

## Strategic Purpose

**Coordinated and proactive** approach to identify, recruit, and convert business location and expansion opportunities, – both local and non local– resulting in new jobs, new taxes and a growing, diversified, vibrant economic base.

**Coordinated:** URA led coordination of Mayor’s Office, City of Pittsburgh, PghNOW, Pittsburgh Regional Alliance, Universities, ACED and GAT to identify, recruit and convert opportunities into location, expansion and new jobs.

**Proactive:** Data driven approach to identifying and recruiting opportunities; – both local and non local expansion opportunities; including companies and capital.

**Results:** New jobs, taxes and a growing, diversified vibrant economic base.

## Aligning with the White House and P4

The Mayor’s Action Team aligns with Mayor Bill Peduto’s P4 initiative and President Obama’s and the White House’s Startup America program.

- **P4** - Organizing framework for growing jobs, mobilizing capital, rejuvenating neighborhoods and improving lives.  
<http://www.p4pittsburgh.org>
- **Startup America** - Startup America is a White House initiative that celebrates, inspires, and accelerates high-growth entrepreneurship and innovation based companies.  
<https://www.whitehouse.gov/economy/business/startup-america>

### The Action Team will:

- Grow jobs, mobilize capital, rejuvenate neighborhoods and improve lives in the City of Pittsburgh.
- Accelerate the expansion of high-growth, innovation based entrepreneurship in the City of Pittsburgh.
- Make Local Government work for business expansion.

5/17/2016

## Vision



### Business Attraction

- Execution of the Mayor’s Action Team
- Pitch Deck: Invest in Pittsburgh
- Access to capital and resources
- First point of contact for expansion projects
- Proactive, strategic engagement of promising companies in: bio tech, IT, robotics, hardware, gaming, advanced manufacturing, HQ, others
- Partnership with CMU, Pitt, ACED, GAT, PRA, TBED



### Grow Pittsburgh’s Fast Growth Tech Economy

- Grow local eco innovation system through proactive engagement
- Fund emerging technology companies.
- Mine local fast growth companies and coordinate with TBED, accelerators, coworking spaces, and universities to engage and ensure growth and success in Pittsburgh
- Access to capital and resources



### Support Local Business

- Grow local small business ecosystem through proactive engagement
- Execute small business resources fairs and URA In Your Neighborhood program
- URA Small business financing and resource identification
- Business District Support
- Access to capital and resources

**Business Attraction to Grow a Sustainable, Diverse, and Innovative Economy**



*“Pittsburgh is uniquely positioned to forge a new model of urban growth and development. The city’s strategic location, size, industrial legacy, innovative and entrepreneurial ethos and cultural vibrancy sets it apart as a city that can be a triple threat—excelling in sustainable building, sustainable technology and sustainable jobs.” P4*

*“Startups are engines of job creation. Entrepreneurs intent on growing their businesses create the lion’s share of new jobs, in every part of the country and in every industry.” – Startup America*

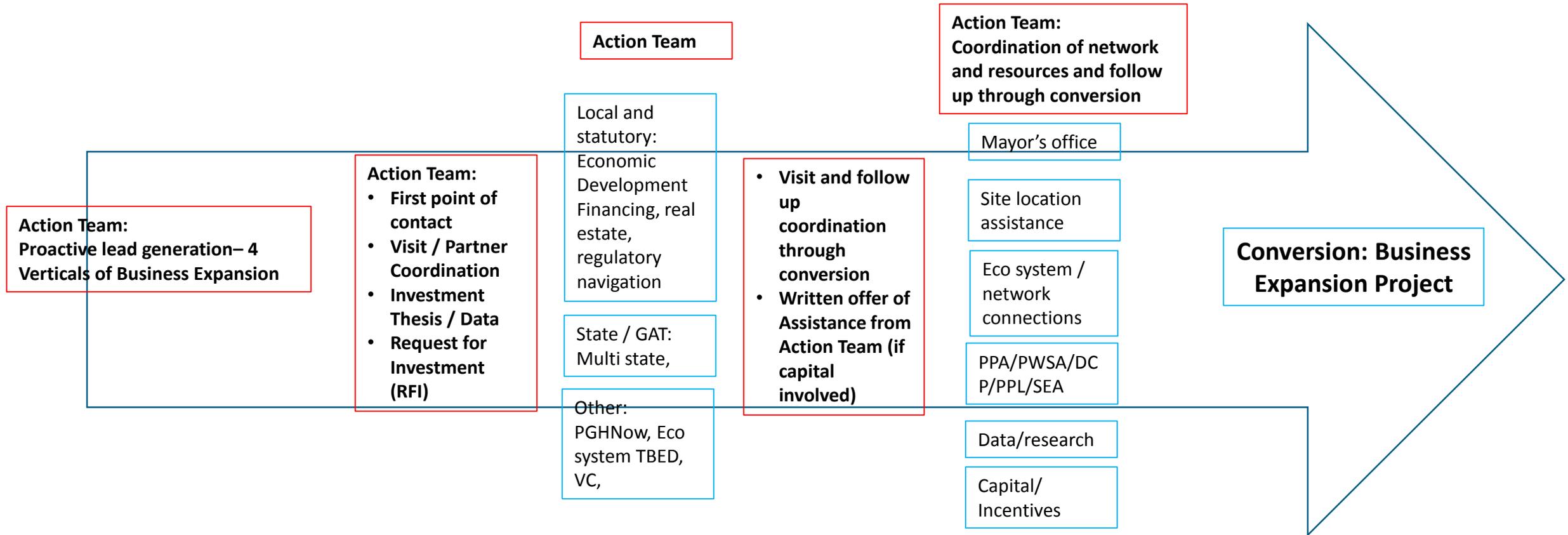
Process Model

Strategic Purpose: Coordinated and proactive approach toward identifying and recruiting business expansion targets.

