



LINK™

PITTSBURGH REGION

Wednesday, May 15 – Saturday, May 18



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Dear LINK Participants,

Welcome to the 23rd annual LINK program.

The purpose of LINK is to invite you into the stories that are shaping another region. We also want to provide you with the support and network to drive action back home as a result of what you learn.

This year we travel to the Pittsburgh region for the first time in the history of LINK. Pittsburgh is a fascinating region, full of stories of innovation and transformation. It is known for being ranked consistently as one of the most livable cities, and the partnerships that drive this work are very interesting.

The Pittsburgh region is home to some of the largest foundations in the country – and they have invested heavily in the future of Southwestern Pennsylvania. From a burgeoning cultural district to the redevelopment of former steel mill sites, philanthropy is hard at work setting the stage for the next act of this vibrant metro area.

The partnership between Carnegie Mellon University, the City of Pittsburgh, affiliated agencies, and private firms has positioned the region as a leader in the research, development, and deployment of cutting-edge technologies that are changing the ways our cities and regions grow and change.

We will see and hear about these stories and many more in the Pittsburgh region. Sessions, tours, and small group conversations will take us deep into the stories of this great place.

The LINK trip is evolving as we narrow in on key takeaways that relate back to the Atlanta region. The Thursday afternoon of the trip will highlight some of the fascinating, on-the-ground stories of Pittsburgh. We will ask you to engage in these conversations and work to bring some of these concepts and examples back home to make metro Atlanta even stronger.

We are excited for you to join us on this LINK trip, and so glad to welcome many first-timers. If you are a LINK veteran, please make a point to get to know those who are new to the LINK experience. We drive change in our region by learning together and building a network of connected, passionate leaders.

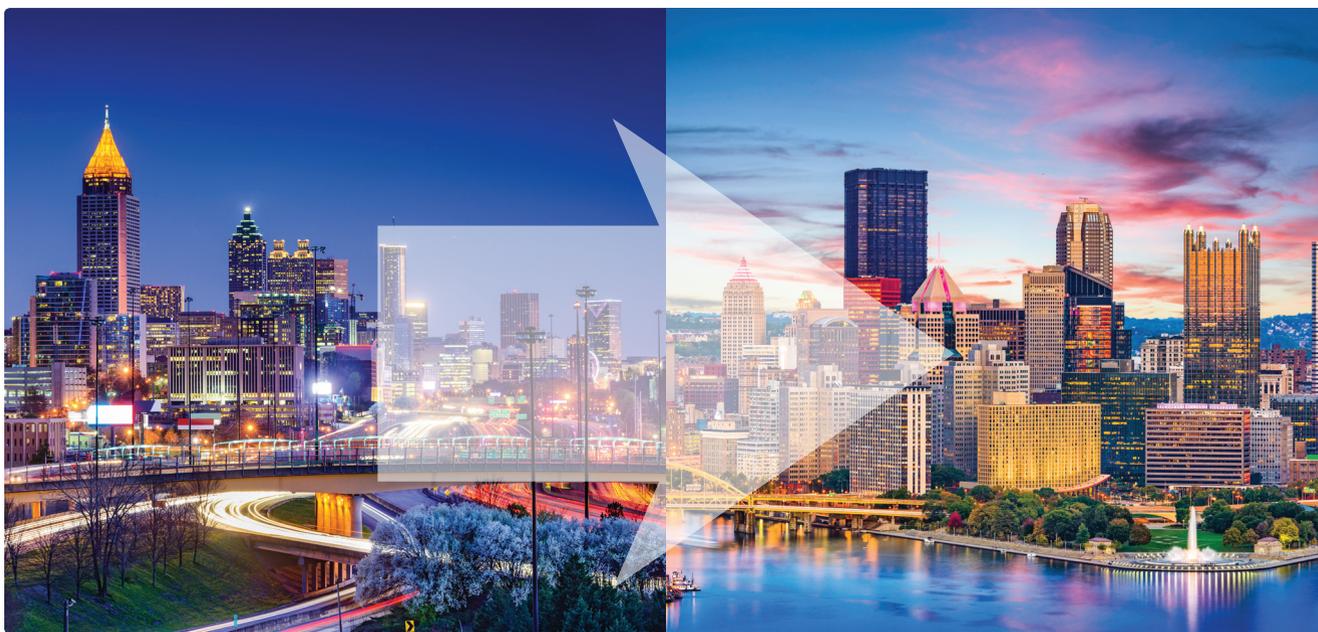
Thank you for your continued support of this program and a special thank you to all the sponsors who make this trip possible.

Sincerely,

A handwritten signature in black ink, appearing to read "W. K. Armstrong", written in a cursive style.

Kerry Armstrong
Chair
Atlanta Regional Commission





Program

Wednesday, May 15

- 10:00 – 11:30 a.m. **Participants arrive at Pittsburgh International Airport (PIT)**
Shuttles to Carnegie Science Center; Participants exploring museum and waterfront
- 12:00 p.m. **Lunch at the Carnegie Science Center**
Sponsored by Axis Infrastructure
Carnegie Science Center | 1 Allegheny Avenue | Pittsburgh, PA 15212
- 1:00 – 2:00 p.m. **Participants Explore Carnegie Science Center**
- 2:00 p.m. **Welcome and Orientation**
Kerry Armstrong, Chairman, Atlanta Regional Commission (ARC)
- 2:10 p.m. **Overview of the Pittsburgh Region**
Dr. Sabina Deitrick, Director, Urban and Regional Analysis Program, University Center for Social and Urban Research (UCSUR), University of Pittsburgh
Robert Gradeck, Project Director, Western Pennsylvania Regional Data Center, University Center for Social and Urban Research (UCSUR), University of Pittsburgh
- 2:50 p.m. **Break**

- 3:00 p.m. **From Steel to Tech: The Reshaping of Modern Pittsburgh**
 Moderator: *Louis Cestello*, Executive Vice President, PNC
Hon. Rich Fitzgerald, County Executive, Allegheny County
Hon. Leslie Osche, Chair, Butler County Board of Commissioners
Hon. Daniel Lavelle, Councilman, City of Pittsburgh
Bill Flanagan, Chief Corporate Relations Officer, Allegheny Conference on Community Development
- 4:20 p.m. **Participant Feedback Discussion**
- 4:40 p.m. **Wrap Up and Instructions**
Doug Hooker, Executive Director, ARC
- 4:50 p.m. **Depart for Hotel Monaco**
- 5:15 p.m. **Arrive at Hotel Monaco, Express Check-In**
 Hotel Monaco | 620 William Penn Place | Pittsburgh, PA 15219
- 6:15 p.m. **Depart for Phipps Conservatory and Botanical Gardens**
- 6:30 p.m. **Opening Reception – *Tropical Forest Conservatory & Terrace***
Sponsored by Perimeter CIDs and Develop Douglas
 Phipps Conservatory and Botanical Gardens | 1 Schenley Drive | Pittsburgh, PA 15213
- 7:30 p.m. **Opening Dinner – *Conservatory Ballroom***
Sponsored by Partnership Gwinnett

Thursday, May 16

- 7:00 a.m. **Breakfast**
Sponsored by DeKalb Chamber of Commerce
 Hotel Monaco
- 8:00 a.m. **Welcome and Overview of the Day**
- 8:05 a.m. **The Urban Laboratory: University and Government Partnerships**
 Moderator: *Audrey Russo*, President & CEO, Pittsburgh Technology Council
Karen Lightman, Executive Director, Metro 21: Smart Cities Institute, Carnegie Mellon University
Dan Gilman, Chief of Staff, Pittsburgh Mayor's Office
Tom McGough, EVP and Chief Legal Officer, UPMC
Katharine Eagan Kelleman, CEO, Port Authority of Allegheny County

- 9:30 a.m. **Break**
- 9:45 a.m. **A Just Pittsburgh: Building a Foundation for Sustainable, Inclusive Growth**
Grant Oliphant, President, Heinz Endowments
- 10:30 a.m. **The Role of Foundations in Investing in Regions**
Moderator: *Alicia Philipp, President, Community Foundation for Greater Atlanta*
David Roger, President, Hillman Family Foundations
Maxwell King, President and CEO, The Pittsburgh Foundation
Diana Bucco, President, The Buhl Foundation
Michele Rone Cooper, Executive Director, McAuley Ministries
- 11:30 a.m. **Participant Feedback Discussions at Tables**
- 12:00 p.m. **Lunch**
Sponsored by Aerotropolis CIDs
- 1:15 p.m. **Departure from Hotel Monaco for Afternoon Sessions**
Sponsored by HNTB
- Dinner on Your Own**

Friday, May 17

- 7:00 a.m. **Breakfast**
Sponsored by Buckhead CID
Hotel Monaco
- 8:00 a.m. **Travel to Chatham University Eden Hall Campus**
- 8:45 a.m. **Arrive at Chatham University Eden Hall Campus**
Chatham University Eden Hall Campus | 6035 Ridge Rd. | Gibsonia, PA 15044
- 9:00 a.m. **Welcome & Remarks**
- 9:30 a.m. **A Changing Region: Stories of Pittsburgh's Suburbs**
Moderator: *Kristen Maser Michaels, Former Executive Director, Congress of Neighboring Communities (CONNECT)*
Hon. Marita Garrett, Mayor, Wilkinsburg PA
Gisele Fetterman, Co-Founder and Chair, For Good PGH
Hon. Larry Maggi, Chairman, Washington County Board of Commissioners
Jim Hassinger, Executive Director, Southwestern Pennsylvania Commission

- 10:30 a.m. **Break**
- 10:45 a.m. **Debrief of Thursday Sessions and Exploration Plans**
- 12:15 p.m. **Lunch and Tours**
Sponsored by Henry County Development Authority
- 2:00 p.m. **Collaboration and Leadership in 21st Century Regions**
- 3:00 p.m. **Break**
- 3:15 p.m. **LINK Debrief + Evaluation**
- 4:15 p.m. **Depart Chatham University for Hotel**
- 5:15 p.m. **Arrive Hotel Monaco**
- 6:30 p.m. **Closing Reception**
Sponsored by Metro Atlanta Chamber
- Closing Dinner**
Sponsored by North Fulton CID
Law Offices of Reed Smith | 225 Fifth Avenue | Pittsburgh, PA, 15222

Saturday, May 18

- 6:30 a.m. **Breakfast**
Sponsored by Robinson Weeks
Hotel Monaco
- 6:30 – 11:00 a.m. **Rolling shuttles departing for Pittsburgh International Airport (PIT)**

2019 LINK Speakers

(in order of appearance)

Wednesday, May 15

Overview of the Pittsburgh Region

Dr. Sabina Deitrick, Director, Urban and Regional Analysis Program, University Center for Social and Urban Research (UCSUR), University of Pittsburgh
sabinad@pitt.edu

Robert Gradeck, Project Director, Western Pennsylvania Regional Data Center, University Center for Social and Urban Research (UCSUR), University of Pittsburgh
rmg44@pitt.edu

From Steel to Tech: The Reshaping of Modern Pittsburgh

Moderator: *Louis Cestello*, Executive Vice President, PNC
louis.cestello@pnc.com

Hon. Rich Fitzgerald, Allegheny County Executive
sonya.deitz@alleghenycounty.us

Hon. Leslie Osche, Chair, Butler County Board of Commissioners
losche@co.butler.pa.us

Hon. Daniel Lavelle, Councilman, City of Pittsburgh
daniel.wood@pittsburghpa.gov

Bill Flanagan, Chief Corporate Relations Officer, Allegheny Conference on Community Development
bflanagan@alleghenyconference.org

Thursday, May 16

The Urban Laboratory: University and Government Partnerships

Moderator: *Audrey Russo*, President & CEO, Pittsburgh Technology Council
arusso@pghtech.org

Karen Lightman, Executive Director, Metro 21: Smart Cities Institute, Carnegie Mellon University
karenlightman@cmu.edu

Dan Gilman, Chief of Staff, Pittsburgh Mayor's Office
daniel.gilman@pittsburghpa.gov

Tom McGough, EVP and Chief Legal Officer, UPMC
mcgought@upmc.edu

Katharine Eagan Kelleman, CEO, Port Authority of Allegheny County
kkelleman@portauthority.org

A Just Pittsburgh: Building a Foundation for Sustainable, Inclusive Growth

Grant Oliphant, President, Heinz Endowments
grant@heinz.org

The Role of Foundations in Investing in Regions

Moderator: *Alicia Philipp*, President, Community Foundation for Greater Atlanta
aphilipp@cfgreateratlanta.org

David Roger, President, Hillman Family Foundations
dkroger@hillmanfo.com

Max King, President and CEO, The Pittsburgh Foundation
kingm@pghfdn.org

Diana Bucco, President, The Buhl Foundation
bucco@buhlfoundation.org

Michele Rone Cooper, Executive Director, McAuley Ministries
MRCooper@mcauleyministries.org

Friday, May 17

A Changing Region: Stories of Pittsburgh's Suburbs

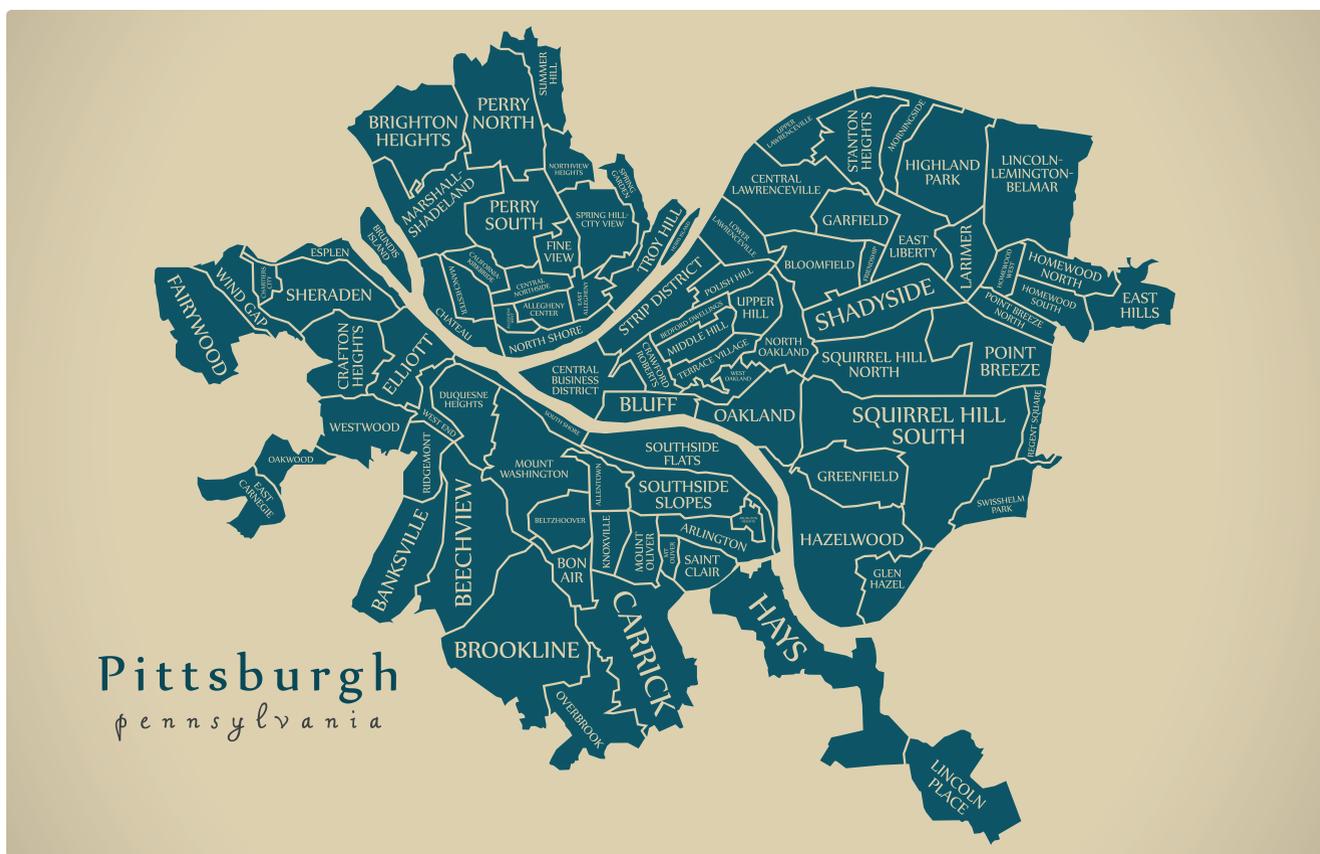
Moderator: *Kristen Maser Michaels*, Former Executive Director, Congress of Neighboring Communities (CONNECT)
kristen@forgoodpgh.org

Hon. Marita Garrett, Mayor, Wilkinsburg PA
mgarrett@wilkinsburgpa.gov

Gisele Fetterman, Co-Founder and Chair, For Good PGH
gisele@forgoodpgh.org

Hon. Larry Maggi, Board Chairman, Washington County Board of Commissioners
maggil@co.washington.pa.us

Jim Hassinger, Executive Director, Southwestern Pennsylvania Commission
jhassinger@spcregion.org



Overview of Pittsburgh Region

Still known as the Steel City, Pittsburgh is probably best known for its prolific manufacturing industry and its nationally beloved (or hated) Pittsburgh Steelers. But many people don't know that *The Economist* named it one of the three most livable cities in the U.S. five times in the last decade, and it was named Food City of the Year in 2019 by restaurant consultant AF&Co.

The Steel City has something going on. And you're on your way to see it for yourself.

