquippa Alliance for Unity and Development, and the Southwestern Pennsylvania Industrial Resource Center (SPIRC). This represents one of the few systematic efforts at assessing outcomes of locally based initiatives that were established during the early 1980s in the region's valleys. Indeed, one of the most interesting aspects of this assessment is that its objectives changed during the study period. Initially conceived as focusing on three communities, it became clear that such a "targeted" approach needed to be changed to a regional "project-focused" evaluative structure. There are some important findings and conclusions about each of the initiatives but there are also some very important findings about all of them. First, their concept of community empowerment has begun to pay dividends and develop new leaders but the importance of board and staff leadership must not be understated. Second, foundation support has been and will continue to be important but as each entity makes progress, as they have, towards independent funding, they will be stronger. Third, these organizations are models that can be adapted elsewhere; their values are not only to the region.
- 338 Rogers, Robin K. (ed.) 1992., *The Working Book*. Pittsburgh: Allegheny County Commission on Workforce Excellence. Comments: An inventory of career training programs that identified 75 schools offering 800 training programs in 200 fields.
- 339 RPR Economic Consultants. 1989. , *Executive Summary: Pittsburgh Industrial Marketing Strategy*. Comments: Prepared for the Urban Development Authority of Pittsburgh, Bethesda, Maryland, March. This study evaluates all market data for Pittsburgh and Allegheny County industrial space markets. It recommends

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strategies for the City to retain its industrial base and expand its base. A major focus is on available space in enterprise zones in North Side, East Liberty and Lawrenceville, and the complementary types of industrial development there. Recommendations also include making available sites more attractive and competitive through physical site improvements, infrastructure improvements, better pricing and more effective marketing. These include site specific road and circulation improvements. Many of the sites contain multistory structures, which need lower rental rates on upper floors. To upgrade sites, the report recommends that the LDCs or URA acquire sites for direct resale or improvement, consolidation, etc. Also recommends seeking funds for acquisition through the CRA, federal and state loans and grants, direct city funding and loan underwriting. Additionally suggests marketing the sites more intensely, reducing taxes in enterprise zones, providing technical and business assistance, among other suggestions.

- 340 Rusman, A.. 1990., *The Monessen Story*. Pittsburgh, PA: University of Pittsburgh, School of Social Work. Comments:
- 341 Sbragia, Alberta. 1988 circa., "The Pittsburgh Model of Economic Development: Partnership, Responsiveness, and Indifference." In *Unequal Partnerships: The Political Economy of Urban Redevelopment in Postwar America*, Gregory D. Squires, ed. New Brunswick, NJ: Rutgers University Press. Comments: In the context of the Pittsburgh Technology Center's creation the author considers the question: "Can local government, on the one hand, actively participate in a public-private partnership that supports downtown and service-sector development and, on the other, be responsive to neighborhood organizations, minorities, and manual workers, groups typically excluded from such a partnership?" By describing the economic transition and the politics of redevelopment in Pittsburgh, the author concludes that Pittsburgh's experiences may illustrate the limits as well as the opportunities for local government's involvement. Particular attention is accorded neighborhood based organizations.
- 342 Sbragia, Alberta. 1990., "Pittsburgh's 'Third Way': The Nonprofit Sector as the Key to Urban Regeneration." in *Leadership and Urban Regeneration: Cities in North America and Europe*, Dennis Judd and Michael Parkinson (eds.), *Urban Affairs Annual Review*, Volume 37, London: Sage Publications, 1990, pp. 51-68. Comments: Also prepared for the conference on "Urban Leadership and Regeneration", Centre for Urban Studies, University of Liverpool, England November, 1989. This article is an excellent review of most of the key locally based economic analyses that were done up to that time and there is a strong section on the evolution of the Pittsburgh approach to economic development in which the key analyses are summarized. The author also characterizes the agendas of the region's leadership at key points during the post world war II era and gives special emphasis to the emerging importance of the nonprofit sector of the region's economy, particularly the universities and research hospitals, which she characterizes as the region's new and emerging "export" industries. This assertion is the basis for her organizational premise that the terms of a new kind of public-nonprofit partnership must be defined. She points out that local government's interests in these large institutions has often been adversarial (i.e., exacting fees in lieu of property taxes from tax exempt institutions and challenging some of these institution's tax exempt status.) She also stresses the territorial ties that most of these institutions have to their region. But she also acknowledges that the nonprofits, themselves, need to do more to cooperate with each other in their mutual interests. This she notes has been problematic, as symbolized by the Pitt-CMU competitions at the highest levels!
- 343 Schwartz, Gail Garfield. 1983., *Challenges to Pennsylvania: An Overview of Economic Prospects*. Comments: Prepared for Hon. J.J. Manderino, Majority Leader of the House, April.(ACDD) This statewide analysis of changes between 1970 and 1980 contains comparisons of Pennsylvania. vs. the nation; there are some county statistics. The premise of the report is that the Commonwealth's economy is distressed but there are some scenarios for recovery that could warrant public actions.
- 344 Sharma, Ravi, and Mattison, Donald. 1992. , "Infant Mortality in Pittsburgh and Allegheny County: Historical Trends and Projections to the Year 2000." In *The State of the Region Report*, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, March. Comments: No direct connection to Economic Development although there are indirect connections through labor force and minority issues.
- 345 Shorebank Advisory Services with Arthur Young and J. Kay Noel & Associates. 1988., *Developing Pittsburgh's Biotechnology Assets: A Strategy for Growth*. Prepared for URA and WPTC, July. Comments: The report, based on key informant interviews identified the strengths and weaknesses and recommended Centers of Excellence,



