

VISIONTEAMS

Imagining Allegheny County's Tomorrow

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Executive Summary

Given that economic development is a critical component of crafting a vision for the future of Allegheny County, the Economic Development Vision Team concluded that the vitality of our region is best accomplished by encouraging and sustaining progressive land use policies and protocols related to commercial and real estate development, encouraging innovation and creating a marketing and tourism plan that highlights these priorities as a means to be both nationally and internationally competitive.

To that end, the recommendations put forth can be summarized under the following categories:

- **Encourage and Sustain Progressive Commercial and Real Estate Development**
 - After extrapolating the specific real estate requirements not being met by the region, identify the specific types of properties desired and the missing attributes needed to attract more companies; specifically facilitate increasing the supply of desired real estate via a redesign of the county's Economic Development's Comprehensive Plan to be a "working document".
 - Develop a priority list of all commercially zoned, 20(+) acres sites currently available within the county; Review priority list of properties with economic development agencies; validate/update the list of priority properties.
 - Allocate County resources to supplement any missing property information and prepare Site Investigation Reports for all priority sites. Finance the creation of standardized Predevelopment Due Diligence ;Establish an objective, standardized economic impact tool and allocate resources based upon job creation and/or job retention; Gain formal commitment from property owners (preferably, via an option agreement) to redevelop or sell property before committing funds.
 - Develop a comprehensive matrix of federal, state, county, and local economic development programs with criteria and determine which programs could be utilized to move priority properties to "shovel-ready" status; Aggressively pursue all potential public funding sources to help make properties developable within (1) year.
 - Form a County Executive Action Team (CEAT) that reports directly to the County Executive.
 - Establish a single point of contact within Allegheny County Economic Development to help facilitate all commercial real estate development in Allegheny County; conduct an internal analysis of their resources and capacities to integrate the following recommendations into practice.
- **Advocate for Aggressive Marketing and Tourism**
 - Lead the advocacy efforts to create and implement an aggressive marketing effort to promote our region (including municipalities in SW PA and the bordering counties of Maryland, Ohio and West Virginia.) as a diverse and inclusive region.
 - Raise the national visibility of public and private programs that support and facilitate the integration of immigrant and international residents and students.

- **Create a Culture of Innovation**

- Embrace and demonstrate a culture of innovation by the creation of a mission statement, demonstrate that commitment in business practices, as well as, develop an Innovation award recognizing innovation in the public and private sectors which will be highlighted on the ACED website.
- Identify a position within the county charged with focusing on innovation and partnerships with the City of Pittsburgh and oversight of a new resource matrix for all public, private, and nonprofit groups which is monitored by the county.
- Institute a voluntary rotating committee of thought leaders on innovation that assists the County with implementing these and additional recommendations into action.

Vision Team Charge

The Economic Development Vision Team is charged with reviewing the Department of Economic Development, the business climate in the region, and the approach to creating and keeping good paying jobs. Attention should also be given to how the county can continue to ensure that there is a good blend of different types of businesses in our community. (This Vision Team will meet with the Workforce Development Vision Team at least twice and is directed to work cooperatively as appropriate.)

Scope of Work/Summary of Methodology

Scope of Work:

Given that economic development is a critical component of crafting a vision for the future of Allegheny County, the Vision Team concluded that the vitality of our region is best accomplished by encouraging and sustaining progressive land use policies and protocols related to commercial and real estate development, encouraging innovation and creating a marketing and tourism plan that highlights these priorities as a means to be both nationally and internationally competitive.

To accomplish this mission of addressing the broad and diverse economic needs of Allegheny County, the Economic Development Vision Team was divided into three separate subcommittees of 1) Innovation, 2) Marketing and Tourism and 3) Commercial and Real Estate Development and charged each subcommittee with the following:

1. Defining a future vision for the County.
2. Providing a fresh perspective on how government operates and should operate.
3. Implementing a process that will result in recommendations on operations, efficiencies and policy for Allegheny County to move forward.
4. Reviewing the structure and planning processes of the Allegheny County Department of Economic Development, the business climate in the region, and the County Executive's approach to creating and retaining good paying jobs.
5. Focusing on the means to ensure that there is a good blend of different types of businesses in our community.

