

BEST PRACTICES TRIP  
TO PITTSBURGH  
MAY 18-21, 2014

*Hosted by Greater Portland Inc*

*Sponsored by IDC Architects (CH2M Hill),  
K&L Gates, Pittsburgh Pirates, Revv Oakland*



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The Pittsburgh of today ranks among the top places to live, work, and visit in the United States – consistently recognized with accolades from major travel and financial organizations as one of the most livable cities with one of the most viable economies. The city has ‘re-imagined and re-worked’ itself into a model urban success story. Moving from down and out to ‘rock star’ didn’t happen overnight...in fact it took 30 years!

- Remarkable transformation from one of the most economically and environmentally depressed places in the USA to a place ranked by the Economist and Forbes magazines as the most livable community in the nation.
- This once flat broke city that lost half its population turned its economy around and redeveloped thousands of acres of abandoned steel mills, turned around dozens of blighted neighborhoods, invested in new ballparks and a convention center...and cleaned its rivers.
- Today, Pittsburgh is a robust, diversified economy rich in science and technology innovations with a supportive environment for start-ups and entrepreneurs...and yes they still make things.
- And the job isn’t done!

On May 18<sup>th</sup>, 65 Portland metro-area civic and business leaders arrived in Pittsburgh for the purpose of exploring how that region has been able to successfully reinvent itself when most others fail or at least falter.

“Real leaders don’t worry about getting re-elected above all else.” *Former Mayor Tom Murphy*

“For a brighter future, it is in our economic best interest to band together to grow a more diverse and inclusive place”.

*Melanie Harrington, CEO, Vibrant Pittsburgh*

“If this country has a future, it’s because of the ability to form visions and partnerships. I believe that we can change the United States of America in my lifetime. We’ve got to change the way this country sees itself.”

*Bill Strickland, President and CEO of Manchester Bidwell Corporation*

# Program Overview/Speakers

## AGENDA

### Best Practices Domestic Business Mission to Pittsburgh, PA May 18-21, 2014

#### Sunday - 5/18/14

7:00pm Welcome to Pittsburgh Hospitality Suite and Registration - hosted by IDC Architects (CH2M Hill)  
Renaissance Pittsburgh Hotel - Symphony A  
*IDC Architects is an international design firm with multiple offices worldwide - including Pittsburgh and Portland. IDCA's single source structure provides a full range of services, including planning, architecture, engineering, construction management, and facility services. IDC Architects is a division of CH2M Hill.*  
Speaker: Jeff Murray, IDC Architects (CH2M Hill)

#### Monday - 5/19/14

7:00am Continental Breakfast  
Renaissance Pittsburgh Hotel - Rhapsody Ballroom

8:00am Presentation - Welcome to Pittsburgh  
Renaissance Pittsburgh Hotel - Rhapsody Ballroom  
*Strategically located in the heart of the Mid-Atlantic states, Allegheny County is only a short flight or a day's drive from many of the world's busiest commercial centers, including New York, Philadelphia, Washington, D.C., Boston, Atlanta, Chicago, and Toronto, Canada. These lucrative markets encompass more than 50 percent of the populations of both the United States and Canada, and account for 53 percent of the American buying income. Utilizing a transportation system that takes advantage of all modes of travel including highways, waterways, rail lines and one of the nation's most modern aviation facilities, Allegheny County is uniquely positioned to deliver its world class high-tech, bio-medical, manufacturing and communication products to markets throughout the world.*  
Speaker: Rich Fitzgerald, Allegheny County Executive

9:00am Presentation - The Pittsburgh Story  
Renaissance Pittsburgh Hotel - Rhapsody Ballroom  
*Pittsburgh is a story of transformation and comeback that spans two generations, from smoke control and urban redevelopment in the 1950s and 1960s to the 30-year comeback from a severe recession that cost the region much of its industrial base. Today, Pittsburgh has been remade, with a focus on the next 30 years and beyond. This is the Pittsburgh Story.*  
Speaker: Bill Flanagan, Executive VP and Chief Public Affairs Officer, Allegheny Conference on Community Development and its affiliated regional development organizations  
Speaker: Tom Murphy, Sr. Resident Fellow-Urban Land Institute; Former Mayor of Pittsburgh  
Speaker: Laura Ellsworth, Partner-in-Charge Jones Day Pittsburgh; Chair - PA Economy League; Vice Chair - Conference Board