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targeted commercialization supports, and venture development capacity.

- 346 Shorebank Advisory Services, RDP Consulting Services and Public/Private Ventures. 1990., Strategic Plan for Economic Development in Pittsburgh's Hill District. Comments: Part I: An Employment Strategy, March 1989, and Part II: Real Estate and Business Development Strategy, September 1989. Report of the City of Pittsburgh, Department of City Planning. Goal to plan development in downtown, Oakland and Hill with unemployment and underemployed Hill District residents. Since 1955, the Hill has been the location of 36 studies and documents. It has not improved during this period. Declining population and disinvestment mark most of this period. Goal of this strategy -- to make the Hill as a center for black culture. Strengthen Hill CDC; build anchor residential projects to promote further investment; foster diversity by developing housing, etc. to attract black middle class (e.g. redeveloped shopping plaza, entertainment, etc.); target mid-Forbes and Fifth for commercial redevelopment in technology and service firms; include anchor incubator; support minority entrepreneurs; employment programs.
- 347 Shorebank Advisory Services. 1988. , The Printing Industry in Pittsburgh: Retention and Growth: Overview and Public Policy Recommendations. Pittsburgh, PA: Pittsburgh Urban Redevelopment Authority, Economic Development Department, May. Comments: This report reviews the history of the industry and discusses the circumstances of printers in Pittsburgh based on a set of interviews with printers. Several specific recommendations were made to address printers' concerns about financing equipment, expanding markets to include nontraditional Pittsburgh corporate clients, getting relief from certain local ordinances, getting relocation assistance, and finding desirable workers. Several relatively untapped resources were identified in the study; most notable in these respects were the Printing Industry Association of Western Pennsylvania and the Graphics Arts Technical Foundation. Several of the recommendations were modeled after related efforts in Boston (potential site analysis), Chicago (reviewed ordinances to reduce cost of equipment installation), and New York (a package of new programs to reduce the operating cost of printers, especially those seeking new locations within the city and using abandoned manufacturing facilities).
- 348 Shorebank Advisory Services. n.d. , "Report to the Allegheny Conference on Community Development and the Urban League of Pittsburgh on the Design and Pre-Development of a Minority Business Initiative." Comments: Recommends the Minority Enterprise Partnership to provide "sustained intervention" that has the ability to focus sizable resources on a limited number of ventures, can instill business discipline in every aspect of its relationship with the entrepreneur, and will encourage but not over support the entrepreneurial spirit.
- 349 Simmons, Laura. 1985. , Institutional Supply/Labor Demand Relationship Pittsburgh Standard Metropolitan Statistical Area. Comments: She worked with UCSUR staff to examine this question; she included all relevant data.
- 350 Singh, Vijai P. 1989a., "Summary and Conclusions" In The State of the Region Report. Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, April. Comments: There is better understanding and there has been multi-faceted mobilization of local institutions and resources. Initiatives have begun in developing industries in which we seem to have a competitive advantage. This means new investments, commercialization of new technologies, infrastructure improvements, organizational coordination, and education and training.
- 351 Singh, Vijai P. 1989b., "Regional Structural Change in International Perspective: A Project Report," In International Division of Labour and Regional Development, R.P. Misra, ed. New Delhi: Concept Publishing Co. Comments: Article analyzes the restructuring of the Pittsburgh economy. The first part compares Pittsburgh, Mercyside and the Ruhr regions in the process of restructuring. Parts two and three focus on the specific of the Pittsburgh experience.
- 352 Singh, Vijai P. and Bangs, Ralph L. 1988., "Regional Demographic and Economic Restructuring: Some Implications for Mill Towns." Paper was prepared for the University of Pittsburgh's President's Conference: Mill Towns: Despair, Hopes, and Opportunities May. Comments: This paper presents some facts about the performance of the region's economy and of municipalities in the valley. Some emphasis is given to unemployment statistics. The most provocative suggestion may be that people who reside in the valley should be "prepared to take advantage of employment opportunities in other parts of the region. The

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workers must prepare themselves through education and training to compete for jobs in the growing sectors of the regional economy.