To accomplish these objectives, the Economic Development Vision Team additionally determined that the recommendations must relate to Sustainability, Intergovernmental cooperation and Diversity/Inclusion and fall within the scope of one of three fields for which the County has a role:

1. The County performs or should perform, an administrative function related to the recommendation
2. The recommendation pertains to a financial interest of financial support of the County
3. The recommendation lends itself to advocacy by the County

Methodology:

To accomplish these objectives, the Vision Team and respective subcommittees engaged in a series of meetings on:

- June 5, 2012: Allegheny County Court House 4:00-6:00pm (Innovation Team)
- June 6, 2012: Allegheny County Court House 1:30-3:00pm (Real Estate)
- June 20, 2012: Allegheny County Court House 1:30-3:00pm (Real Estate)
- June 20, 2012: Pgh. Life Sciences and Greenhouse, 4:00-6:00pm (Innovation)

- June 27, 2012: Allegheny County Court House 1:30-3:00pm (Real Estate)

Additionally, with respect to the Commercial and Real Estate Subcommittee, meeting guidelines were identified to facilitate the development of appropriate recommendations (Refer to Appendix 1)

From an organizational perspective, once the three subcommittees submitted their summaries, findings and recommendations, the information was synthesized into one final report. However, due to the nature of these subcommittees, it was agreed that specifics related to each subcommittee would be noted as separate sections within the larger document.

Public Input

To engage the community in the process of generating creative and innovative solutions, the Innovation subcommittee solicited specific ideas using the Vision Team website; however, no specific ideas were submitted.

A scheduled public listening session was unattended by the public and so was canceled.

Findings & Recommendations

Commercial and Real Estate Development Subcommittee

According to the Project Disposition Analysis conducted by the Pittsburgh Regional Alliance (PRA), there were 216 companies/projects considering relocating to or expanding within the 10-county Pittsburgh region from 2007 to 2011. The region “won” 149 of the 216 projects and “lost” 67 - 14.77% of the companies/projects that were “won” cited real estate as the primary reason for their decision, and another 19.05% identified real estate as the secondary reason. Only “Local Ties/Existing Operations in the Region” contributed to more “wins.” Of the 28.36% of companies/projects that were “lost,” contacts cited real estate (or a lack thereof) as the primary reason for selecting another region making it the most frequently identified factor for consideration.

The preceding serves to highlight the importance real estate plays in the decision-making process of companies considering relocating or expanding to our region. A further breakdown of the “losses” shows that industries identifying real estate as their primary criteria would be broadly classified as commercial and more specifically identified as industrial: advanced manufacturing, back office financial, life sciences, distribution & logistics, and engineering.

According to CBRE, the vacancy rate for modern (Class A) industrial/warehouse within Allegheny County is currently 2.4% and trending down. As vacancies decline and fundamentals change, prices will increase placing an even greater emphasis on the importance of real estate as it relates to the decision-making process. For this reason and given the unprecedented opportunities presented by the gas-rich Marcellus Shale & Utica Shale formations for future economic development, the Commercial and Real Estate Development Subcommittee focused most of its attention on the industrial real estate market and the lack of supply.

For the purposes of understanding the business problems and framing the Subcommittee’s process for crafting recommendations to address them, it is important to note that “real estate” can be defined as land and/or existing buildings and that the term “shovel-ready” means land with infrastructure (remediated of environmental contamination and graded with water & sewer to the site). Another critical consideration is timing. Companies considering the region want to be “in & operating” within one-year making it effectively necessary to have such real estate currently available since permitting and site & vertical construction themselves will absorb almost the entire 12 months.

In December 2008, Allegheny County (with the help of a 100-member steering committee, 40-member advisory committee, and a sounding board comprised of Ten Resource Panels made up of hundreds of local experts) published and adopted its first comprehensive plan titled Allegheny Places: The Allegheny County Comprehensive Plan. The subcommittee believes the Comprehensive Plan should be reviewed and updated to reflect market conditions in 2012 and that both short & long term goals should be added so that success can be benchmarked & measured. This should be done on an on-going process, and the Comprehensive Plan should serve as a “working document” which is frequently referenced.

More specifically, the recommendations for the future land use and economic development elements of the Comprehensive Plan should be revisited (altered / expanded to specifically address the impact real estate is having on economic development) and every effort should be made to help facilitate their implementation. Special emphasis should be placed on Brownfield and Redevelopments Sites since infrastructure is more readily available to them (i.e., they theoretically can more quickly and cost-efficiently become “shovel-ready”) and because they’re typically located near existing transportation corridors, already zoned for commercial / industrial, and most likely have local support for

redevelopment. Please see Map 4A.2 from Allegheny Places for a geographic listing of these sites. Master Plans for these sites should be developed that incorporates the vision from the Comprehensive Plan but goes a step further and spells out the tactics for prioritizing & facilitating the delivery of the needed real estate. The Non-Aviation Master Plan for the airport or Pittsburgh International Airport Area Development Vision Plan (Aerotropolis) commissioned by the Allegheny County Airport Authority was identified as a good model / example to follow.