- 10:00am Bus Tour – Pittsburgh’s Transformation  
 Downtown, North Shore, Bakery Square/East Liberty Development Project, Oakland, South Side Works, The Strip, Cultural District  
 Guide: Bill Flanagan, Executive VP and Chief Public Affairs Officer, Allegheny Conference on Community Development and its affiliated regional development organizations  
 Guide: Tom Murphy, Sr. Resident Fellow-Urban Land Institute; Former Mayor of Pittsburgh
- 11:15am Presentation/Tour/Lunch – The Manchester Bidwell Story  
 The Bidwell Training Center, 1815 Metropolitan Street, Pittsburgh 15233  
*Manchester Bidwell Corp. – a nonprofit that uses the arts as a way to inspire young people and down-on-their-luck adults to grow their educational prospects, get training and develop productive lives. Along with a thriving jazz label and concert series, Manchester Bidwell Corp. now offers arts education for public high school students as well as vocational training for a broadening range of subjects, including culinary, horticulture and various medical fields.*  
 Speaker: Bill Strickland, CEO/President, Manchester Bidwell Corporation
- 3:00pm Presentations – Vibrant Pittsburgh, Pittsburgh Public Schools, The Pittsburgh Promise  
 K&L Gates Center, Partnership Room – 28<sup>th</sup> Floor, 210 Sixth Avenue, Pittsburgh 15222  
*Vibrant Pittsburgh’s efforts to increase access to, and the diversity of, the region’s workforce; the reform movement in Pittsburgh Public Schools; how the work of The Pittsburgh Promise promotes school reform, leverages economic development, strengthens the workforce, and creates opportunities to urban children and families.*  
 Speaker: Melanie Harrington, CEO, Vibrant Pittsburgh  
 Speaker: Sam Franklin, Executive Director – Office of Teacher Effectiveness, Pittsburgh Public Schools  
 Speaker: Saleem Ghubril, Executive Director, The Pittsburgh Promise
- 5:00pm Hospitality Event – hosted by K&L Gates  
 K&L Gates Center – Atrium, 210 Sixth Avenue, Pittsburgh  
*K&L Gates LLP comprises more than 2,000 lawyers who practice in 48 offices located on five continents - including Pittsburgh and Portland. The firm represents leading global corporations, growth and middle-market companies, capital markets participants and entrepreneurs in every major industry group as well as public sector entities, educational institutions, philanthropic organizations and individuals.*  
 Speaker: John Casey, Partner – Portland Office, K&L Gates  
 Speaker: Terry Murphy, Government Affairs Counselor – Pittsburgh Office, K&L Gates
- Evening Open

## Tuesday - 5/20/14

- 7:00-am Breakfast  
Renaissance Pittsburgh Hotel - Rhapsody Ballroom
- 8:00am Presentation - The Power of Tourism  
Renaissance Pittsburgh Hotel - Rhapsody Ballroom  
*Pittsburgh. Mighty. Beautiful. Pittsburgh is embracing its past while looking forward to further grow its tourism industry...already one of the main drivers of the local economy; impact of sports on the Pittsburgh region*  
Speakers: Craig Davis, CEO, Visit Pittsburgh; Karl Pietrzak, Sports Tourism, Visit Pittsburgh
- 9:15am Bus Transfer
- 10-11:30am Presentation - Pittsburgh's Transformational Journey...  
It Didn't Happen Overnight and Wasn't Always Pretty  
Carnegie Mellon University - Scaife Hall, Rm 125, off Frew Street  
*Interactive panel discussion which dives deep into Pittsburgh's transformational journey...with six local experts who lived to tell the story + what each sees as the next big thing for Pittsburgh*  
Moderator, John Denny; and panelists:  
\* James Roddey, Principal-ParenteBeard; former (and 1<sup>st</sup>) Chief Exec-Allegheny County  
\* Daniel Onorato, EVP-Highmark Blue Cross Blue Shield; former Chief Exec-Allegheny County  
\* Rick Stafford, Distinguished Service Professor-CMU; former Exec Dir-Allegheny Conf.  
\* Jane Downey, Sr. Program Officer-Pittsburgh Fndtn; former Pittsburgh Dir of Planning  
\* Kevin Jenkins, VP- Pittsburgh Foundation
- 12-4:30pm Lunch/Presentations - Building Smart, Sustainable and Globally Competitive Cities  
Carnegie Mellon University - Distributed Education Center on the first floor of the Mehrabian Collaborative Innovation Center, access off Forbes Avenue  
*According to the United Nations, 50% of the world's 7 billion people reside in cities, and that percentage will rise to 75% of 9 billion people by 2050 - implications of this are far-reaching for cities and society as a whole. Sessions this afternoon will highlight partnerships between the Remaking Cities Institute (RMI), the City and others to further the Pittsburgh region's long-term success.*  
Speakers: Don Carter, Director, Remaking Cities Institute, Carnegie Mellon University; Ray Gastil, Planning Director, City of Pittsburgh; Patrick Roberts, Principal Transportation Planner - City of Pittsburgh; Melissa Rohm, President/Co-Founder of Paddle Without Pollution; James Garrett, Dean - Carnegie Mellon University School of Engineering

