

From: The Global City Economic Development Subcommittee
To: Mayor-elect Bill Peduto

PITTSBURGH IS A GLOBAL CITY, BUT EVEN GREATER OPPORTUNITIES AWAIT

While Pittsburgh has reinvented itself as a national leader in education, technology, energy and medicine, once again the city finds itself at a crossroads. And once again, it is time for the city, as the economic and cultural nerve center of the entire region, to evolve.

If Pittsburgh does not find ways to change and adapt to current global markets and forces, it is not an exaggeration to say its population could once again suffer a decline over the next decade (just as it did in the 1980's due to the collapse of the steel industry, which ironically was the result of failure to adapt to the realities of a global economy, not unlike the situation we are in today). Conversely, if Pittsburgh does make strides to become even more global, it could very well gain tens of thousands of new residents, creating a vibrant and flourishing economy, in the next 10 years.

The Brookings Institution defines 10 traits of a globally-fluent metro area -- what we will refer to as a Global City -- which it says have a "critical relationship to the competitiveness, productivity and prosperity of cities and regions in the 21st century."

1. **Leadership with a Worldview** - Local leadership networks with a global outlook have great potential for impact on the global fluency of a metro area.
2. **Legacy of Global Orientation** - Due to their location, size, and history, certain cities were naturally oriented toward global interaction at an early stage, giving them a first mover advantage
3. **Specializations with Global Reach** - Cities often establish their initial global position through a distinct economic specialization, leveraging it as a platform for diversification.
4. **Adaptability to Global Dynamics** - Cities that sustain their market positions are able to adjust to each new cycle of global change.
5. **Culture of Knowledge and Innovation** - In an increasingly knowledge-driven world, positive development in the global economy requires high levels of human capital to generate new ideas, methods, products, and technologies.
6. **Opportunity and Appeal to the World** - Metro areas that are appealing, open and opportunity-rich serve as magnets for attracting people and firms from around the world.
7. **International Connectivity** - Global relevance requires global reach that efficiently connects people and goods to international markets through well-designed, modern infrastructure.
8. **Ability to Secure Investment for Strategic Priorities** - Attracting investment from a wide variety of domestic and international sources is decisive in enabling metro areas to effectively pursue new growth strategies.
9. **Government as Global Enabler** - Federal, state, and local governments have unique and complementary roles to play in enabling firms and metro areas to "go global."
10. **Compelling Global Identity** - Cities must establish an appealing global identity and relevance in international markets not only to sell the city, but also to shape and build the region around a common purpose.

Pittsburgh demonstrates many of these characteristics, but members of Global City economic development subcommittee share the strong belief that many more opportunities exist to increase Pittsburgh's global fluency, with strong leadership from the Mayor's office, which in turn can provide many economic and cultural benefits to everyone in the city. The Pittsburgh region already boasts these qualifications:

- More than 40 international communities represented, all with professional and personal networks spanning the globe
- More than 11,000 international students attend universities in the greater Pittsburgh region
- More than 400 international companies operate here creating more than 53,000 jobs
- Pittsburgh-based companies maintain more than 1,000 operations abroad

WHY IS IT IMPORTANT TO BE A GLOBAL CITY?

A Global City is more attractive to new and existing businesses, entrepreneurial individuals and new residents, creating greater economic growth, vitality, cultural diversity and long-term sustainability to benefit all sectors of the population.

WHAT CAN THE MAYOR DO TO MAKE PITTSBURGH A GLOBAL CITY?

The Mayor should engage with and actively encourage ongoing efforts to attract new businesses, industries and talent to the region, improve access to the city by land and air, and promote the region on an international scale, and use the bully pulpit of his office to ensure that the benefits of global connections are understood, embraced and enjoyed by all of his constituents.

To achieve these goals, the Global City Economic Development Subcommittee proposes the following actions, contained in the attached individual recommendation forms:

- **Form Global City Advisory Council**
- **Support Global City-to-City Trade Initiatives**
- **Apply to Become Welcoming City**
- **Invigorate Pittsburgh Sister Cities Program**
- **Call for Convening of Pittsburgh Future City Summit in 2015**

Respectfully submitted,

Thomas Buell, Jr. - Chair
Chuck Bell
Roger Cranville
Dave DeSimone
Mike Embrescia
Volker Hartkopf
Kanak Iyer
Dusty Kirk
Sam Kamin
Lance Lindauer
Simona Loberant
Robert Penman
Mike Staresinic
Alek Suni
Nicholas Weaver
John Zang