With 158 active projects currently in the pipeline, the potential for several billion dollars in total investment to be made, and a potential total employment impact of 9,640 new and 540 retained jobs, it is imperative that real estate be identified as key driver for economic development in Allegheny County and the 10-county Pittsburgh region. There are literally thousands of acreages available within the county, but only a small percentage could be considered “shovel ready”. Therefore, this Subcommittee strongly suggests that Allegheny County allocate the necessary resources to ensure there is a sufficient supply of “shovel-ready” land and/or rehabilitated buildings with market-oriented attributes so that we “win” a greater percentage of the 158 companies/projects currently considering expanding and relocating to the region.

Findings:

There were 10,191 property searches performed using the PittsburghProspector.com website in 2011. 6,260 were for buildings (2,063 industrial buildings & 1,398 for office buildings) and 3,931 were for land. Based upon this information, there are companies/projects considering the region that are not identified by the Pittsburgh Regional Alliance.

Recommendations:

In light of these findings, the Real Estate Subcommittee recommends the following:

- Work with Pittsburgh Regional Alliance to extrapolate the specific real estate requirements not being met by the region from their Project Disposition Analysis & current project pipeline and establish the specific types of properties desired and the missing attributes needed to attract more companies looking relocate to or expand within the region. Engage brokerage community to help validate criteria. Our general understanding is that the region lacks 20(+) acre “shovel-ready” sites.
- Revisit the future land use and economic development elements of the Comprehensive Plan. Review recommendations and update as needed to specifically facilitate increasing the supply of desired real estate. Work towards implementation by establishing short-term and long-term goals and benchmarks to measure success. Make the Comprehensive Plan a “working document” by periodically crafting new / revising existing recommendations.
- Using Map 4A.2 from the Comprehensive Plan (Brownfields and Redevelopment Sites), start developing a priority list of all commercially zoned, 20(+) acres sites currently available within the county, compile any & all pertinent information available about the property including ownership, determine their “shovel-ready” status, and identify any high-level steps needed to become “shovel-ready”. Use Pittsburgh Prospector (<http://www.pittsburghprospector.com/>) and PA Site Search (<http://www.pasitesearch.com/>) websites to help identify properties by desired criteria and to gather information about them.

- Review priority list with local economic development agencies & individual municipalities and valid/update the list of priority properties. Contact property owners and/or their agents for additional information about properties.
- Allocate County resources to supplement any missing property information and prepare Site Investigation Reports for all priority sites. Finance the creation of standardized Predevelopment Due Diligence Reports which includes geotechnical investigation, environmental reports, ALTA survey, and conceptual site development plan for high priority sites and the development of Master Plans for the highest priority sites which spells out the strategy & tactics for expediting the delivery of needed real estate (see Non-Aviation Master Plan for the airport or Pittsburgh International Airport Area Development Vision Plan a.k.a. Aerotropolis). Establish an objective, standardized economic impact tool and allocate resources based upon job creation and/or job retention. Gain formal commitment from property owners (preferably, via an option agreement) to redevelop or sell property before committing funds.
- Develop a comprehensive matrix of federal, state, county, & local economic development programs with criteria and determine which programs could be utilized to move priority properties to “shovel-ready” status. Aggressively pursue all potential public funding sources to help make properties developable within (1) year.
- Form a County Executive Action Team (CEAT) that reports directly to the County Executive comprised of real estate industry leaders and experienced economic development professionals that can advise the County Executive on real estate matters and provide assistance to Allegheny County Economic Development (and the PRA) when working with companies looking to establish new business operations in Allegheny County or companies considering retention and/or expansion of existing Allegheny County operations. This would be a similar in concept to the Governor's Action Team but at a County level. CEAT could also assist with economic development outreach by promoting the Comprehensive Plan and influencing adoption by the local municipalities.
- Establish a single point of contact within Allegheny County Economic Development who can work with municipalities, developers, engineers, & brokers to help facilitate all commercial real estate development in Allegheny County. Primarily an administrative function, this position would compile information such as zoning maps, land development & subdivision ordinances, flood maps, sewer maps, etc. for all 130 municipalities. This position could also help with the permitting process by serving as a liaison between applicants and the Allegheny County Conservation District and PADEP on NPDES permits and PADOT on Highway Occupancy Permits (HOP).
- Have the Allegheny County Economic Development Department do an internal analysis of their resources and capacities to integrate the following recommendations into practice.