5:30pm Hospitality Event – hosted by Revv Oakland  
Shoefitr Office, 218 Oakland Ave, Pittsburgh, PA 15213  
*Revv is a member driven community of tech entrepreneurs and enthusiasts, located in the heart of Pittsburgh's awesome Oakland neighborhood — a cultural and commercial hub whose economic and social activity ranks 3rd in the state of Pennsylvania. Revv's all-inclusive monthly memberships provide facilities, programming and business services that help early stage companies move fast without breaking the bank. Currently 100-members strong and growing, the Revv community is helping transform Pittsburgh into a destination for a new generation of aspiring startups.*  
Speaker: Mark Musolino, founder

*Shoefitr helps people buy shoes online. Their software shows shoppers how shoes will fit and recommends the best fitting size. They also have the largest database of footwear in the world. Shoefitr joined Revv in July 2013, and as one of the community's largest members serves as an inspiration and role model for earlier-stage companies.*  
Speaker: Matt Wilkinson, cofounder

Evening Open OR Pirates Baseball Game – tickets hosted by Pittsburgh Pirates

### **Wednesday – 5/21/14**

8:00am Continental Breakfast  
Renaissance Pittsburgh Hotel – Rhapsody Ballroom

9:00am Presentation – Pittsburgh Today & Tomorrow...A Work in Progress, Not a Work Complete  
Renaissance Pittsburgh Hotel – Rhapsody Ballroom  
*What are the lessons learned from Pittsburgh's reinvention...and what are the evolving changes in people and place that will allow the region to seize the opportunity to build going forward.*  
Speaker: Bill Flanagan, Executive VP and Chief Public Affairs Officer, Allegheny Conference on Community Development and its affiliated regional development organizations

10:30am Debrief Session and End of Formal Program  
Renaissance Pittsburgh Hotel – Rhapsody Ballroom

Noon-2:30pm Optional Guided Bike Ride/Golden Triangle Bikes (1 and 2 hour rides)

*Special thanks to our sponsors, speakers, and key individuals (Bill Flanagan, Allegheny Conference, Tom Murphy, former 3-term Pittsburgh Mayor, Patrick Roberts, Pittsburgh Planning Department, John Denny, Civic Solutions, Saleem Ghubril, Pittsburgh Promise) and many others who helped make our visit a valuable learning (and fun) experience.*

# Trip Summary and Observations from Delegates

The transformation of Pittsburgh is a remarkable story of leadership and vision. Presided over by former Mayor Tom Murphy and implemented through the collaborative efforts of the three Cs – civic leaders, corporate leaders and citizens. The experiences have led to tangible lessons for transforming cities into world-class places – with Strong Leadership, Vision, Collaborations, Education leading the way.