The Pittsburgh Metropolitan Statistical Area (MSA) comprises 7 counties: Allegheny, Armstrong, Beaver, Butler, Fayette, Washington, and Westmoreland. As of 2018, the Pittsburgh MSA is home to nearly 2.4 million people, making it the 26th largest MSA in the United States, and the most populous region in Appalachia and the Ohio River Valley. By comparison, the Atlanta MSA has an estimated 2018 population of nearly 5.9 million people making it the 9th largest MSA in the U.S.

With about 1.2 million people, Allegheny County is the region's largest county and houses half of the Pittsburgh



MSA's residents. The City of Pittsburgh, the economic center of the region, is home to nearly 311,000 residents, which is roughly 25% of Allegheny County's population. By comparison, the City of Atlanta's population is about 477,000. The City of Pittsburgh is the second most populous city in Pennsylvania, behind Philadelphia.

The Pittsburgh region's population trends closely mirror its economic shifts as the MSA added roughly 1.75 million

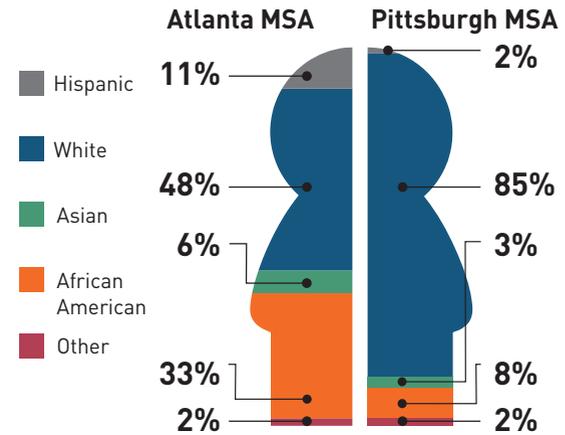
residents from 1900 to 1960 – a period of rapid growth for the steel industry. The MSA reached its population peak of roughly 2.75 million residents in 1970 before suffering a loss of more than 300,000 residents as the region’s industrial economy collapsed. Between 2000 and 2006, the MSA’s population loss of 58,585 residents was the second largest decline of any metro area in the country behind New Orleans following Hurricane Katrina.

Taking a look at the City of Pittsburgh, we see massive shifts in the African American population over the last century. In 1940, African Americans represented less than 10% (62,216 total residents) of the city’s population. That share nearly doubled by 1970 representing a total peak of 104,904 African American residents. However, as the city suffered severe population losses over the next few decades, the African American population decreased to 80,656 total residents or about 26% of the city’s population, by 2018. By comparison, the City of Atlanta’s African American population was 247,054 in 2018, representing about a 52% share of the total population.

In contrast, the area of Allegheny County outside of the City of Pittsburgh experienced increases in its African American population from 1960 through the present day. This shift reflects, in part, national trends occurring across many cities as changes in civil rights and fair housing policies opened previously segregated suburban areas to African Americans.

Pittsburgh remains one of the least racially diverse major metropolitan areas in the U.S. In 2018, the Pittsburgh MSA was 85% White, 8% African American, 3% Asian, 2% Hispanic, and 2% Other. By comparison, the Atlanta MSA in 2018 was 48% White, 33% African American, 6% Asian, 11% Hispanic and 2% Other.

Race and Ethnicity Distribution: Atlanta and Pittsburgh Regions

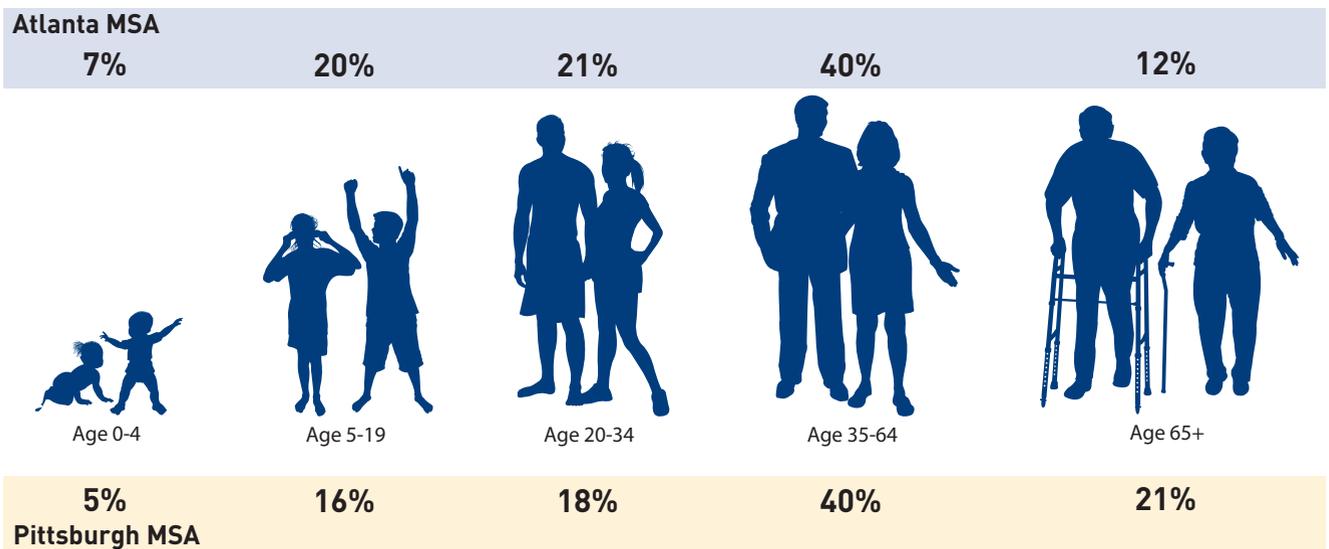


Like Atlanta, the Pittsburgh region is trying to learn how to accommodate a growing aging population, with many young workers moving away following the decline of industry late in the 20th century. In 2018, 21% of the MSA’s residents were 65 or older, compared with 12% in Atlanta. However, recent gains in residents aged 25 to 39 have kept the Pittsburgh MSA median age steady at around 42 for the past decade. In 2017, Pittsburgh was the only MSA with a population over 1 million that recorded more deaths than births. This continues a natural population loss trend that began in the 1990s.

What the Region is Known For

The Pittsburgh region straddles the East Coast, Midwest, and Appalachia areas without fitting neatly into the culture of any one of them. Some have called Pittsburgh the “Paris of

Comparative Age Distributions: Pittsburgh MSA and Atlanta MSA



Appalachia” due to its rich cultural institutions and vibrant business landscape set within the pristine foothills of the Appalachian Mountains.

A legacy of continued investment from industrial age titans such as H.J. Heinz, Andrew Carnegie, R.K. Mellon, Henry Hillman, and Henry Clay Frick has sustained invaluable cultural and educational assets - from the Benedum Center for the Performing Arts to Carnegie Mellon University (CMU). It's this legacy, and Pittsburgh's spirit of collaboration that transformed the region's economy into one anchored by world-class hospitals and universities that are driving research, technology, and innovation.

Pittsburgh's culture is rich and complex, defined by a patchwork of distinct traditions brought by immigrants who flocked to the region during the height of the industrial age. Many Eastern European dishes such as pierogis and kielbasa frequent Pittsburgh menus, and the classic Pittsburgh dialect was influenced by Scots-Irish, Eastern European, and German immigrants.

The city also boasts some of the most historically and architecturally important buildings in the country. For example, the imposing, 42-story gothic Cathedral of Learning towers in the center of the University of Pittsburgh (Pitt), and architect Frank Lloyd's Wright masterpiece “Fallingwater” is only 43 miles southwest of the city.



Cathedral of Learning



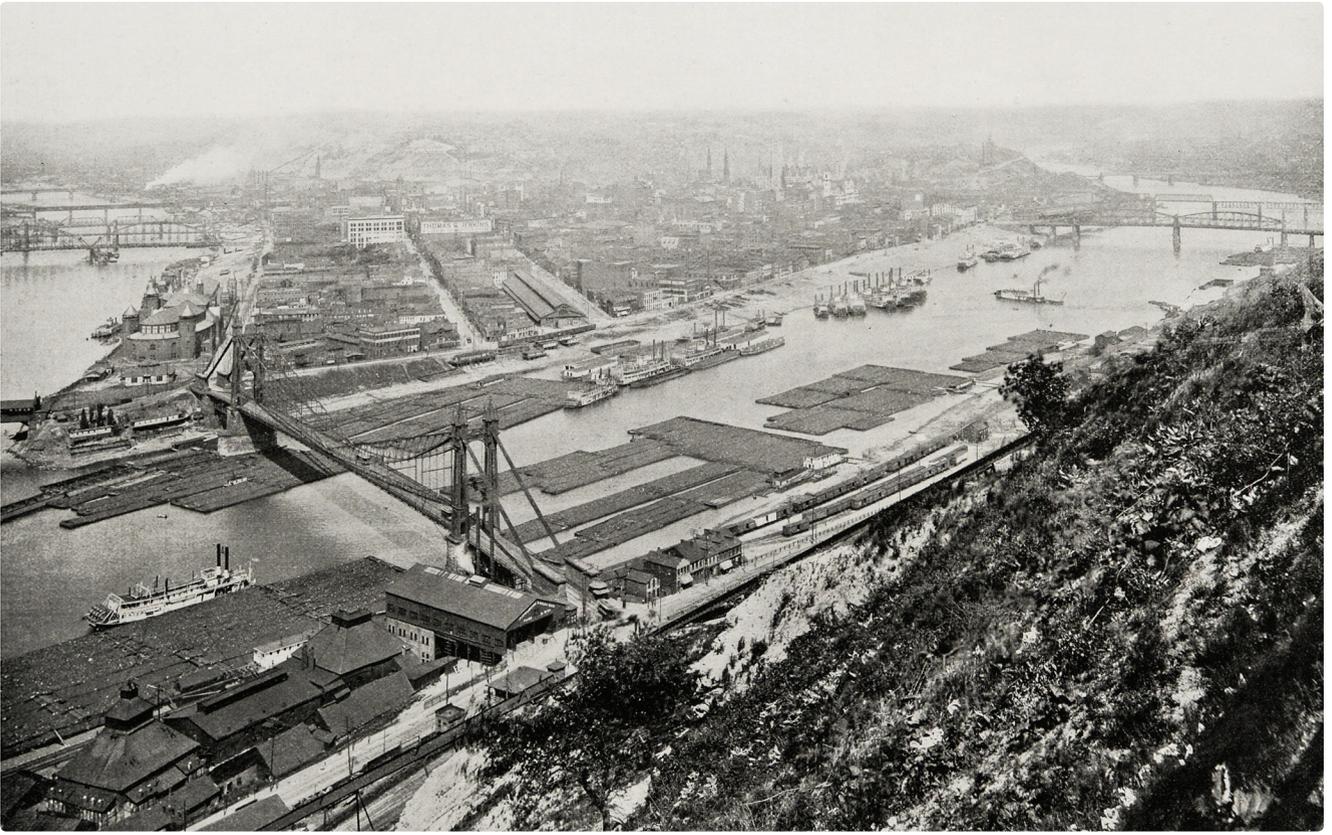
Fallingwater

Pittsburgh is also known for being home to a diverse mix of influential writers, artists, musicians, and other cultural icons. In his famous *Pittsburgh Cycles*, playwright and Pittsburgh native August Wilson highlighted the experience of African Americans living in the city's Hill District throughout the 20th Century.

Legendary pop artist Andy Warhol also spent his formative years in Pittsburgh, honing his distinctive style as a student art director at the Carnegie Institute of Technology (now CMU). His work is now celebrated at the Andy Warhol Museum located in the city's North Side neighborhood. Rachel Carson, famed environmentalist and author of the groundbreaking book *Silent Spring*, grew up 18 miles north of Pittsburgh along the Allegheny River in Springdale, Pennsylvania, where residents celebrated the centennial of her birth in 2009.

Fred Rogers, the iconic creator and host of “Mister Rogers’ Neighborhood,” was born in Latrobe, Pennsylvania, just 40 miles southeast of Pittsburgh. The program was filmed at WQED Studios in Pittsburgh's Oakland neighborhood. And Major League Baseball Hall of Famer and humanitarian Roberto Clemente played 18 seasons for the Pittsburgh Pirates and is considered one of the city's most beloved heroes.

The institutions and people who define Pittsburgh reflect the myriad of cultures that make the region's identity difficult to pin down. If anything, the Pittsburgh region is a melting pot in the truest sense, incorporating fragments of other cultures without fully subscribing to any one.



“Hell With the Lid Off:” A History of the Region

Before becoming a bustling metropolis, the Pittsburgh region was home to various Native American tribes for more than 10,000 years. Artifacts found in a Washington County archaeological site known as Meadowcroft Rockshelter suggest that the area could have been inhabited by Paleoindians as long as 19,000 years ago. By 1700, various parts of the Pittsburgh region were controlled by the Iroquois, Lenape, Shawnee, and other tribes who established settlements for hunting and trading.

Europeans didn't arrive in the area until the early 1700s when British and French traders created wagon trails, trading posts, and forts to stake their claim to the region. One of the first European settlements in present-day Pittsburgh was the British Fort Pitt in 1758. Some original structures from Fort Pitt, named after British Secretary of State British Pitt the Elder, can still be found in Pittsburgh's Point State Park.

As European traders settled around Fort Pitt, Native American tribes continually fought to take back their territories, but were ultimately pushed back and coerced into ceding their land. Following the American Revolution, Pittsburgh developed robust industries - from farmers who distilled corn into

whiskey, to shipbuilders who created ocean-ready vessels that traveled to Europe.

By the early 19th century, Pittsburgh was already home to some of the key manufacturing industries that came to define the region. With an abundance of lucrative goods including coal, lumber, and natural gas available nearby, the city's strategic location at the confluence of the Allegheny and Monongahela Rivers made it an ideal trading outpost.

Manufacturing increased significantly during the War of 1812 when the British blockade led to a reliance on American goods, many of which flowed through Pittsburgh's waterways. Pittsburgh was finally incorporated as a city on March 18, 1816.

The addition of rail lines and canals connecting the region to Cleveland and Philadelphia further catalyzed the expansion of the coal, steel, and iron industries. These burgeoning manufacturing sectors enticed immigrants from Ireland, Scotland, and Germany to relocate in the region. By the end of the Civil War, more than half of America's steel and roughly one-third of its glass were made in Pittsburgh. It was in the height of this industrial age that businessmen such as Andrew Carnegie, Andrew Mellon, George Westinghouse, and Henry Clay Frick began amassing their fortunes and influence.



Sprawling factories meant that industry spread throughout Allegheny and the surrounding counties. Residential areas naturally followed the jobs. These communities developed their own distinct manufacturing footholds, such as the railcar industry in Butler County, and the natural gas boom in Washington County.

During this time, Pittsburgh was also home to some of the most violent attacks on striking laborers in American history. These attacks were epitomized by the Homestead Massacre, where strikers were killed by Pinkerton agents hired by the Carnegie Steel Company.

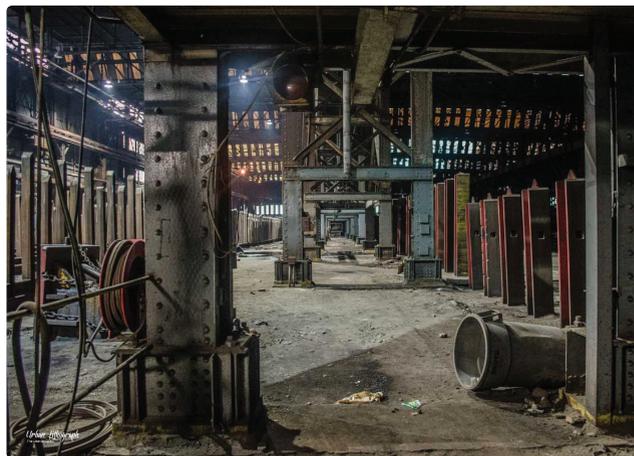
Pittsburgh's population exploded in the 1930s as Eastern Europeans emigrated to find work and many African Americans migrated to escape racial violence in the South. The steel and iron industries continued to flourish during World War II bringing prosperity and smog so thick that the area was called "Hell with the Lid Off." This prompted local leaders to set a course for depolluting the city's air and waterways. Pittsburgh Mayor David L. Lawrence, elected in 1946, advocated for smoke control ordinances and the construction of dams eventually alleviating floods and reducing smoke 90% by 1954.



An agenda focused on urban renewal also became an essential part of Pittsburgh's revitalization plan, leading to the widespread destruction of African American neighborhoods like the Hill District for the construction of roadways and sports complexes.

The American steel industry started to collapse in the mid-1970s due to the OPEC oil embargo, foreign competition, and increases in efficiency. Pittsburgh's status as an industrial powerhouse eroded, and by the 1980s more than 75% of the region's steel-making capacity was shuttered.

The precipitous loss of employment, which peaked in 1983 with an MSA unemployment rate of 18.3%, led to a mass exodus of workers seeking a better living. The city's population dropped from 676,806 in 1950 to 369,879 in 1990. Allegheny County's population dropped from about 2 million to less than 1.5 million in the same period. Some neighborhoods, such as Garfield, suffered from severe white flight as white residents settled in the suburbs throughout the region.



Despite steel's decline, Pittsburgh managed to transform and diversify its economy into one driven by healthcare, higher education, research, and technology, providing a national model for how to thrive in the face of deindustrialization. The collaboration between public, private, university and philanthropic leaders played a critical role in planning and bringing about this transformation. These leaders also used a robust historic preservation strategy to protect many of Pittsburgh's landmark buildings and turn parts of downtown into a thriving arts district.