Marketing and Tourism Subcommittee:

Findings:

Essentially, the subcommittee concluded that four (4) core areas required the leadership capacity of the County to:

- Market Pittsburgh to diverse target demographic groups and leverage local assets and amenities to attract more residents, employers, and visitors.
- Increase functional consolidation of government services to ensure that issues of marketing and tourism are kept in front of the County Executive, Governor, Legislature and other marketing and tourism boards and committees
- Have County collaboration with the Pittsburgh Regional Alliance (PRA) and other real estate developers to promote the development of high quality pad ready real estate
- Advocate for a large convention center hotel attached to the David L. Lawrence Convention Center.

Recommendations:

To facilitate the achievement of these four salient issues, the subcommittee recommends the following:

- Serve as the political leader visibly advocating for a more diverse and inclusive Pittsburgh region to:
 - incorporate key messages about diversity in speeches, county website, and marketing collateral materials;
 - partner with organizations to promote the region to diverse groups in key markets outside the region
- Work with economic development organizations, political leaders and employers to promote a region-wide diversity, inclusion and welcome message
- Utilize a popular local brand and success story to advance the objective and generate traction. One recommendation is to have the county adopt and promote the “Rooney Rule” which is being used by Vibrant Pittsburgh. The Rule along with a Pittsburgh diversity and inclusion message was launched with the help of Art Rooney and Robert Johnson in March 2012. The Allegheny Bar Association has recently encouraged the region’s law departments and law firms to use the rule.
- Raise the national visibility of public and private programs that support and facilitate the integration of immigrant and international residents and students (e.g., the Allegheny County Department of Human Services Immigrant and International Advisory Council)
 - Adjust or expand efforts consistent with best practices
- Because neighboring municipalities also need to grow their tax base, Allegheny County should bring together municipalities throughout S.W. PA and the bordering counties of Maryland, Ohio and West Virginia to coordinate a region-wide attraction messaging and marketing effort. This will result in a stronger more compelling message.

- Work with the Pittsburgh Regional Alliance and Industrial/Commercial Real Estate Developers and Realtors to support efforts to create more brownfield and “pad” ready sites in the region.
- Develop a regional commission that brings together neighboring municipalities to create and sustain common procedures and processes (e.g., the permitting process from one municipality to another) to ensure that government practices facilitate business attraction
- Create a mobility incentive fund that includes private/public funds and provides an added incentive for targeted businesses to relocate to the region or hire employees in the region
- Partner with VisitPittsburgh and other organizations to attract large scale conventions to the David Lawrence Convention Center including conventions that will bring together diverse groups, result in national and international visibility for Pittsburgh, and attract people in key professions that are in high demand in the region.
- Work with cities with a significant number of sports fans (particularly cities with large Steeler, Penguins, or Pirates fan bases) to increase the flow of people coming to Pittsburgh for games.
- Work with SEA to locate a developer for the convention center hotel.
- Offer financial incentives to the developer of a convention center hotel.
- Develop/Introduce visitor-friendly way finding signage.
- Utilize the region’s third-party accolades (Most Livable, Top 20 Places To Visit) in messaging, where appropriate.
- Continue to support the efforts of the arts community. In particular, the Pittsburgh Symphony Orchestra who partners with the Pittsburgh Regional Alliance (PRA) on international tours to market the region. This partnership has been instrumental in attracting new foreign companies to our region, retaining those that are already here and launching the Pittsburgh to Paris Delta flight. Promote and support assets of the Pittsburgh Cultural Trust.

Innovation Subcommittee:

Innovation is an important driver of the economy of Allegheny County. Innovation can be viewed as a process by which individuals and organizations generate new ideas and put them into practice to create value. Spurring the innovations that will drive the region’s future economic growth and competitiveness requires critical focus on basic foundations: our workforce, our research & development of ideas and our infrastructure. County businesses are our engines of innovation. They bring ingenuity to market, where new ideas are proven and commercialized. It is imperative to promote a regional environment ripe for innovation and entrepreneurship that allows us to drive future economic growth and continue to lead on the national economic stage. The comprehensive process by which individuals and organizations drive innovation is inherently connected to the following elements of Allegheny County’s economic vitality; job growth, classic economic development, improved efficiencies and collaboration in the community, improved business process and infrastructure, talent, investment and entrepreneurship.