## Key Take-Aways and Lessons Learned

Drivers that led to Pittsburgh to the brink of collapse:

- By 1983 Pittsburgh's unemployment rate hit a staggering [17%](#). More than 200,000 people in the region found themselves out of work (loss of 100,000 jobs 1980-1983).
- Its population was hemorrhaging, losing more than 4,000 people a month (inside city population prior to 80's recession was 600,000 ... today 300,000)
- Dysfunctional government system (130 municipalities within the 731 square miles comprising Allegheny County, and each has its own governmental structure)

Key Ingredients to Pittsburgh's re-invention:

- Very strong Foundations and Corporate community willing to put money into economic development and job creation as a philanthropic endeavor.
- Political leadership willing to take risks. The desire to cut deals and make choices with a greater goal in mind is really the whole art of politics, and they have excelled at it.
- Regional collaboration is driving big ideas for the region and presenting the metro area to the world. Having major CEOs at the table committed to civic and regional concerns makes all sorts of things possible.
- University influence and role in innovation/start-up incubation as well as providing multi-disciplinary approach to helping solve public problems – bringing together engineers, social scientists, elected officials and others in service to the region.
- Unified spirit – everyone (from cab driver to CEO) is on the same page, telling the same story, and exuding the same level of confidence and ownership of the city.

Bold Initiatives and Projects (Past/Present/Future):

- Allegheny Conference – Founded in 1944, the Conference is the oldest and one of the leading economic and community development organizations in the nation, combining strong private sector leadership with commitment from public sector partners. The Conference relies on Regional Investors Council (leaders from more than 300 companies and organizations) to provide time, talent and resources. This unique organization is strong driver of successes in the Pittsburgh region – marketing for the 10-county region, and overseeing the work and agenda of its Affiliates the Greater Pittsburgh Chamber of Commerce, Pennsylvania Economy League of Greater Pittsburgh and the Pittsburgh regional Alliance. Remarkably successful approach!
- Strategy 21 (1985)/The White Paper (1993) - In 1985 Pittsburgh Mayor, Allegheny County Commissioners, Presidents of University of Pittsburgh and Carnegie Mellon worked together to adopt Strategy 21 which spelled out a framework for actions and funding mechanisms to advance the Pittsburgh/Allegheny Economic Development Strategy (Allegheny Conference) and initiated a process that would provide strong joint leadership required for the transformation of the economy of the region into the 21<sup>st</sup> century. This was a significant first step.

Strategy 21 was followed, In 1993, by a new study commissioned to see what it was doing wrong and what it needed to do to climb out of its economic hole. The 20-page report by [Robert Mehrabian](#), then president of [Carnegie Mellon University](#), ripped the area's economic development structure (over 200 separate organizations/no coordination). The study was accepted, a large committee was established, and, following Mehrabian's plan of action, developed a strategy and plan for the area and implemented the plan. Pittsburgh is thriving.

- [Ballparks](#) - Former Pittsburgh Mayor, Tom Murphy, openly told the story of when his city held a referendum on the north-side riverfront development of the football and baseball stadiums. He noted that the public vote in the referendum recorded 70% opposed to development. Murphy fought city council, the state legislature — even his own constituents — who argued against using public [money](#) to build sports stadiums. Murphy said Three Rivers Stadium had to go and he moved heaven and earth to build Heinz Field and PNC Park to replace it. Unlike Three Rivers, the new stadiums have spurred development on the North Shore, turning it into an everyday destination with rock shows, restaurants and bars. "It was not the most popular decision at the time, but it was I think the right decision for Pittsburgh and certainly 10 years later it really I think demonstrates that," he said.
- [Manchester Bidwell Corporation](#) - Bill Strickland, CEO/Founder of Manchester Bidwell Corporation and its subsidiaries, builds partnerships to help the disadvantaged build a better future. He's also the author of *Make the Impossible Possible*, which includes his story of how a kid from Pittsburgh's ghetto would go on to lecture at Harvard and serve on the National Endowment of the Arts board. The MacArthur Fellowship "genius" award winner is also founder of the Grammy-winning MCG Jazz, the most successful jazz subscription series in America. Bill Strickland's early encounter with a teacher who introduced him to pottery, jazz and architecture became the inspiration for his nonprofit that uses the arts as a way to inspire young people and down-on-their-luck adults to grow their educational prospects, get training and develop productive lives. Along with a thriving jazz label and concert series, Manchester Bidwell Corp. now offers arts education for public high school students as well as vocational training for a broadening range of subjects, including culinary, horticulture and various medical fields. Strickland's model has been independently adopted in eight cities, and he hopes to grow it worldwide.
- [Pittsburgh Promise](#) - Central to the work of The Pittsburgh Promise is promoting academic success and encouraging students and their communities to dream big and work hard toward high aspirations and hope. Goal is to replace the deadly culture of low expectations that often permeates urban schools with the belief that inside every child is a promise, and with the appropriate care, effort, and needed resources, that promise will undoubtedly be fulfilled. The full impact of that promise begins with individual children and expands to invigorate the entire community, improve the quality of life in the region, and develop a highly qualified workforce that will meet the needs of local employers, both now and in the future.