- 353 Singh, Vijai P. and Bangs, Ralph L. 1989. , "Conclusions and Policy Implications" In *The State of the Region Report*, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, September. Comments: The claim that the an "impressive recovery" has occurred in the region's economy is made; recognition is given to the fact that the economy is not as diverse as it could be; the emergence of "a smaller and more stable manufacturing sector and impressive growth in certain segments of the advanced technology sector" is noted; the fact that many new jobs require modern skills is made; human resource development is the most important challenge to the region!
- 354 Singh, Vijai P. and Bangs, Ralph L. 1990., "Conclusions and Policy Implications" In *The State of the Region Report*. Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, November. Comments: In these conclusions the authors claim that the regional economy has diversified; the declines in manufacturing employment have stabilized; and that some key projects (International Airport and SONY) are showing positive contributions. While there has been an expansion of the labor market that includes minorities and women, skills are needed to gain access to jobs. This is particularly true for minorities. A key point is made about the Mon Valley's continued demise and a call for local government reform in the face of service delivery difficulties is made. No connection is made between this reform and economic development.
- 355 Singh, Vijai P. and Bangs, Ralph L. 1992. , "Introduction to the Report" In *The State of the Region Report*, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, March. Comments: The primary finding is that on a county wide basis including the city of Pittsburgh there has been recovery since the crisis of the early 1980s. That has not, however, been true of manufacturing industries or the communities, particularly in the valleys, that depend on these plants. The conclusion is that "even though market forces will continue to impact on the region's economy, selective public intervention to promote promising industries must contribute.
- 356 Singh, Vijai P. and McCord, E. 1993, "Knowledge and Policy: The Role of the University in Regional Economic Change." In *Family Matters: The Impact of Economic Change on Households and Communities*, J. Cunningham et al., eds. Pittsburgh, PA: University of Pittsburgh Press, in press. Comments:
- 357 Singh, Vijai P.; Ahlbrandt, Roger S.; Giarratani, Frank; Sharma, Ravi; Hummon, Norman; Bangs, Ralph; Trauth, Jeanette; and Fowler, Dolores. 1984. , *The State of the Region Report*. Vijai P. Singh, ed. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, September. Comments: This is the first report of the series. In this report the findings from various analyses of socioeconomic factors are presented. All of this is placed in the structure of a "data base" whose elements are presented in appendices. There are 7 chapters: 1) Database and Methodology; 2) Civilian Labor Force; 3) Employment in Manufacturing Industries; 4) Employment in Non-Manufacturing Industries; 5) Industry Specific Analyses -- Basic Steel and Bituminous Coal; 6) Industry Specific Analysis -- The Health Sector; and 7) Population, Income, and Education. In the Summary and Conclusions section the following point is stressed: "The purpose of this study has been to describe recent changes in the regional economy and to identify their demographic and social consequences." "The challenge for the region lies in formulating an economic development policy that takes into account the existing industrial infrastructure, locational advantages, and availability of capital and skilled labor. Government has limited capacity to create jobs but can play a critical role in working with leaders in business, labor and education to establish an attractive business climate. An environment which encourages risk-taking, innovation, cooperation, and the provision of appropriate education and training programs will help improve productivity, create jobs, stabilize population, and help communities rebuild their tax base. Such an environment will be conducive to the creation of new businesses and the revitalization of existing companies. These twin objectives are essential to the health and vitality of the region and its people.
- 358 Smaller Manufacturers Council. 1988. , *Classified Directory of Products and Services*. Comments: PIC's annotation: This resource reflects the change in membership composition of the Smaller Manufacturers Council which now includes small organizations engaged in a variety of businesses. The directory lists the member firm by company and by the product or service they provide.