The importance of innovation to the county cannot be understated. The county has a responsibility to help sustain and improve upon the innovative business climate in the region. The county should become an accelerator of existing resources in the community to encourage, promote, and tell the story of innovation in the region. This story should be an inclusive tale that not only talks about classic economic development successes, but also highlights and champions the innovative ways that established for-profit organizations are doing business. The county must take a primary role in helping organizations take the next step in improving their capacity and ability to innovate. Just as importantly, the county must realize that how they communicate about the region and their own administration programs and priorities must be presented in a manner that is current, relevant, sophisticated and reflective of the region's vibrancy and innovation underpinning.

Findings:

Innovation is at the heart of a burgeoning Allegheny County economy. Innovation continues to be driven by existing regional competitive strengths. The county must engage stakeholders; facilitate community collaboration; provide stability for economic development through long-term intergovernmental and public/private collaboration; and support the growth of existing and emerging industries.

The county has the opportunity to play an important role in promoting and facilitating the innovation that is occurring in the region. It is important that the county promotes a culture of innovation that acknowledges all sectors of the economy, not just in technology-based economic development which is traditionally associated with innovation. The county has a responsibility to contribute to a productive ecosystem for innovation that can flourish through the relationships among academia, government, industry, corporations and the entrepreneurial community. The county should not necessarily focus on new ideas but address the manner with which it conducts business and uses existing infrastructure in regards to improving and sustaining the business climate surrounding innovation.

Recommendations:

We recommend that the Allegheny County Economic Development Department conduct an internal analysis of their resources and capacities to integrate the following recommendations into practice.

- Create an innovation mission statement that can drive strategy and tactics directly related to the county's focus on promoting and facilitating the innovation that is occurring in the region.
- Make major updates to the Allegheny County Economic Development website; most notably have a website link specifically for innovation information. The website should be a "front door" of the county's image as it pertains to regional vitality. Currently, the website is dated, limited in its information and cumbersome to navigate. Accurate reflection of the county must be improved, updated and maintained on this site. One suggestion to address the cost of updating the current website deficiencies is offering an innovative website design challenge to the community.
- Create a new resource matrix for all public, private, and nonprofit groups which is monitored by the county. This matrix would be an aggregator of resources that could be utilized to help organizations that are interested in learning more about or participating in programs that address innovation, entrepreneurship, investment, acquisition of space, funding programs, etc.

- Create or reassign an existing a department/program/position within the county that is responsible for and focuses on the innovative climate of the region (ex. -San Francisco Municipal Chief Innovation Officer). The county should also look to partner on innovation initiatives with the City of Pittsburgh where it makes sense to pool resources (ex. – PowerUp Pittsburgh and city’s Innovation and Entrepreneurship Strategist).
- Explore and create opportunities where the County itself can show its dedication to conducting business in an innovative, responsible way. For example, seek out natural-gas-powered vehicles as it makes additions to its existing fleet. Currently, major auto manufacturers Chrysler, Ford and General Motors have all begun to produce vehicles as light as three-quarters of a ton that run on compressed natural gas. (ex. – City of Columbia, Missouri).
- Implement a county hosted Innovation Award to recognize the region’s most innovative ideas, new procedures, products and services in the public, private and nonprofit sectors. (ex. – Chicago Innovation Awards).
- Institute a voluntary rotating committee of thought leaders on innovation that assists the county with implementing these and additional recommendations into action.

Ideally, with additional analysis and planning, an innovation strategy should be developed by the county.

According to the U.S. *Strategy for American Innovation*, regions need to harness the inherent ingenuity of their academia, government, industry, corporations and entrepreneurial entities to ensure that economic growth is rapid, broad-based, and sustained. Innovation based economic growth will bring greater income, higher quality jobs, and improved health and quality of life to communities across our nation.

Next Steps

As part of the charge from the County Executive, the Economic Development Vision Team was also asked to outline next steps, and to categorize those as changes that needed to be made immediately, followed by short term and long term goals. Those steps follow:

Commercial & Real Estate Development Subcommittee

Immediate Changes:

The subcommittee recommends the following immediate changes:

- Have Allegheny County Economic Development Department internally review the recommendations and determine their value as well as assess internal resources and their overall capacity to initiate the above recommendations.
- Review the assumptions, mission and goals of the Future Land Use and Economic Development elements of Allegheny Places Comprehensive Plan.

