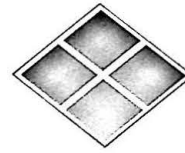


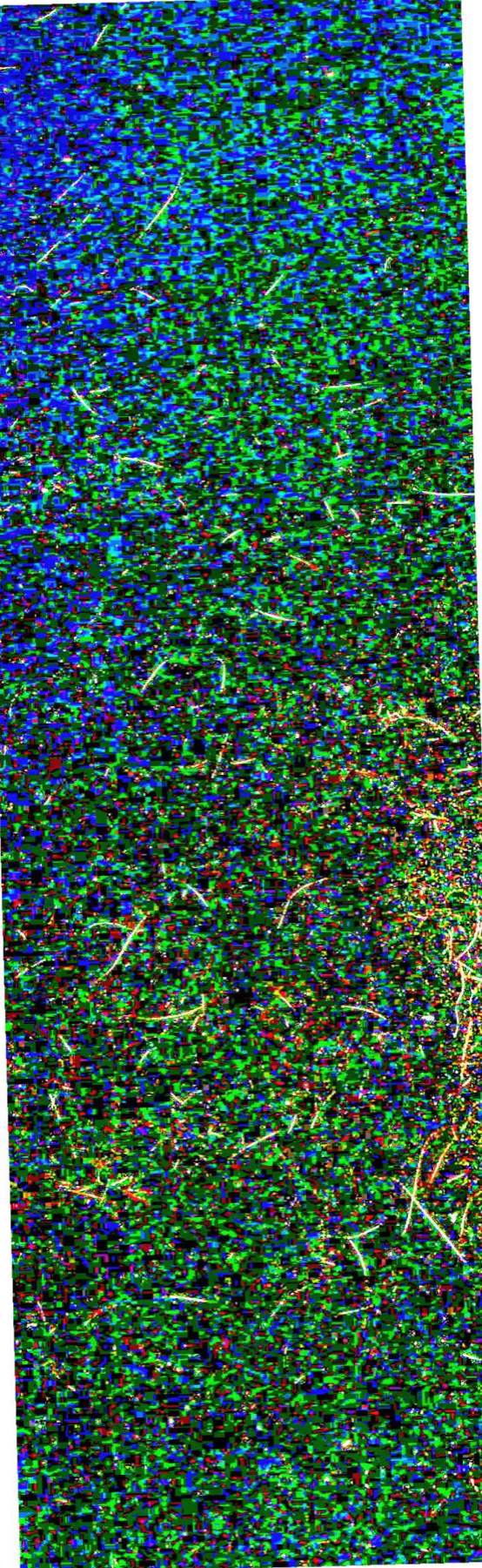
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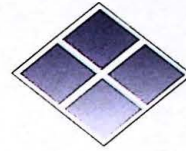
**The Greater
Pittsburgh Region:
Working Together
to Compete Globally**

Prepared for the Third
Annual Competitiveness Summit
of the
WORKING TOGETHER CONSORTIUM
MAY 8, 1998





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Workforce Development: Creating a Competitive Advantage

The quality of our workforce helped southwestern Pennsylvania dominate the industrial revolution of our country. The same worker ability can position southwestern Pennsylvania to be a leader in the "new economy."

Technology, increased globalization of markets, greater competition and demographic changes represent new challenges and new opportunities for the region. Increasingly, companies choose to locate and expand in regions based on the skill level and availability of workers. Competitive companies rely as much on their "human capital" as they historically have relied on their natural resources. They do not seek to employ people who are simply strong enough to work, but instead those who are able to work "smart" enough. Labor markets are regional, and competition among regions is fierce. Southwestern Pennsylvania must work hard, work smart and work together if we are to again be a forerunner in the global marketplace.

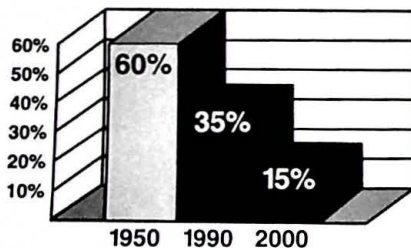
Technology has been infused into nearly all of our daily activities. In fact the single most significant change in the national employment market in recent decades has been the steep decline in the number of "unskilled" jobs requiring a high school degree or less. In 1950, this type of position accounted for

approximately 60% of the jobs available in the country. By 2000, this number will drop to 15%. Instead, the modern workplace requires some training beyond high school, that may or may not include a bachelors degree.

CONNECTING WORKERS TO JOBS OF THE FUTURE: CRITICAL STEPS FOR REGIONAL SUCCESS

Mark A. Nordenberg, Chancellor, University of Pittsburgh, has been leading an oversight committee for a project to develop proposals to improve the connection between workers and jobs of the future. The study was commissioned by the **WORKING TOGETHER CONSORTIUM**. The Committee will report their findings in June 1998.

**PERCENT OF "UNSKILLED" JOBS
REQUIRED NATIONALLY**



As a preview of the group's findings, a number of key themes are emerging in their work.

❖ BUILD UPON THE STRENGTHS OF TODAY IN FORGING THE OPPORTUNITIES OF TOMORROW.

Generally, the region does not need new economic priorities, new organizations or new funding. With four community colleges, 70 proprietary schools, a host of economic development organizations, employer associations, and workforce intermediaries, the elements of a system exist. The challenge for our region will be aligning those organizations to embrace the opportunities of tomorrow.

❖ *CREATE A DEVELOPMENT AND DELIVERY SYSTEM THAT IS BASED UPON CURRENT AND ACCURATE INFORMATION, EMPLOYS THE MOST EFFECTIVE TRAINING APPROACHES AND IS FOCUSED ON THE NEEDS OF EMPLOYERS.*

The dramatic economic shift in our region from large employers to a host of smaller, and increasingly high-tech organizations has created a need for a shift in the training and service delivery infrastructure. In addition, the pace at which change in the economy is occurring requires that a new set of technologies and tools be applied to the workforce development and delivery system. Information systems, connected through the Internet, can provide a basis to connect employers to employees and to training options. As a region, we must understand our tools and resources and be able to respond to the needs of our customers quickly and effectively.

❖ *ENSURE THAT ALL OF OUR HUMAN RESOURCES ARE DEVELOPED IN WAYS THAT ADVANCE BOTH COLLECTIVE AND INDIVIDUAL GOALS.*

Technology has changed forever the ways in which we live and work. In the emerging workplace, even entry-level jobs frequently require well-developed skills in reading, math, computer literacy, and reasoning. More highly paid positions most often require some kind of training beyond high school. But the challenges that we face today are more than a matter of individual training. We are locked in a new form of regional economic competition. Our rivals are marshaling their resources in creative and committed ways. Our economic strength and growth relies on the entire population of our region. We must seek out and develop creative ways to provide opportunities for everyone.

❖ *WORKFORCE DEVELOPMENT IS ECONOMIC DEVELOPMENT.*

The economic development system has been tasked to create jobs for the region. The workforce development system is tasked with filling those jobs. These two systems must not operate as separate and distinct entities, they must be connected.

❖ *PROVIDE THE BASIS FOR CHANGES TO THE SYSTEM WHEN THE NEEDS OF THE MARKETPLACE CHANGE.*

The marketplace is not static. With advances in technology, the pace of change is increasing exponentially. Southwestern Pennsylvania must be ready and able to embrace the new opportunities that are presented to us.

❖ *WE MUST NOT WAIT - WE MUST BEGIN IMMEDIATELY!*

The system elements are in place. We must begin to align our resources and develop the necessary service networks and tools to develop a sustaining competitive advantage in our most important assets, the people of the region.

A productive labor force with a strong work ethic has been one of the historic competitive advantages for our region. We run the risk of permanently losing our place of national leadership unless we move forward with an action plan to develop our human resources. Southwestern Pennsylvania cannot afford to wait to have a spirit of cooperation imposed from the outside. Instead, we must act ourselves to move forward together in ways that will preserve our rich regional heritage as one of this country's best places to work and live.

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University of Pittsburgh
Chair, Oversight Committee**

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Murray Dickman, President, PMA
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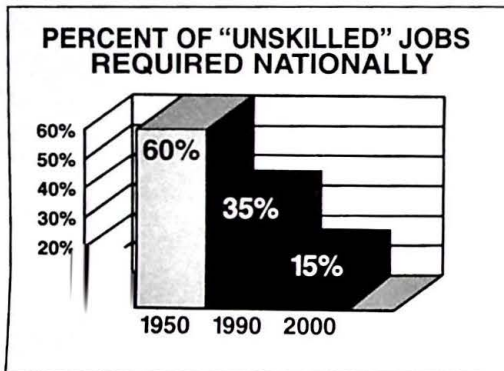
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Investing in the Future

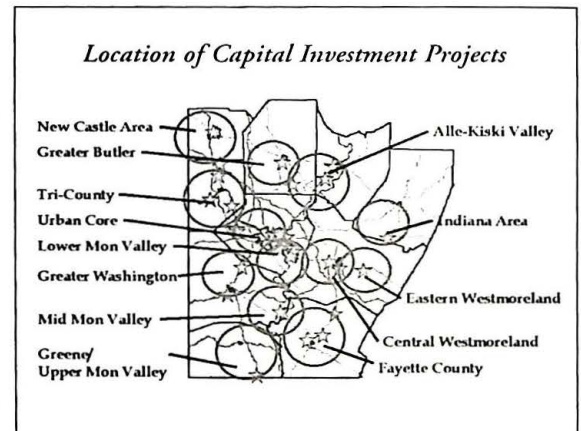
A common element of a number of the recommendations in the 1994 *Working Together* report was a need for greater capital investment in the region - investment in industrial parks; investment in riverfront development; investment in an expanded convention center, the Cultural District, and other attractions; and investment in improved transportation systems for both goods and people. As the report said, "New capital investments in infrastructure, visitor attractions, the transformation of our riverfronts, new industries, and business start-ups are essential to realize our vision for a new economy. The Greater Pittsburgh region needs a consensus investment agenda." The 1995 report *Investing in the Future* identified two complementary strategies for regional investment - the Core Investment Strategy, which would preserve and strengthen the core of the region, making it an international destination for business, tourism, and recreation; and the Industrial Reuse and Technology Development Strategy, which would help to restore the region's manufacturing base, create new jobs, and re-establish the region as a leader in the global economy.

Over the past year, there has been a growing recognition in southwestern Pennsylvania that inadequate infrastructure has become one of the most important barriers to faster job growth in the region. Thanks to improvements in the region's business climate resulting from reductions in state business taxes, reforms in workers' compensation costs, cuts in local property taxes, and more business-friendly environmental regulations, more and more businesses now want to locate or expand in southwestern Pennsylvania than in the past. Unfortunately, all too often businesses find that they cannot locate or expand here because modern infrastructure is not available. In fact, recent statistics show that southwestern Pennsylvania ranks far below other regions of the country and other parts of the state in terms of the amount of modern industrial land and buildings available for business growth (see chart, page 5). There is also a significant need for new investment to promote visitor attraction, as evidenced by the fact that all of southwestern Pennsylvania's competitor regions have larger convention centers and most either have new sports stadiums or are planning new stadiums.

The Regional Renaissance Initiative was intended to provide a new source of local public funding for a wide range of infrastructure needs in the region. Although the Initiative was defeated, it stimulated a new commitment by the region's leadership to find alternative ways to address these needs. Over the past six months, significant progress has been made in creating and implementing a consensus investment agenda for southwestern Pennsylvania.

REGIONAL ADVOCACY FOR STATE CAPITAL ASSISTANCE

In March, 1998, the Southwestern Pennsylvania Growth Alliance requested \$157 million in state capital funding from Governor Ridge in order to implement 53 industrial and tourism development projects in 10 counties across the region. For the first time in history, Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Lawrence, Washington, and Westmoreland Counties, the City of Pittsburgh, and the state legislators representing the region are all supporting a single list of investment projects. The



Impacts of Capital Investment Projects

- ◆ 2,550 acres of new 100+ acre sites
- ◆ 550 new acres near Pittsburgh International Airport
- ◆ 1,600 acres of new sites adjacent to major highways
- ◆ 1.75 million sq. ft. of industrial shell building space
- ◆ 650 acres of new sites and buildings near universities
- ◆ 16 new or improved intermodal sites (air/rail/water and highway)
- ◆ Over 1,300 acres of brownfields redeveloped
- ◆ 2.7 million sq. ft. of obsolete space eliminated/modernized
- ◆ 15 new or enhanced tourism or tourism-related projects
- ◆ Creation/retention of 45,000 - 50,000 jobs

Growth Alliance worked in close cooperation with the Southwestern Pennsylvania Regional Planning Commission and Development Council, the Pittsburgh Regional Alliance, legislators, local government officials, and economic development organizations to prepare this consensus list.