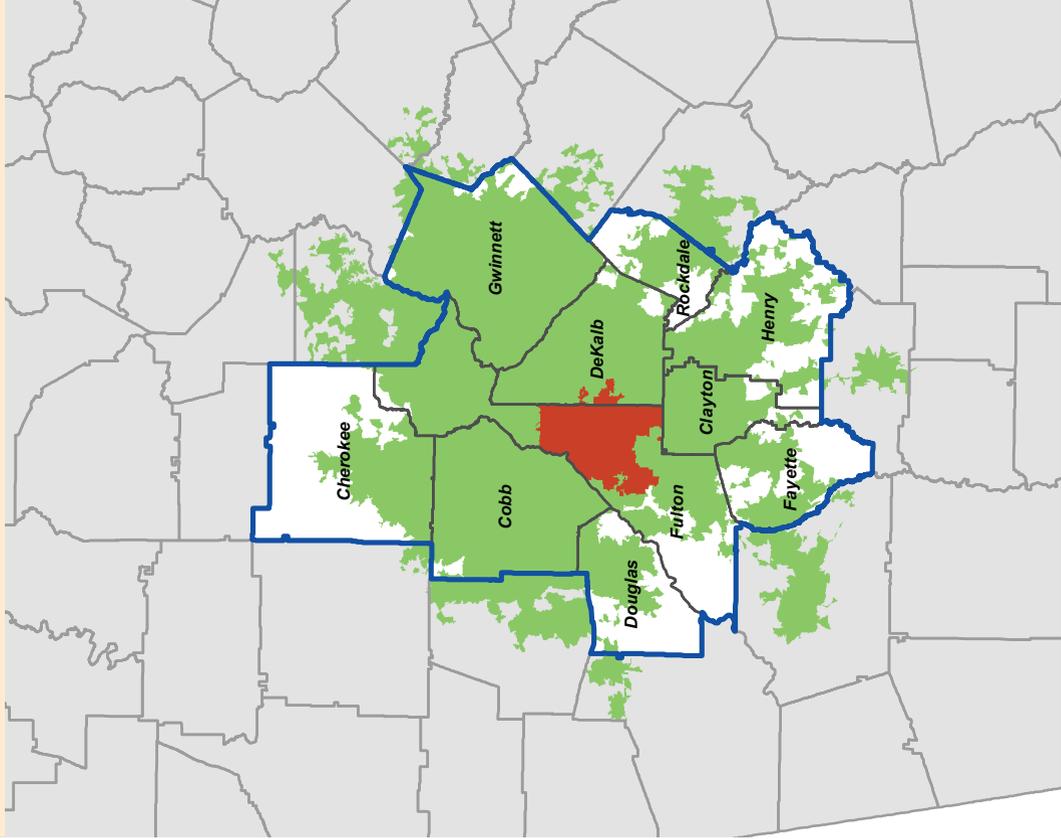
The Pittsburgh region's diversified economy continues to weather global recessions and the contraction of American manufacturing. The region has attracted top technology firms like Uber, Facebook, Apple, Bosch, and GE.

The new economy, combined with the city's legacy of philanthropy, grassroots community development, and civic engagement have transformed Pittsburgh into one of the world's most livable regions.

Atlanta Regional Commission

2018 Population: 4,562,615

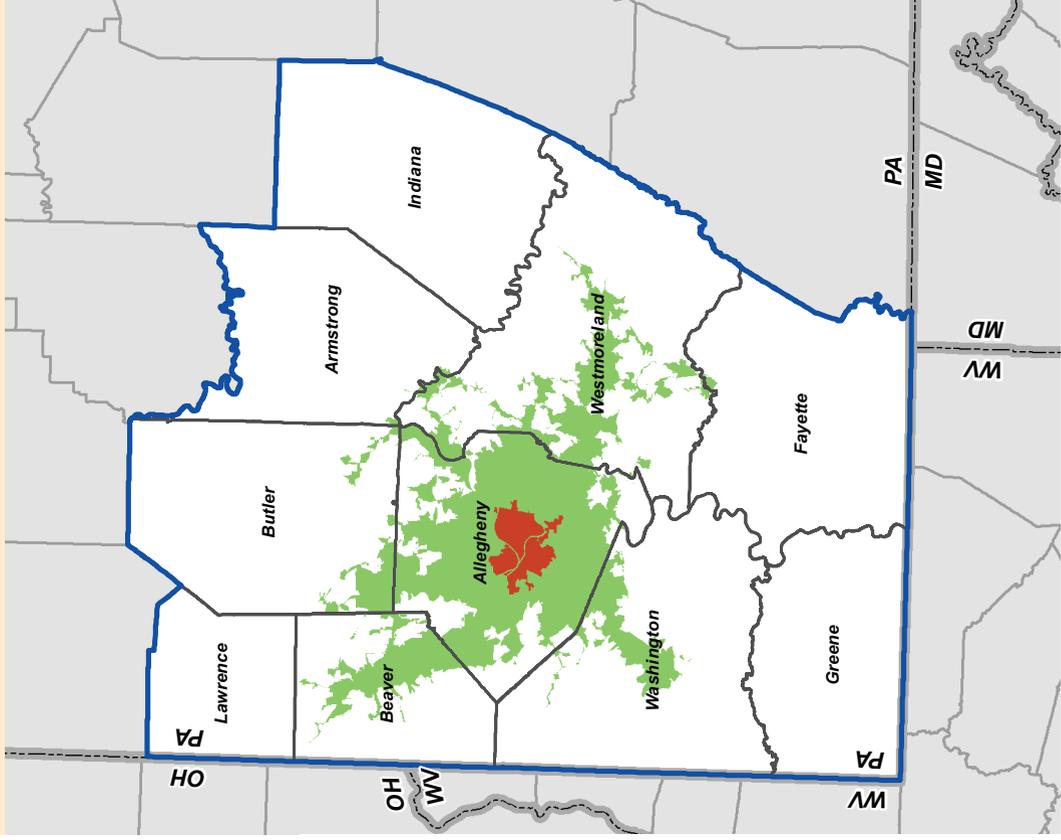
Area: 3,024 Sq. Miles | 1,509 Persons/Sq Mile



Southwestern Pennsylvania Commission

2018 Population: 2,586,823

Area: 7,112 Sq. Miles | 364 Persons/Sq Mile



Geography of the Region

Pittsburgh sits at the confluence of the Monongahela and Allegheny rivers as they form the Ohio River. It is just west of the Allegheny Mountains, which form the western-central portion of the Appalachians. The natural environment of rivers and streams, steep bluffs, knobby hills, and deep valleys has shaped the development of the built environment.

The Pittsburgh region, as defined by the Southwestern Pennsylvania Commission, contains three more counties than the Pittsburgh MSA, comprising 10 counties in total: Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Lawrence, Washington, and Westmoreland. In total, there are 635 municipalities in the region, which house over 2.5 million people. Pittsburgh (pop. 310,884) is by far the most populous city in the region.

Power of 32 Initiative

The Power of 32 Initiative envisions a super-regional 32-county area spread over parts of four states (Pennsylvania, Ohio, West Virginia, and Maryland) for the purpose of developing a shared vision to improve the economy and quality of life for the entire super region. Philanthropic and civic leadership communities spearheaded the Power of 32 Initiative, which today includes a site development fund to help create more shovel-ready sites across the super region.

The Pittsburgh region's location offers many strategic benefits. Its three major rivers make it the second largest inland port in the U. S., and 18 railroad systems, including CSX and Norfolk Southern, provide easy commercial access. Pittsburgh International Airport serves more than 9 million passengers per year, and the smaller Arnold Palmer Regional Airport in Westmoreland County also offers convenient access to the region.

Four main interstates serve the region in addition to a number of expressways and the Pennsylvania Turnpike. The Port Authority of Allegheny County, which includes a 26-mile subway and light rail system, is the largest public transit service in the region. There are also many county level bus transit services that connect to Pittsburgh and various cities throughout the region.

Southwestern Pennsylvania Commission (SPC)

As the Metropolitan Planning Organization (MPO) for the 10-county Pittsburgh region, including the City of Pittsburgh, the Southwestern Pennsylvania Commission (SPC) is the ARC's peer organization in the Pittsburgh region. SPC plans, prioritizes and directs about \$33 billion (through 2030) of state and federal transportation and economic development funding throughout the region. In addition, SPC is the designated Local Development District and Economic Development District by the U.S. Appalachian Regional Commission and the U.S. Department of Commerce.

On the transportation front, SPC leads the development of the region's Long-Range Transportation Plan (Mapping the Future: The Southwestern PA Plan), a 20-year plan that is updated every four years, as well as the Short-Range Transportation Improvement Program, a four-year plan that is updated every two years. Furthermore, SPC and its members work to identify and prioritize the economic development needs of local communities and work to build community collaboration and leadership. SPC authors a Comprehensive Economic Development Strategy for the region and conducts programs and provides services to assist small and medium sized businesses and local governments. SPC also advances education, workforce training, water and sewer construction, leadership development, and other programs and projects in southwestern Pennsylvania.

In 2018, SPC's Regional Active Transportation Plan for Southwestern Pennsylvania (ATP) was adopted. The plan provides a vision and technical assistance to local governments for integrating and advancing non-motorized travel across the region. SPC also worked in 2018 with the U.S. Census Bureau on the Complete Count Committee Program, designed to develop local partnerships to drive greater participation in the 2020 Census. which today includes a site development fund to help create more shovel-ready sites across the super region.

Political Fragmentation

With 635 municipalities, the Pittsburgh region is one of the most politically fragmented metro areas in the nation. According to Rebecca Hendrick and Yu Shi of the University of Illinois at Chicago, the Pittsburgh metro has the second highest level of local government fragmentation in the country. Chicago holds the number one spot. The Atlanta region, in comparison, is ranked by Hendrick and Shi as being the 27th most fragmented of the 51 largest metros. The study defined regions as MSAs and/or CMSAs, minus counties that are not contiguous or that have fewer than 50,000 residents.

In the Pittsburgh MSA, there are a total of 456 municipalities across seven counties. Allegheny County, which contains the City of Pittsburgh, has 130 municipalities. There are no unincorporated areas in the Pittsburgh metro area, or in the entire Commonwealth of Pennsylvania.

There are 4,897 local government units (including county, municipal, school district and special district units) in Pennsylvania, more than in any other state except Illinois and Texas. History, geography, laws, and localism account for this patchwork of local governments.

When the term “municipality” is used in Pennsylvania, it can reference multiple different local government entities including cities, boroughs, and townships. Each unit has different powers, responsibilities, and classifications. And jurisdictions can overlap amongst municipalities.

All Pennsylvanians live within a county and a municipal corporation. For example, if you live in the City of Pittsburgh, the municipal corporation is the City of Pittsburgh and the county is Allegheny County.

- » Counties provide services, including corrections, community development, public health and safety, human services, real estate tax assessments, environmental planning, and judicial and justice related functions.
- » Cities generally have broad powers, strong mayors, and centralized governments.
- » Boroughs are smaller than cities. They tend to have weak mayors, with stronger elected councils.
- » Townships and towns are generally even smaller than boroughs and compose the oldest form of government in the U.S. They are the most decentralized form of government in Pennsylvania and are led by supervisors or commissioners.

The politically fragmented nature of the Pittsburgh region creates challenges, especially as it relates to issues of efficiency

in government, delivery and duplication of services, and financial sustainability. For example, the 83 municipalities that manage the Allegheny County Sanitary Authority (ALCOSAN) must work together to solve some of the major issues facing the system. These issues include the need to address poorly maintained infrastructure and to be in compliance with an EPA consent decree that requires a fix to the design of the combined sewage overflow system.

Congress of Neighborhood Communities (CONNECT)

The Congress of Neighborhood Communities (CONNECT) was established in 2009 to address the challenges of fragmentation in Pittsburgh, and to foster greater collaboration among local governments. CONNECT, which is affiliated with Pitt, convenes more than 40 local governments, including the City of Pittsburgh, to work on regional challenges related to water/sewer management and regionalization, transportation, blight and abandonment, infrastructure, health and wellness, and other issues.



The Allegheny Conference on Community Development

In the 1930s and '40s, civic leaders in the Pittsburgh region became increasingly concerned about its competitiveness and quality of life due to severe levels of pollution. To address these concerns, Pittsburgh Regional Planning Association President Richard King Mellon, Carnegie Institute of Technology President Robert Doherty, and others were able to generate support among civic leaders to create a regional planning committee in 1944. The new committee was incorporated as the Allegheny Conference on Community

Development. It served as a vehicle for organizing the private sector to work in partnership with government to improve the region's economy and quality of life.

One of the Conference's first major victories was brokering an agreement for phased implementation of smoke control and anti-pollution laws, which passed in 1949 thanks to the Conference's education and consensus building.

The Conference expanded its purview and began to address problems of African American economic inequality in 1967. One of its major initiatives was the Minority Entrepreneur Loan Program to assist new businesses owned by people of color.



Allegheny Conference on Community Development, Operation Better Block take part in a street beautification program, c. 1975.

In the 1970s, 1980s, and 1990s, the Conference spearheaded, supported, and/or played a significant role in the development of the Pittsburgh Cultural District, the passage of “brownfields” regulation to accelerate redevelopment of abandoned industrial sites, and the creation of the Allegheny Regional Asset District (RAD) – a 1% sales tax in Allegheny County that supports regional cultural amenities like the Pittsburgh Zoo, the Pittsburgh Aviary, and Phipps Conservatory and Botanical Gardens.

In 2000, the Conference entered into a “joint venture” with the Greater Pittsburgh Chamber of Commerce, the Pennsylvania Economy League of Greater Pittsburgh, and the Pittsburgh Regional Alliance (PRA) that brought the four organizations together under a common CEO. The relationship was formalized into a strategic affiliation in 2003, with a single membership, staff, and strategic plan supporting and guiding the activities of all four affiliates under the leadership of the Allegheny Conference board of directors.

Since 2000, the Conference has spearheaded several initiatives to encourage regional cooperation, including the Tri-County Airport Partnership, which brought together the elected leaders of Allegheny, Beaver, and Washington counties to encourage economic development in the airport area; and the Regional Air Services Partnership, which convened major business travelers to work in partnership with the Allegheny County Airport Authority to eventually restore nonstop transatlantic service after the bankruptcy of the airport's dominant carrier.

The collaborative model developed through these activities paved the way for the formation of The Pittsburgh G-20 Partnership in 2009, a public-private partnership that served as the local host committee for the G-20 Summit in Pittsburgh. From the 1940s until now, the Conference has worked with numerous partners to improve the region's economy and quality of life.

Pittsburgh Urban Redevelopment Authority (URA)

The URA is the City of Pittsburgh's economic development agency, and was one of the first redevelopment authorities in Pennsylvania when it was incorporated in 1946. Throughout its history, the URA has played a critical role in every major redevelopment project taking place in the City of Pittsburgh.

Shortly after its incorporation, the URA led the development of the Gateway Center office complex in downtown. The project is considered the country's first public-private partnership downtown redevelopment project. It was privately financed, but its development was organized by the URA.



Gateway Center office complex in downtown Pittsburgh

The URA has also been widely criticized for urban renewal efforts in the 1950s and 60s that displaced 8,000 families – mostly African Americans - in the Lower Hill District to make way for the construction of Civic Arena. This project accelerated the economic decline of the neighborhood and led to even greater levels of racial segregation across the city.

With the decline of the steel industry in the 1970s and 1980s, the URA played a significant role in transforming Pittsburgh's economy into one that is diversified, anchored by healthcare, life sciences, innovation, and technology. The URA's focus was to rehabilitate thousands of acres of brownfield and riverfront sites and to support business development throughout Pittsburgh's neighborhoods.

Today, under the leadership of Executive Director Rob Rubenstein and the authority's board of directors, the URA's focus has shifted to improving equity throughout Pittsburgh's neighborhoods. These efforts include helping minority and women-owned businesses gain greater access to capital, supporting homeownership, and developing affordable rental housing.

ura WHO WE ARE HOW WE HELP OUR WORK PROPOSALS & BIDS NEWS CONTACT US

LARIMER / EAST LIBERTY CHOICE NEIGHBORHOODS INITIATIVE

The Larimer / East Liberty Choice Neighborhoods Initiative is a \$30M award from U.S. Department of Housing and Urban Development (HUD) to revitalize the Larimer/East Liberty Neighborhood. Revitalization includes 334 new housing units and neighborhood park.

East Liberty and Larimer Neighborhoods near the intersection of Larimer Avenue and East Liberty Blvd

Developed 334 Housing Units

For this initiative, stakeholders created a \$401M transformation plan called the Vision-to-Action Plan with the goal of being a "21st Century Green Neighborhood that Works."

It involves a comprehensive effort to address the neighborhood, housing, and people needs of the Larimer community. The



Pittsburgh Region Fortune 500s

Kraft Heinz (114)
 PNC Financial Services Groups (165)
 PPG Industries (191)
 United States Steel Corp. (246)
 Alcoa (262)
 Dick's Sporting Goods (340)
 WESCO International Inc. (370)

In total, Pittsburgh's Fortune 500 companies earned \$99.5 billion in revenues in 2017.