Foundations and businesses are raising the dollars to fund any in-state college or trade school scholarship for public school graduates up to \$40,000. Requirements are a 2.5 GPA, 90% attendance record and public school student since 9<sup>th</sup> grade. The Promise has raised \$173 million so far. 900 graduates so far. Post-secondary education enrollment is up from 15% in 2007 to 40% in 2013.

The Pittsburgh Promise has made four Promises:

1.      We will send all eligible urban youth to college or trade school with a scholarship.



2. We promote the reform of urban schools so that our young people are prepared for successful and meaningful lives.
3. We will invest in our region's workforce by preparing the next generation of workers.
4. We will raise \$250 million to get this work done.

- Vibrant Pittsburgh - Our mission is to embrace inclusion, to ensure the Pittsburgh region's growth by attracting, retaining and elevating a diversity of talent, and to promote the region nationally and internationally as a diverse, welcoming region of opportunities. With thousands of job and career opportunities available in the Pittsburgh region, many companies need help developing a diverse workforce. Through collaboration with and support of human resource departments, corporate recruiters, professional organizations and non-profits, Vibrant Pittsburgh is committed to bringing the best talent on earth to our region. We will: Welcome newcomers. Be inclusive. Energize the region.
- Carnegie Mellon - CMU, a real leader along with University of Pittsburgh, has a Remaking Cities Institute (urban design research center in the School of Architecture)...many disciplines uniting to address issues, particularly sustainability, infrastructure, design, R&D and deployment. The Institute has many partnerships throughout the region to achieve goals. Richard Florida, a CMU grad, established focal points around research and urbanism, education and urbanism, regional impact through the lens of talent, tech, tolerance, place making. The mission of the Remaking Cities Institute is to catalyze sustainable urban futures and excellence in participatory urban design through programming relevant to the educational, research, and outreach objectives of the School of Architecture. It is a key collaborator in the ongoing process of Pittsburgh's revitalization and it aspires to further enrich the remaking of post-industrial cities by creating a forum where leading urbanists discuss the issues and their solutions.