All of these projects have local matching funds in place and can begin construction during 1998 if state funding is provided. They will have a significant impact on southwestern Pennsylvania's economy by dramatically expanding the region's inventory of marketable sites and buildings and by enhancing the region's portfolio of tourism attractions.

IMPROVING REGIONAL DESTINATION FACILITIES

The Mayor of Pittsburgh and the Allegheny County Commissioners have developed a plan to assemble the local matching funds needed to expand the David Lawrence Convention Center, build a new baseball park for the Pirates, and provide a new or renovated football stadium for the Steelers. These projects will create hundreds of construction jobs over the next few years, and create thousands of new jobs in retail, hospitality, and other industries for years to come. Most importantly, they will serve as magnets to help attract new visitors, new investment, and new jobs to southwestern Pennsylvania. Together, the projects will have the ability to transform the hub of our region into a truly world-class visitor destination, putting us on a par with Baltimore, Cleveland, Denver, Seattle, and other regions that have used new convention centers, cultural facilities, and sports stadiums to stimulate job creation and create a completely new image of themselves. Governor Ridge has indicated a commitment to provide state funding for these projects if local matching funds can be secured.

DEVELOPING A LONG-TERM REGIONAL TRANSPORTATION AND ECONOMIC DEVELOPMENT PLAN

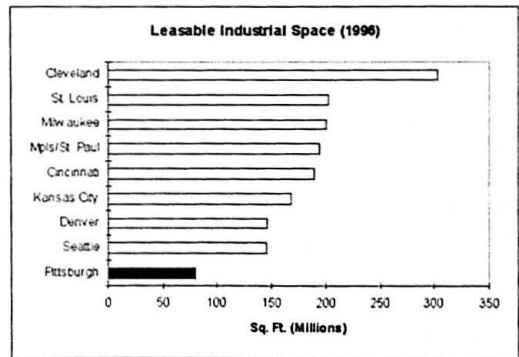
In addition to investments in industrial sites, tourist attractions, and cultural and recreational facilities, southwestern Pennsylvania needs to make major investments in improving its transportation system. Moreover, planning for transportation investments needs to be done in close coordination with planning for economic development investments in order to insure that the region is providing a truly competitive environment for business growth and maintaining a high quality of life for its residents.

To insure southwestern Pennsylvania addresses its infrastructure investment needs on a long-term basis, the Southwestern Pennsylvania Regional Planning Commission (SPRPC) and the Council have accepted the responsibility for developing a prioritized transportation and economic development investment plan for the region, and also for developing a financing strategy for implementing the plan. A key goal of the plan will be to focus public investments on those capital projects that will best advance job growth for the entire region. The projects being advocated by the Southwestern Pennsylvania Growth Alliance represent the "first horizon" projects that will be part of this plan.

SPRPC intends to develop and adopt this new regional plan by the end of 1998. In order to succeed in this ambitious but essential effort, SPRPC is working with the Allegheny Conference on Community Development to strengthen public-private sector coordination, and is working with legislative leaders from the region to build a strong state-local partnership. SPRPC is also dramatically increasing its public outreach and education efforts in order to build a broad-based consensus around the plan.

New capital investments in infrastructure, visitor attractions, the transformation of our riverfronts, new industries, and business start-ups are essential to realize our vision for a new economy. The Greater Pittsburgh region needs a consensus investment agenda.

*Working Together to Compete
Globally, November 1994*





Southwestern Pennsylvania: A Region Working Together to Compete Globally

Despite the laudable efforts of many economic development agencies and organizations, our region's economy shows few signs of improvement...Once the source of visionary strategies and solutions that could unify our region, our economic development civic structure is beset today by increasing factionalism, fragmentation and overlapping agendas which divert attention from solving real problems.

Toward a Shared Economic Vision for Pittsburgh and Southwestern Pennsylvania, November 1993

Our region faces an economic challenge. The time to act is now. We need a new shared vision, new strategies and actions that can address the demands of a rapidly changing global economy. Collective effort is required to rebuild our economy. We must work together to capture the imagination and inventiveness of people from all sectors of our community.

Toward a Shared Economic Vision for Pittsburgh and Southwestern Pennsylvania, November 1993

In 1993, when Dr. Robert Mehrabian led a benchmarking study assessing southwestern Pennsylvania's past and present economic activities as well as what other regions were doing to revitalize their economic competitiveness, it was clear that the principal issue facing the region was not the lack of, or quality of, its civic agencies. Rather, the missing ingredient was a lack of consensus about vision and strategies for the future of our region and mechanisms for fostering cooperation and strong partnerships among the region's stakeholders.

The 1994 *Regional Economic Revitalization Initiative (RERI)* which followed Dr. Mehrabian's benchmarking effort, developed a strategy and called for a number of initiatives to achieve a vision of "working together to compete globally."

Five years after Dr. Mehrabian released his benchmarking findings and nearly four years after *RERI*, southwestern Pennsylvania is working together in new and distinct ways.

COORDINATING REGIONAL ECONOMIC DEVELOPMENT

Encouraged by the **WORKING TOGETHER CONSORTIUM**, the Pittsburgh Regional Alliance (PRA) was formed in 1995 bringing together six economic development organizations to serve as a hub for collaboration and cooperation in regional marketing and economic development. The Working Together strategy called for the creation of the PRA to create a single point of contact and focal point for networking and action that the region desperately needs.

As the PRA became operational in July 1996, the first step was to create a business plan for regional economic development including the development of a unified regional marketing plan. See report on page 26.

COORDINATING REGIONAL ECONOMIC AND DESTINATION DEVELOPMENT MARKETING

In 1996, a recommendation was made during a mobilization session at the **WORKING TOGETHER CONSORTIUM's** first *Annual Competitiveness Summit* that a direct effort be taken to link destination development and economic development marketing efforts. George Miles, Vice Chair of the **CONSORTIUM** for destination development, acted on that recommendation and in mid 1996 brought together individuals representing destination development and economic development to address the challenge. As a result of this dialogue a consensus was reached in late 1996 to create a Regional Marketing Coalition, led by the Pittsburgh Regional Alliance and the Greater Pittsburgh Convention & Visitors Bureau. During 1997 the Regional Marketing Coalition expanded to more than 150 individuals from across the region and with the assistance of McKinsey & Co. developed a *unified regional marketing strategy* for economic and destination development in the region.

Establish a Regional Economic Development Business Plan, including development of a unified regional international marketing plan...Make Greater Pittsburgh a leading destination...for world visitors, including development of an attraction investment strategy and creation of a visitor-friendly awareness program.

Working Together to Compete Globally, November 1994

Elements of the resulting *marketing strategy* identify specific actions to effectively market the southwestern Pennsylvania region to our economic and destination development targets. The Pittsburgh Regional Alliance and Convention & Visitors Bureau are working jointly and with other regional partners to implement specific recommendations to deliver a unified message about what southwestern Pennsylvania has to offer to visitors, businesses, residents and investors. See report on page 32.

Mission of the Alcoa Building as a
regional resource center

Promote regional vitality in southwestern Pennsylvania through a single address:

- ◆ Offer seamless, easy-to use support for creating, retaining, expanding and attracting jobs
- ◆ Showcase the region's vibrant quality of life: cultural, economic, educational, environmental, and recreational

CREATING A PHYSICAL FRONT DOOR TO SOUTHWESTERN PENNSYLVANIA

In late 1996, the southwestern Pennsylvania region was offered an extraordinary one-of-a-kind opportunity to create a physical front-door to our region when Alcoa announced its intentions to donate its historic headquarters building in downtown Pittsburgh as a *regional resource center*. During 1997 the region responded to Alcoa's offer with a plan for the building's use, and transformation of the facility is already taking place. Not only are regional development tenants moving into the facility, but a comprehensive design process is underway to transform the building's public spaces as a showcase to support and enhance the region's economic and destination marketing efforts. No other region in the United States has a facility comparable to the plans for the *regional resource center*. The organizations, agencies and institutions who are partners in the region's economic revitalization efforts are the necessary ingredient to fully realize this opportunity afforded by Alcoa. See report on page 27.

POSITIONED FOR THE FUTURE

The Alcoa building as a *regional resource center* is symbolic of the region's commitment to "work together to compete globally." Challenges still remain for southwestern Pennsylvania to improve our region's economic vitality. However, southwestern Pennsylvania is ready and aimed to meet its challenges. The region has strategies; it has new organizational mechanisms; it has new partnerships; and, it has new tools to work together like never before to make southwestern Pennsylvania a strong regional competitor in the 21st Century.



The CONSORTIUM should not be a new organization.

It should be a gathering place, an opportunity for the shareholders in the economic future of the region - business, labor, public, educational, community and philanthropic representatives - to assess the direction of economic development.

Working Together to Compete Globally

November 1994



Reports of the
Vice Chairs of the
WORKING TOGETHER CONSORTIUM

Progress of
Job Growth Initiatives



Benchmarking, Evaluation, and New Initiatives

The Challenge: We, as a region, must create the capacity for continuous improvement, review our progress against the strategies and goals set in our region, benchmark our progress against other regions, and be ready to respond to new opportunities and challenges.

Reporting on Progress

The WORKING TOGETHER CONSORTIUM was called for in the 1994 *Working Together* report as a mechanism to insure a capacity for continuous improvement and accountability in our region's economic revitalization efforts. As such, the

CONSORTIUM convenes regional leadership to review progress by measuring job growth, other economic factors in the region, and progress of key regional initiatives.

The CONSORTIUM is not a new organization, instead, it is a gathering place for the shareholders in the economic future of the region to assess the direction of economic development, and where

falling short, be a forum for mobilizing around our region's challenges.

As such, the CONSORTIUM's *Annual Competitiveness Summits* are held to convene leadership concerned about our region's economy to report on progress, set new goals, and mobilize around key regional economic initiatives. The reports by the Vice Chairs of the WORKING TOGETHER CONSORTIUM which follow document progress of various initiatives underway by a number of organizations and partnerships throughout southwestern Pennsylvania aimed at improving the region's economic vitality and competitiveness in the global marketplace.

The Greater Pittsburgh Region has the opportunity to grow. The ability to seize that opportunity rests not with a few leaders, but with the collaborative leadership of a broad cross section of our region. A strategy for continuing to work together must be pursued and must create the capacity for continuous

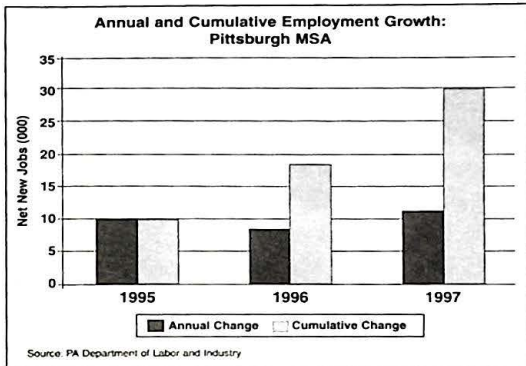
it.

*Working Together to Compete
Globally, November 1994*

Benchmarking and Evaluating

In order to provide an independent and reliable source of objective information about the economy and quality of life in southwestern Pennsylvania, Deloitte & Touche LLP, as a community service, has reviewed the *Regional Economic Revitalization Index* developed by the Center for Economic Development at Carnegie Mellon University. The *Index*, formalized in 1998, will track on an annual basis selected quantitative measures of our region's overall economic competitiveness. The *Index* was developed to better track progress toward the WORKING TOGETHER CONSORTIUM's vision of creating a competitive region for the 21st century; be an independent report to inform decision makers and the public about the region's competitiveness and economic vitality; and provide a tool for convening and mobilizing to successfully address critical issues affecting our region's economy.

Deloitte & Touche LLP will present the first *Regional Economic Revitalization Index* at the CONSORTIUM's third *Annual Competitiveness Summit*, May 8, 1998.



Since 1994, the southwestern Pennsylvania region has grown nearly 30,000 new jobs toward the goal of 100,000.

New Initiatives

In its role of accountability and renewal, the **WORKING TOGETHER CONSORTIUM** responds to other issues pertaining to the competitiveness of our region that are raised during benchmarking and evaluation. The following healthcare initiative was launched following a discussion at the 1997 Annual Competitiveness Summit.

Healthcare Initiative

Chair: Paul H. O'Neill, Chairman and CEO, Alcoa

This initiative, chaired by Alcoa Chairman and CEO Paul O'Neill, seeks to improve regional competitiveness by establishing Pittsburgh as a national leader in simultaneously improving the

quality of health care and containing healthcare costs. Central strategies are creating "total quality improvement" systems and greater public accountability for quality of care. The initiative has formed a committee representing all major local stakeholders; engaged the nation's leading health economists and policy analysts to critique its work plan; and completed a preliminary benchmark analysis. Subcommittees include: Re-Engineering Medicine; Reducing Overcapacity; Exploring Integrated Systems of Financing & Delivery; and Informing & Empowering Purchasers. The initiative will forward a complete regional plan by the end of the year. Collaborative planning among market competitors presents both a promise and a challenge.