Atlanta Region Fortune 500s

The Home Depot (23)
 United Parcel Service (UPS) (44)
 Delta Air Lines, Inc. (75)
 The Coca-Cola Company (87)
 The Southern Company (126)
 Genuine Parts Company (177)
 WestRock (194)
 SunTrust Banks, Inc. (303)
 PulteGroup, Inc. (341)
 Veritiv (346)
 AGCO (347)
 HD Supply Holdings, Inc. (430)
 NCR Corporation (432)
 Asbury Automotive Group, Inc. (434)
 Intercontinental Exchange (477)

In total, Atlanta's Fortune 500 companies earned revenues of nearly \$358 billion in 2017.



A Next Generation Economy

The collapse of the steel industry, the ensuing job losses, and the mass exodus of residents represented a low point in the history of the Pittsburgh region. However, through careful planning and collaboration from the public, private, university, and foundation communities, the region has bounced back. Today, the Pittsburgh region's economy is more diversified – no one industry represents more than 25% of the region's total GDP. The Pittsburgh MSA has a \$147.4 billion economy, the 25th largest in the U.S., with an average growth of 3.6% annually since 2012.

Technological Innovation

At the height of Pittsburgh's economic crisis in 1983, with the unemployment rate topping 18.3% and with thousands fleeing the region each month, few would have predicted that a major national publication would soon be celebrating Pittsburgh's re-emergence as a major technology and innovation hub. But that's what happened in 1999 when the *Wall Street Journal* dubbed Pittsburgh "Roboburgh," bringing wider recognition of the region's economic transformation and global leadership in robotics and related research and technology.

Innovation has been part of Pittsburgh's DNA for hundreds of years. Its leadership in robotics can be traced back to 1979

when the CMU Robotics Institute was established. Today, the Institute is the world's largest robotics R&D organization, and it has been the leading catalyst of innovation in the city's robotics industry.



CMU's robotics projects have played a role in solving some of the world's most existential threats, from cleaning up the basement of the Three Mile Island nuclear reactor, to creating adaptive systems that improve the lives of older adults and people with disabilities.

IT in Pittsburgh

- **28,000+ employed** in IT
- **1,500 firms**
- **380 expansions** /relocations since 2007
- **2,600 IT degree graduates** annually - **#2 in U.S. for IT degrees**
- **\$3 billion annual investment** in R&D, spanning academic, corporate, and government institutions
- **\$1.8 billion in tech-related venture capital investment** since 2005
- CMU's graduate computer science program is ranked **#1 in U.S.**

Leading IT Employers in Pittsburgh

Crown Castle – 2,800 employees

Uber – 700 employees

Google – 600 employees

SAP – 600 employees

ANSYS – 500 employees



The Birthplace of Autonomous Vehicles

CMU is the birthplace of self-driving cars, having pioneered autonomous vehicle research and development since the early 1980s with the NavLab and ALVINN autonomous vehicle projects. In 1996, the National Robotics Engineering Center (NREC) was established within the CMU Robotics Institute.

Initially funded by NASA to solve issues in agricultural, mining, construction, and other markets, the NREC soon began collaborating with the DOD's Defense Advanced Research Projects Agency (DARPA) on autonomous vehicle technology. In 2007, a CMU team won first place in DARPA's \$2 million Urban Challenge, with a self-driving SUV called Boss.

CMU's decades of leadership in robotics and self-driving cars has led to the emergence of an autonomous vehicle industry, with Pittsburgh as its epicenter. Major private investment began in 2014 with the establishment of Uber's Advanced Technology Center in Pittsburgh. Through close collaboration with the City of Pittsburgh, the company turned Pittsburgh into a testing ground for its breed of self-driving cars and SUVs.



Additional autonomous vehicle companies, many with roots in CMU and NREC, have since set up shop. These companies include Argo AI, a startup with a \$1 billion investment from Ford, and Aurora Innovation, which is partially funded by Amazon.

According to the Brookings report, as autonomous technologies become a staple of the global economy, there is the potential for broad-based employment opportunities in Pittsburgh if it becomes the global knowledge center of automation in manufacturing, after-market services, repair, management consulting, and finance.

Autonomous Vehicle Companies in Pittsburgh

Uber

Argo AI

Aurora Innovation

Aptiv

Caterpillar

City of Pittsburgh and AV Companies Agree to Groundbreaking Testing Principles

In March 2019, the City of Pittsburgh and four of the leading autonomous vehicle companies operating in the city – Aptiv, Argo AI, Aurora Innovation, and Uber – agreed to guidelines concerning autonomous vehicle testing on public streets. These guidelines, which are the most extensive in the world, are coordinated through Pittsburgh’s Department of Mobility and Infrastructure. The city partners with CMU for technical expertise to ensure compliance with the guidelines. The agreed upon policies cover everything from safety and data sharing, to transportation and communication for all autonomous vehicle testing on public streets.



University and Foundation Investments

CMU and Pitt have been the leading drivers of the region’s innovation economy. In 2017, university R&D expenditures in the 10-county Pittsburgh region amounted to nearly \$1.3 billion. A significant amount of the funding for these expenditures comes from foundation grants, continuing the city’s history of robust philanthropic support. Philanthropic investment has also supported the testing of technology through brownfield redevelopments such as Hazelwood Green, and R&D in educational institutions like Pitt’s Innovation Institute and CMU’s Swartz Center for Entrepreneurship.



Advanced Robotics for Manufacturing Institute (ARM)

The region’s role in the robotics industry increased significantly in January 2017 when the Department of Defense named Pittsburgh its latest Advanced Robotics for Manufacturing Institute (ARM), a public-private partnership institute supported by CMU. The ARM institute works to leverage the strengths of CMU and the broader Pittsburgh region in artificial intelligence (AI), autonomy, 3-D printing, and other emerging technologies to make industrial robots more affordable and adaptable for businesses. Some other important Pittsburgh robotics institutions include the Medical Robotics Tech Center, AlphaLab Gear, and the Pittsburgh Robotics Network.



A Leader in Smart Cities Technology

Pittsburgh is a leading incubator of smart cities technologies. In April 2018, the city announced that it was selected by Transportation for America as one of 22 communities (including Atlanta) to participate in the second cohort of their Smart Cities Collaborative Program. Some of the program’s focus areas include automated vehicles, shared mobility, and how to use data to manage complex transportation networks. CMU has also led in developing smart city solutions by partnering with the City of Pittsburgh, Allegheny County and other government agencies, to promote technologies that improve safety, enhance mobility, and mitigate pollution.

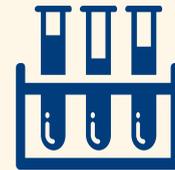


Healthcare and Life Sciences Innovation

Perhaps Pittsburgh's most visible industry, and one of its biggest employers, is healthcare, life sciences and education. The "Eds and meds" sector is a major driver in the region's technology, research and innovation economy. Built on a legacy of biomedical innovation, healthcare and life sciences professionals create lifesaving technology, innovate medical devices, and cultivate cutting-edge pharmaceuticals.

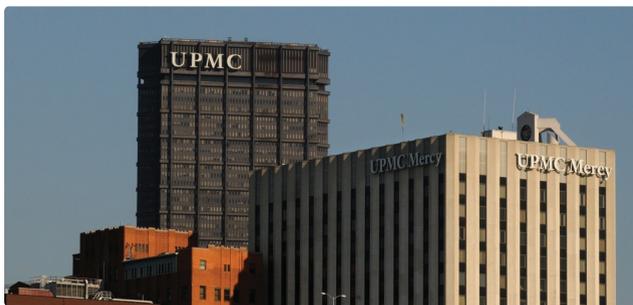
Leading Life Science Employers in Pittsburgh

Philips Respironics – 1,700 employees
Thermo Fisher Scientific – 1,600 employees
Zoll – 850 employees
Quest Diagnostics – 700 employees
Aesync – 500 employees



Healthcare and Life Sciences in Pittsburgh

- **211,000 people employed** (18% of total jobs)
- **\$750 million+ spent annually** in life sciences research and development
- Nearly **\$650 million in venture capital and equity invested** in life sciences since 2012
- In 2017, **\$3 billion of capital investment** was announced by the region's two major integrated healthcare providers – UPMC and Allegheny Health Network
- **More than 6,500 healthcare-related degrees awarded annually**



UPMC and Highmark Health

Pittsburgh's leading edge in innovation extends to the healthcare and life sciences industry, where fierce competition between two prominent healthcare leaders has made the city a proving ground for transformative healthcare solutions. The University of Pittsburgh Medical Center (UPMC) is a global nonprofit health network that has an international reputation for healthcare innovation. UPMC is the largest non-government employer in Pennsylvania, with 85,000 employees. It's also the largest private employer in the region with 53,000 employees.

UPMC's major competitor for customers and innovation is Highmark, which was created from the merger of Blue Cross of Western Pennsylvania and Pennsylvania Blue Shield. Having started in the 1990s, the tension between the two companies continues to grow today. To attract patients, both players have focused on new ways to improve consumer convenience. For example, UPMC uses community health workers to help patients manage chronic conditions, while Highmark has launched a breathing disorders clinic to provide a hub for patients with complex lung diseases.

In 2017, UPMC announced a major \$2 billion expansion plan to build three new specialty hospitals focused on cancer, transplants, and heart and vision care, respectively. Following this announcement, Highmark Health announced a \$1 billion plan to expand its own Allegheny Health Network hospital system, including the construction of several new neighborhood hospitals throughout the region and renovations to existing hospitals.

InnovatePGH and LifeX: Accelerating Healthcare Innovation

Pittsburgh's strength in medical innovation is partially due to robust funding from a variety of partners in the public and private sectors. Pennsylvania ranks 12th amongst the states in National Institute of Health (NIH) funding, while Pitt ranks fifth among NIH funding for organizations. In 2017 alone, the University earned \$485 million in NIH grants.

However, a report from the Brookings Institute criticized Pittsburgh's ability to turn its funding and intellectual capital in medicine and technology into regional economic growth.

In response to this assessment, a group of public, private, and civic leaders created InnovatePGH, an initiative focused on implementing the recommendations of the Brookings Institute study and establishing an innovation district.

Capturing the next economy: Pittsburgh's rise as a global innovation city

Scott Andes, Mitch Horowitz, Ryan Helwig, and Bruce Katz
September 2017



The Anne T. and Robert M. Bass Initiative
on Innovation and Placemaking

This initiative has already strengthened Pittsburgh's medical innovation through the creation of the UPMC Immune Transplant and Therapy Center, which is a \$200 million research center launched by UPMC and Pitt. LifeX, a newly created incubator, funds biotechnology startups associated with Pitt and provides mentoring on entrepreneurship. For example, Peptilogics, a company working on a drug to treat antibiotic-resistant infections, was guided by LifeX through the initial stages of its development.

This new urgency to translate the region's concentration of healthcare research into economic development has become a rallying cry for Pittsburgh's top healthcare leaders.

"At UPMC, innovation is at the very heart of our life-changing science and medicine," said Jeffrey Romoff, CEO of UPMC. "The Brookings Institution's study is a timely reminder that western Pennsylvania's continued revitalization is not guaranteed. It requires urgency, focus, and significant investment in the innovations that will shape our future."



State of Advanced Manufacturing

Thanks to easy access to natural resources, a robust transportation infrastructure, and an extensive inventory of industrial sites, manufacturing has been an essential part of Pittsburgh's economy for well over 150 years. Today, innovations in advanced manufacturing catalyze growth in cutting-edge fields such as engineering, information technology, and robotics.

Much of the modern world was built with Pittsburgh-made steel and specialty metals. The region's strength in manufacturing and machining continues to have a global influence in furthering emerging technological markets.

Advanced Manufacturing in Pittsburgh

- **88,000+ employed** in Advanced Manufacturing
- **4,400 annual engineering grads** from area colleges and universities
- **70+ career and apprenticeship programs**
- **300+ expansions or relocations** since 2010

Leading Advanced Manufacturing Employers in Pittsburgh

Westinghouse Electric Company – 4,500 employees

U.S. Steel – 4,000 employees

Allegheny Technologies – 2,400 employees

PPG – 2,300 employees

Arconic – 1,500 employees

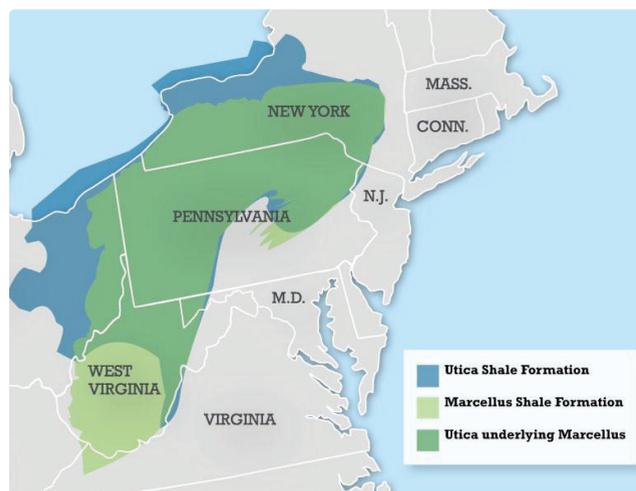
The manufacturing sector covers a broad range of industries including robotics, energy, and metals. According to the Brookings report, the manufacturing industries of automation and industrial machinery, metals and metals processing, chemicals, engineering services, electronics, and energy represent 67% more jobs than expected given the size of the Pittsburgh economy.

However, Brookings points out that growth in the sector is hindered by a mismatch between manufacturing areas of focus, like machine tools, electrical switches, and spectrometry, and universities that have strengths in the biosciences. Brookings proposes more collaboration between small/medium-sized manufacturing firms and the city's technology incubators to resolve some of these disconnects.



The Future of Energy – Marcellus Shale, Petrochemical Industry, Downstream Manufacturing

Even with the decline of the steel industry, Pittsburgh is still taking advantage of its natural resources to “fuel” the region’s economy.



Much of Western Pennsylvania sits on the country’s largest reserve of natural gas, known as the Marcellus Shale. The Marcellus Shale is a massive formation of sedimentary rock

that connects rock layers in Virginia, Tennessee, Kentucky, and Maryland with larger formations running underneath swaths of Ohio, Western Pennsylvania, and New York.

In 2008, professors at Pennsylvania State University and State University of New York estimated that the Marcellus Shale contains more than 500 trillion cubic feet of natural gas, far outpacing the previous estimate of 1.9 trillion cubic feet. A 2017 study from IHS Markit said that natural gas from the Marcellus and Utica Shale reserves accounted for a quarter of all natural gas produced in the U.S. in 2015. It is expected to account for more than 40% by 2030.

Shell Chemicals’ \$6 Billion Ethane Cracker Plant

Today, natural gas drilling and fracking operations have proliferated throughout the region, bringing economic growth in outlying areas, amid fears of environmental devastation. In 2017, Shell Chemicals began construction on a \$6 billion petrochemical complex in Beaver County, used for converting natural gas into ethane (used in the manufacturing of plastic products) specifically because of

the county’s strategic location within the Marcellus Shale.

The facility, often referred to as a “cracker,” will be the largest in North America and the first major U.S. project of its type to be built outside of the Gulf Coast region in 20 years. Shell estimates that the plant will create 6,000 construction jobs, 600 permanent jobs at the plant, and a slew of nearby redevelopment projects to accommodate the new workforce.

The IHS Markit study forecasts that ethane production from the Marcellus and Utica Shale can support up to four world-class ethane facilities in southwestern Pennsylvania in addition to the already-under-construction Shell petrochemical facility. This points to significant growth in the region’s downstream, plastics-related manufacturing industry.

Environmental Concerns

Environmental groups have organized to slow and/or halt the proliferation of natural gas development in the Pittsburgh region, citing air pollution concerns. Environmental concerns from fracking operations have been making headlines around Pittsburgh for years, as studies show that residents living closer to those operations are more likely to experience a myriad of health issues, including low birth weights, asthma, migraines, fatigue, and childhood cancers.

Environmental advocates are fighting to push fracking facilities away from occupied areas after a recent study concluded that a fracking facility should be at least a quarter mile away from the nearest occupied building.

In some ways, these environmental concerns mirror those that mobilized regional leaders in the 1940s to pass groundbreaking smoke control and anti-pollution laws. The Marcellus Shale offers unprecedented economic opportunities for the region, but the environmental tradeoffs are concerning to affected residents of southwestern Pennsylvania.

Financial & Business Services

Financial and Business Services is the region’s largest sector by GDP, and the largest employer of IT talent. Located within 500 miles of half of all U.S. bank deposits, Pittsburgh provides a strategic base of operations for financial companies with low risk and redundant business utility services. The region has been a hub for for asset management, banking, and shared services for more than 150 years.

Financial and Business Services in Pittsburgh

- **230,000+ employed** in financial and business services
- **11,467 firms**
- **401 expansions / relocations** since 2007



Role of Colleges and Universities

Carnegie Mellon University (CMU)

CMU was founded in 1900 after Andrew Carnegie donated \$1 million for the creation of a technical institute where Pittsburgh's working-class residents could enhance their practical skills. Over the last century, CMU has expanded from two buildings into a 140-acre, 81-building complex that will grow even larger with the completion of the 300,000 square foot Tepper Quad for the Tepper School of Business. Nearly 14,000 students attend the university, which is divided into seven schools:

- » the College of Engineering,
- » the College of Fine Arts,
- » the Dietrich College of Humanities and Social Sciences,
- » the H. John Heinz II College of Information Systems and Public Policy,
- » the Mellon College of Science
- » the School of Computer Science,
- » and the Tepper School of Business.