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- 359 Southwestern Pennsylvania Industrial Resource Center. 1993., SPIRC Profile Report. October Comments: This report presents a history of the organization, a summary of accomplishments, and descriptions of selected current activities. Among the key points is the emphasis on working with manufacturing businesses to increase process efficiencies, improve quality, and eliminate waste. During the five years, state funding has become a progressively smaller proportion of the operating budget: 90% in 1989 to 60% in 1993. Client fees have grown from 1% to 22% of the operating budget during that time. During the 1992-93 period, 109 projects were done; they involved business planning (7%), technology improvements (13%), workforce development (15%), quality management (27%), and manufacturing strategies (38%).
- 360 Southwestern Pennsylvania Regional Development Council. 1993 (circa), "Directory of Manufacturers, Computer Assisted Product Search (CAPS). Pittsburgh, PA: issued annually. Comments: Four-digit SIC listing of ten county manufacturing establishments. Annually updated. Does include small-sized firms
- 361 Southwestern Pennsylvania Regional Development Council. 1994a., "Overall Economic Development Plan." Comments: A report, still being written, which is intended be composed of four parts. Part I: Background describes the council, the process being used to develop the plan, and concurrent planning activities. Part II: Data and Part III: Strategies for Investment will consist of the following headings: Livable, Attractive Communities; Managing Natural Resources; Moving People, Goods, and Information; Enhancing Government Performance; Addressing Economic Needs; and Meeting Rural Needs. Part IV will contain the overall economic development program.
- 362 Southwestern Pennsylvania Regional Development Council. 1994b., "Southwestern Pennsylvania Regional Air Cargo Strategies, A New View for a New Century." Project Summary. Prepared with Herman, Kontich, Strand & Associates. Pittsburgh, PA: Southwestern Pennsylvania Regional Development Council, January. Comments: This project was commissioned in June 1993 by SPRDC and sponsored by the County Department of Aviation, with support from the Department of Planning, the ARC, and the Commonwealth Department of Transportation. The objectives of the project are to develop scenarios for the air cargo situation; define alternative strategies and market analysis; evaluate probability of success of alternatives; identify regional benefits, economic growth factors; recommend strategy for future and plan. Problems: region is not competitive in larger shipment international freight, airport cargo space is 100% occupied and competing airports have space under construction. This report then analyzes how the air cargo (except for documents and packages, which the airport serve well) scenarios would pan out under different strategies: do nothing, practical progress and breakthrough profile. Under the breakthrough profile air freight almost doubles between 1993 and 2003. Results of interviews with users reveal that they are very satisfied with domestic express document and international document services and least satisfied with international package and freight service. Problems: lack of direct service from PIA, time delays trucking to other gateways, need for more international freight service. Airports rated superior to Pittsburgh: Philadelphia, Washington-Dulles, Baltimore. Inferior include: Cleveland, Dayton.
- 362.0 Southwestern Pennsylvania Regional Development Council. 1994c., Discovering Export Opportunities: Lessons from Southwestern Pennsylvania Manufacturers, Executive Summary. Pittsburgh: Southwestern Pennsylvania Regional Development Council, September. Comments: This report summarizes the results from a stratified sample of 627 manufacturers regarding their exporting activities. The final response rate was 16.6 percent. It reports that export activity among the firms is small, little business planning or formal export planning occurs, and firms could start or increase export activity with "little additional effort." The summary reports that a "small share" of manufacturers export. Canada is most common area of export, but the average volume and sales "are drastically lower than they could be." Added to this was the results of part of the survey for the CAPS Directory of Manufacturers. Other listed findings: less than one-fourth of area firms have used any type of government assistance in the past five years, including export assistance, though it does exist.
- 363 Southwestern Pennsylvania Regional Planning Commission. 1984., Regional Development Status Report. Comments:
- 364 Southwestern Pennsylvania Regional Planning Commission. 1986. , The Economic Impact of Aviation in Southwestern Pennsylvania: Technical Report. Pittsburgh, PA Southwestern Pennsylvania Regional Planning

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- Commission, December. Comments: This report examines the economic impact of 17 airports in the six county region (includes Armstrong, but not Fayette. It reports estimated direct, indirect, and induced impacts of the airports and recommends the building of the Midfield Terminal. There's not much on air cargo however.
- 365 Southwestern Pennsylvania Regional Planning Commission. 1987., Population, Households, Employment: 1985, 1990, 2000. Comments: This reports on the Cycle IV forecast. It essentially lists the forecasts by ward in Pittsburgh. and municipality in the six-county region.
- 366 Southwestern Pennsylvania Regional Planning Commission. 1989., Parkway West Multi Modal Corridor Study. The study was performed by Maguire Group. June Comments: PAT Annotation: Evaluated multi modal transportation improvements in the rapidly growing Parkway West Corridor. Recommended plan identified Airport Busway (including a new Monongahela River Bridge) and Airport Multi Modal Corridor as significant transportation improvements.
- 367 Southwestern Pennsylvania Regional Planning Commission. 1991. , "Regional Profile." Pittsburgh, PA: Southwestern Pennsylvania Regional Planning Commission, November. Comments: This is a visual display of selected 1990 Census data for the SPRPC region. Data breakdown is by urban center, industrial valley towns, small towns, suburbs and rural areas. The transportation section is interesting.
- 368 Southwestern Pennsylvania Regional Planning Commission. 1993. , "Year 2015 Working Plan: Long-Range Transportation Strategy for Southwestern Pennsylvania." Pittsburgh: Southwestern Pennsylvania Regional Planning Commission, 25 October. Comments: Eighteen month plan results for ISTEA and Clean Air Act regulations
- 369 Southwestern Pennsylvania Regional Planning Commission. 1994a. , "Cycle V Forecasts for the Year 2015." Pittsburgh, PA: Southwestern Regional Planning commission, draft. Comments: This is part of SPRPC's Long-Range Transportation Plan. The regional forecast is for the six-county region, using the REMI model. The regional forecasts are for municipalities, and traffic analysis zones within municipalities, via the Mature Economic Region Land Use Allocation Model. These forecasts are of significance because they are used as one of the underlying bases for regional transportation planning under ISTEA. Key projections: Population increases by 16% from 1990 to 2015. These increases seem based on two years of Census estimates (1991 and 1992) showing a turning point after nearly a half century of decline. Likewise total employment is projected to increase, by 27% in the City of Pittsburgh, by 29% in Allegheny County and by 28% in total SPRPC region. We have asked SPRPC to provide working papers that explain the bases for using the REMI model for long term forecasting and the processes used to involve knowledgeable people, especially economists, in reviewing these forecasts and their underlying assumptions.
- 370 Southwestern Pennsylvania Regional Planning Commission. 1994b., "Regional Impacts of Transportation Investments." Handouts made at round table discussion lead by CONSAD Research, Inc., June. Comments: These documents frame the purposes of a study that is intended to assess the potential regional economic impacts of transportation improvements. The CONSAD work defines key terms and proposes an analytical structure for addressing the question. They also claim accomplishing this study's objectives will be challenging since one early finding is that economists are "all over the place" on this question.
- 371 Southwestern Pennsylvania Regional Planning Commission. 1994c., Investment in the Future: Growth and Renewal in Southwestern Pennsylvania, 2015 Long Range Transportaton Plan Pittsburgh, PA: Comments: This plan, two and half years in the making, has been submitted as the region's response to the requirements of the USDOT's ISTEA legislation. It contains sections on regional development goals and objectives, forecasts of economic and demographic conditions and transportation demand, a financial plan as well as elaborations on specific projects that are contained in 22 corridors within the region. There are also sections on public participation, plan performance, and implementation. This plan was adopted by the SPRPC and must be reviewed on a three year cycle. Major Investment Studies and Congestion Management Studies must be conducted on most significantly scaled projects before they can be implemented.
- 372 Sprague, Bob. 1991., Eight Steps to Business Success. Prepared by Retail Partners, Inc. for the Pittsburgh URA. Comments: This manual is a compilation of "how to's" in neighborhood business development.
- 372.0 Steel Valley Authority., "Economic Development Survey: The Link to Re-employing Dislocated Workers." Final