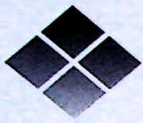
◆ **For Additional Information Contact:**
◆ **Karen Wolk Feinstein,**
Jewish Healthcare Foundation,
Telephone: 594-2555;
FAX: 394-5464



**Vice Chair
Benchmarking,
Evaluation, and New
Initiatives
Thomas J. Murrin**

**Dean, A.J. Palumbo
School of Business
Administration,
Duquesne University**

"To continue our critically important progress, we need to manage effectively by monitoring appropriate metrics, to continuously benchmark our performance against leading competitive regions, and to selectively undertake promising new initiatives on a timely basis."

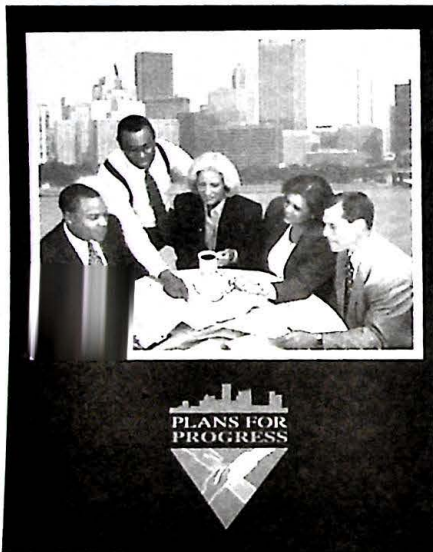


Building One Economy

The Challenge: As regional economic revitalization initiatives are implemented we must work to insure that these efforts bring opportunity to all citizens and communities. We will not emerge as a competitive region if we continue to have two economies - one that provides opportunities in employment and income, and one that does not.

Building One Economy

The imperative of building an economy that brings opportunity to all citizens and communities emerged as a priority of the *Regional Economic Revitalization Initiative*. As the region strives to enhance economic



In addition to the initiatives of the CONSORTIUM, the Plans for Progress, spearheaded by the NAACP, was presented at the 1997 Annual Competitiveness Summit.

opportunity, the goal of this initiative is to insure that regional economic development strategies seek to provide opportunity for all the region's citizens. Following are a few examples of where the initiatives the CONSORTIUM is monitoring and supporting are seeking to insure that one economy is achieved.

African Americans in Pittsburgh are finding that entrepreneurship is a solution to the high African American unemployment statistics. There are 1,127 black-owned businesses in the City of Pittsburgh, however, only 152 have more than one employee. It is essential to the success of this region that more African American firms succeed in order to achieve the goal of building one economy, because minority-owned firms tend to hire minorities and therefore provide more opportunities to the African American community.

The Minority Enterprise Corporation is facing this challenge with its partners, which include an alliance of city and county governments, corporations, foundations, community development organizations, and community leaders who are committed to the goal of building one economy. See report *Support Minority Entrepreneurs* on page 19.

During 1998, more than 1,000 children in low-income families were serviced by high quality child- and parent-centered, neighborhood-based early care and education programs. It is anticipated that more than 7,600 children will benefit from the program over the next five years. See report *All children in Allegheny County will have access to high quality early childhood programs* on page 28.

In the first quarter of 1998, an advisory committee of the CONSORTIUM released a report, *A New Generation of Teachers*, which recommended that efforts be undertaken to increase the number of African American teachers, especially in the City's schools. See report *Every school in the region will be staffed by well-trained teachers and effective leaders* on page 28.

A number of programs are working together to provide mentoring, employment, after-school programs and leadership development for young people to insure that inner city youth have an environment in which to thrive. See report *Allegheny County will be a safe, positive, and productive environment for all young people* on page 30.

A pilot project developed by American Micrographics in partnership with the Hill House, Duquesne University and Duquesne Light seeks to create hundreds of jobs in inner city neighborhoods and train residents in skills applicable to information technology and other industries. See report *Hospital Information Network* on page 17.

Adequate transportation to jobs throughout the region is a critical factor in providing economic

opportunities for African Americans. The Southwestern Pennsylvania Regional Planning Commission (SPRPC) has accelerated its transportation planning process and expanded participation. Through enhanced community participation, they are reaching out to insure input by inner city residents as they develop a long range transportation plan. See report *Mobilize for Priority Transportation Improvements* on page 22.

Efforts to improve investments in industrial and development projects will provide much needed opportunities for minority contractors and businesses. In addition to construction-related opportunities, the tourism-related projects in the City of Pittsburgh will provide job opportunities for inner city residents. See Special Report, *Investing in the Future*, on page 4.

Related to investment opportunities, the effort to create a strategic plan for workforce establishment encourages the development of hospitality-related training programs to insure that career opportunities in the tourism industry are provided to all citizens. See Special Report, *Investing in our Workforce Development: Creating a Competitive Advantage*, on page 2.

The Allegheny County home rule charter, on the ballot on May 19th, will provide for the creation of a 15-member council, 13 of whom are elected by district. Unlike the current system, the proposed county council provides the first real opportunity for the African American community to be represented in county government. And greater representation in county government will help insure that African Americans benefit from public investment and other economic development efforts. See report *Make Government More Competitive* on page 25.

◆ ***For Additional Information, Contact the Building One Economy Liaisons:***

Building One Economy

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FAX: 338-2224

Build on the Strengths that Hold the Key to Future Job Growth

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Make Government More Competitive

- ◆ ***Esther Bush,***
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FAX: 227-4870

Revive Our Entrepreneurial Vitality

- ◆ ***Lemuel Nixon,***
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FAX: 243-4146

Make Greater Pittsburgh a Leading Destination for World Visitors

- ◆ ***Ron Porter,***
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Invest in Wealth and Job Creation Assets

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Connect Workers and Students to Jobs of the Future

- ◆ ***Nancy Washington,***
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Establish a New Spirit of Teamwork in Economic Development

- ◆ ***Sharon Williams,***
Telephone: 434-5806;
FAX: 434-5881

Benchmarking Evaluation, and New Initiatives

- ◆ ***Ralph Bangs,***
Telephone: 624-3856;
FAX: 624-4810



**Vice Chair
Building One
Economy
Milton A. Washington**

**President,
AHRCO**

"Clearly, a variety of structural barriers have impeded participation by African Americans in the mainstream of the region's economy. However, it is fruitless to simply try to remove the barriers to opportunity when opportunities themselves do not exist. We need to work together to insure that our region's economy is growing because the best way to provide more opportunities for African Americans and any other segment of our community is to provide more opportunities for all segments of our community."



Build on the Strengths that Hold the Key to Future Job Growth: Support Growth Industry Clusters

The Challenge: We need to make our region a center for the industries of the future. To do this, we must combine our manufacturing heritage with our growing resources in technology, service, and finance. This will create new companies and new opportunities for jobs.

Information and Communication Products & Services

The Software Business Forum (SBF), a program of the Pittsburgh High Technology Council, is working to sustain a connected, cohesive software community in southwestern Pennsylvania. Highlights of the past year include educational events focused on a broad range of issues, such as financing, marketing, and technical issues; formation of an informal bi-monthly discussion group of the CEO's of software companies; active support of the May 1997 repeal of the Pennsylvania state computer services sales tax; and formation of the Pittsburgh High Technology Council's Human Capital Initiative. This initiative, which seeks to increase the availability of qualified workers for high technology companies, held several events designed to educate high tech firms about how to deal with the shortage of qualified technical workers. @pgh.cafe's second job event was twice as big as it was the previous year, introducing 500 students to 53 local software companies. The University Summer Jobs Program continued to grow. And, a new Website of job listings with regional technology companies listed over 300 positions and received 200 resumes as of April 15, 1998.



SOFTWARE BUSINESS FORUM

- ◆ *For Additional Information Contact:*
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- ◆ *Website: <http://www.tc-p.com>*

Health Systems and Biomedical

The Biomedical Business Network (BBN) was launched in June of 1997 by the Pittsburgh High Technology Council and its sister organization, the Pittsburgh Biomedical Development Corporation, to support the region's growing number of biomedical, biotechnology, and life science firms. BBN task forces are tackling the following primary needs of the biomedical



BIOMEDICAL BUSINESS NETWORK

industry: increasing the availability of early-stage investment capital; attracting talented and experienced individuals to Pittsburgh to run our young companies; making inexpensive incubator space available; educating

public officials on this industry; and, working to increase university-industry and university-university collaborations. Many of these initiatives, such as the availability of incubator space, need the support of the larger community in order to happen. Similarly, although some venture capital firms are attracted to Pittsburgh, they are only interested on a firm-by-firm basis. A larger effort has been undertaken to increase the level of local capital - over and above the capabilities of the Pittsburgh Biomedical Development Corporation which has succeeded in investing in 11 biomedical companies over the past seven years, six of which were in the past 12 months.

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- ◆ *Kim Wilson, Biomedical Business Network, Telephone: 687-0200, ext. 206; FAX: 687-2791; email: kwilson@phtc.org*
- ◆ *Website: <http://www.biopoint.org>*

Metalworking/Advanced Manufacturing/Chemicals & Plastics

The Advanced Manufacturing Network (AMN) is a joint venture of the Pittsburgh High Technology Council and the Southwestern Pennsylvania Industrial Resource Center. The AMN, established in 1996, identifies opportunities and obstacles for the growth of



ADVANCED MANUFACTURING NETWORK

manufacturing in our region. In 1997, the AMN sponsored a series of programs to help manufacturers learn from the "best in class" manufacturers of the region and to address public policy issues

affecting our business climate. The AMN also sponsored the second annual Southwestern Pennsylvania Manufacturers Week to heighten public awareness regarding the importance of manufacturing to the region's economy. The AMN continues to focus on its *Action Agenda for Manufacturing Prosperity in SWPA* that identifies key public policy actions needed to develop a "manufacturing-friendly" business and economic environment in the region.

- ◆ ***For Additional Information Contact:***
- ◆ ***Susan Maine, Advanced Manufacturing Network, Telephone: 687-0200, ext. 280; FAX: 687-2791; email: smaine@phtc.org***
- ◆ ***Website: <http://www.tc-p.com>***

Environmental Products & Services

The environmental industry has undergone profound changes in the 1990's including a shrinking national, but growing international, market and changes in requirements for environmental products and services. In response, the efforts of the Environmental Business Network (EBN) and the Environmental City Initiative



ENVIRONMENTAL BUSINESS NETWORK

(ECI) are being combined as the Environmental City Network (ECN). A primary focus of the network will be continued positioning of southwestern Pennsylvania as the global center of environmental solutions. Projects currently underway include the second edition of the *Pittsburgh Green Book*, development of a *Green Book* of non-profit and community based organizations, launching a Website for the Three Rivers University for the Environment, and hosting the final meeting of the President's Council on Sustainable Development in September 1998.

- ◆ ***For Additional Information Contact:***
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Vice Chair
Support Growth
Industry Clusters
John D. Turner

Chief Executive Officer,
Copperweld
Corporation

"We have a rich heritage and tradition of job creation in southwestern Pennsylvania. The task before us is to capitalize on those strengths of the past and define the capabilities and critical success factors necessary to duplicate those achievements in the future. The goal of all of this is quality job creation."



Enhance Technology Commercialization and Support Demonstration Projects

The Challenge: We need to encourage the use of technology being developed in our universities and research institutions to create high technology businesses in our region. We need to support projects and facilities that demonstrate the potential for job growth of these technology transfers.

Maximize University Technology Transfer

The Office of Technology Management (OTM) at the University of Pittsburgh, organized in 1996, is responsible for the commercialization of technologies developed at the University, including its School of Medicine. Inventions, licensing, and industrial partnerships have more than doubled in the last year, and current licensing revenue has increased even more significantly to \$5 million. The number of companies formed locally increased from two in 1995, to eight in 1996-1997, and is approaching a rate of five per year. These companies are largely focused in otech market segments, and incorporate technologies such as artificial organs, tissue engineering, cancer therapeutics, drug development, and bioinformatics.