Short Term Goals:

With respect to a short term goals, the subcommittee recommends the following :

- Identify the need (demand) - Gain thorough understanding of the general real estate needs of the 158 companies/projects currently considering expanding and relocating to the region. Determine what the typical land & building attributes are being required such as size, rail and/or barge access, access to major highways, utility demands, geographical preference, etc.
- Take an inventory of the supply – Create database of all available properties meeting the requirement above and gather pertinent information available. Evaluate to determine their “shovel-readiness” what need attributes are missing. Develop priority list of real estate.
- Develop plans and allocate resource necessary to convert priority properties into “shovel-ready” sites that can be developed within 1-year. Pursue grant funding as needed. Identified and leverage ALL federal, state, county, and private-grant funding programs available.
- Create County Executive Action Team (CEAT) / independent advisory board that reports directly to the County Executive to oversee implementation of the recommendations and provide relevant real estate-related knowledge to policy makers.

Long Term Goals:

In regard to the long-terms goals, the subcommittee recommends:

- Define process for determining on-going & future real estate needs and financing public investments in horizontal development that will ensure the on-going availability of “shovel-ready” sites
- Revisit the Future Land Use and Economic Development elements of the Comprehensive Plans. Convert strategies into Action Plans with short & long terms goals with benchmarks to measure success. Publish results.
- Create a position within the ACED planning department to manage and monitor these resources so they can best facilitate real estate development in the county.

Innovation Subcommittee

Immediate Changes:

The immediate changes need to be focused on leveraging existing resources to help create and sustain a culture of innovation in the region. The county must become a conduit for information and resources that can help individuals and organizations integrate their innovative ideas into the regional economy. The chief priorities are related to administrative functions of the county and sustaining the innovative culture of the region.

- Have Allegheny County Economic Development Department conduct an internal analysis of their existing resources and overall capacity to initiate the above recommendations. Framing questions may include:
 - How can we brand innovation in the county?
 - How can we create a culture of innovation in the county?
 - How can we tell the story of innovation?
 - How can we aggregate existing information and resources?
 - Who are the most appropriate organizations for the county to partner with to help grow innovation in the region?
- Update the Allegheny County Economic Development Website to adequately reflect the innovation that is occurring in the region. This website should also provide snapshots of successful regional innovators, information on funds and resources that are available to organizations trying to innovate or locate to Allegheny County.

Short Term Goals:

- Create/assign a position within the Allegheny County Department of Economic Development that is focused on improving and sustaining the innovative culture in the region.
- Create a voluntary committee or oversight board to assist the county with the implementation of these recommendations.

- Update current economic development website.

Long Term Goals:

- Create an innovation award or prize to recognize the region's most innovative ideas, new procedures, products and services in the public, private and nonprofit sectors.
- Explore and create opportunities for the County to adopt and apply innovative practices to the way that it conducts business.

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Commercial & Real Estate Subcommittee Meeting Guidelines

Subcommittee Meeting Guidelines

- Gain an understanding of the opportunities being missed by the region and county because of a lack of available real estate:
 - What space requirements / property attributes are unavailable to companies considering expanding the location or relocating to the region?
 - How does the available inventory in Allegheny County compare to the inventory in surrounding counties?
 - Identify the obstacles to increasing the supply of desired space / property:
 - What is preventing the supply from keeping-up with demand?
 - What is delaying properties from being redeveloped / buildings from being retrofitted to meet today's needs?
 - Are Greenfield projects better suited to meet the unfulfilled demand?
 - Discuss phases, milestones, & risks in real estate development:
 - What is the length of the typical development cycle?
 - What milestones take the longest to reach and why?
 - What are the risks and challenges associated with real estate development?
 - Is the county better positioned than private developers to take on these types of projects?
- Recommend processes to-be-defined by the county to help facilitate real estate development:
 - Can the county encourage the development of the needed space?
 - How and where can the county help expedite the real estate development process?
 - What are the specific tools and programs available to help promote development (federal, state, county, local, private foundations, etc.)?
 - Is there a better way to coordinate the resources and support of all the stakeholders involved to encourage the desired outcome?
 - Are there existing concepts that can be refined, customized, and/or adopted locally to help accomplish the above (i.e., PA Brownfield Action Team, etc.)?
- Propose benchmarks for objectively determining need, allocating resources, and measuring success:
 - What is the most effective way of establishing priorities: job creation potential, tax revenue increases, homeownership / vacancy, etc.?

- Can an evaluation methodology be standardized?