Since its creation, CMU has been the backbone of Pittsburgh's innovation economy, spawning numerous start-ups and tech entrepreneurs. In 2017, CMU had an estimated \$2.52 billion

annual impact on the Pittsburgh region through its annual operations, capital investments, student and visitor spending, and the additional wage premium it confers to graduates. This direct and indirect economic activity supports almost 18,000 jobs in Pennsylvania, roughly 10,000 of which are located within the City of Pittsburgh.

CMU's Center Technology Transfer and Enterprise Creation facilitates the transfer of research and technology into the marketplace. The Center estimates that CMU indirectly or directly helped to create 148 start-ups between 2012 and 2016, and that \$1.05 billion in venture capital has been raised by 42 CMU-affiliated start-ups since 2011.

Overall, CMU's expertise in cutting-edge research areas, such as robotics, computing, software engineering, AI, engineering, and business, continues to be central to the economic and educational health of the region.

University of Pittsburgh (Pitt)

Founded in 1787 as Pittsburgh Academy, Pitt is the oldest continuously chartered school west of the Allegheny Mountains. Today, the University spans 17 Pittsburgh-based colleges and schools and four regional campuses, in addition to an affiliation with UPMC. In total, more than 28,000 students

attend Pitt, which employs almost 5,000 academic staff. The campus contains numerous historical buildings, including the towering Cathedral of Learning, which houses 30 Nationality Rooms that represent the cultures of various ethnic groups who settled in Allegheny County.



In 2017, Pitt produced a total economic impact of nearly \$4 billion in Pennsylvania, in addition to supporting 29,436 jobs in the state and contributing \$74.3 million in charitable and volunteer service donations. Almost 12,000 of those jobs are located in Pittsburgh, making the University the third largest nongovernmental employer in the region. Along with CMU, Pitt represents one of the region's greatest innovation assets, generating a combined 839 patent awards and applications from 2009 to 2015.

Thanks to its affiliation with UPMC, Pitt is a national leader in healthcare, ranking fifth, ninth, and 16th in women's health, pediatrics, and medical research, respectively, according to US News & World Report.

Academic strengths at Pitt also intersect with growing industries in the region, including immunotherapy, genetic-based medicine, brain-computer interface, and aging. Like CMU, Pitt also has strengths in manufacturing and participates in AmericaMakes, a national manufacturing institute based in Youngstown, Ohio.

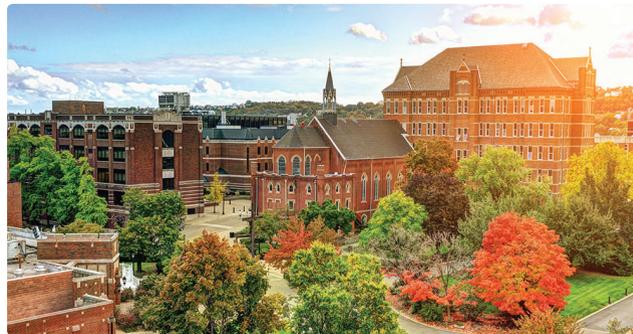
Many social science and humanities disciplines at Pitt are also consistently ranked highly, such as public policy, philosophy, and international affairs. Pitt's multidisciplinary strengths in everything from medicine to manufacturing make it an invaluable asset to the region.

Other Colleges and Universities and their Notable Research and Achievements

In addition to Pitt and CMU, the region is also home to other prominent universities that educate tens of thousands of students. For example:

- » The Community College of Allegheny County, the region's 2nd largest university, enrolls 26,243 students that have access to almost 160 programs of study. Many of these students transfer to different colleges to continue their education. Others seek the college's workforce training, which has provided hundreds of customized courses to over 10,000 workers and 188 regional employers. Most importantly, the college provides a low-cost alternative to larger universities, with saving an average of \$14,000 over public and \$57,000 over private colleges and universities by spending their first two years at the community college.
- » The Indiana University of Pennsylvania, located in Indiana County, has a student enrollment of almost 13,000.
- » Duquesne University is an influential private Catholic university located in the City of Pittsburgh, and is one of nine Catholic universities designated as a high research activity institution by the Carnegie Foundation. Duquesne's School of Natural and Environment Sciences offers strength in many high-demand research areas including spectrometry, computation sciences, microwave assisted chemistry, and biotechnology.
- » California University (Cal U), located in Washington County, is another historic institution in the region. Established in 1852, Cal U boasts small class sizes, affordable tuition, and top rankings for its many online programs, including nursing, business, and criminal justice.

These colleges bolster the region's educational offerings by providing students with affordable options for quality education.



A Culture of Collaboration: The City of Pittsburgh and Higher Education

Higher education has been an integral part of Pittsburgh's economic and quality of life transformation story. Pittsburgh's dominance today as a global innovation hub across diverse industries is a direct result of the close partnerships that exist between Pittsburgh's top-tier research institutions – Pitt and CMU – and local government, foundations, and the private sector. In particular, the unique partnership between higher education and the City of Pittsburgh has strengthened in recent years. This has already paid off in big ways and positions the region to capture major opportunities moving forward.

A major milestone in this unique government-university partnership occurred in 2014 when CMU and the City of Pittsburgh signed a Memorandum of Understanding (MOU). The MOU formalized the long-standing partnership between the university and city government and established conditions that would be essential to the success of the research, development, and deployment of technologies and efforts of CMU's smart cities institutes – Metro21 and Traffic21.

City of Pittsburgh Mayor Bill Peduto has emphasized the city's willingness to be a testing ground for innovative ways to make government more effective and efficient to improve residents' lives. A nearly identical MOU was also signed between CMU and Allegheny County.

Since the formalization of these partnerships, CMU's smart cities institutes have researched, developed, and/or deployed a range of projects designed to address the challenges facing metro regions. The projects cover a wide-range of areas, including infrastructure, citizen engagement, city operations, climate change and environment, transportation and mobility, and water and sewer.

As an example, the Open Pittsburgh Wireless Research Accelerator (OPERA), an initiative led by CMU's Metro21 institute in partnership with the City of Pittsburgh, is creating next generation communications and sensing infrastructure in Pittsburgh. Another example is a partnership between the City of Pittsburgh and CMU's Remaking Cities Institute

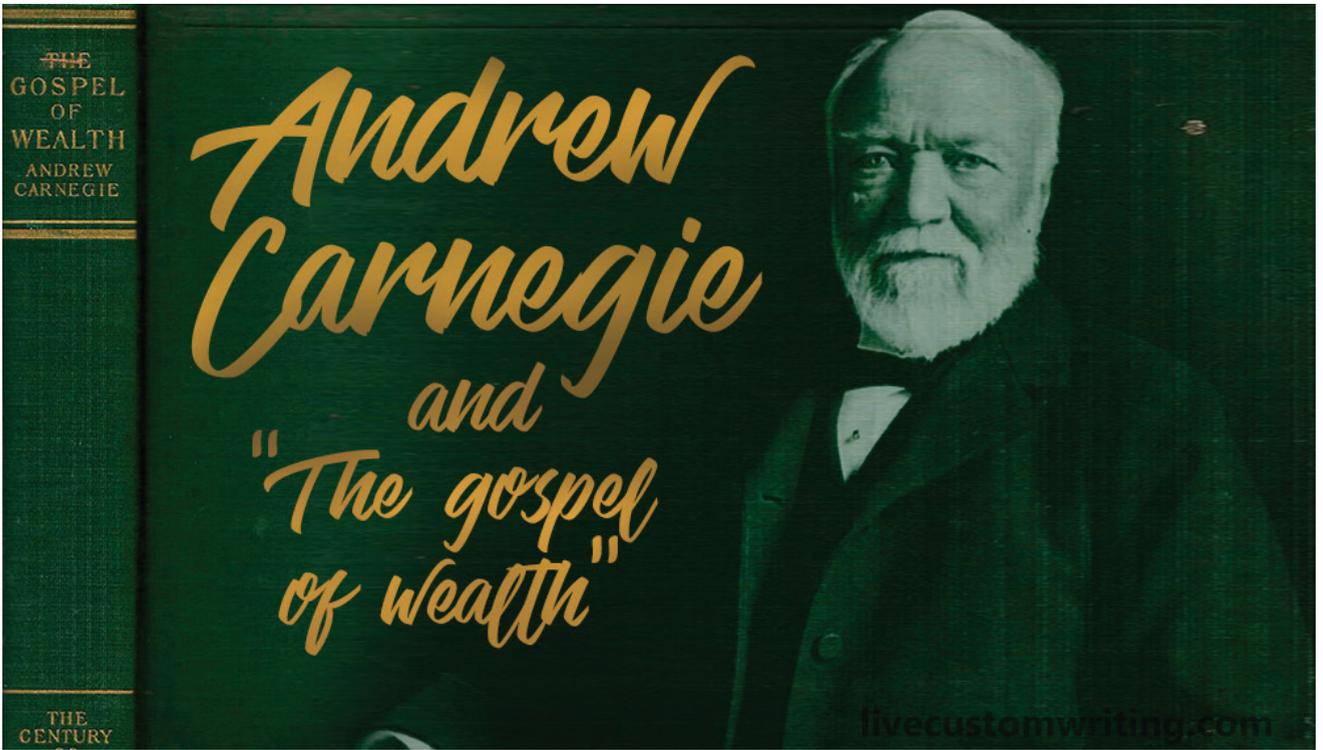
that led to the initial installment of 4,500 LED lights around the city to test LED light quality and develop specifications for new LED street lighting.



Adaptive traffic signals

In 2017, the City of Pittsburgh and PennDOT installed adaptive traffic signals at 126 intersections in eight neighborhood corridors. The adaptive traffic signals use Surtrac, an AI technology developed at the Traffic21 institute and the CMU Robotics Institute. Surtrac, and other similar technologies, are being commercialized and deployed in metros throughout the nation and the world. In Atlanta, Surtrac technology has been used in the adaptive traffic signals that are part of the North Avenue Smart Corridor project.

These types of on-the-ground projects – researched and developed at CMU and then tested throughout Pittsburgh and Allegheny County – make the region a leading incubator of smart cities technologies. This illustrates the results that can be achieved from close collaboration and partnerships between government and universities, as well as private foundations.



Role of Foundations

Foundations and nonprofit institutions are vital to nearly every aspect of civic and economic life in the Pittsburgh region. Pittsburgh's history has been defined by the incredible influence that foundations have wielded over government, business, and economic development. The origins of Pittsburgh's legacy of philanthropy can be traced back to Andrew Carnegie's essay "Wealth," which urged wealthy industrialists to feed their fortunes back into the community in ways that would "help those who will help themselves."

Foundations provided leadership after the collapse of the steel industry in the 1980s and made critical investments in education, arts and culture, and human services that are still paying dividends.

In 2017, Pittsburgh's 10 largest philanthropic foundations, with reported assets of \$8.8 billion, made donations totaling \$456 million. The investments these foundations make in Pittsburgh span ambitious projects such as the Allegheny Foundation's \$7.5 million donation to Point Park University's playhouse and media center, and more modest giving like the Buhl Foundation's \$300,000 loan to the Northside Leadership Conference to buy a building that was at risk of falling into the hands of absentee landlords.

Foundations as Drivers of Community and Economic Development and Quality of Life Improvements

Quality of life is a focus of foundations in the Pittsburgh region:

- » In 2014, contributions from large foundations like the Mellon and Colcom foundations restored the deteriorating Mellon Square into a vibrant urban park where farmers markets and fountains offer respite for Downtown workers.
- » The recently opened Frick Environmental Center in Pittsburgh's Squirrel Hill neighborhood was possible through a partnership between the Pittsburgh Parks Conservancy, the City of Pittsburgh, and a \$1.5 million grant from the Heinz Endowments.

Foundations are also central in supporting community development initiatives, such as the Buhl Foundation's development and support of the ONE Northside initiative – an extensive planning and programming effort developed in partnership with Northside residents and business owners. This initiative works to build consensus around the key challenges and opportunities facing the community and the strategies needed to address them.

Ranked by 2017 grant giving, Pittsburgh's top 10 foundations are:

- Richard King Mellon Foundation (**\$122.1 million**)
- Heinz Endowments (**\$61.5 million**)
- PNC Foundation (**\$48.8 million**)
- Pittsburgh Foundation (**\$44.5 million**)
- Hillman Family Foundations (**\$33.6 million**)
- Colcom Foundation (**\$33.6 million**)
- Sarah Scaife Foundation (**\$33.3 million**)
- McCune Foundation (**\$29 million**)
- Jewish Federation of Greater Pittsburgh (**\$26.1 million**)
- Dietrich Foundation (**\$23.7 million**)

Ranked by 2015 grant giving, Atlanta's top 10 foundations are:

- Robert Woodruff Foundation (**\$142.8 million**)
- Community Foundation for Greater Atlanta (**\$139.5 million**)
- The Coca-Cola Foundation, Inc. (**\$84.8 million**)
- The Marcus Foundation, Inc. (**\$68.7 million**)
- Joseph B. Whitehead Foundation (**\$58.1 million**)
- The UPS Foundation (**\$44.8 million**)
- O. Wayne Rollins Foundation (**\$30.3 million**)
- J. Bulow Campbell Foundation (**\$27.6 million**)
- The Goizueta Foundation, Inc. (**\$26.6 million**)
- Lettie Pate Evans Foundation, Inc. - General Fund (**\$16.4 million**)

The Heinz Endowments, the R.K. Mellon Foundation and the Benedum Foundation have been the driving forces behind the redevelopment of one of Pittsburgh's largest brownfields – the 178-acre Hazelwood Green site, located along the Monongahela River in Pittsburgh's Hazelwood neighborhood. These three foundations, along with the Regional Economic Development Corporation of Southwestern Pennsylvania, a non-profit developer, are working with the community to catalyze investment in the underserved Hazelwood neighborhood. Construction is already underway on the Mill 19 project, a former steel

mill on the site, that will eventually be home to CMU's Manufacturing Futures Initiative, the Advanced Robotics for Manufacturing (ARM) Institute, and Catalyst Connection. Uber already operates an autonomous vehicle test site on the Hazelwood Green property.



178-acre Hazelwood Green site

Philanthropic giving has also been critical in advancing smart transportation technologies in the Pittsburgh region. The Hillman Foundation provided funding to create the Traffic21 and Metro21 Institutes, which are both housed at CMU.

Traffic21 works to identify, refine, and deploy intelligent transportation system technologies within the region's transportation system. Metro21, which spun out of the Traffic21 Institute in 2014, expands that mission to broader challenges facing cities, such as water and sewer systems, environmental concerns, and other mobility related challenges. Metro21 is funded in part by the Heinz Endowments, R.K. Mellon Foundation, and the Buhl Foundation.

Foundations remain essential for economic, community, and technological development in the region thanks to their ability to quickly fund projects, and leverage partnerships with civic leaders that go back generations.



Creating a Pittsburgh Region for All

Pittsburgh's transformation over the past three decades has become a national model for how post-industrial regions can reinvent themselves from an economic and quality of life standpoint. Despite this remarkable come-back story, there are people and places throughout the Pittsburgh region that have been left behind.

In recent years, there has been an ever-growing sense that there remains “two Pittsburghs” – one that is brimming with opportunity and prosperity for a certain segment of the population, and another that is challenging and bleak for a segment of the population that is marginalized and vulnerable.

This division is most starkly seen across racial lines. Like many American cities and regions, Pittsburgh's African American population experiences significant inequality compared to the White population on a variety of indicators related to income, employment, education, criminal justice, wealth, and health according to a 2015 study conducted by Pitt's Center on Race and Social Problems.

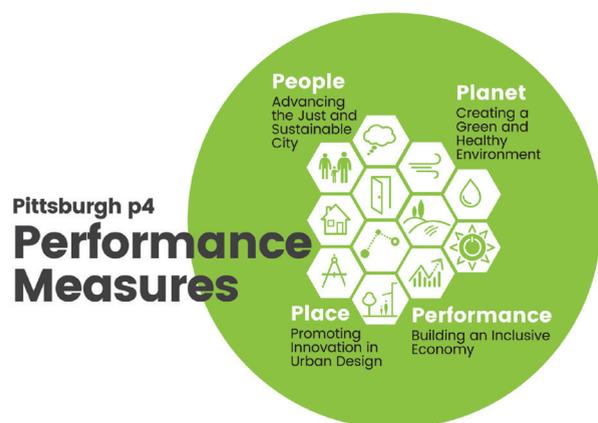
According to the 2018 Pittsburgh Regional Quality of Life Survey conducted by Pitt's Center for Social and Urban Research, only 29% of African Americans in Allegheny County think their neighborhood or community is a very good or excellent place to live, compared to 74% of Whites who believe this.

Pittsburgh now stands at a pivotal moment. For the first time in a generation, the region is seeing signs of growth and development. However, without an intentional, targeted, comprehensive and collaborative strategy to manage this next phase in the region's history, the benefits will continue to be unevenly distributed by place and population.

P4 – People | Planet | Place | Performance

In 2015, the Heinz Endowments and the City of Pittsburgh partnered to unveil the organizing framework of People, Planet, Place, and Performance at the first P4 Summit. This framework was designed to guide new and existing initiatives related to social, economic, and environmental issues that placed innovation and inclusion at the forefront.





PEOPLE of all backgrounds will receive social and economic opportunities and benefits through the advancing of a just and sustainable city.

PLANET preservation and cultivation will become top priorities as every sector in the region is involved in creating a green and healthy environment.

PLACE will not be an afterthought but an opportunity for promoting innovation in urban design.

PERFORMANCE accountability and excellence will be critical components of building an inclusive economy.