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Report. Comments: This reports on the findings of a dislocated steel and manufacturing workers survey. The dates of the survey are not included, but the workers include those laid off after 1978. 4,016 former workers responded to the survey; the SVA data bank includes 3,426 respondents. At the time of the survey, forty percent of those laid off remained unemployed and 1/3 of the re-employed were working less than full-time.

- 372.1 Steel Valley Authority. 1994a., "First Year Executive Summary: Southwest Early Warning Network and Manufacturing Retention Program." Prepared by Joseph Bute, Jr. Comments: Reports on the Southwest Early Warning Network (SEWN), a pilot project of the state's Departments of Commerce and Labor and Industry to help small and medium-sized manufacturers with critical problems through "rapid response." Locally, it is overseen by the Governor's Response Team; this paper reports on its first year of operation. Results: SEWN established case relationship with 35 firms, visited 60 sites, and completed a successful buyout of a foundry employing 100 workers. Additionally it intervened in potential plant closings totalling 400 jobs and helped firms tap into \$3 million in public and private financial assistance. Nonetheless, the projected net change in employment among included firms was 1,975. Second year plans for SEWN include: increased outreach and education to both public and private groups, especially financial institutions.
- 372.2 Steel Valley Authority. 1994b., "Manufacturing Retention Operating in the Higher Risk Areas." Prepared by Joseph Bute, Jr. Comments: Report on SEWN (see SVA 1994a) and operating arrangements of organization and its contacts. Includes summary information for client firms. 57 percent of all cases faced the problem of management failure, which is summarized as firms focusing on lower labor costs and increasing volume, ignoring other production factors such as finance, nonlabor operations costs, purchasing and accounting. SEWN has worked with SPIRC on operations reviews to confirm this finding. Also the reality or possibility of employees or management buyouts occurred in 30 percent of the clients.
- 372.3 Steel Valley Authority. 1994c., "New Approaches to Economic Development," Testimony of Tom Croft, Executive Director, SVA, to Subcommittee on Economic Growth and Credit Formation, Committee on Banking, Finance and Urban Affairs, U.S. House of Representatives, March 15. Comments: Economic development approaches of the SVA and policy recommendations.
- 373 Stewman, Shelby, and Joel A. Tarr. 1983., "Four Decades of Public-Private Partnerships in Pittsburgh." In *Public-Private Partnership in American Cities: Seven Case Studies*. R. Scott Fosler and Renee A. Berger, eds. Lexington, MA: Lexington Books. Comments: This article provides a concise history of leadership in Pittsburgh through the Rennaisances and up to the point when the economy was acknowledged as "restructuring." This article's importance is that it characterizes the organizational setting within which and under whose auspices changes were made.
- 374 Stoddard, George Evan. 1991. , *A Generation of Economic Change in the City of Pittsburgh*. Prepared for URA by its Economic Development Director,. November. Comments: This analysis focuses on the fundamental forces at the bottom of Pittsburgh's economic changes: restructuring, suburbanization, and demographics. The analysis takes the long-term view from the 1950s to 1990 and uses comparisons with the nation and the metropolitan region when possible. Special emphasis is given to those changes that can be associated with export and local markets. In this way it is possible to understand the linkages between the local and national economies. In his summary and conclusions the author addresses competition ("...without special subsidies to overcome the extraordinary costs of developing property in the city, the city can not compete with the suburbs."); paying for the city's services (the city is losing its tax base; still has significant services to provide; and must have some form of regional cost sharing.); investment in neighborhoods (these sorts of investments require dedication and patience); investment in the Golden Triangle and Oakland (these places' contributions to the city's economy will depend on the city's actions to insure that they continue to meet employers' needs.); and education, training, and retraining (parents and children have to set higher academic goals to be prepared for tomorrow's jobs.)
- 375 Stoddard, George Evan. 1992. , "A Generation of Economic Change in the City of Pittsburgh" In *The State of the Region Report*, Ralph L. Bangs and Vijai P. Singh, eds. Pittsburgh, PA: University of Pittsburgh, University Center for Social and Urban Research, March. Comments: This article is derived from work that was presented in URA report of the same title and author.