- ◆ *For Additional Information Contact:*
- ◆ *Arthur A. Boni, Ph. D., Office of Technology Management, University of Pittsburgh, Telephone: 648-2206; FAX 648-8525; email: boni+@pitt.edu*
- ◆ *Website: <http://tech-link/tt.pitt.edu>*

Founded in 1993, Carnegie Mellon University's Technology Transfer Office (TTO) received 114 invention disclosures in 1997, up from an average of 30 to 40

per year prior to 1993. The total value created by TTO projects during the five years has amounted to over \$50 million. TTO boasted 14 newly signed licenses in 1997, adding to the current combined total of 62 active licenses. Carnegie Mellon-related company formations, with and without Carnegie Mellon support, have recently been occurring at an average rate of one per month, up from an average of one per year prior to 1992. Since 1993, TTO has licensed 14 start-up companies, and has been instrumental in the creation and incubation of five.

- ◆ *For Additional Information Contact:*
- ◆ *Mark E. Coticchia, Office of Technology Transfer, Carnegie Mellon, University, Telephone: 268-7392, FAX: 268-7395; email: coticchia@cmu.edu*

Tissue Engineering

The Pittsburgh Tissue Engineering Initiative, Inc. (PTEI) strives to establish Pittsburgh as a leader in the emerging biotechnology field of tissue engineering. PTEI's Technology Development Fund seed grant program has awarded grants to 17 research projects at area institutions. The PTEI continues to host a monthly seminar series. PTEI's Summer Internship Program provided over 25 undergraduate



internships during 1997 and 1998 in local university laboratories. PTEI's Biotechnology Exposure Program conducts tours of research facilities for students in grades 4-12. In 1997 PTEI hosted a Scientific Retreat that produced a regional progress plan for tissue engineering, and in 1998 hosted the Pittsburgh/Toronto Tissue Engineering Conference. Key future actions include a for-profit subsidiary to coordinate technology development services; and collaborative online environments directed at tissue engineers worldwide.

- ◆ *For Additional Information Contact:*
- ◆ *Peter C. Johnson, M.D., Pittsburgh Tissue Engineering Initiative, Telephone: 383-9703; FAX: 383-7264; email: pteii@nauticom.net;*
- ◆ *Website: <http://www.pittsburgh-tissue.net>*

Robotics

The goal of the Robotics Initiative is to support and nurture business opportunities stemming from the National Robotics Engineering Consortium (NREC). To date, Carnegie Mellon University has instituted a new incubation policy for NREC spin-off companies conducive to building and expanding companies in our region. NREC has gained NASA's approval in structuring new robotics consortia, each with multiple industrial partners. New initiatives are being pursued with agricultural, forestry, fire fighting, steel processing, and natural gas distribution industries. An alfalfa-harvesting project is maturing technically and business models are being formed for producing the technology. NREC hopes to expand its industrial sponsor base from five companies to 15+ companies within the next three years and anticipates growth of new spin-off companies.

- ◆ **For Additional Information Contact:**
- ◆ **John Bares, National Robotics Engineering Consortium, The Robotics Institute, Telephone: 268-7091; FAX: 681-6961; email: bares@cs.cmu.edu**
- ◆ **Website: <http://cronos.rec.ri.cmu.edu>**

Pittsburgh Supplier Training Center

The mission of the Pittsburgh Supplier Training Center (PSTC) is to work in collaboration with regional businesses to develop a world-class training system that accelerates learning and improves performance with the region's manufacturing and supplier infrastructure. The PSTC model is based on a proven, diverse curriculum developed, tested, and sanctioned by the National Consortium for Supplier Training and sponsored locally by Bayer Corporation and nine associate sponsors, including Adtranz, Deloitte & Touche LLP, Duquesne Light Company, Kennametal, Medrad, Oberg Industries, Price Waterhouse LLP, Respironics, and Westinghouse

ESBU. Since 1996, over 1,800 executives and professionals from 425 area firms have participated in PSTC-sponsored educational programs and value-added business networks. PSTC is part of the Institute for Economic Transformation's Center for Corporate Development at Duquesne University.

- ◆ **For Additional Information Contact:**
- ◆ **Barry Maciak, Pittsburgh Supplier Training Center, Telephone: 396-6190; FAX: 396-6175; email: maciak@duq2.cc.duq.edu**

Hospital Information Network

The 1994 *Working Together* report identified the creation of a Regional Hospital Information Network as a demonstration project to provide technology-oriented jobs in inner city communities. A pilot project based on the concept of the Regional Hospital Information Network is currently underway. This project is sponsored by American Micrographics Company, Inc., with assistance from Hill House Association and Duquesne University Small Business Development Center. The goal is to establish Community Conversion Centers, establish data warehouses, train a world-class workforce, and provide permanent jobs in inner city neighborhoods. These Community Conversion Centers, which transform paper records into digitized images, can create hundreds of jobs. Successful candidates, screened and recruited by Hill House, will develop a full set of multimedia skills applicable in a range of information technology and other industries.

For more information, see the report on *Building One Economy*, page 12.

- ◆ **For Additional Information Contact:**
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Vice Chair
Enhance Technology
Commercialization
and Support
Demonstration
Projects
Edwin V. Clarke, Jr.

Retired Senior
Executive Vice
President,
Westinghouse

"Our focus, while remaining on the creative aspects of technology, must be accelerated on the applied side of technology. We must clarify the bridging process from laboratory to incubator to the manufacturing floor. Only then will we experience our job growth goals."

Revive Our Entrepreneurial Vitality

The Challenge: We need to create a vibrant, supportive atmosphere for entrepreneurs and integrate entrepreneurship into our region's culture. Entrepreneurial vitality is critical to improve economic opportunity, especially for women, minorities, and dislocated workers. Southwestern Pennsylvania must nearly double the rate of new business creation in order to reach even the national average.

Build Early-Stage Capital for Start-Ups

The goal is to help companies raise early-stage seed capital they need to attract first-stage venture capital. The November 1997 report by McKinsey & Co. estimated the region's seed capital gap to be between \$12 million to \$20 million per year directed to at least 40 new companies per year; it is one of the most critical gaps for economic growth. The Commonwealth recently announced formation of a \$50 million Pennsylvania Early Stage Partners Fund, which includes \$10 million in private funds from Safeguard Scientific, a Philadelphia-based technology firm. A significant portion of this fund will be directed to our region. The Western Pennsylvania Adventure Capital Fund (WPACF), along with the Private Investor Group sponsored by The Enterprise Corporation, recently completed four investments. Efforts continue to create more sources of local, early-stage investment funds and expand the number of active individual, "angel" investors.

- ◆ **For Additional Information Contact:**
 - ◆ **Tom Canfield, The Enterprise Corporation,** Telephone: 687-4300; FAX: 687-4433; email: tom@enterprise.org
 - ◆ **Frank Demmler, The Enterprise Corporation,** Telephone: 687-4300; FAX: 687-4433; email: frank@enterprise.org
 - ◆ **Rich Patton, The Western Pennsylvania Adventure Capital Fund,** Telephone: 687-0977; FAX: 687-4433
 - ◆ **Mike Bolton, PA Early Stage Partners,** Telephone: (610) 293-4075, email: mbolton@paearly.com

Increase the Number of New Entrepreneurs


The goal is to increase the number of entrepreneurially inclined people and entrepreneurs to our region. A primary task is to educate people, to retain those who come here who have entrepreneurial aspirations, and attract those from this region who have started their companies elsewhere. CMU's Graduate School of Industrial Administration, for example, is rethinking its core education to put much greater emphasis in entrepreneurship. Efforts to link engineering and business students with entrepreneurial, technology firms continue. The Pittsburgh High Technology Council sponsored its second @Pgh.cafe networking event. The Enterprise Corporation and the Ben Franklin Technology Center link interns with new companies. The first Youth E-Day, a one-day event with students in K-12, was held May 6, 1998, at the David L. Lawrence Convention Center.

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 - ◆ **Larry McGeehan, Ben Franklin Technology Center,** Telephone: 681-1520; FAX: 681-2625
 - ◆ **Ray Christman, Pittsburgh High Technology Council,** Telephone: 687-0200 ext. 234; FAX: 687-5232

PITTSBURGH

THE 1997 ENTREPRENEURIAL VITALITY SCORECARD

The Pittsburgh Metropolitan Area



by
The Center For Economic Development
with
The Enterprise Corporation of Pittsburgh

Increase the Rate of New Business Formation

The goal is to increase the rate of new business formation by the people already located here. CMU's Entrepreneurship Center continues to conduct courses on "How to Start a High Tech Business" for faculty and staff at both CMU and the University of Pittsburgh. CMU sponsors a course on "Commercialization of Technology" for those in the community. The Ben Franklin Technology Center coordinates business assistance efforts to grantees from The Enterprise Corporation, the MIT Forum, and student projects. The Pittsburgh High Technology Council offers more than 100 educational and networking opportunities each year. The U.S. Small Business Administration (SBA) and the Service Corps of Retired Executives (SCORE) are valuable resources.

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- ◆ *Service Corps of Retired Executives (SCORE), contact SBA*
- ◆ *Small Business Development Centers: Duquesne University SBDC, Telephone: 396-6233, FAX: 396-5884
St. Vincent College SBDC, Telephone: (724) 537-5472; FAX: (724) 472-0919
University of Pittsburgh SBDC: Telephone: 684-1544; FAX: 648-1636*

Support Minority Entrepreneurs

The mission of the Minority Enterprise Corporation (MEC) is to assist the creation and growth of minority-owned businesses in southwestern Pennsylvania. In 1997 MEC assisted over 1,100 entrepreneurs, and this year projects it will assist over 1,200 entrepreneurs. Also during

1997, the organization completed its strategic plan, *1997 and Beyond - The Strategic Direction of MEC*, to effectively serve and educate minority business owners about the importance of building the connections necessary to achieve economic parity in the region's economy. The organization's theme in achieving its goals this year is "Connecting the Minority Business Community." To illustrate this, MEC has established an African American Roundtable that provides a forum for discussion and cooperation between organizations that promote African American businesses and economic development in the Pittsburgh region.

- ◆ *For Additional Information Contact:*
- ◆ *Sharon Williams, Minority Enterprise Corporation, Telephone: 434-5806; FAX: 434-5881*
- ◆ *Earl Hord, Keystone Fund, Telephone: 338-2230; FAX: 338-2224*

Support Women Entrepreneurs

Women's business enterprises is the fastest growing segment of the region's entrepreneurial community with an estimated 55,000 companies employing 151,800. This past year a number of key organizations including Seton Hill College's National Education Center for Women in Business worked to form a "lighthouse" organization to assist start-up and growing women-owned businesses. The organizers looked for an existing organization with which it could combine interests. This organization was found in Women's Edge, which focuses on capital development programs for women. The resulting merger, the Women's Economic Development Group Enterprise, will provide a one-stop center for women-owned businesses. The group is now seeking a five-year funding plan through a partnership with existing delivery networks.

- ◆ *For Additional Information Contact:*
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- ◆ *Barbara K. Mistick, Seton Hill College's National Education Center for Women in Business, Telephone: (724) 830-4625; FAX: (724) 834-7131; email: info@setonhill.edu*



**Vice Chair
Revive Our
Entrepreneurial
Vitality
Glen Chatfield**

**Chairman,
Empire Technologies**

"We need to continue to support efforts focused on increasing high technology start-ups, including university spinoffs. We need to help our existing high growth companies expand, as well as provide help to minority entrepreneurs and women-owned businesses. And we need to develop support programs to help non-technology entrepreneurs that will create thousands of jobs in our region."

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 - ◆ **Earl Hord, Keystone Fund,** Telephone: 338-2230; FAX: 338-2224

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Women's business enterprises is the fastest growing segment of the region's entrepreneurial community with an estimated 55,000 companies employing 151,800. This past year a number of key organizations including Seton Hill College's National Education Center for Women in Business worked to form a "lighthouse" organization to assist start-up and growing women-owned businesses. The organizers looked for an existing organization with which it could combine interests. This organization was found in Women's Edge, which focuses on capital development programs for women. The resulting merger, the Women's Economic Development Group Enterprise, will provide a one-stop center for women-owned businesses. The group is now seeking a five-year funding plan through a partnership with existing delivery networks.

- ◆ **For Additional Information Contact:**
 - ◆ **Anita Brattina, Direct Response Marketing,** Telephone: 242-6200; FAX: 731-9510; email: drmtdr@usaor.net
 - ◆ **Barbara K. Mistick, Seton Hill College's National Education Center for Women in Business,** Telephone: (724) 830-4625; FAX: (724) 834-7131; email: info@setonhill.edu



**Vice Chair
Revive Our
Entrepreneurial
Vitality
Glen Chatfield**

**Chairman,
Empire Technologies**

"We need to continue to support efforts focused on increasing high technology start-ups, including university spinoffs. We need to help our existing high growth companies expand, as well as provide help to minority entrepreneurs and women-owned businesses. And we need to develop support programs to help non-technology entrepreneurs that will create thousands of jobs in our region."