## Comments Linking Lessons Learned to the Portland Region

- Leadership – we heard excellent story behind the story about how relationships and commitment, even at personal cost, were necessary in turning around Pittsburgh. Does it take an economic disaster to have people want it badly enough? Who are the people in our community that are pro-active, forward thinking and committed to using their relationships and personal capital to make Portland a better place? How do we support them? How do we do it inclusively?
- Pittsburgh former Mayor Murphy told us “Portland is too comfortable to make serious changes.” As he advised...don’t accept mediocrity, “good enough is not good enough!”
- Brownfields/River Clean-up – Seeing eco-tourism on the once polluted rivers was surprising; that they could turn ‘Hell with the Lid Off’ into something to show off begs a closer look. Pittsburgh acquired 1500 acres and did their own deals to get cleaned up and redeveloped (kept feds out of it). Can this be done here at home?
- Large Public Facilities – Pittsburgh took risks to get PNC Park/Heinz Field/Convention Center built and financed (all controversial at time of decision). ALL paying huge dividends today. Portland must build a convention hotel to bring in important business.
- Sometimes you get it wrong! The story of the Pittsburgh airport was fascinating: major infrastructure investment involves risk and beliefs about where your city is going. In this case, they were dead wrong. Betting on an airline to offer services as a global hub didn’t work out. This was both a cautionary tale about building your economic development strategy around specific companies, but also admirable that they were willing to take a big leap, get it wrong, and try again.
- Sports and Civic Pride – you can say a lot of negative things about support for ballparks, but if done right it taps into the fabric of a place and expresses what people love about their city. In Pittsburgh, looks like they got it right. The experience of walking across the river with everyone to get to the game was really special. A big part of this was the place-making along the river. Oddly, this is something that Portland lacks.
- Equity and Diversity – 80% of Pittsburghers are over 40 – the region needs to grow younger; 80% of Pittsburghers are Caucasian, 8% African American, 3% Latino, 9% other – the region needs more people of color and foreign-born immigrants. Key to retaining diverse workforce is creating structures to make people feel welcomed and to help them make friends. Vibrant Pittsburgh in place with strong leadership to address this issue. What is Portland doing?
- Manchester Bidwell – amazing program that builds people from the inside out. It is inspiring to see how the vision and energy of one man can make such a huge difference in lives of so many. We should capitalize on this important introduction.
- CMU – the work they’re doing with Smart Infrastructure Analytics and Urban Planning including traffic flow analytics and working with Google on big data and distributed information collection systems – great presentation (Dr. Garrett). Would like to pursue PSU/CMU collaborative center of excellence. We have huge opportunity here!
- Intriguing to see the degree to which Pittsburgh’s old money has helped them move forward from their 1970s demise. The fact that the available money would end up being channeled from foundations into experiments and quality of life and opportunity improvements identifies another important, NGO source of investment and change agent. Relevance to Portland? Let’s build foundations, all together or

individual by individual; there is a generation right now considering where their hard-earned money will best be invested as a part of their legacy.

- Pittsburgh gets great, focused support from its local Foundations. Are the Portland area Foundations organized tactically to address Portland's core needs?
- Vertical Integration – Pittsburgh has integrated all aspects of the business, education and foundation communities. Carnegie Mellon is working to help local start-ups, while also working with local government leaders on how to run an efficient city. Foundation dollars (supported by many businesses) are going toward the educational success of the city to educate and train the next generation of workers. Appears these groups have been able to break out of their silos and become an integrated and mutually beneficial community.
- Real similarities between Pittsburgh and Tel Aviv around the start-up scene and universities. Both Carnegie Mellon and the Technion were barely on the radar 50 years ago, and now look at them. Israel and Pennsylvania have put significant dollars into commercializing research and supporting tech incubators. This is on a totally different scale from our signature research centers and critical to modern economic development. We need to step it up in this regard and support Treasurer Wheeler's efforts.
- Importance of timely decision-making, technical and technological training and education for students and for strong institutional players (both public and private and including urban universities). Some entity that keeps the public-private partnership active in strategy and implementation is also critical.
- Partnerships are key! In Portland, we have many non-profits competing for few resources. We don't have as much old, established wealth, but we have wealth, we just need to know how to tap into it. Seeking out partnerships, and concentrating resources and brainpower...we could be more effective.
- Education is essential—Pittsburgh Promise and Manchester Bidwell Center!!! In Portland, education may be our crisis. How do we make people care and understand that we need to invest in our future? This seems to be one of those places where we could use some bold leadership.
- Innovate or Die? Pittsburgh chose to innovate!

## Proposed Action Items

Best Practices leadership will work with Greater Portland Inc, Oregon Business Council and others to formulate action plan of work to be performed during coming year based on *best practices* learned in Pittsburgh...several items recommended by trip delegates include:

- Manchester Bidwell Center – bring Bill Strickland to Portland to tell his inspirational story (locate center here)
- Carnegie Mellon University – (1) present Pittsburgh examples/programs of how eds/med institutions can work together with mutually beneficial results (2) bring Remaking Cities Institute to Portland for presentations/sessions on growing competitive global cities (3) connect PSU/CMU (Dr. Su and Dr. Garrett respectively) to pursue building collaborative center of excellence
- Allegheny Conference – recruit the Conference to visit Portland for their annual 'Inter City Visit'
- Great Portland Story – solidify our story, update every year, ensure everyone knows *and* is telling it
- Diversity/Immigration – strengthen push for diversity of workforce