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THE OFFICE OF THE MAYOR-ELECT
BUILDING A NEW PITTSBURGH

SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Global City – Economic Development
Subcommittee Chairperson(s)	Thomas Buell, Jr.
Title of recommendation	Make Pittsburgh a Welcoming City
Describe the recommendation	<p>Apply to make Pittsburgh a Welcoming City through www.welcomingamerica.org, which is a national, grassroots-driven collaborative that promotes mutual respect and cooperation between foreign-born and U.S.-born Americans.</p> <p>Through a countrywide network of member organizations and partners, Welcoming America works to promote a welcoming atmosphere – community by community – in which immigrants and native born residents can find common ground and shared prosperity. Allegheny County signed on to this organization earlier this year.</p> <p>Welcoming America defines a Welcoming City or County as a community that:</p> <p>PLANS: All relevant sectors, such as government, business, non-profit, and others to create a welcoming community climate that supports long-term integration and growth.</p> <p>COMMITTS: Institutionalize strategies that ensure the ongoing inclusion and long-term economic and social integration of newcomers.</p> <p>BUILDS COMMUNITY: Newcomers and long-time residents are connected to find common ground and shared leadership.</p> <p>COMMUNICATES: Messages of unity and shared values communicated through the media, using voice of leaders, and among residents.</p>

	SUSTAINS: Policies and practices are created in order to ensure that interactions between new and longer-term Americans remain positive ones and the community's economic vitality remains strong.
Is this an immediate or long term recommendation?	IMMEDIATE
How will this address our challenges or reach our goals?	<p>Becoming a Welcoming City will help engage and retain international newcomers who are proven to be more likely to start businesses and create jobs than native-born residents, thereby contributing to the city's growing economy.</p> <p>Participating city and county governments will connect with their peers through a community of practice to share ideas, develop new tools, and receive recognition for their efforts to create more welcoming communities that improve the quality of life and economic potential for Pittsburgh. Cities and counties that join Welcoming Cities and Counties will have the chance to:</p> <ul style="list-style-type: none"> - Hear from local government leaders who are creating "immigrant-friendly" welcoming plans. - Learn about communities that are responding to demographic change and supporting immigrant integration in a way that benefits all members of the community. - Access new tools and resources to advance welcoming resolutions, initiatives and strategies. - Receive support to foster a vibrant, inclusive, and welcoming community. - Participate in national and transatlantic learning exchanges that highlight promising practices from globally competitive cities.
What are the obstacles to implementation?	Lack of clearly identified point person in the Mayor's office for globally-oriented matters and community relations.
Who needs to be involved?	Senior staff member in the Mayor's office identified as point person for globally-oriented matters and community relations, community groups, including GlobalPittsburgh and Vibrant Pittsburgh, and the new Global City Advisory Council (see our other recommendation).

<p>What city resources need to be invested?</p>	<ul style="list-style-type: none"> - Appoint at least one key municipal staff contact for the project - Advance a municipal or county-level proclamation or resolution declaring Pittsburgh to be a welcoming city. - Find ways to institutionalize welcoming efforts through the adoption of policies and practices that promote inclusion within local government and the broader community. - Participate in three conference calls each year to share and learn from promising practices from other Welcoming Cities and Counties - Participate in an annual in-person meeting with other participants (dependent upon available travel resources)
<p>What will be different if the recommendation is adopted?</p>	<p>The city will be better able to attract and retain immigrants who are proven to be more entrepreneurial and create economic benefits to all members of the community.</p>
<p>Describe any background materials that you consulted</p>	<p>www.welcomingamerica.com <u>Partnership for a New American Economy: Home</u> www.renewoureconomy.org/</p>
<p>Have other cities implemented this recommendation?</p>	<p>“Immigrants bring work skills, add to our neighborhoods, pay taxes, and buy goods in our region. And, we need new residents to add to our own multicultural perspectives, so our regional enterprises can compete effectively in the widening global market.” – St. Louis Mayor Francis Slay on his city’s participation in Welcoming America</p> <p>Allegheny County became a member of Welcoming America in 2013 (contact Barbara Murock). Other participating cities include Atlanta, Austin, Baltimore, Boise, Charlotte, Chicago, Columbus, Dayton, Louisville, Memphis, Nashville, New York City, Philadelphia, San Francisco, St. Louis and Tucson.</p>
<p>Are there any other considerations?</p>	<p>This will be an important step in making Pittsburgh and more Global City and if not implemented the city may lose out to cities that have taken a more active approach to attracting and retaining immigrants.</p>

We request that each recommendation be submitted by the subcommittee Chairperson to Kevin Acklin and your Committee Chair by **5:00 pm on Friday, December 27.**

SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Global City – Economic Development
Subcommittee Chairperson(s)	Thomas Buell, Jr.
Title of recommendation	Call for Convening Pittsburgh International Future City Summit in 2015
Describe the recommendation	<p>The Mayor should call for convening of a Pittsburgh International Future City Global Summit in 2015 that would bring together local and international authorities in the fields in which Pittsburgh is, or strives to be, a global leader, including:</p> <ul style="list-style-type: none"> - Sustainability - Green Design - Energy Research - Environmental Revitalization & Systems Integration - Water Resource Utilization - Transportation <p>An International Future City Global Summit would serve as a catalyst to advancement in the Pittsburgh region and potentially lead to the issuing of a communique that could serve as a road map for future development in Pittsburgh and other cities facing similar challenges and opportunities worldwide.</p> <p>The Summit could feature an exposition representing the hundreds of innovators in the region in a modern day world's fair. Put as much of Pittsburgh's resources, and innovation under one roof and welcome the world.</p>

Is this an immediate or long term recommendation?	IMMEDIATE and LONG TERM
How will this address our challenges or reach our goals?	The Summit and associated promotion and publicity would position Pittsburgh as a global hub for integrated approach to economic and sustainable community development, enhancing its status as a global city.
What are the obstacles to implementation?	Planning the Summit would be a major undertaking requiring time and money. These could be addressed by bringing together key players and funders and empowering them to coordinate planning of the event. As with the G-20 Summit and the One Young World Summit, the Future City Summit would accrue both short-term and long-term benefits in positioning Pittsburgh as a global leader in urban revitalization, energy research and economic innovation.
Who needs to be involved?	Senior staff member, universities, business interests, foundations and interested non-profits.
What city resources need to be invested?	Appoint at least one key municipal staff contact for the project
What will be different if the recommendation is adopted?	The city will be better able to attract and retain foreign investment to create economic benefits to all members of the community.
Describe any background materials that you consulted	
Have other cities implemented this recommendation?	
Are there any other considerations?	This will be an important step in making solidifying Pittsburgh's position as a Global City that is not just recovering from its past but preparing for its future and that of its people.

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Subcommittee Name	Global City
Subcommittee Chairperson(s)	Thomas Buell, Jr.
Title of recommendation	Support Global City-to-City Trade Initiatives
Describe the recommendation	<p>The Mayor should help close Global Trade deals in a Global City.</p> <p>He should applaud, support and connect with initiatives (such as the Pittsburgh Regional Alliance) that bring global trade to the region, and helps close the deal -- by letter, phone call, or handshake -- to grow Pittsburgh's stature as a Global City. No need to re-invent existing programs and initiatives.</p> <p>If it doesn't already exist (check with PRA), a database should be created and maintained to track global companies doing business in Pittsburgh region, potential companies, and local companies doing business globally.</p>
Is this an immediate or long term recommendation?	Start immediately and continue long term.
How will this address our challenges or reach our goals?	Celebrating growth and success in making a Global City are essential for Pittsburgh to thrive in the 21 st century economy
What are the obstacles to implementation?	<p>Changing mental maps is free but not easy: people and organizations should be encouraged to collaborate, think regionally, and benchmark Pittsburgh against global peer cities, not domestic peers.</p> <p>This strategic process lends a structure to the Mayor's Global City economic initiatives.</p>
Who needs to be involved?	Senior staffer in City Hall keeps the mayor's eyes on global city relationships and trade between Pittsburgh and other

	<p>cities. The staffer keeps the Mayor focused on five Pittsburgh leading niche export sectors –</p> <ul style="list-style-type: none"> Education Medical Export-led Manufacturing Energy & Sustainability Technology <p>with cities in Pittsburgh’s four high-relationship regions –</p> <ul style="list-style-type: none"> European Union (e.g. German manufacturing cities) NAFTA (e.g. Monterrey, Mexico and Toronto, Canada) East Asia (e.g. Shanghai, Seoul and Tokyo) South Asia (e.g. cities with strong connections to Pittsburgh’s leading immigrant group)
What city resources need to be invested?	Senior staff member in the Mayor’s office should be identified as point person for globally-oriented matters, business development liaison and community relations representative. Staffer supervises graduate school interns from GSPIA or similar. Leadership and supervision required.
What will be different if the recommendation is adopted?	<p>GOALS:</p> <p>Outsiders recognize Pittsburgh as a Global City for Global Trade.</p> <p>Global trade increase is measurable 1% per annum.</p> <p>Pittsburgh region economic, population, and revenue growth 1% per annum.</p>
Describe any background materials that you consulted	<p>Global Cities: the 10 Traits of Globally Fluent Metro Areas, Brookings Institution</p> <p>The Metropolitan Revolution” by Bruce Katz, Founding Director of Brookings Metropolitan Policy Program</p>
Have other cities implemented this recommendation?	Chicago, Philadelphia, Los Angeles, Charlotte, New York, Hamburg, Portland
Are there any other considerations?	<p>There is no alternative to becoming a Global City except to be left behind.</p> <p>Pittsburgh is poised to compete and be a global city. It must act now or miss the wave and fade to a second-class city.</p>