P4 Performance Measures

In recent years, development in Pittsburgh has accelerated on a scale not seen in at least a generation. New housing and commercial development has taken off throughout many parts of the city.

This development boom presents many opportunities for Pittsburgh as it continues on its upward trajectory. However, it also creates challenges, particularly for:

- » low and moderate income people facing housing affordability burdens
- » small business owners facing rising rents
- » broader neighborhood change that is effectively cutting off parts of Pittsburgh's population from certain areas.

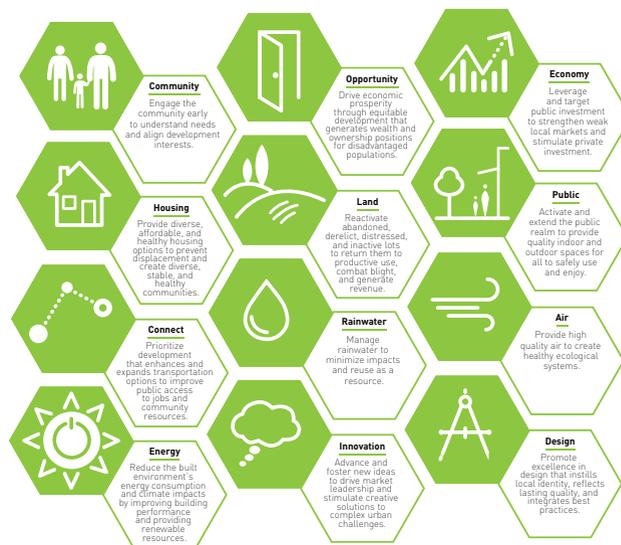
One of the key initiatives to advance the P4 vision and framework, and directly address the challenges of Pittsburgh's ongoing development boom, is the "P4 Performance Measures Project." Pittsburgh Mayor Bill Peduto provided the original directive for the project: "Create a quantifiable system of metrics that would inform and improve decision-making on public investments in development projects."

The project's committee, in partnership with more than 100 community leaders and technical experts, developed 12 performance measures. Each measure contains metrics that provide a comprehensive evaluation tool to advance

sustainable and equitable development projects in Pittsburgh. The twelve P4 performance measures are intended to focus only on those areas that a real estate development project has the ability to directly influence.

Implementation of the measures will require changes in policy, behavior, and practices that will occur over time. They are intended to stimulate a dialogue about the steps required to transform the development process in Pittsburgh to benefit all.

The 12 p4 Performance Measures, and their intents.



The overarching P4 vision and framework, which includes an annual summit in Pittsburgh to convene local leaders and national experts, shows the power of collaboration amongst local government, community leaders, and the foundation community in addressing issues of equity and inclusion in metropolitan areas.

By helping to develop and lead the P4 initiative, the Heinz Endowments, in particular, has positioned itself at the forefront of the national conversation on some of the largest issues that metropolitan areas will need to address in the coming years and decades.

"We have entered a period of change that will have huge ramifications for the quality of life for everyone in our community now and for future generations. Decisions we make over the next 5-10 years will have a profound and lasting impact, and our goal is to create in Pittsburgh a model of excellence that is inclusive, innovative, and environmentally sound where everyone can benefit and where no one is excluded. The challenge of creating a just community really belongs to all of us.

- Grant Oliphant, President, The Heinz Endowments

100% Pittsburgh

The Pittsburgh Foundation's "100% Pittsburgh" organizing principle is another example of the leadership role that foundations are taking to address issues of equity and inclusion. The Foundation's own research found that 30% of people in the region, many of whom are African Americans, face significant barriers in accessing the prosperity and opportunity that the other 70% have.

In 2016, the foundation launched *100% Pittsburgh* to guide all of the organization's efforts – its grantmaking, programs, initiatives, and advocacy. *100% Pittsburgh* is a set of values, principles, and activities that aims to expand opportunity for individuals and families who have been left behind.

The foundation works with nonprofits seeking to meet the basic needs of people who find themselves facing seemingly insurmountable economic and social challenges. Furthermore, the foundation is directly engaging with the individuals most affected by disparity and inequality to develop solutions.

Hazelwood Green - Pittsburgh's most transformative brownfield redevelopment

For more than a century, Hazelwood was known as one of Pittsburgh's – and one of the world's – most powerful industrial centers. It was the site of the Jones & Laughlin (J&L) Eliza blast furnaces, coke production facilities, and rolling mills. These facilities produced coke, iron, and steel that fueled America's 20th Century construction boom.

Hazelwood's strategic location, bordering Greenfield, Oakland, and Squirrel Hill, with the banks of the Monongahela River on its south and west sides, made it an ideal location for industrial production and transport. At its height, J&L had about 12,000 workers at their South Side and Hazelwood sites. Hazelwood's peak population was 13,000 in 1960.

As the global steel industry declined in the latter half of the 20th century, Cleveland-based LTV acquired J&L in 1974 and closed down the Eliza blast furnaces, leaving just the coke works facility standing. At the time of the sale, Hazelwood Works employed only 3,600 workers. In 1998, LTV closed down the coke works facility, ending Hazelwood's generations long history as an industrial powerhouse.

In 2002, the Benedum Foundation, the R.K. Mellon Foundation, and the Heinz Endowments partnered to form Almono LP to purchase and redevelop the abandoned 178-acre site of the former LTV Coke Works. The site, the last major remaining brownfield in Pittsburgh, is strategically located in close proximity to Oakland and South Side, the epicenter of Pittsburgh's university, medical, and innovation institutions.

Despite significant remediation work, the site remains largely undeveloped aside from Uber's autonomous vehicle test track that was built in 2015. Today, the renamed Hazelwood Green site's master plan calls

for a mixed use development comprising a blend of housing, offices, research and development, light manufacturing, retail, parks, trails and transportation, and employing a host of sustainable standards and infrastructure.



Its first stage of development includes the \$80 million renovation of the existing Mill 19 building, scheduled for completion in 2019. Plans call for construction of a 65,000 square-foot zero net energy building with the steel shell of the former mill retaining a glimpse of Pittsburgh's industrial past. CMU's Futures Institute, the Advanced Robotics for Manufacturing (ARM) Institute, and Catalyst Connect will be the building's first tenants.

Hazelwood Green passed a major milestone in 2018 when the Pittsburgh Planning Commission approved the Hazelwood Preliminary Land Development Plan. A number of developers recently responded to Almono's call to develop approximately 27 acres of area within the site's Mill District. While completion of the entire site is still years away, Hazelwood Green is shaping up to be Pittsburgh's most transformative brownfield redevelopment to date.

“This is a moral imperative and we already are late facing it. We can’t have two cities — Pittsburgh Haves and Pittsburgh Have Nots. We just cannot.”

- Maxwell King, *President and CEO,*
The Pittsburgh Foundation

One Northside

In 2013, the Buhl Foundation – named for retail titan and Northside resident Henry Buhl, Jr. – made a strategic decision to focus all of its grantmaking activities on improving Pittsburgh’s Northside neighborhoods. The Northside is a vibrant, diverse, yet historically underserved area composed of 18 neighborhoods north of the Allegheny River.

The Buhl Foundation has made significant contributions to some of the region’s most important assets. However, its giving represents a small portion of the overall philanthropic dollars awarded. To make the most impact with its limited resources, the foundation decided to double down on the Northside and take a place-based approach to capitalize on opportunities and help address challenges facing the neighborhood.

At the time, the foundation hired Diana Bucco (now president of the foundation) to lead this undertaking that eventually became “One Northside.” A vast community outreach effort followed, engaging hundreds of Northside residents – including an emphasis to reach low-income residents, small business owners, and other community stakeholders. Through this unprecedented, grass-roots driven community engagement process, the One Northside consensus plan was developed. The hard work of implementing the plan is now underway. Putting these ideas into action is now the singular focus of the foundation and the residents and community partners who were integral to the development of the One Northside plan.

McAuley Ministries

McAuley Ministries is a foundation that focuses its grantmaking in the Hill District and several other underserved neighborhoods in Pittsburgh. The foundation was established in 2008 after the Pittsburgh Mercy Health System merged with the University of Pittsburgh Medical Center (UPMC). The proceeds from the merger helped to capitalize the McAuley Ministries. Today the foundation helps fund formative programs in the Hill, including Rebuilding Together Pittsburgh, which provides critical home repairs for low-income seniors, veterans, and disabled residents. Other focus areas include health and wellness, education, capacity building, and community development.

Affordable Housing, Gentrification and Displacement

Like all major metros across the nation, Pittsburgh’s supply of affordable housing does not meet demand. According to a 2017 study conducted by the National Low Income House Coalition, the Pittsburgh metro has a deficit of 32,526 affordable and available housing units for households at or below 50% of area median income (AMI) and a 51,727 unit deficit at or below 30% of AMI. Furthermore, 18% of households earning between 31% and 50% of AMI have a severe house cost burden (spending more than 50% of income on housing costs); 62% of households earning 30% or less of area median income have a severe housing cost burden.

In the City of Pittsburgh, population and housing needs vary widely by neighborhood. However, every neighborhood has residents who are at risk of displacement due to rising housing costs. Pittsburgh’s East Liberty neighborhood is often seen as ground zero for gentrification, displacement, and the need for affordable housing. East Liberty has recently seen significant growth, development, and neighborhood change after a period of severe decline beginning in the 1960s as a result of failed urban renewal efforts.

Recent tensions in East Liberty came to a flashpoint beginning in the summer of 2015 when more than 200 low income residents of the Penn Plaza apartment complex were delivered 90-day eviction notices by the buildings’ owner LG reality Advisors as a result of a mixed-use redevelopment plan for the site. Through the city’s intervention, tenants were given additional time to find new housing.

By 2017, all tenants had vacated the property and a prolonged legal battle continued between the City of Pittsburgh and LG Reality Advisors over details of the site’s development plan, which at the time included Whole Foods as an anchor tenant (Whole Foods eventually dropped out due to community concerns). In 2019, the site’s revised redevelopment plan was approved by the Pittsburgh Planning Commission. The development, called Pennley Park South, will not include any housing.

In early 2015, before the beginning of the Penn Plaza saga, Pittsburgh City Councilman Daniel Lavelle, who represents the Hill District, introduced legislation to create an Affordable Housing Task Force. The Task Force, chaired by Lavelle and Pittsburgh Planning Director Ray Gastil, released its recommendations in 2016 for dealing with the city’s growing affordable housing issues. A key recommendation was the creation of a \$10 million annual Housing Opportunity Fund to support affordable-housing projects and assist low-income individuals and families with the purchase and rehab of homes.

The fund was created in late 2016, however it wasn't until a year later that a funding mechanism was created to generate the \$10 million annual funds needed. That mechanism is an incremental increase in the city's realty-transfer fee to 5% by 2020. It is estimated by Planning Director Gastil that \$2.15 million of the additional tax revenue generated by the Pennley Park South project will go to help fund the Housing Opportunity Fund.

The Hill District - *"The Crossroads of the World"*

The Hill District (the Hill) represents, perhaps better than any other neighborhood in Pittsburgh, the promise, potential, and ultimate decline of a community due to disastrous public policy and broader economic and social trends in the 20th century. Bordered by Downtown, the Strip District, Uptown, and Oakland, the Hill in the early 20th century was the African American cultural center of Pittsburgh and one of the most prosperous and influential African American communities in the nation.

A vibrant hub for jazz, the Hill was a major touring spot for musicians traveling between New York and Chicago. One of the nation's top African American newspapers at the time, *The Pittsburgh Courier*, was also based in the neighborhood. For nearly 40 years, Charles "Teenie" Harris famously chronicled life in the Hill and other African American neighborhoods for the *Courier*. Today, nearly 60,000 of Harris's images are archived by the Carnegie Museum of Art, many of which are available in an online database.

Born in the Hill in 1945, Pulitzer Prize winning playwright August Wilson was raised during a period of economic decline. As the cultural vibrancy of the early 20th century gave way to deterioration and blight, Wilson left Pittsburgh as a teen-ager, eventually landing in St. Paul, Minnesota and Seattle, Washington. However, all but one of his most famous works, the *Pittsburgh Cycle* – 10 plays about 20th Century African Americans are set in the Hill.

Two of his *Pittsburgh Cycle* works, *Fences* (which was adapted into an award-winning film starring Denzel Washington and Viola Davis) and *The Piano Lesson*, earned him the Pulitzer Prize in the 1980s. Today Wilson's house at 1727 Bedford Avenue is under renovation. The project is led by Wilson's nephew, Paul Ellis, and supported through a \$5 million fundraising effort by celebrities, including Denzel Washington, Oprah Winfrey, Tyler Perry, Shonda Rhimes, Spike Lee, and Samuel L. Jackson.

Many of Wilson's most celebrated works take place in a period of great change in the Hill District due to the Great

Migration and Urban Renewal. In 1955, a plan developed by Pittsburgh's Urban Redevelopment Authority (URA) to redevelop 95 acres in the Lower Hill District was approved by the federal government. The plan, which made way for the construction of the Civic Arena, led to 1,300 structures being demolished, displacing more than 8,000 residents, many of whom were African American.

The redevelopment effectively separated the Hill from downtown and surrounding neighborhoods and ushered in a period of severe economic decline. Furthermore, the social upheaval following the assassination of Martin Luther King Jr. in 1968 led to riots in Pittsburgh and the Hill – further accelerating neighborhood decline. The Hill lost 71% of its residents, more than 38,000 individuals, between 1950 and 1990. According to the 2016 American Community Survey, the median household income for the Hill District is \$21,795, nearly half of the city of Pittsburgh's at \$42,450.

The Civic Arena, which served as the home of the Pittsburgh Penguins for 43 years, has since been demolished. The 28 acre-site in the Lower Hill remains undeveloped. In March 2019, the Penguins announced a new master plan with over 1,400 housing units, 810,000 square feet of office space, 190,000 square feet of retail, 50,000 square feet of entertainment, and a 220-room hotel.

The plan also includes four acres of parks and green space, which will help connect the development to the Hill and Downtown. The City of Pittsburgh and Allegheny County are expected to begin construction this summer on a \$26.4 million cap, including a four-acre park, over the Crosstown Expressway connecting to the green space in the Hill development project.

With construction expected to begin in the fall, the first phase of the project will include 274 housing units and a 200,000-square-foot office building, with 50,000 square feet of retail. Affordable housing is part of the plan, with 20% of the housing units affordable to 80% of area median income. A Local Economic Revitalization Tax Assistance Act district has also been established, which is expected to generate \$25 million to be invested in the Hill District.

The team has hired two developers for the project – Wilmington, Delaware-based Buccini/Pollin Group who will develop the office space and commercial parts of the plan, and Pittsburgh-based Interger, a minority-owned developer, that will focus on the housing pieces of the project.

After a series of set-backs, this new development plan is being praised by many key stakeholders, including Pittsburgh Mayor Bill Peduto and City Councilman Daniel Lavelle, who represents the Hill District.



Arts and Culture as Economic and Community Driver

When it comes to regional arts and cultural assets, Pittsburgh punches above its weight. Downtown Pittsburgh's cultural district contains world-class arts and culture organizations including the Pittsburgh Symphony Orchestra, Pittsburgh Ballet Theater, Pittsburgh Opera, Pittsburgh Civic Light Opera, Pittsburgh Public Theater, Pittsburgh Dance Council, and others.

Head across the river to the North Side and you'll find the Andy Warhol Museum – the largest museum in North America dedicated to a single artist, and one of the region's most visited attractions. The Andy Warhol Museum is one of the four Carnegie Museums of Pittsburgh – the other three being the Oakland-based Carnegie Museums of Art and Natural History, and the Carnegie Science Center located on Pittsburgh's North Shore. Smaller theater companies throughout the city such as City Theater Company, Quantum Theatre, and Bricolage Production Company are also making their mark, as are regional arts museums such as Greensburg's Westmoreland Museum of American Art.

Altogether, arts and culture in Allegheny County has a \$2.38 billion annual economic impact (direct and indirect expenditures) according to a 2017 economic impact study conducted by the Greater Pittsburgh Arts Council. Pittsburgh's direct expenditures from arts and culture organizations and their audiences was \$1.06 billion that year. Metro Atlanta's economic impact from the non profit arts and culture sector was \$719 million the same year.



Pittsburgh Cultural District and the Pittsburgh Cultural Trust

Downtown Pittsburgh’s Cultural District is the heart of the region’s arts and cultural scene, and one of the clearest examples of the quality of life transformation that has taken place over the past several decades.

The Cultural District is a 14-square block area in Downtown Pittsburgh that contains 90 retailers, 50 restaurants, seven theaters, eight public parks, and art installations and a dozen galleries. The area is anchored by a trio of historic theaters – The Benedum Center for the Performing Arts, home of the Pittsburgh Opera, Pittsburgh Ballet Theater and Pittsburgh Civic Light Opera; Heinz Hall for the Performing Arts, where the Pittsburgh Symphony Orchestra performs; and The Byham Theater, the oldest of the trio having been originally constructed in 1903.



The Benedum Center

The story of the Cultural District began in the early 1980s when several visionaries from the business, civic, and foundation communities set out to transform Downtown Pittsburgh and show that investments made in arts and cultural assets can catalyze broader economic development. This group of visionaries, led by H.J. “Jack” Heinz II, the grandson of the founder of the iconic Heinz ketchup company, formed the Pittsburgh Cultural Trust.