Revive Our Entrepreneurial Vitality

The Challenge: We need to create a vibrant, supportive atmosphere for entrepreneurs and integrate entrepreneurship into our region's culture. Entrepreneurial vitality is critical to improve economic opportunity, especially for women, minorities, and dislocated workers. Southwestern Pennsylvania must nearly double the rate of new business creation in order to reach even the national average.

Build Early-Stage Capital for Start-Ups

The goal is to help companies raise early-stage seed capital they need to attract first-stage venture capital. The November 1997 report by McKinsey & Co. estimated the region's seed capital gap to be between \$12 million to \$20 million per year directed to at least 40 new companies per year; it is one of the most critical gaps for economic growth. The Commonwealth recently announced formation of a \$50 million Pennsylvania Early Stage Partners Fund, which includes \$10 million in private funds from Safeguard Scientific, a Philadelphia-based technology firm. A significant portion of this fund will be directed to our region. The Western Pennsylvania Adventure Capital Fund (WPACF), along with the Private Investor Group sponsored by The Enterprise Corporation, recently completed four investments. Efforts continue to create more sources of local, early-stage investment funds and expand the number of active individual, "angel" investors.

- ◆ **For Additional Information Contact:**
- ◆ **Tom Canfield, The Enterprise Corporation,**
Telephone: 687-4300; FAX: 687-4433;
email: tom@enterprise.org
 - ◆ **Frank Demmler, The Enterprise Corporation,**
Telephone: 687-4300;
FAX: 687-4433;
email: frank@enterprise.org
 - ◆ **Rich Patton, The Western Pennsylvania Adventure Capital Fund,**
Telephone: 687-0977; FAX: 687-4433
 - ◆ **Mike Bolton, PA Early Stage Partners,**
Telephone: (610) 293-4075,
email: mbolton@paearly.com

Increase the Number of New Entrepreneurs

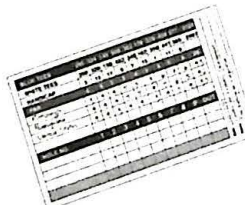
The goal is to increase the number of entrepreneurially inclined people and entrepreneurs to our region. A primary task is to educate people, to retain those who come here who have entrepreneurial aspirations, and attract those from this region who have started their companies elsewhere. CMU's Graduate School of Industrial Administration, for example, is rethinking its core education to put much greater emphasis in entrepreneurship. Efforts to link engineering and business students with entrepreneurial, technology firms continue. The Pittsburgh High Technology Council sponsored its second @Pgh.cafe networking event. The Enterprise Corporation and the Ben Franklin Technology Center link interns with new companies. The first Youth E-Day, a one-day event with students in K-12, was held May 6, 1998, at the David L. Lawrence Convention Center.

- ◆ **For Additional Information Contact:**
- ◆ **Jack Thorne, Carnegie Mellon University,**
Telephone: 268-2263; FAX: 268-7357
 - ◆ **Tom Canfield, The Enterprise Corporation,**
Telephone: 687-4300; FAX: 687-4433;
email: tom@enterprise.org
 - ◆ **Larry McGeehan, Ben Franklin Technology Center,**
Telephone: 681-1520; FAX: 681-2625
 - ◆ **Ray Christman, Pittsburgh High Technology Council,**
Telephone: 687-0200 ext. 234;
FAX: 687-5232

PITTSBURGH

THE 1997 ENTREPRENEURIAL VITALITY SCORECARD.

The Pittsburgh Metropolitan Area



by
The Center For Economic Development
with
The Enterprise Corporation of Pittsburgh

Increase the Rate of New Business Formation

The goal is to increase the rate of new business formation by the people already located here. CMU's Entrepreneurship Center continues to conduct courses on "How to Start a High Tech Business" for faculty and staff at both CMU and the University of Pittsburgh. CMU sponsors a course on "Commercialization of Technology" for those in the community. The Ben Franklin Technology Center coordinates business assistance efforts to grantees from The Enterprise Corporation, the MIT Forum, and student projects. The Pittsburgh High Technology Council offers more than 100 educational and networking opportunities each year. The U.S. Small Business Administration (SBA) and the Service Corps of Retired Executives (SCORE) are valuable resources.

- ◆ **For Additional Information Contact:**
 - ◆ **Tom Canfield, The Enterprise Corporation,** Telephone: 687-4300; FAX: 687-4433; email: tom@enterprise.org
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 - ◆ **Jack Thorne, Carnegie Mellon University,** Telephone: 268-2263; FAX: 268-7357
 - ◆ **U.S. Small Business Administration (SBA),** Telephone: 395-6560; FAX: 395-6562
 - ◆ **Service Corps of Retired Executives (SCORE),** contact SBA
 - ◆ **Small Business Development Centers:**
 - Duquesne University SBDC, Telephone: 396-6233, FAX: 396-5884**
 - St. Vincent College SBDC, Telephone: (724) 537-5472; FAX: (724) 472-0919**
 - University of Pittsburgh SBDC: Telephone: 684-1544; FAX: 648-1636**

Support Minority Entrepreneurs

The mission of the Minority Enterprise Corporation (MEC) is to assist the creation and growth of minority-owned businesses in southwestern Pennsylvania. In 1997 MEC assisted over 1,100 entrepreneurs, and this year projects it will assist over 1,200 entrepreneurs. Also during

1997, the organization completed its strategic plan, *1997 and Beyond - The Strategic Direction of MEC*, to effectively serve and educate minority business owners about the importance of building the connections necessary to achieve economic parity in the region's economy. The organization's theme in achieving its goals this year is "Connecting the Minority Business Community." To illustrate this, MEC has established an African American Roundtable that provides a forum for discussion and cooperation between organizations that promote African American businesses and economic development in the Pittsburgh region.

- ◆ **For Additional Information Contact:**
 - ◆ **Sharon Williams, Minority Enterprise Corporation,** Telephone: 434-5806; FAX: 434-5881
 - ◆ **Earl Hord, Keystone Fund,** Telephone: 338-2230; FAX: 338-2224

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 - ◆ **Anita Brattina, Direct Response Marketing,** Telephone: 242-6200; FAX: 731-9510; email: drmtdr@usaor.net
 - ◆ **Barbara K. Mistick, Seton Hill College's National Education Center for Women in Business,** Telephone: (724) 830-4625; FAX: (724) 834-7131; email: info@setonhill.edu



**Vice Chair
Revive Our
Entrepreneurial
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**Chairman,
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"We need to continue to support efforts focused on increasing high technology start-ups, including university spinoffs. We need to help our existing high growth companies expand, as well as provide help to minority entrepreneurs and women-owned businesses. And we need to develop support programs to help non-technology entrepreneurs that will create thousands of jobs in our region."



Invest in Wealth and Job Creation Assets

The Challenge: We need to link the investments that are made in our infrastructure, visitor attractions, new industries, and business start-ups. These investments, whether they involve human, physical, or capital resources, must focus on the areas that are most critical for creating jobs and generating wealth.

Strategic Investment Fund

The Strategic Investment Fund is a \$40 million pool of private investment capital intended to help fill financing gaps in important development projects that will advance the Core Investment Strategy and the

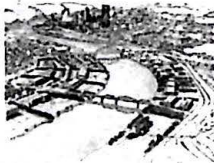
Industrial Reuse and Technology Development Strategy outlined in the 1995 report *Investing in the Future* developed by the Strategic Investment Partnership. To date, the Fund has approved 13 loan requests, totaling \$14,325,000, that will develop new housing in downtown Pittsburgh, create shell industrial buildings on brownfield sites around the region, convert the former Alcoa Building into a *regional resource center*, and other important development projects. During 1998, the Strategic Investment Fund will be pursuing a set of proactive

investment programs designed to stimulate private investment in and near the public investment projects

being advanced through the efforts of the Southwestern Pennsylvania Growth Alliance, the Pittsburgh Regional Alliance, the Southwestern Pennsylvania Regional Planning Commission, and other regional public-private partnerships.

◆ **For Additional Information Contact:**
◆ **Robert C. Stephenson, Strategic Investment Fund, Inc.,**
Telephone: 765-3020; FAX: 765-2254

Investing in the Future



Strategies for Strengthening Southwestern Pennsylvania's Regional Core and Restoring Its Manufacturing Base

Southwestern Pennsylvania Strategic Investment Partnership
November 1995

Strategic Investment Partnership

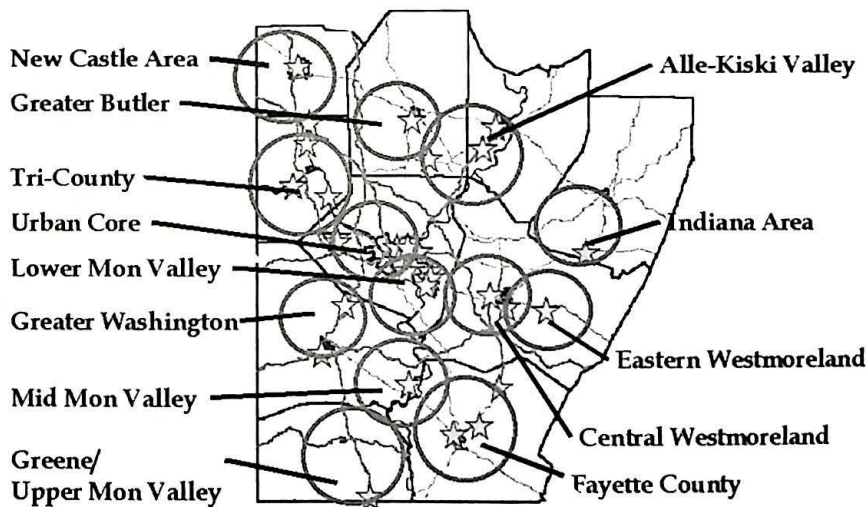
Building on the past success of the original Strategic Investment Partners (Mayor of the City of Pittsburgh, Allegheny County Commissioners and the Allegheny Conference), significant progress is being made in addressing the need for greater capital investment in the region. • The Southwestern Pennsylvania Growth Alliance has requested \$157 million in state capital funding in order to implement 53 industrial and tourism development projects across the region. All 10 counties, the City of Pittsburgh, and the region's legislative delegation are unified behind this single list of investment projects. • The Mayor of Pittsburgh and the Allegheny County Commissioners have developed a plan to assemble the local matching funds needed to expand the David Lawrence Convention Center, build a new baseball park for the Pirates, and provide a new or renovated football stadium for the Steelers. • The

Southwestern Pennsylvania Regional Planning Commission and Development Council are developing a new transportation and economic development investment plan for the region and a financing strategy for implementing the plan.

For more details, see the Special Report, *Investing in the Future*, on page 4.

- ◆ **For additional information contact:**
- ◆ **Mulugetta Birru, Director of Economic Development, County of Allegheny, Telephone: 255-6620; FAX: 255-6617**
- ◆ **Robert Kochanowski, Southwestern Pennsylvania Regional Planning Commission, Telephone: 391-5591; FAX: 391-9160**
- ◆ **Steven Leeper, Director of Economic Development Policy, City of Pittsburgh, Telephone: 255-2908; FAX: 255-2687**
- ◆ **Harold Miller, Southwestern Pennsylvania Growth Alliance, Telephone: 281-1890, ext. 121; FAX: 281-1896; email: hmiller@accdpel.org**

Location of Capital Investment Projects



Vice Chair
Invest in Wealth and
Job Creation Assets
Richard P. Simmons

Chairman, President
and CEO,
Allegheny Teledyne
Incorporated

"For the first time in our region's history, public and private leaders and legislators in ten counties have forged a regional consensus on a set of capital projects receiving state assistance. We must successfully build upon this effort and establish plans and strategies for future investments in transportation improvements and job-creation assets which are so important to our region's future."



Create an Economic Climate for the 21st Century

The Challenge: We need to make the day-to-day conditions for conducting business in our region as easy as possible. This includes efficient transportation - both in getting workers to jobs, and in getting products to markets - and a fair tax structure. This will make our region more attractive for business.

Mobilize for Priority Transportation Improvements

The Southwestern Pennsylvania Regional Planning Commission (SPRPC) and the Council are currently developing a new Long Range Plan for southwestern Pennsylvania. The Plan integrates transportation projects and economic development projects in an effort to maximize public funding for future investment strategies. SPRPC has accelerated and retooled its planning process to include: a newly merged Regional Policy Committee that addresses both transportation and economic development issues; new partnerships, by adding private leaders and legislative members to its Regional Policy Committee; and rebuilding citizen participation by creating 10 county-wide Citizen Participation Panels that are gathering local public views on transportation issues. The Panels are being used for a pilot process for public involvement that will culminate in May with testimony before SPRPC and the Pennsylvania State Transportation Commission.