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SUBCOMMITTEE REPORT

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Subcommittee Name	Global City – Economic Development
Subcommittee Chairperson(s)	Thomas Buell, Jr.
Title of recommendation	Invigorate Pittsburgh Sister Cities Program
Describe the recommendation	Commit to actively supporting the city’s Sister Cities program, with particular focus on existing relationships such as Wuhan, China, Saitama, Japan, and Gaziantep, Turkey, and consider less formal relationships with cities where local individuals or organizations have promising connections.
Is this an immediate or long term recommendation?	IMMEDIATE
How will this address our challenges or reach our goals?	Invigorating the Pittsburgh Sister Cities program, especially focusing on some of the more active relationships, will enhance opportunities for business opportunities and local job creations. Participation in the Sister City program could increase the perception of Pittsburgh as a global city.
What are the obstacles to implementation?	That Sister City relationships may have stagnated if not driven by motivated people, groups and organizations in both cities.
Who needs to be involved?	A designated member of the Mayor’s staff and selected City economic development official, and possibly an outside

	non-profit organization willing to take ownership of the Sister City initiative.
What city resources need to be invested?	- Payment of Pittsburgh's annual dues in Sister Cities International – est. \$1,190 per year. - - Appoint at least one key municipal staff contact for the project
What will be different if the recommendation is adopted?	The region could potentially have greater opportunities to establish and develop productive relationships with other cities.
Describe any background materials that you consulted	Leveraging Sister City Relationships as a Driver of Economic Development – LINK: http://blogs.state.gov/stories/2012/04/03/leveraging-sister-city-relationships-driver-economic-development#sthash.sWtN81rR.dpuf
Have other cities implemented this recommendation?	Most U.S. cities have Sister City relationships. Some use them better than others.
Are there any other considerations?	Many cities interested in developing business relationships approach the city every year inquiring about Sister City relationships which they see has gateways to economic opportunity. These inquiries should be given consideration.

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Subcommittee Name	Global City – Economic Development
Subcommittee Chairperson(s)	Thomas Buell, Jr.
Title of recommendation	Create Global City Advisory Council
Describe the recommendation	<p>Connect with Pittsburgh’s Global Community - Establish Global City Advisory Council, a kitchen cabinet of globally-minded leaders from the city’s international communities, business sector, non-profits and academia to ensure that the region continues to evolve as a Global City and that city residents benefit from the city’s global connections.</p> <p>Continue the momentum of the Global City Economic Development Subcommittee by expanding/adapting it into a standing Global City Advisory Council to confer with the Mayor and his executive team on a quarterly basis or as needed to address issues and forge stronger relationships with and clearer understanding of the city’s international communities, business interests, educational assets and non-profit organizations.</p>
Is this an immediate or long term recommendation?	IMMEDIATE
How will this address our challenges or reach our goals?	Will continue process of establishing Pittsburgh as a global city by creating a direct link for the mayor with thought leaders in the region’s international communities, business interests, educational assets and non-profit organizations.

	A Global City is more attractive to new and existing businesses, entrepreneurial individuals and new residents, creating greater economic growth, vitality, cultural diversity and long-term sustainability to benefit all sectors of the population.
What are the obstacles to implementation?	Only the lack of single point of contact in Mayor's office on international matters – which should be established.
Who needs to be involved?	The committee should include 15-20 representatives of the region's international communities, business interests, educational assets and non-profit organizations. A member of the Mayor's staff should be designated to serve as liaison with the Advisory Council and handle all globally-related matters.
What city resources need to be invested?	- Appoint at least one key municipal staff contact for the project
What will be different if the recommendation is adopted?	The mayor will be more directly connected to the region's international interests, and the city will be perceived in a more positive light as a global city by potential investors, residents, students and companies looking for a new location.
Describe any background materials that you consulted	Efforts in other cities to make city hall more responsive and sensitive to the interests and needs of the global community.
Have other cities implemented this recommendation?	Yes, including New York, Columbus and many others.
Are there any other considerations?	We hope this will be the first step toward establishing a city office devoted to enhancing the city's international connections and welcoming of new Americans.

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