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- 376 Streiner, Laurie. 1991. , "An Analysis of the Pittsburgh Film Industry." Comments: A study to determine the strengths and weaknesses of the Pittsburgh area relative to the film industry in terms of location, personnel, government, and production support services. Among the recommendations: Secure funding to guarantee the continuance of the Pittsburgh Film Office; local production professionals should develop a network of volunteers to work in the Film Office; and the Film Office should develop a newsletter.
- 377 Sweet (K.S.) Associates. 1982., Economic Development Planning for Pittsburgh's North Side, Comments: Analysis of Community Based Organizations. Draft copy. Done in conjunction with Peter Bearse Associates. Report for the City of Pittsburgh to prepare an economic development planning program for the North Side, comprising 15 CBOs. See Bearse 1983
- 378 Sweet (K.S.) Associates. 1993., Pittsburgh International Airport Area Development: A Strategy for Allegheny County Land. Comments:
- 379 Tannery, Frederick J. 1990 circa, "Labor Market Adjustments to Structural Change: Comparisons between Allegheny County and the Rest of Pennsylvania: 1979-1987" Department of Economics University of Pittsburgh. (ACPD) Comments: This report uses PRESI and SSA data from 1979-1987 to examine workers' job retention, residential mobility, labor force status, industry, and earnings. The caveated findings included 1) that workers from this area had no higher rates of interstate migration than others; 2) that a relatively higher proportion of workers retired prior to turning 65; and 3) that more persons dropped out of the labor force than in sections of the Commonwealth with less unemployment. One recommendation is for proactive job search assistance.
- 380 Tarr, Joel A. 1989., "Infrastructure and City-Building in the Nineteenth and Twentieth Centuries." In *City at the Point: Essays on Social History of Pittsburgh*, Samuel P. Hays, ed. Pittsburgh, PA: University of Pittsburgh Press. Comments:
- 381 Technology Development and Education Corporation. 1991. , Pittsburgh Biomedical Development Corporation. Comments: This brochure describes the initial activities of this corporation.
- 382 Technology Development and Education Corporation. 1994., *The Business Consortium for School-to-Work Opportunities*. Pittsburgh: TDEC. Comments: This booklet was produced by TDEC to summarize and provide information on the School-To-Work Opportunity System in southwestern Pennsylvania. It was part of a briefing package for the Business Consortium on School-to-Work, a new group made up of TDEC, PHTC, the Greater Pittsburgh Chamber of Commerce, TEC/PA Small Business United, the Hospital Council of Western Pennsylvania, and the existing Youth Apprenticeship/School-to-Work program sites. The report looks at various school-to-work programs, how they came about and why, and what a more comprehensive, "market-driven" school-to-work system would encompass. Currently though there are only 14 students enrolled in a Youth Apprenticeship (YA) program in Pittsburgh, at Peabody High. Eleven students are enrolled in the YA program at Western Area Vocational-Technical School, while next fall, McKeesport and Beattie Area Vocational Technical Schools will begin programs. The region's Youth Apprenticeship programs are coordinated through SPIRC.
- 383 Thomas, Clarke M. 1992b (circa), "ISTEA: A Different Kind of Highway Act." *Issues*. Pittsburgh, PA: University of Pittsburgh, Institute of Politics. Comments:
- 384 Thomas, Clarke M. 1992b (circa), "Getting the 'Jobs' Done." *Issues*. Pittsburgh, PA: University of Pittsburgh, Institute of Politics. Comments:
- 385 Tumazos, R. Torres. 1985. , *Study on the Demand and Supply of Semifinished Steel Products in the United States*. Pittsburgh, PA: Lazard Freres and Co. and Russell, Rea, and Zappala, Inc. Comments: Prepared in conjunction with the Feasibility Study to Reactivate the Duquesne Works; April.
- 386 United States Steel Corporation. 1985. , "Response to the Locker/Abrecht Duquesne Works Feasibility Report." April. Comments:
- 387 University of Pittsburgh. 1983. , *Recommendations for Southwestern Pennsylvania's Regional Development Strategy for the 1980s and 1990s*. Pittsburgh, PA: University of Pittsburgh Chancellor's Conference,