- ◆ **For Additional Information Contact:**
- ◆ **Robert Kochanowski, Southwestern Pennsylvania Regional Planning Commission,**
Telephone: 391-5591; FAX: 391-9160

Improve Links to the World Economy

An Environmental Assessment of the Airside Business Park and Cargo Center and the Business Aviation Complex at Pittsburgh International Airport is currently underway. This process is being administered by the Federal Aviation Administration



in accordance with the National Environmental Policy Act. The Assessment is considering "Action to the Old Terminal Building and Development of the Airside Business Park." The issues under consideration are: Historical/Cultural Resources; Environmental Issues; Aircraft Noise; Air Quality; 911th Military Facilities; Waste Materials; and, Land Use. Until a determination is made, demolition and all new development will be on hold. Once the environmental issues have been studied, a preferred alternative will be selected. This public process will end the first week of June 1998. The FAA will issue a Federal Record of Decision in mid-June.

- ◆ **For Additional Information Contact:**
- ◆ **Lynn Heckman, Allegheny County Department of Economic Development,**
Telephone: 350-4549; FAX: 471-1032
- ◆ **Kelly Fredericks, Allegheny County Department of Aviation,**
Telephone: 472-3541; FAX: 472-3505

Pennsylvania Tax Blueprint Project

The goal of the Pennsylvania Tax Blueprint Project is to develop state-of-the-art microsimulation economic impact models to conduct objective analysis of various state and local tax policies. To date,



various static models have been completed, including the Local and Property Tax Model, Consumption Tax Model, Business Competitiveness Model, and Individual Tax Model. Yet to be completed are the Business Tax Model, Multi-Tax Incidence Model, Dynamic Model interface, and Tax Study Report. The key challenge is adequate funding. The Project has raised \$1.530 million of its \$2.5 million budget. Alternative funding options are being pursued, such as from the public sector to create a true private/public partnership. Identifying and collecting the funds necessary to complete the project is a critical factor in determining its ultimate success.

◆ *For Additional Information Contact:*

- ◆ *William R. Shipley, Price Waterhouse,
Telephone: 355-7090;
FAX: 355-6102*
- ◆ *Pennsylvania Institute of Certified Public
Accountants' home page,
Website and email: <http://www.picpa.org>*

Solving Unfair Ozone Regulations

Unfair federal ozone regulations continue to serve as a significant impediment to economic development in the region. Even if southwestern Pennsylvania successfully redevelops its brownfields and offers more competitive sites and buildings to businesses, many manufacturing firms won't even consider locating or expanding in our region because federal emission requirements are more stringent in our region than in communities to our west and south. Yet it has been demonstrated that the vast majority of ozone in our region is now caused by emissions from upwind areas, not by sources in southwestern Pennsylvania. The Southwestern Pennsylvania Growth Alliance has gone to court to fight this unfair treatment. Last summer, the Third U.S. Circuit Court of Appeals agreed that the U.S. Environmental Protection Agency was treating southwestern Pennsylvania unfairly, and the court said that it was up to Congress to solve the problem. Consequently, the Growth Alliance has called on Congress to amend the Clean Air Act to prevent southwestern Pennsylvania from being penalized for pollution caused by other states, and to level the playing field on environmental regulations so that our region can have the benefit of both clean air and jobs.

◆ *For More Information Contact:*

- ◆ *Harold Miller, Southwestern Pennsylvania
Growth Alliance,
Telephone: 281-1890, ext. 121;
FAX: 281-1896;
email: hmiller@accdpel.org*



Vice Chair
Create an Economic
Climate for the 21st
Century
C. J. Queenan, Jr.

Senior Counsel,
Kirkpatrick &
Lockhart LLP

"Efforts of Governor Ridge and the state legislature have led to dramatic improvements in our state's business climate by reducing business taxes, reforming workers' compensation, passing legislation to deregulate electric utilities, and implementing numerous business assistance programs. We must be bold in our efforts to make the improvements necessary to insure that our region has a superior business climate."



Establish A New Era of Labor-Management Partnerships



Vice Chair
Labor-Management
Partnerships
Ronald R. Hoffman

**Executive Vice
President,**
Human Resources,
Alcoa

"Business and labor leaders must be able to demonstrate our collective ability to work together to provide an attractive workforce environment. We should create a forum for honest and constructive discussion that will lead to cooperative efforts to increase the number of jobs in our region and to establish Southwestern Pennsylvania as an attractive place for companies to relocate and grow."

The Challenge: We need to overcome the perception that our region has labor difficulties. To do this, we must build cooperation among labor and management. The result will be a flexible workforce and vibrant companies that will attract more companies and bring more jobs to our region.

Labor-Management Partnerships

This action recommendation is working to improve the labor/management climate in Western Pennsylvania to make it more attractive for businesses to stay or relocate here. There are four basic goals of the initiative.

Promote and Expand the Pittsburgh Pledge as a Regional Document, Action Leader Tom Foerster:

There are currently signed Pledges in Allegheny and Beaver Counties. A Westmoreland County Pledge has been developed and is awaiting a signing ceremony. Pledges have been initiated in Fayette and Lawrence Counties.

Implement Proactive Labor-Management Dispute Resolution Techniques: A contract expiration calendar has been developed and will be followed by an implementation schedule.

Implement Regional Labor-Management Council: Key labor and business leaders have been solicited to participate on the Council, with the first meeting to be held in late May or early June.

Public Sector Health Care Purchasing Coalition: The Coalition has been formed and will be jointly purchasing health care by July 1, 1998. A quality measurement assessment of health care plans will be initiated by May, 1998.

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- ◆ **For Additional Information Contact:**
- ◆ **Michael C. Herman, Three Rivers Area Labor Management Committee,**
Telephone: 431-8511;
FAX: 431-9169;
email: ThreeRalMC@aol.com



The Pittsburgh Pledge promotes a positive labor-management image for southwestern Pennsylvania.



Make Government More Competitive

The Challenge: We need to foster cooperation among the public and private sectors to make our regional government more customer-oriented. With local government that delivers services quickly and efficiently, our region will become more competitive in attracting new business and expanding existing ones.

Make Government More Competitive

The goal of ComPAC 21 is to modernize Allegheny County's governance mechanisms in order to foster a more competitive climate for economic development. ComPAC 21 developed 17 recommendations to improve Allegheny County's governance in five areas: structure, functions, organization, finance and economic development. Following is a summary of the status of the recommendations.

Structure

A referendum to adopt a home rule charter, replacing the existing commission form of government with an executive and a county council, will be voted on during the May 19th election. The home rule charter would give the county manager statutory powers to handle the day-to-day government operations. It also provides for 13 district seats and two at-large seats, and allows for future changes including the reduction of the number of "row offices."

Functions

Little has been done to date to establish zero tolerance of duplication of services; more cooperation would be welcome between the City of Pittsburgh and Allegheny County. In addition, nothing has been done to date to make the required changes to state law that would permit municipalities to voluntarily disincorporate. The Pennsylvania Environmental Council is addressing at the state level the issue of establishing a countywide, comprehensive plan for land-use. However, the recommendation to establish a countywide fair-share housing strategy, making attractive housing more affordable to all income, age, and ethnic groups, has yet to be addressed.

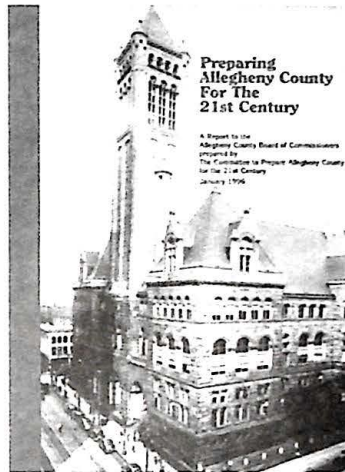
Organization

To reduce the number of county departments, Allegheny County has streamlined its organization chart and now has six "super departments." The home rule charter, if approved by the electorate, will establish a merit-based personnel system, as well as create an Accountability,

Conduct and Ethics Commission. The charter will also create a County Government Review Commission to review county operations and possible charter revisions every 10 years.

Finance

To reduce the reliance on property tax, voters approved a Constitutional amendment in November 1997 that permits properties to be assessed for taxation purposes at different rates, thus paving the way for more significant tax reform. Allegheny County has hired a private firm to reassess all properties in the county by 2001. The home rule charter would forbid the county from reaping windfalls as a result of reassessment or changes in the assessment ratio and caps spending for government administration.



Economic Development

Allegheny County has raised the priority of economic development. It created a cabinet level position for economic development and has reorganized economic development within the county. The county and the City of Pittsburgh have a shared economic development director. Yet to be developed are policies that allow southwestern Pennsylvania counties to work together in areas such as tax base sharing.

◆ **For Additional Information Contact:**
◆ **Jim Turner, Pennsylvania Economy League,**
Telephone: 471-1477;
FAX: 471-7080
email: jturner@acdpel.org



Vice Chair
Make Government
More Competitive
John E. Murray, Jr.

President,
Duquesne University

"The challenges confronting Allegheny County for the 21st Century are magnificent opportunities. We can become one of the leaders in economic development and the quality of life if, together, we focus on these opportunities and pursue the critically important public and private partnerships that are essential to these goals. The alternative is unacceptable for ourselves and our children."



Establish a New Spirit of Teamwork in Economic Development

The Challenge: We need to channel the many economic development activities in our region into a single source of contact for inquiries and services. Likewise, we need to develop comprehensive strategies to retain business, as well as to market our region, particularly for tourism and international investments.

Establish a Regional Economic Development "Front Door"

The creation of the Pittsburgh Regional Alliance (PRA) in 1995, the establishment of the *regional resource center* in 1997, and the strong co-operative efforts of the PRA, Southwestern Pennsylvania Regional Planning Commission (SPRPC), and the Southwestern Pennsylvania Growth Alliance offer an excellent environment in 1998 to make real the

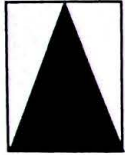
potential for a genuine "front door" for customers of the economic development delivery system. The PRA staff and two of the PRA's member organizations - Penn's Southwest Association and the Greater Pittsburgh Chamber of Commerce - have relocated to the *regional resource center* and have committed to the construction and maintenance of a full-service Business Customer Service Center. The Center will provide business customers (internal or external to the region) with a seamless, sophisticated customer-friendly system for gaining assistance for start-up, expansion, or relocation requirements.

◆ *For Additional Information Contact:*
◆ *Tim Parks, Pittsburgh Regional Alliance,*
Telephone: 392-1000;
FAX: 392-1010

Establish a Regional Economic Development "Business Plan"

The six organizations that constitute the Pittsburgh Regional Alliance (Greater Pittsburgh Chamber of Commerce, Penn's Southwest Association, Pittsburgh High Technology Council, SPIRC, Regional Industrial Development Corporation, and World Trade Center - Pittsburgh) will implement 17 specific business plans during 1998. These plans include quantitative and qualitative measures and are organized under four primary categories of customer focus: Start-up/Early Stage Support; Business Expansion and Growth; Business Attraction; and, Improve and Expand Facilities Infrastructure. Nine plans are assigned highest priority, including "Address Region's Critical Shortage of Technology Workers," "Targeted Promotion of the Pittsburgh Region's Business 'Value Proposition,'" and "Increase Employment Opportunities for African-American Citizens and Enhance Minority Enterprise Development." The PRA is also committed to implementing an ambitious regional marketing/communications and promotional initiative to achieve a positive regional "brand identity" and to dramatically increasing the volume of customer traffic — entrepreneurs, businesses and relocation consultants — to the region's "front door."