The Cultural Trust is a 501(c)(3) non-profit whose initial goals were to restore downtown’s historic theaters, revitalize other degraded buildings and spaces and drive overall transformation and

development. At the time, the area now called the Cultural District was defined by blight, having fallen into severe decline as a red-light district. The Cultural Trust’s first project was to embark on a \$43 million transformation of the Stanley Theater – a movie palace opened in 1928, into the 2,800-seat Benedum Center for the Performing Arts. Later, the Cultural Trust took on the restoration of The Fulton Theater, built in 1903 as a Vaudeville house. Now called the Byham Theater, it has 1,300 seats.



Heinz Hall

Today, the Cultural Trust promotes and manages arts and cultural programming in the Cultural District and owns and manages more than 1 million square feet of property, making the non-profit one of downtown’s largest real estate developers. More than 2 million people visit the Cultural District annually, a number that has doubled over the past decade.

In many ways the success of the vision laid out 35 years ago is the result of a unique collaboration between the business, civic, arts, and foundation communities. Of particular note is the early and ongoing leadership and support by Pittsburgh’s major legacy foundations including the Heinz Endowments, R.K. Mellon Foundation, and the Benedum Foundation. The enormous success of the Pittsburgh Cultural District is a testament to the power of vision, leadership, partnership, and the arts to transform a place to benefit all.

Pittsburgh was also at the top of the list of benchmark regions for total jobs supported by arts and culture. In Allegheny County, arts and culture supports 32,211 full-time equivalent jobs, more than 80% of which are in other, non-arts and culture industries. The next closest benchmark region was St. Louis, with 19,129 full-time equivalent jobs. Arts and culture in Pittsburgh brings in more than \$115 million annually in local and state tax revenue, which is also a greater amount than the other nine benchmark regions studied.

Allegheny Regional Asset District A Novel Way to Fund Arts, Cultural and Other Regional Assets

Critical to the success of arts, cultural, and other regional assets in Allegheny County is the Allegheny Regional Asset District (RAD). The RAD is a special purpose area-wide unit of local government in Allegheny County that utilizes half of the revenues from a 1% additional sales and use tax to fund regional assets throughout the county. By the end of 2019, RAD will have invested more than \$3.9 billion over its 24-year history into hundreds of regional assets – from parks and greenspaces to sports and civic facilities to arts and cultural organizations and more. Of this amount, arts and cultural organizations will have received \$205.5 million to support operations and capital improvement projects.

RAD was established in the early 1990s after the Allegheny Conference on Community Development proposed the idea as a way to reduce reliance on property taxes to support regional assets across Allegheny County. Before RAD, the city was providing a disproportionate share of the funding for these assets across the region. Half of the additional 1% tax goes to fund regional assets. The other half is distributed to local governments across Allegheny County to reduce taxes and to support municipal cooperation projects and other local government functions. Since its implementation in 1995, RAD has become a national model for how public support of regional arts, culture, and civic assets can be more equitably shared through city/county cooperation.

Building Welcoming Communities in the Aftermath of Tragedy

The shooting at the Tree of Life Synagogue in Pittsburgh's Squirrel Hill neighborhood on October 27, 2018 was a tragedy on a scale never experienced in Pittsburgh. With 11 worshippers murdered and seven more injured, it was the deadliest attack on a Jewish community in the United States.

Squirrel Hill is one of the largest predominantly Jewish communities in the U.S. and has historically been the center of Jewish life in Pittsburgh. It is also one of the region's most diverse, welcoming, and tight-knit neighborhoods –

the home of Fred Rogers and his inspiration for “Mister Rogers’ Neighborhood.”

The brutality and hate that fueled the massacre shook Pittsburgh, the nation and the world. However, in the aftermath of this unconscionable act, a unification of the broader Pittsburgh community – from all faiths and backgrounds – represented the shared values and ideals that define Pittsburgh as a truly unique and special place. The strong community response in support of the victims, their families, the first-responders, and the Jewish community became a source of inspiration to many across the world.

There are numerous examples of interfaith communities coming together in the aftermath of the shooting to show support, encourage healing, and raise money for the Jewish community. One notable example was how the Islamic Center of Pittsburgh, in coordination with two national Muslim organizations, Celebrate Mercy and MPower Change, raised more than \$238,000 through an online crowdfunding campaign to support the Jewish Federation of Greater Pittsburgh “Our Victims of Terror Fund.”

Interfaith leaders provided some of the most powerful voices of healing and community in the days, weeks, and months following the shooting. It is important to note that the fundamental relationships between faith leaders in Pittsburgh were not formed in the aftermath of this tragedy. Rather, these interfaith relationships, built around compassion and a shared sense of unity and purpose, were longstanding in nature and a defining aspect of the faith community in Pittsburgh prior to the tragedy. As Fred Rogers said about tragedies, “Always look for the helpers. There are always people helping.”

“It’s amazing to see that in a terrible situation there’s some ray of hope — the fact that all these communities can come together around supporting the Jewish community. In Pittsburgh there’s a very strong relationship between the communities, and we would come to their aid in any way they request. A lot of people assume we’re two competing groups, but in reality we’re very close.”

- Wasi Mohamed, Former Executive Director,
Islamic Center of Pittsburgh



Transportation in the Pittsburgh Region

A City of Bridges

Pittsburgh is known as the “City of Bridges.” With 446 bridges throughout the city, Pittsburgh has more bridges than almost any other city in the world. Even more than Venice, Italy.

The city’s three most famous bridges are the “Three Sisters,” three gold suspension bridges that all span the Allegheny River in downtown – the Roberto Clemente (Sixth Street), Andy Warhol (Seventh Street), and Rachel Carson (Ninth Street) bridges. Construction on the “Three Sisters” began in 1924 and was completed by the late 1930s. The Fort Pitt Bridge, which spans the Monongahela River to connect downtown Pittsburgh to the southern and western suburbs, is a steel, double-decked bridge that was completed in the late 1950s. It is considered the world’s first computer-designed tied arch bridge.

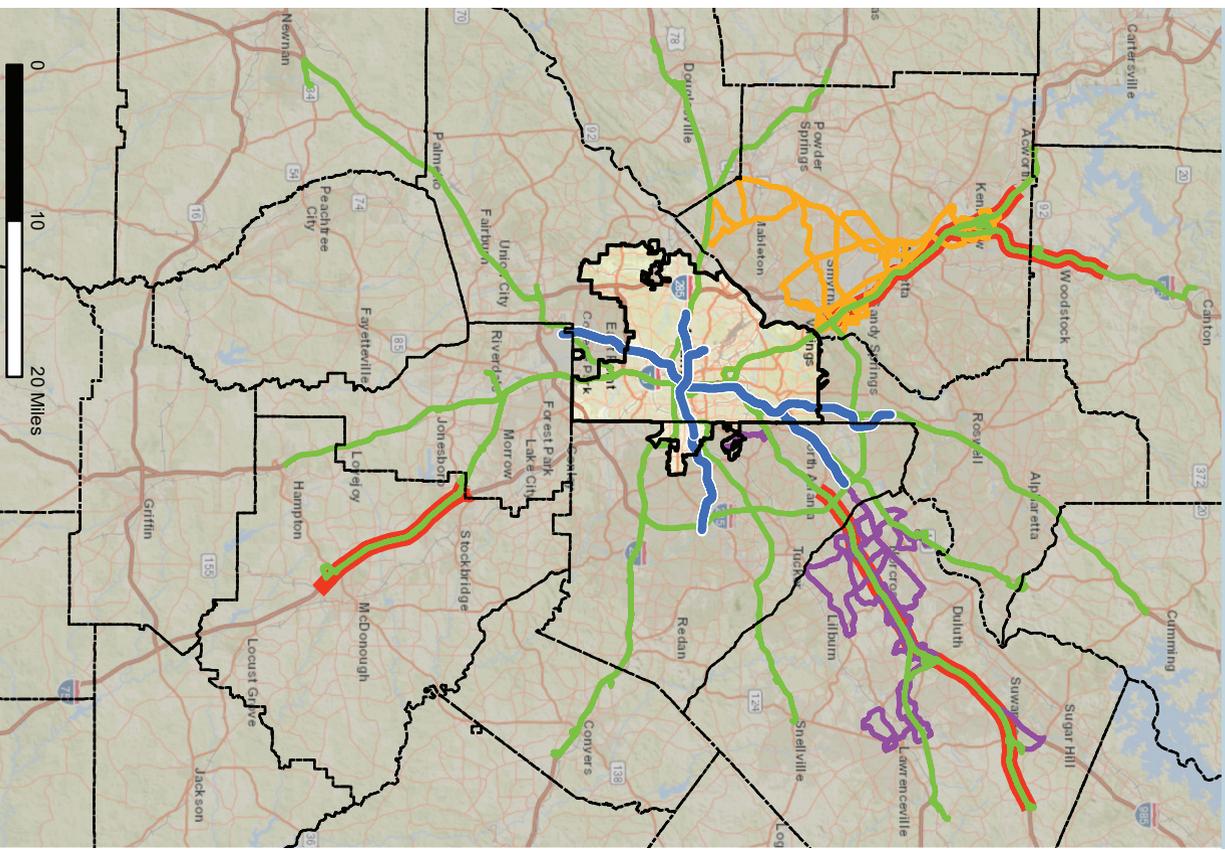
The Pittsburgh metro is served by four main interstates. The “Parkway” (I-376), connects Pittsburgh to the Pennsylvania Turnpike (I-76) on the east, and to Pittsburgh International Airport on the west. I-279, which runs north-south, is the main link between Pittsburgh and its northern suburbs. Unlike many metro regions, Pittsburgh does not have a contiguous beltway that encircles the city.

Air service in Pittsburgh is provided primarily by the Pittsburgh International Airport (PIT), Pennsylvania’s second busiest airport after Philadelphia International Airport. PIT is owned by Allegheny County and operated by the Allegheny County Airport Authority.



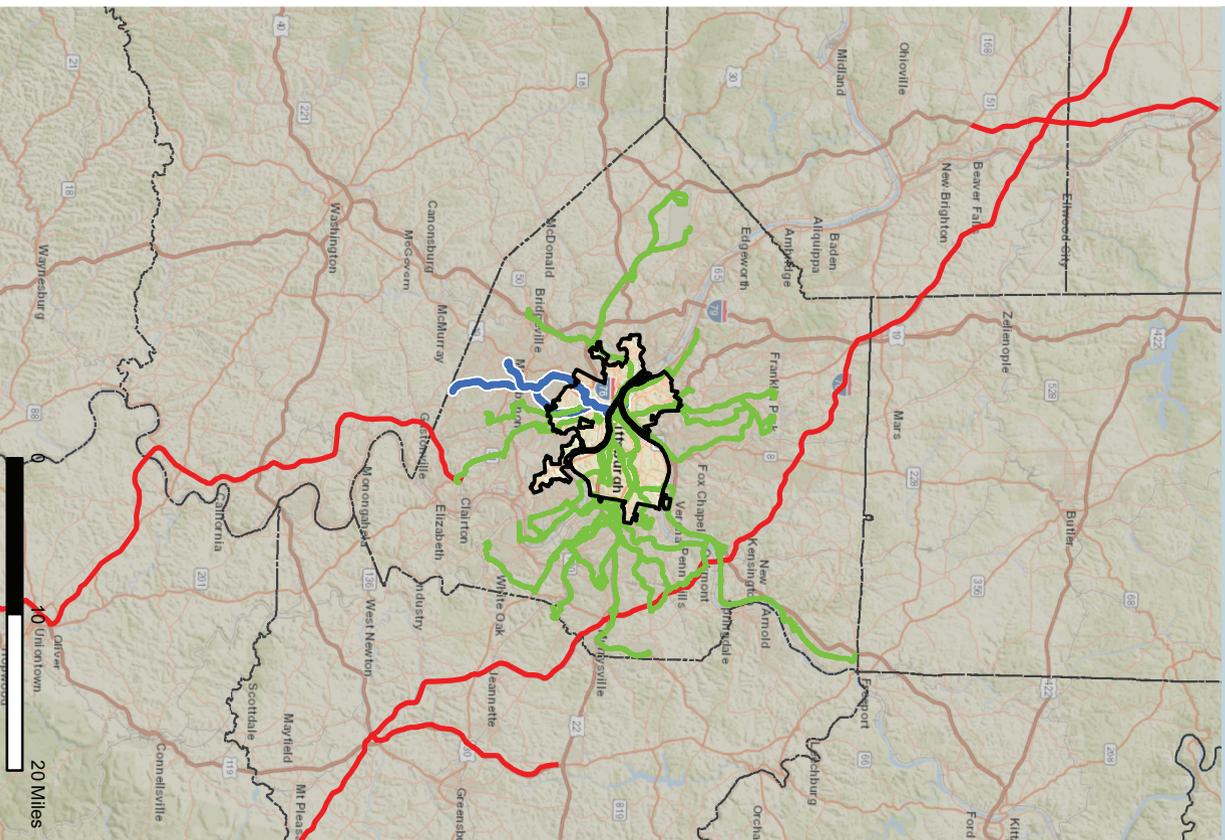
The airport counted 9.66 million total passengers in 2018, a 7.5% increase over the previous year. PIT’s “midfield terminal” was opened in 1992 after a nearly billion-dollar expansion project was completed at the request of US Airways, which operated a major hub at the airport. Due to changes within the airline industry, US Airways announced in 2004 that it would shift its hub operations from Pittsburgh to Charlotte.

Atlanta Regional Transit



- MARTA Heavy Rail
- GRTA Express Bus
- CobbLinc
- Gwinnett County Transit
- HOT Lanes

Pittsburgh Regional Transit



- Rapid Light Rail
- Express Bus
- Pennsylvania Turnpike

At its height, PIT saw total passenger traffic of 20.7 million in 1997. But the loss of the US Airways hub saw traffic decline to a low of 7.88 million passengers in 2013. In recent years, as a result of new leadership and a strategy to double down on PIT being an “origin and destination” airport, new domestic and international airlines and flights have been attracted, which has led to steady passenger growth.

In 2018, PIT and CMU announced a partnership that allows faculty and students from CMU’s Metro 21 Smart Cities Institute to test a series of innovative projects designed to enhance the traveler experience. CMU researchers have been granted lab space inside the airport to work on a range of projects to make the airport work smarter and be more convenient for passengers of all abilities.

PIT is now embarking on a major \$1.1 billion redevelopment project that will transform the airport’s physical space to support its current and future operation as an “origin and destination” airport. Construction is expected to begin in 2020 and the new airport terminal will open in 2023. The project will be financed primarily through bonds, along with revenue generated from CNX’s natural gas drilling on land owned by the airport.

Port Authority of Allegheny County

The Port Authority of Allegheny County is the largest public transit agency in the Pittsburgh region, the second largest in the state, and the 27th largest in the nation. To put it in perspective, MARTA is the 10th largest in the U.S..



Owned and operated by Allegheny County, the Port Authority’s fleet includes more than 700 buses, more than 80 light rail vehicles, and two inclines – the Monongahela Incline and the Duquesne Incline. The Authority serves more than 200,000 riders per average weekday, primarily on buses. Pittsburgh’s light rail system, which connects downtown and the southern suburbs, accounts for a smaller portion of transit users compared to buses. The Authority also owns and operates

an extensive busway system – bus-only highways – that connect downtown to neighborhoods and suburbs in the east, west, and south.



Monongahela Incline

Pittsburgh has the 16th highest transit usage per capita of major metros in the U.S. Atlanta ranks 20th. In the City of Pittsburgh, 17.1% of workers use public transportation, compared to 10% in the City of Atlanta.

Bus Rapid Transit – Connecting Downtown to Oakland, the East End, and Beyond

In 2017, the Urban Redevelopment Authority, in partnership with the Allegheny County Port Authority, Allegheny County and the City of Pittsburgh released a proposal for a \$240 million Bus Rapid Transit (BRT) project that would provide a critical connection between downtown, Oakland, and Pittsburgh’s eastern neighborhoods. The details of the plan have been revised several times in response to community concerns and federal feedback, but construction is still on track for later this year.

The project will connect the Pittsburgh region’s two largest economic centers – downtown and Oakland – with fast, reliable BRT service on eight miles of dedicated lanes. The Port Authority projects that 37,000 weekday BRT riders will use the system on day one. That’s more than 20% of the current system’s entire weekday ridership.

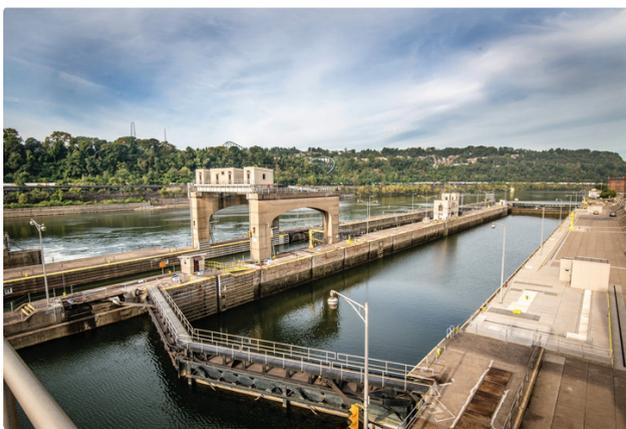
Nearly 66% (\$97.8 million) of the funding for the current project proposal is planned to come from the Federal Transit Administration’s (FTA) Small Starts Program. Pittsburgh’s FTA funding application was submitted in 2018 and is currently being evaluated. The remaining funding for the project will come from other federal, state and local sources.

The Port of Pittsburgh – The Second Largest Inland Port in the U.S.

The second largest inland port in the U.S., the Port of Pittsburgh spans 200 miles of commercially navigable waterways in 12 counties. And, handling about 9,000 barges per year, it's the fourth busiest.