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- proceedings, June. Also includes briefing papers. Comments: Thirty five recommendations were made after two days of intense discussions among key men and women from government, corporations, organized labor, academe, and non-profit organizations at Hidden Valley. The recommendations were organized around two main recommendations: 1) All sectors should work together to increase the level of communication among all parts of the southwestern Pennsylvania community. Though the region has a long history of public-private partnership, the decision-making responsibility of the region has become more diversified over the past two decades. 2) The human consequences of economic restructuring of the region must be recognized and taken into account. For both of these, the report recommended the Allegheny Conference on Community Development's Economic Development Committee take up these issues in the appropriate Task Force for the Strategy for Growth study. There were specific recommendations for Economic Development, Capital Formation, Human Capital, Infrastructure, and Local Government.
- 388 University of Pittsburgh. 1984a., *Municipal Financial Distress and Emergencies: Issues and Intervention Strategies* Pittsburgh, PA: University of Pittsburgh , Chancellor's Conference, proceedings, May. Comments: While the outcomes of this conference are credited with the introduction and passage of municipal fiscal distress legislation for the Commonwealth, one of the most important reasons for convening the 100 key participants was that regional structural change was having a profound influence on the degree to which the municipalities most directly impacted by plant closings and workforce reductions. Furthermore, there was a general sense that municipal fragmentation was detrimental to economic development.
- 389 University of Pittsburgh. 1984b., *Aliquippa: Struggle for Survival in a Pittsburgh Mill Town 1984 and Before*. Pittsburgh, PA: University of Pittsburgh, School of Social Work in cooperation with the University Center for Social and Urban Research. Comments:
- 390 University of Pittsburgh. 1985., *Municipal Fiscal Distress: Choices for Pennsylvania*. Pittsburgh, PA: University of Pittsburgh, Graduate School of Public and International Affairs. Comments: Prepared for the Legislative Office for Research Liaison (LORL) by faculty and students for submittal to the Hon. Richard J. Cessar. January. (JDU) This report suggested legislative actions to deal with municipal fiscal distress. It included analyses of the legal environment and examined several strategies to ameliorate fiscal distress.
- 391 University of Pittsburgh. 1989., *Evaluation of the Unemployed Council of Southwestern Pennsylvania*. January. Pittsburgh, PA: University of Pittsburgh, School of Social Work in cooperation with the University Center for Social and Urban Research. Comments:
- 392 University of Pittsburgh. 1994. , *Impact on the Community*. Comments: This report presents a comprehensive description of the University's impacts on the immediate and regional community. Considerable emphasis is given to the economic and financial impacts but presentations are also made about the key missions of research, teaching, public service, culture, sports, and recreation. The concluding theme is "creating a mutually prosperous environment."
- 393 Urban Land Institute. 1985. , *Technology and Industry Park: An Evaluation of Development Potential and Strategies for the Urban Redevelopment Authority of Pittsburgh*. Washington, DC: Urban Land Institute. Comments: Reports suggestions from an Urban Land Institute panel of business and industry leaders from outside the city for the development of the J&L steel plant site that had been acquired by the Urban Renewal Authority of Pittsburgh.
- 394 Weaver, Clyde, and Dennart, Marcel, eds. 1987., "Symposium: Public Private Partnerships for Economic Development in Pittsburgh," *Journal of the American Planning Association* 53, no. 4 (Autumn): 430-477. Comments: This is the introduction to a series of five articles on Pittsburgh and public-private partnerships.
- 395 Weber, Michael P. 1990., "Rebuilding a City: The Pittsburgh Model." In *Snowbelt Cities: Metropolitan Politics in the Northeast and Midwest since World War II*, Richard M. Bernard, ed. Bloomington and Indianapolis: Indiana University Press. Comments: Good overview and review of major economic development programs and organizations in Pittsburgh. Goes from Renaissance I developments to Strategy 21, focusing on key players and groups and changes over the decades. Changes must be considered also within the reality of

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continuing population decline, persistent poverty in some areas and among some groups, particularly minorities.