◆ *For Additional Information Contact:*
◆ *Tim Parks, Pittsburgh Regional Alliance,*
Telephone: 392-1000;
FAX: 392-1010



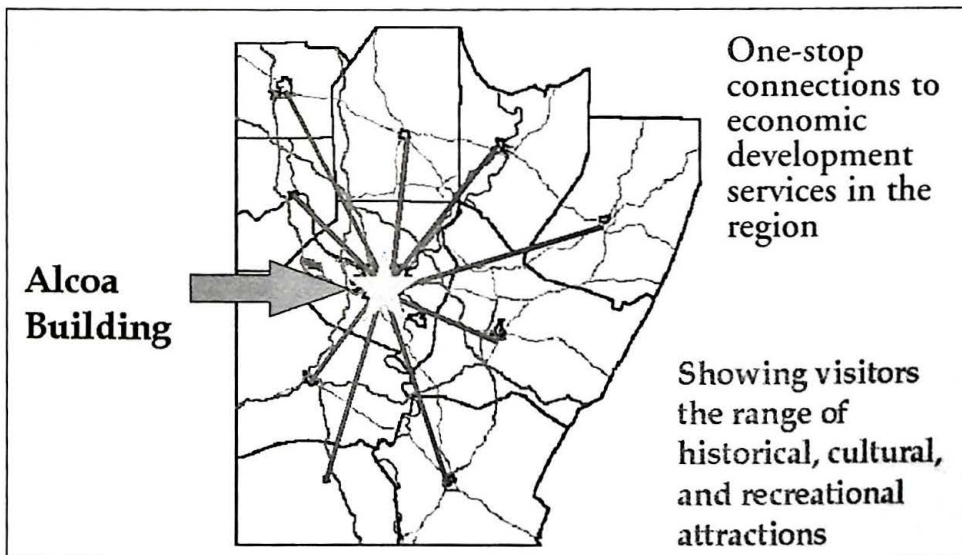
PITTSBURGH
REGIONAL
ALLIANCE

Establish a regional resource center in the Alcoa Building

At the CONSORTIUM's 1997 *Annual Competitiveness Summit*, Paul O'Neill, Chairman and CEO of Alcoa, reported on the vision and proposed plans for transforming the historic Alcoa headquarters building into a *regional resource center* to support regional development efforts from a single address. Significant progress has been made toward realizing this vision and implementing the plan. The Southwestern Pennsylvania Corporation has agreed to accept ownership of the facility on behalf of the region and has formed a public-private Property Committee to govern the transformation and future operations of the facility. A bridge loan of \$1.5 million by the Strategic Investment Fund has made it possible for 18 regional agencies to move into the nine floors currently available. The Employee Real Estate Construction Trust, a regional building trades pension fund, will provide a \$10.275 million loan to convert the remaining two-thirds of the building into a multi-tenant facility once Alcoa moves to its

new headquarters in mid 1998. A task force of representatives from the region's higher education institutions has developed a strategy and made recommendations for how the region's colleges and universities can enhance regional development through a presence in the facility. A process is currently underway to design the program and physical content of the facility's public spaces as a showcase of southwestern Pennsylvania to support the region's economic and destination development efforts. The Alcoa building transformation symbolizes the region's effort to work together to compete globally and provides southwestern Pennsylvania with a unique opportunity to create a physical "front door" to the region.

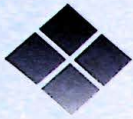
- ◆ *For additional information, contact:*
- ◆ *Robert Kochanowski, Southwestern Pennsylvania Corporation,*
Telephone: 391-5591;
FAX: 391-9160;
email: showcase@sprpc.org
 - ◆ *Tom McChesney, Grubb & Ellis,*
Telephone: 281-0100;
FAX: 281-8814;
email: thomas.mcchesney@grubb-ellis.com



**Vice Chair
Teamwork in
Economic
Development
Thomas A. McConomy**

**Chairman, Calgon
Carbon Corporation**

"Our region has enormous assets that could allow us to initiate, grow, retain and attract job creating businesses. To take full advantage of our strengths, we must have a coherent message and a united approach to economic development. Bringing our region's economic support and development activities together is a critical step forward and the Alcoa Building is the best opportunity we will ever have to take that step."



Connect Workers and Students to the Jobs of the Future

The Challenge: We need to make sure our workers and students have the skills they need to perform the jobs of the future. To do this we must transform our region's education and training programs to meet the requirements of new and developing technologies.

Goal 1. All children in Allegheny County will have access to high quality early childhood programs
Action Leaders: Bill Roemer and Karen Shapira

The Early Childhood Initiative (ECI) provides high quality child- and parent-centered, neighborhood-based early care and education programs for low-income children through age five. To date, 19 communities in Allegheny County have been approved for the program. Based on projections, 1,170 children in these communities will be served the first year, and 4,299 by the fifth year. Eighteen additional communities are planning to submit proposals within the next few months. Local funders, primarily from the private and corporate foundation sectors, have committed \$33.8 million. The state has appropriated \$1 million to support ECIs in Pittsburgh and Philadelphia, with an additional \$1 million to enhance existing child care. The partnership between ECI and the public sector remains the cornerstone of the initiative's long-term viability.



◆ **For Additional Information Contact:**
◆ **John Sava, United Way of Allegheny County,**
Telephone: 456-6799 FAX: 394-5376

Goal 2. Every school in the region will be staffed by well-trained teachers and effective leaders
Action Leader: Doreen Boyce

In spring 1997, an advisory committee was convened to make recommendations on how to improve the quality of teachers in the region. This fall the committee, which included school administrators, education researchers, civic leaders and foundation officials, presented its report, *A New Generation of Teachers*. The report defines issues in four areas - Hiring; Recruitment and Admissions to Schools of Education; Education and Certification; and Professional Development - with specific recommendations in Hiring. In March, over 500 copies of the report were mailed to regional educators and state officials. In response, the Allegheny Intermediate Unit developed a proposal for a Teachers Center that will provide the region with a database of teacher and substitute candidates. The information will be available online to hiring personnel, along with information on best practices.

◆ **For Additional Information Contact:**
◆ **Nadia Heyd, The Grable Foundation, Telephone: 471-4550;**
FAX: 471-2267;
email: nbeyd@grablefdn.org

Goal 3. All students in southwestern Pennsylvania will achieve high externally certified standards in 4th, 8th, and 10th grades in English, math, and science

Action Leader: David Shapira

This goal endorses the need to have a clear and measurable set of expectations that guide what students learn and teachers teach in major subjects. To date, the Pennsylvania Department of Education has developed rigorous academic standards in reading, writing, and mathematics for students at the 3rd, 5th, 8th, and 10th grades. The State Board of Education is considering their adoption as part of revised regulations (Chapter 4) for education. Key actions include: continuing efforts with the Pennsylvania Department of Education to insure that the Pennsylvania System of School Assessment (PSSA) provides meaningful data on the progress of students in achieving the Pennsylvania Academic Standards; and, obtaining commitments from every school district in southwestern Pennsylvania to align their district's curriculum to the Pennsylvania Academic Standards beginning with the primary grades.

For Additional Information Contact:

- ◆ **Karen McIntyre, Allegheny Policy Council,**
Telephone: 281-2000, ext. 15;
FAX: 281-3153;
email: KSMcIntyre@apc.pgh.pa.us

Goal 4. Southwestern Pennsylvania high school graduates will be #1 in the nation in math and science

Action Leaders: Peter Johnson and Aris Melissaratos

Located at Carnegie Science Center, the Regional Math/Science Collaborative coordinates efforts and focuses resources on strengthening mathematics and science education. Through its project, Making National Standards and TIMSS (Third International Math and Science Study) Work for Our Region, 25 districts are using these key resources to challenge assumptions and plan new approaches. To strengthen middle level science, a regional collaboration to apply locally developed innovative technology was launched in April. The inaugural Three Rivers Educational Technology Conference was held in October 1997, and next year's conference will be March 4, 1999. Educators are linked to resources through Network Connections, a bi-annual conference drawing 400+ people; the Journal and Coordi•net, free directories of resources distributed to educators in all 110 school districts; and a new interactive Website.

- ◆ **For Additional Information Contact:**
- ◆ **Nancy Bunt, Regional Math/Science Collaborative,**
Telephone: 237-1607;
FAX: 237-3309;
email: buntn@csc.clpgh.org
- ◆ **Website:** <http://www.csc.clpgh.org/collab>



Vice Chair
*Connecting Workers
and Students to Jobs
of the Future*
Jane C. Burger

Co-Director,
The Grable Foundation

"We have all come to recognize the importance of education and training to our region's future economic growth. As evidenced in the eight action areas described in this report, many people in the community are involved in supporting improvements to see that our workers are the best in the world."

Goal 5. Allegheny County will be a safe, positive, and productive environment for all young people
Action Leaders: Fred Thieman, Suzy Broadhurst, Cynthia Baldwin

The Youth Crime Prevention Council (YCPC) addresses the needs of youth through prevention, intervention, and community mobilization. The CONSORTIUM places emphasis on prevention through public policy development. Employment, mentoring, after-school programming, and leadership development programs are:
YouthWorks: a city/county collaboration that develops summer and part-time employment. In 1997, YouthWorks employed 2,517 young people. **One to One:** The Mentoring Partnership of Southwestern Pennsylvania provides support and resources to enhance quality mentoring and encourage self-sufficiency. In 1997, 951 new mentor/mentee matches were made in Allegheny County. **YouthPlaces:** provides adult-supervised after-school activities in safe accessible facilities. Last year over 600 youths participated in five sites, with five additional sites to be opened soon. **YouthLeads:** provides leadership development opportunities for adolescents from high-risk communities. Over 125 kids have participated. **Family Support Centers:** supports over 3,200 families through a network of resources in 23 centers, in 18 communities.



◆ **For Additional Information Contact:**

Employment: YouthWorks
Co-Chairs: Herb Elish and Franco Harris
For Information Contact: Richard Garland,
Telephone: 281-6629; **FAX:** 281-6678

Mentoring: One to One
Co-Chairs: George Miles and Dan Rooney
For Information Contact: Diana Bucco,
Telephone: 281-2535; **FAX:** 281-6683;
email: one2one@city-net.com

After School: YouthPlaces/Open Doors
Chair: Father Ron Lenguin,
For Information Contact: Lori Schaller,
Telephone: 434-0851; **FAX:** 281-6683

Family Support: Family Centers/Allegheny Family Support Policy Board
Co-Chairs: Tami Lewis and Phil Parr,
For Information Contact: Sheila Beasley-Sims,
Telephone: 624-6332; **FAX:** 624-1187

Leadership Development: Youth Leads
Chair: To be determined
For information Contact: Lori Schaller,
Telephone: 434-0851;
FAX: 281-6683

Public Policy Development: Economic/Prevention Study
Chair: Grant Wirth
For Information Contact: Bob Nelkin,
Starting Points, Telephone: 624-7986

Goal 6. All high school graduates and adult workers in southwestern Pennsylvania will have the skills and opportunities necessary for productive employment
Action Leaders: Dennis Meteny and Mark Nordenberg

Youth Workforce Development Initiative

Efforts continue to bring information on the region's economic development efforts to schools so that school-to-work initiatives better reflect the high performance needs of the workplace. Training, labor market data, information on employer needs, and access to resources have been provided to local school-to-work partnerships. A 13-county partnership network and an interactive Website were developed. A regional public awareness campaign was implemented with the theme, "Business - Education - Community: Learning from a Changing World." The Work Keys occupational profiling system was initiated to determine the skill requirements in eight basic skill areas in targeted regional industry clusters. Fourteen secondary and post-secondary schools in six counties have agreed to improve curriculum, instruction, or guidance. Four hundred students in these schools were assessed on Work Keys skills.

Adult Workforce Development Initiative

See Special Report, *Investing in Our Human Capital*, page 2.

◆ **For Additional Information Contact:**

◆ **Youth Workforce Initiative:**
Jeanne B. Berdik, The Southwestern Pennsylvania Connection,
Telephone: 687-2700, ext. 271;
FAX: 687-2791;
email: jberdik@spirc.org

◆ **Adult Workforce Initiative: Jim Turner, Pennsylvania Economy League,**
Telephone: 471-1477; **FAX:** 471-7080;
email: jturner@accdpel.org

Goal 7. Quality data will be available on schools in southwestern Pennsylvania to inform citizens on the efficiency and effectiveness of the schools
Action Leader: Jane Burger

This goal emphasizes the need to focus attention on student and school results. Two projects are underway:

- ◆ Eleven school districts have participated in Audits of Educational Effectiveness: Avonworth, Deer Lakes, Fox Chapel, Hampton, North Allegheny, Northgate, North Hills, Pine-Richland, Pittsburgh, Quaker Valley, and Shaler. Results of these audits will be released to the school district communities and used as part of future educational planning. Additional school districts are expected to undergo an external audit process, publicly share and utilize the results. The intent is to increase the number of school districts that formally adopt a board policy to collect, analyze, and use data at the district, school, and classroom levels to improve teaching and learning.
- ◆ Through a community committee led by Tom Murrin and directed by the Pennsylvania Economy League, the Pittsburgh Public Schools are conducting an educational effectiveness assessment. A report on the findings of this committee is due this summer. It is expected that recommendations will include: cost-saving measures in various district operations; financial recommendations; and, social services, student services, and educational areas for improvement.