The port can be navigated by a system of 17 locks and dams, and it supports more than 200 river terminal and barge industry service suppliers, including privately owned public river terminals. CSX and Norfolk Southern railroads, and four interstate highways, serve the Port.



The Port of Pittsburgh Commission is a state government agency that promotes the Port of Pittsburgh for commercial use and development to improve the economy and quality of life in southwestern Pennsylvania.

2013 Transportation Funding Law – Act 89

Act 89, a state law signed in 2013, provides \$2.3 billion annually to fund maintenance and repairs for Pennsylvania's roads, bridges, and highways, as well as operations for its public transit agencies. The law also funds multi-modal transportation projects, including bike, pedestrian, aviation, and passenger rail. At the time the law was signed, Pennsylvania had the most structurally deficient bridges in the nation, many in need of immediate repair, which became a major argument for passage of transportation funding legislation.

Furthermore, in Pittsburgh, the Port Authority was in a state of crisis. The agency was facing a 35% service reduction due to funding shortfalls. This would have completely crippled the system since service had already been cut by 35% in 2011, and 15% in 2010.

Pennsylvania had originally planned to generate transportation revenue by tolling I-80, which crosses the state. However, the federal government prohibited this action, leading to a massive state-wide transportation funding crisis that had a major impact on public transit in Pittsburgh.

Since Act 89 passed, PennDOT has reduced the number of bridges in poor condition by half – from about 6,000 to 3,000 bridges. The Port Authority is generally on solid financial footing and has not been forced to make service cuts in recent years. Act 89 is funded through an elimination of the cap on the Oil Company Franchise Tax – a per-gallon tax paid by gas and oil distributors – which had not been raised since 1983, and by increases to vehicle registration and licensing fees.



Quality of Life Investments

Riverfront Redevelopment From “Rivers of Steel” to a World- Class Riverfront Park System

For most of Pittsburgh’s history, the city’s riverfronts were seen as nothing more than a way to facilitate industrial production – both directly, and through the transportation of raw materials and finished products. Pittsburgh’s rivers were famously called “Rivers of Steel,” and were some of the last places people could imagine enjoying a family outing or a peaceful hike.

With the decline of the steel industry in the 1970s and 80s, Pittsburgh’s riverfronts were all but abandoned. However, as industry and government neglected them the rivers were being rediscovered by residents as places to enjoy boating, fishing, kayaking, and other outdoor activities. There clearly was demand to reimagine Pittsburgh’s rivers in a different way. Seeing this, a group of leaders created the Riverlife Task Force in 1999 to create a plan for redeveloping Pittsburgh’s downtown riverfronts.

Riverlife brought together leaders from the government, foundation, civic, and private sectors, along with land-owners, developers, and planning and design experts to engage the

community around what was possible for Pittsburgh’s rivers. Over a period of 18 months, Riverlife held more than 120 community meetings to develop of a vision that would guide the Task Force’s work over the next several years and decades.

Riverlife released its vision in 2001. Centered around the development of a downtown riverfront park system called Three Rivers Park, this highly ambitious project would connect existing parks along the rivers, creating a grand public space that is greater than the sum of its parts.

Since 2001, through strong public-private sector partnerships led by Riverlife, more than 80% of the 13-mile Three Rivers Park loop has been built and improved for public use. This represents an investment of \$129 million.

Beyond the direct quality of life benefits that the park system has created, it has helped to catalyze nearly \$4.1 billion in total riverfront and adjacent development in downtown Pittsburgh.

The push to redevelop the region’s riverfronts has been critiqued by some who believe the region is missing opportunities to attract new industries.

Despite these concerns, in 2018, the City of Pittsburgh approved a new zoning ordinance for its 35 miles of riverfront. The new zoning, called RIV, is designed to

balance environmental protection with access to the riverfronts for recreation and development.



In the original Riverlife Task Force vision, then Pittsburgh Mayor Tom Murphy said, “A decade from now, people driving into Pittsburgh will see the city’s three rivers not as obstacles to be overcome, but as destinations to discover. Our changing relationship to the water, I predict, will enliven every aspect of urban life.” Through strong leadership from the foundation, private, public, and civic communities, this prediction has become a reality for Pittsburgh.



Investing in Bike Lane Infrastructure

When Bill Peduto became mayor in 2014, Pittsburgh was not known as a particularly bike friendly city. The city’s topography of hills and rivers, along with its narrow streets, were long blamed for the lack of safe infrastructure to serve the growing number of bike commuters in the city.

However, as a candidate, Mayor Peduto committed to making biking safer in Pittsburgh as part of a broader complete streets plan to make neighborhoods safer and more accessible. Key to improving bike safety was the construction of a network of protected bike lanes and sharrows – or shared-lane markings – throughout the city.

Mayor Peduto, working in collaboration with bike advocacy group BikePgh, the Pittsburgh Downtown Partnership, and

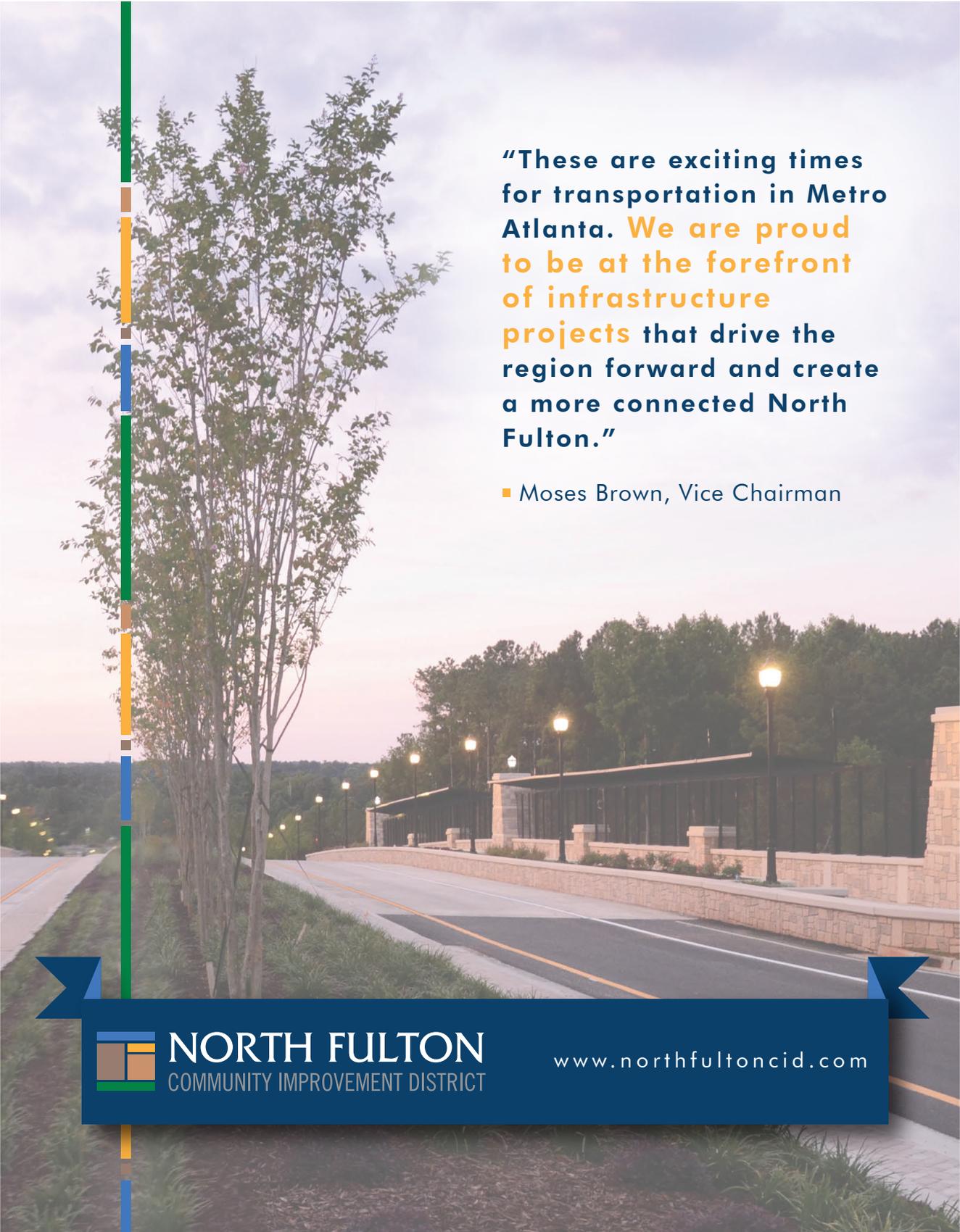
other community groups, soon developed a plan to construct protected bike lanes in highly trafficked areas of the city, including key downtown corridors. The initial phase of the project saw plans for the construction of new bike lanes in the Central Business District along Penn Avenue, through Oakland’s Schenley Park and in the Greenfield neighborhood.



Since Mayor Peduto’s election, about 25 miles of bike lanes have been installed, bringing the total number of bike lanes in Pittsburgh to 55. City officials are now drafting a new bike master plan to guide Pittsburgh’s planning efforts for the future.

The expansion of protected bike lanes has met with significant controversy. Opponents have characterized the new lanes as being unplanned, purposeless, and a waste of public resources that only benefit a small portion of the city’s population. The mayor and other advocates have pushed back against these criticisms, showing that bike lanes represent a tiny portion of the city’s budget, demonstrating how bike commuting is growing in the city, and arguing that new bike lanes create a safer transportation network for all.





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Developed by George Berkow Inc., in joint venture with Navare Group, this \$200 million, public/private, mixed-use, urban-style development in downtown Lawrenceville will feature 600 residential living units and more than 15,000 sq-ft of retail space.

THE BRUNSWICK AT WEBB PARK IN NORCROSS



Developed by Gateway Ventures and Centro Development, this 3.35-acre, multi-family development at the corner of Holcomb Bridge Road and Buford Highway features 184 traditional apartment units in addition to nine Live/Work units.

DISTRICT AT DULUTH



Developed by The Residential Group, this 8-acre, \$64 million mixed-use development in the heart of Downtown Duluth features a 375-unit multifamily rental complex including 11 retail/office storefronts with connected living space and two corner restaurant sites.

To view more projects under development in Gwinnett County, visit PartnershipGwinnett.com





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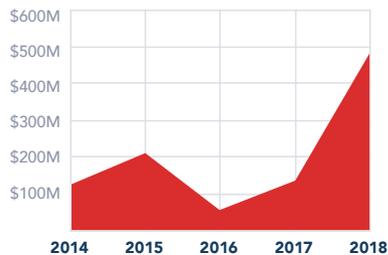


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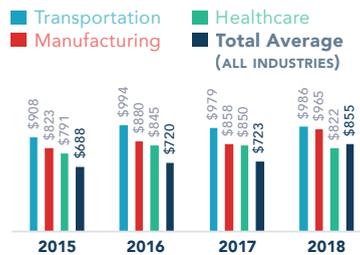


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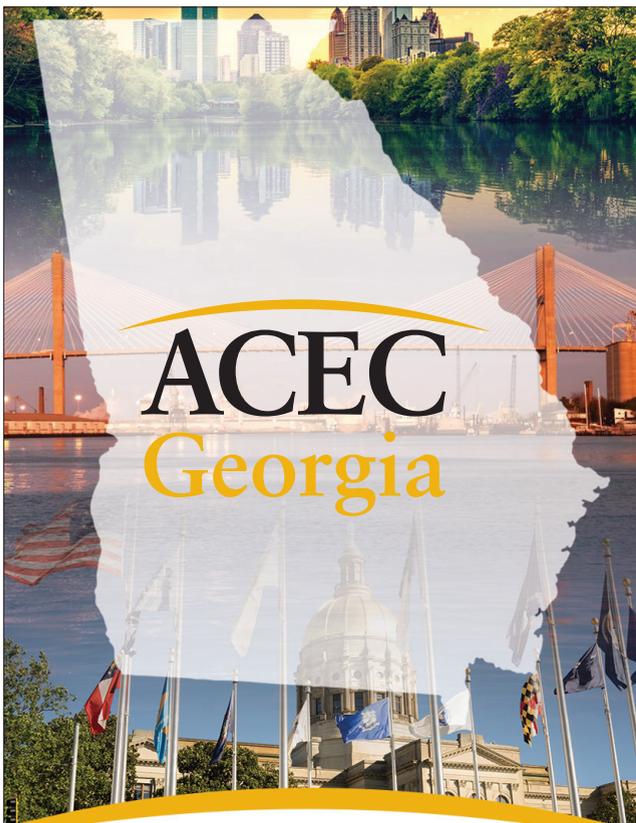
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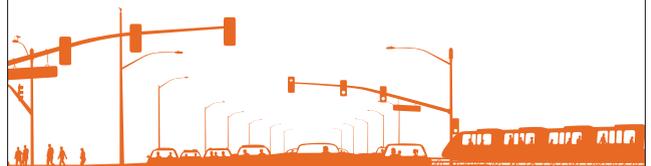


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- > Advancement of the Park Over GA 400, from concept to final design via partnership with new nonprofit funding
- > Progress on design of Phipps-Wieuca intersection roundabout
- > Progress on Lenox Road improvements between E. Paces Ferry and Peachtree
- > Streetscaping in the West Village
- > Selection of a concept plan for Piedmont/Roswell/Habersham intersections

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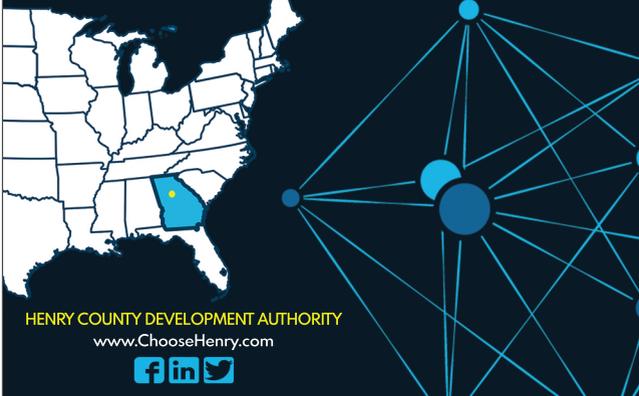



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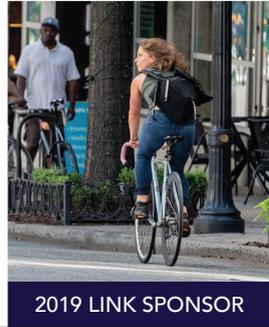
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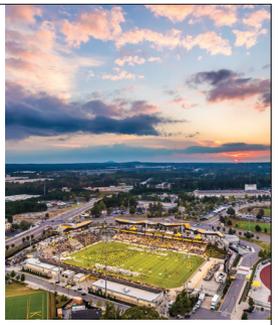



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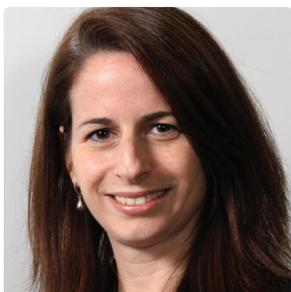
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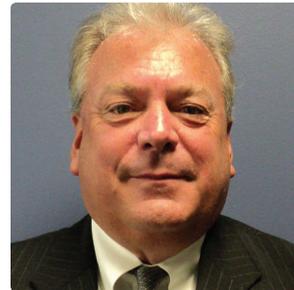
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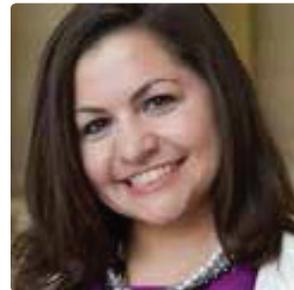
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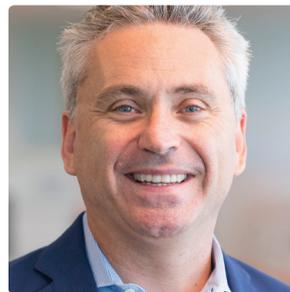
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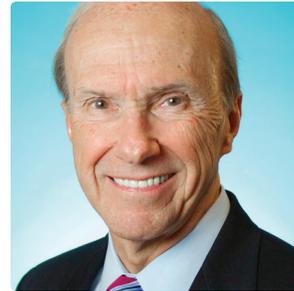
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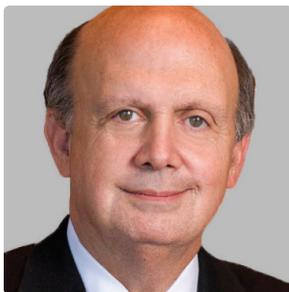
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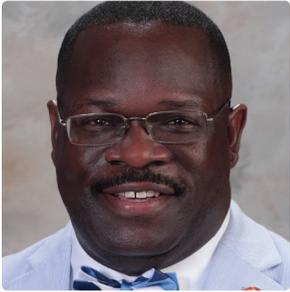
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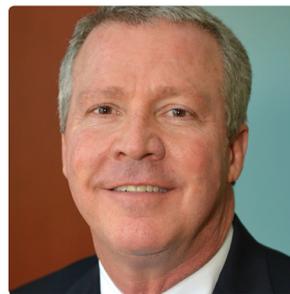
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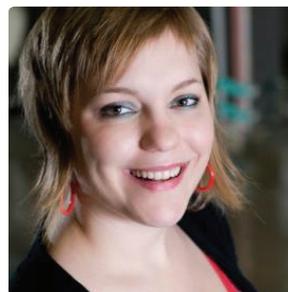
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