- 396 Weiss, Marc A. 1986., Impacts of Advanced Technology Development in the Oakland Neighborhood of Pittsburgh. Prepared for Oakland Planning and Development Corporation., June. Comments: Also appears as "Technology Development, Neighborhood Planning, and Negotiated Partnerships: The Case of Pittsburgh's Oakland Neighborhood" (with John T. Metzger), *Journal of the American Planning Association* 53(Autumn 1987) 4: 469-477.
- 397 Wells, Ed; Swanson, Larry. 1984. , "Municipal Bankruptcy in Pennsylvania: and Economic and Legal Analysis with Recommendations for Legislative Action." *Municipal Financial Distress and Emergencies: Issues and Intervention Strategies*, conference proceedings. Pittsburgh, PA: University of Pittsburgh, May. Comments: This paper was based on research that was carried out for the Intergovernmental cooperation Program of the Allegheny County League of Municipalities with assistance from ACTION-Housing, Inc. This report describes the history of municipal bankruptcy in Pennsylvania and concludes that, while bankruptcies may now be rare, the Commonwealth and municipalities are ill-equipped to deal with them. Six specific recommendations to deal with this situation are made.
- 398 White, David. 1989., *Manufacturing Trends in Pittsburgh 1980 Through 1988*. Pittsburgh, PA.: Pittsburgh Urban Redevelopment Authority, Economic Development Department, August. Comments: This report presents descriptive statistics about each two digit SIC manufacturing industry and makes connections with data about specific firms and newspaper reports. These connections are very useful because they are very specific. Neighborhood data summaries are also presented. The report claims that manufacturing employment is growing slightly (1987-88) and that most of the growth can be associated with smaller firms. The decline of employment in larger firms is described but not examined in depth.
- 399 Wiker, Carl A., Jr. 1991., *Foreign Investment in Western Pennsylvania: How Do We Compare?* KPMG Peat Marwick. September. Comments: Presented at an Institute of Politics session; this paper is based on findings from a 1990 survey of businesses. The paper was presented in the context of another paper ("European Investment in the United States"), and offers several facts and three sets of concerns: 1) exchange rates, the U.S. economy, and product liability are the three major issues of national concern; 2) labor quality, state and local tax systems, and labor availability are the top three issues of local concern; and 3) general personal and family adjustment, language and communication, and insurance are the three top issues of personal concern to the
- 400 Wolverton, Lee. 1994., "Grounded: Problems with Image, Environment, and Politics Cause Airport Turbulence in Airport Development". *Pittsburgh Magazine* QED Communications. October Comments: This feature article reviews development initiatives in the vicinity of the Pittsburgh International Airport during the two years since its official opening. The context for the article is the highly publicized economic development expectations that accompanied efforts to build the new airport. This author finds no significant evidence of new development and focuses on lost jobs at businesses that benefited from the old airport which has not yet been occupied by a new use. In that regard the author reviews a number of initiatives that have been taken to find a suitable use for the old structure. Among these are an air and space museum, an entertainment complex, an air cargo use, and the relocation of the US Postal Service branch at the new airport. This author's explanations for the lack of development around the new airport include the lack of infrastructure in areas adjacent to the airport; allegedly long term intermunicipal bickering especially between Findley and Moon townships; and the region's negative images as a Rust Belt city, having a difficult labor management environment, and being on the decline as indicated in the Mehrabian report. The final point made by this author is that lots of people and organizations have ideas; few know how to or who should implement them.
- 401 Working Group on Community Development. 1987., *Shaping Our Future: A Community Vision for Pittsburgh Regional Development*. Comments: This collaboratively drafted document, set against the ACCD and Strategy 21 documents, was intended to answer a basic question: ". . . [H]ow should public subsidies be used to spur regional growth AND prevent destructive social, economic, and racial polarization?" They first summarize Peter Bearse's analysis in which he addresses computers, robotics, biotechnology, health care, tourism (exercise caution), traditional manufacturing (computer related technologies are promising). Among the strategies that are recommended are: education (curriculum, local procurement policy, less locally dependent tax revenues); business formation (attract businesses to distressed places); local industrial



## **Annotated Bibliography of Regional Economic Development**

policy (various carrots and sticks as well as research); neighborhood reinvestment and linkages (airport and Mon Valley highway discussed, core retail also discussed, neighborhood improvements cited, job placement for low- and moderate- income people stressed); low-income communities; community decision making; and create a new citizen based organization -- this became the Citizen's League.

- 402 Yamatani, H.; Maguire, L.; Rogers, R.; and O'Kennedy, M. L. 1989., The Impact of Social/Economic Change on Households among Six Communities in Western Pennsylvania. Pittsburgh, PA: University of Pittsburgh, School of Social Work. Comments:
- 403 Yates, Michail D. 1990., "Trends in Unemployment in Allegheny County." Pittsburgh, PA: University of Pittsburgh, Department of Economics, November. Comments: This report examines 1980-89 PRESI data for the Commonwealth and draws some conclusions about Allegheny County. First, that Allegheny County's share of the unemployment claims rose even as its share of the state labor force fell. Second, there were parts of the Commonwealth (Cambria County) that suffered greater decline. Third, that a good deal of AC's unemployment was due to the radical shift in its industrial structure.