◆ **For Additional Information Contact:**

- ◆ **Karen McIntyre, Allegheny Policy Council,**
Telephone: 281-2000, ext. 15;
FAX: 281-3153;
email: KSMcIntyre@apc.pgh.pa.us
- ◆ **Michael Weir, Pennsylvania Economy League,**
Telephone: 471-1477;
FAX: 471-7080;
email: mweir@accdpel.org

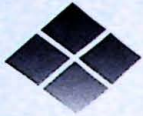
Goal 8. To expand the use of information technology and position the region as a leader in "civic computing"
Action Leader: Peter Lucas

3 Rivers Connect (3RC) was formed last year to promote, coordinate, and advise telecommunications and information-related technology in the Pittsburgh region. The organization is driven by the voluntary involvement of senior managers of major regional businesses, civic groups, and community development agencies. 3RC's 22 board members and staff are in place. The purpose of 3RC is to use information technology to make this region a better place. Efforts are currently underway to define the needs of southwestern Pennsylvania and to develop technology-related projects to meet these opportunities. For example, 3RC is overseeing a plan to help the City of Pittsburgh develop a state-of-the-art information technology system.

◆ **For Additional Information Contact:**

- ◆ **Mark DeSantis, 3Rivers Connect,**
Telephone: 687-6023;
FAX: 687-5232;
email: mark_desantis@msn.com
- ◆ **Alison Kamerer, 3Rivers Connect,**
Telephone: 687-6023;
FAX: 687-5232;
email: akamerer@phtc.org





Make Greater Pittsburgh a Leading Destination for World Visitors

The Challenge: We need to make the Pittsburgh region a leading destination for both leisure and business visitors. This will link our region to the world, attract investments, and open markets for our products. It will also create more entry-level jobs in service industries so the new economy reaches all levels of our society.

Link Destination Development with Economic Development

The WORKING TOGETHER CONSORTIUM's 1996 Annual Competitiveness Summit recommended that

tourism promotion initiatives be better integrated into the region's overall economic development strategies. This was based on the recognition that tourism is a large and rapidly growing industry, with significant potential for job creation, as well as the fact that many prospective businesses, investors, and workers may have their first exposure to the region as tourists or conventioners. Considerable progress on this objective has been made over the past year by including destination development projects with more

traditional economic development projects in both marketing and capital investment initiatives.



Establish a Regional Marketing Coalition to Create a Regional Marketing Strategy for Destination & Economic Development

In 1997, the Regional Marketing Coalition formed by the Greater Pittsburgh Convention & Visitors Bureau (CVB) and the Pittsburgh Regional Alliance (PRA) developed a joint marketing strategy for economic and destination development. The Coalition, with the assistance of McKinsey & Co., developed a number of key action items to improve the marketing of our region's cultural and destination-related assets, including the expansion of cultural tourism and the exploration of a trade show developed and based in Pittsburgh. As a first step toward implementing the destination recommendations in the marketing strategy, the Greater Pittsburgh Convention & Visitors Bureau, in conjunction with the region's cultural community, is developing a list of priority cultural tourism initiatives. Local foundation support will be sought to help implement the initiatives. For more details, see the Special Report, *Southwestern Pennsylvania: A Region Working Together to Compete Globally* on page 6.

◆ **For Additional Information Contact:**
◆ **Joe McGrath, Greater Pittsburgh Convention & Visitors Bureau,**
Telephone: 391-5575;
FAX: 644-5512

Investment in Visitor Attraction

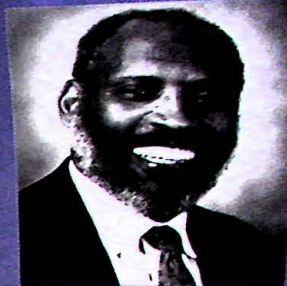
The Mayor of Pittsburgh and the Allegheny County Commissioners have developed a plan to assemble the local matching funds needed to expand the David Lawrence Convention Center, build a new baseball park for the Pirates, and provide a new or renovated football stadium for the Steelers, in order to transform the hub of our region into a truly world-class visitor destination. In addition, the Southwestern Pennsylvania Growth Alliance has requested \$38 million in state funding for 15 tourism and tourism-related projects in five counties as part of its consensus list of regional capital

investment projects. These funds, which represent one-fourth of the total funds requested, will help to develop a regional network of historical and cultural attractions in southwestern Pennsylvania. The Growth Alliance's project list also includes riverfront development projects that will enhance the region's attractiveness for visitors and residents alike.

For more details, see the Special Report, *Investing in the Future*, on page 4.

◆ **For Additional Information Contact:**
 ◆ **Harold Miller, Southwestern Pennsylvania Growth Alliance,**
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email: hmiller@accdpel.org

Saltsburg Canal Project
 North Shore Passenger Pier
 Cultural District Development
 African American Museum
 Fifth/Forbes Redevelopment
 Meadowcroft Rockshelter
 Westmoreland Museum of Art
 George Washington's Grist Mill
 State Theater Renovation

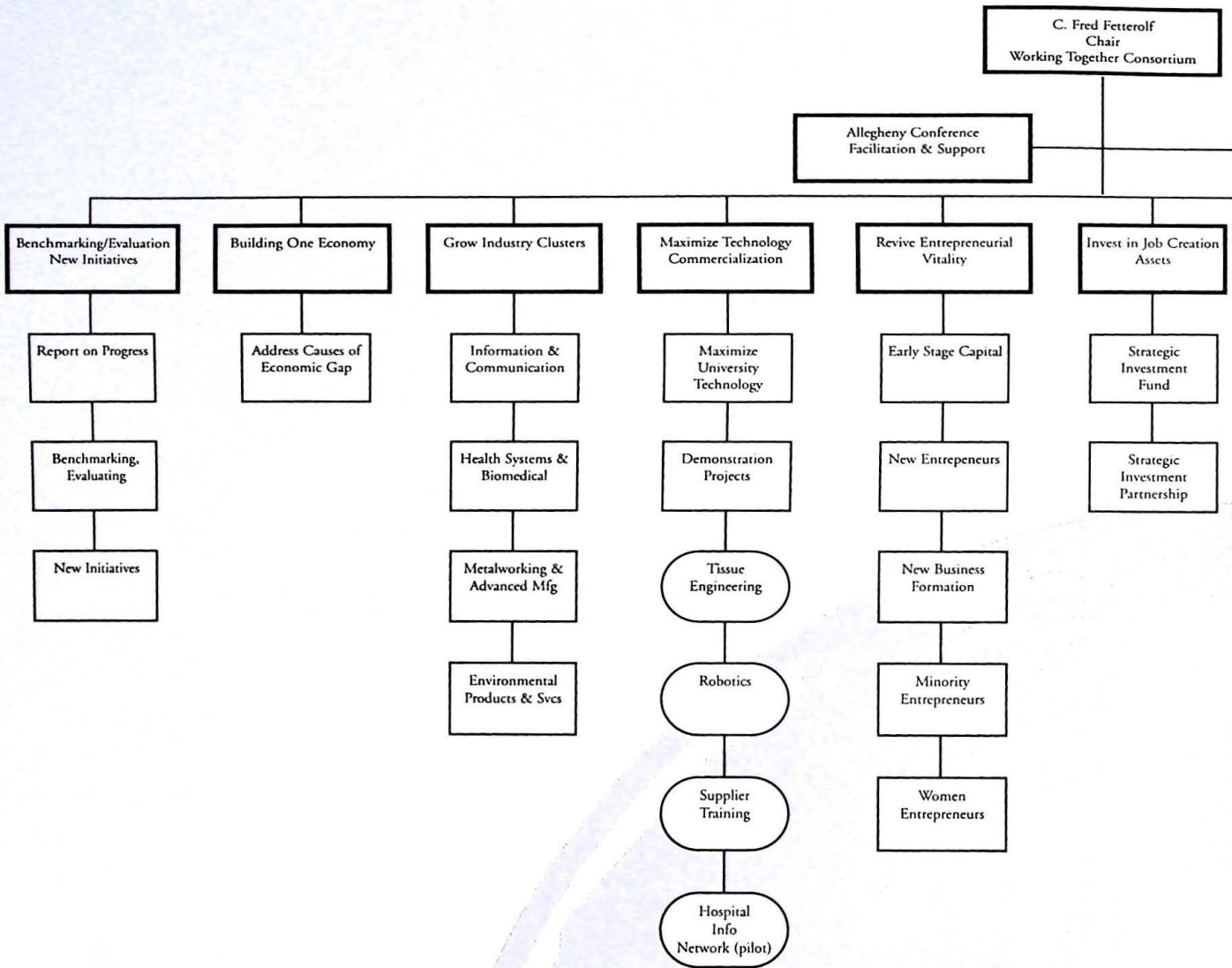


Vice Chair
Make Greater Pittsburgh a Leading Destination for World Visitors
George L. Miles, Jr.

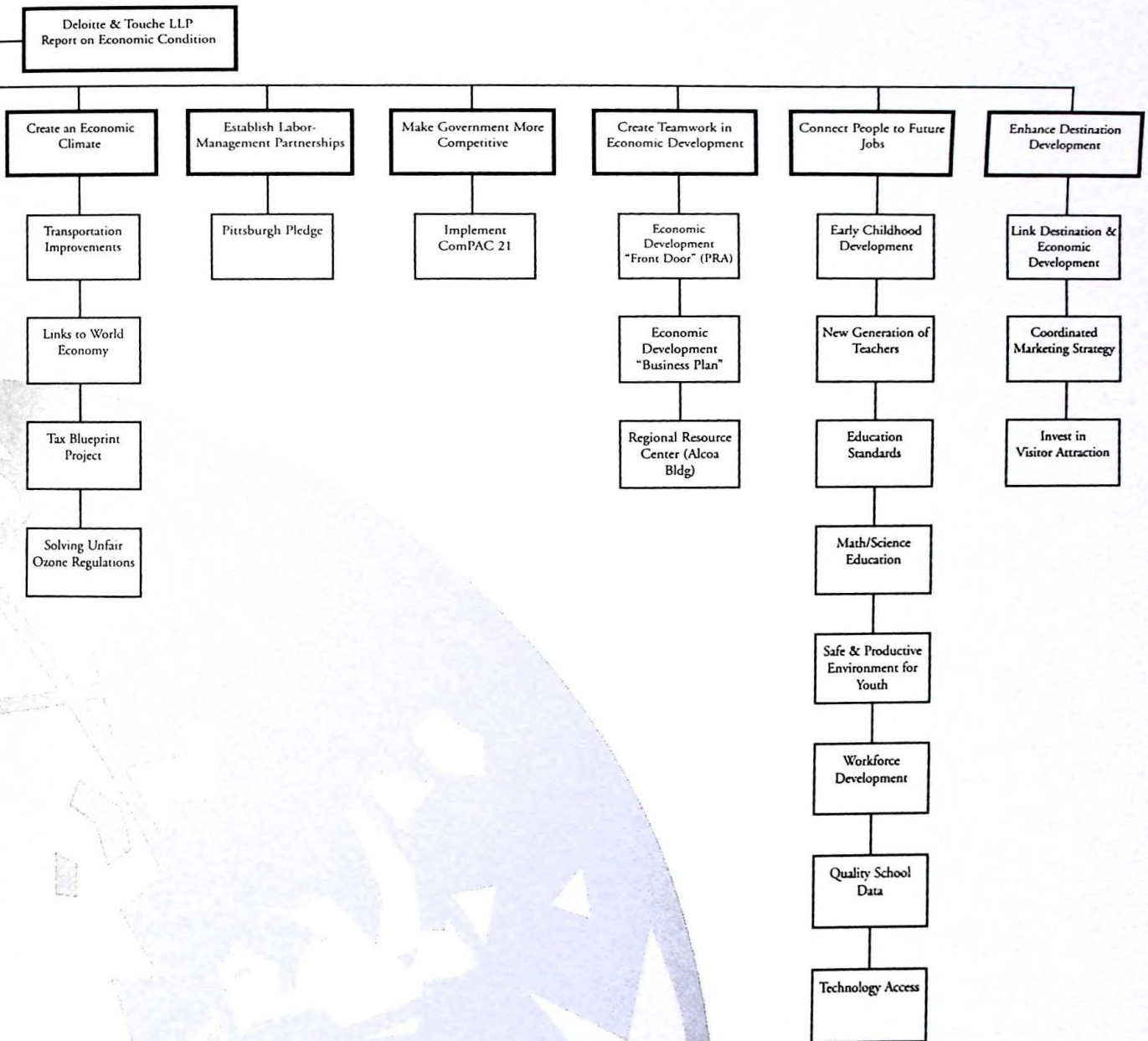
President and CEO,
WQED Pittsburgh

"During the past year, the PRA and CVB established a very important partnership that's truly the first of its kind for southwestern Pennsylvania - linking business development with visitor attraction efforts. We now need a region-wide commitment to successfully implement this plan. McKinsey & Co.'s recommendations have provided us with the 'roadmap' but our journey is just beginning."

WORKING TOGETHER CONSORTIUM



mechanism for monitoring & reporting on regional progress...and mobilizing for success





Working Together Consortium Additional Reading

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