UPSTREAM : Deal flow, marketing, lead generation

Midstream Concierge,: incentives

Downstream: Business location facilitation / concierge



Draft for Discussion Purposes

**P4 – Sustainability  
Innovation  
Inclusive**



**Multi City business  
Location / expansion**



**Local High Growth  
knowledge/tech  
based**



**Neighborhood /  
Local businesses**



**Upstream –  
targets**

<ul style="list-style-type: none"> <li>• Clean Tech</li> <li>• Smart Cities</li> <li>• Inclusive Innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Multi city / state decisions</li> <li>• New to Pittsburgh</li> <li>• Significant expansion in Pittsburgh</li> <li>• Data Driven Approach to targets</li> </ul>	<ul style="list-style-type: none"> <li>• Locally grown</li> <li>• Tech Transfer</li> <li>• CMU / Pitt/ universities</li> <li>• Accelerators, co-working, (Alpha Lab,,Revv, Start Uptown, Robotics accelerator, more.)</li> </ul>	<ul style="list-style-type: none"> <li>• restaurants, coffee shops, service, retail, food trucks, neighborhood commercial, mixed use real estate</li> </ul>
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**Lead  
Generation**

<ul style="list-style-type: none"> <li>• P4</li> <li>• Combo strategy of local grown, local expansion, new to Pittsburgh</li> <li>• P4 Greenhouse / P4 Urban Lab</li> </ul>	<ul style="list-style-type: none"> <li>• Focus industries: Bio tech, IT, Robotics, hardware ,gaming, advanced manufacturing</li> <li>• Strategic trade missions</li> <li>• Strategic lead generation</li> <li>• PRA leads</li> <li>• Serendipity</li> </ul>	<ul style="list-style-type: none"> <li>• Local eco innovation system</li> <li>• Mine local fast growth companies, Accelerators, co-working, universities</li> </ul>	<ul style="list-style-type: none"> <li>• Neighborhood partners (MS / CDCs)</li> <li>• URA in your neighborhood</li> <li>• Small Business Resources fairs</li> <li>• SBDCs</li> <li>• URA</li> </ul>
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**Downstream -  
execution**

<ul style="list-style-type: none"> <li>• Action Team P4 business expansion Director</li> <li>• Clear definition of P4 clusters</li> <li>• Eco District protocol / planning process</li> <li>• P4 stakeholder engagement → Strategic Plan → Advisory committee → P4 Greenhouse / Urban Lab, recruit talent, companies, form policies to move P4 from brand to action in business creation / expansion (CMU report)</li> <li>• Define success metrics</li> <li>• Communication Plan</li> <li>• 'Big Idea'</li> <li>• <a href="http://www.nycedc.com/blog-entry/helping-urban-tech-startups-reach-next-level">http://www.nycedc.com/blog-entry/helping-urban-tech-startups-reach-next-level</a></li> </ul>	<ul style="list-style-type: none"> <li>• Action Team concierge (consistent internal and external communication, coordination of resources, regular follow-up)</li> <li>• 4 annual strategic trade missions with partners – (Catalyst, PTC, PRA, state, universities aligning with focus industries)</li> <li>• First point of contact for expansion projects</li> <li>• Access to capital and resources</li> <li>• Define success metrics</li> <li>• Communication Plan</li> <li>• Marketing materials / pitch deck</li> <li>• Define value add</li> </ul>	<ul style="list-style-type: none"> <li>• Action Team concierge (consistent internal and external communication, coordination of resources, regular follow-up)</li> <li>• Access to capital and resources</li> <li>• Scheduled, consistent visits to accelerators, tech transfer, co-working, maintaining pipeline</li> <li>• Define success metrics</li> <li>• Communication plan</li> <li>• Marketing Materials / pitch deck</li> <li>• Define value add</li> <li>• Codefest</li> </ul>	<ul style="list-style-type: none"> <li>• URA small business / main streets staff / programs</li> <li>• Access to capital and resources</li> <li>• Connectivity to entrepreneur eco system</li> <li>• URA in your neighborhood</li> <li>• Small Business Resource Fairs</li> <li>• Mayors small business office</li> <li>• Communication Plan</li> <li>• Marketing materials</li> <li>• CIE – Manager local business programs (business services, loans and facades)</li> <li>• Define success metrics</li> </ul>
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*Draft for Discussion Purposes*

Softly launched in June 2015, the Action Team hit the ground running. Prompted by a rapid influx of ‘incoming’ business location and expansion opportunities, Mayor Peduto, Chief Acklin and their teams at the City and the URA initiated a coordinated approach to receiving, engaging and managing these opportunities.

**Where we are**

1. Weekly Business Expansion Pipeline
2. Some good process:
  1. Single Point of contact- entry way to the City
  2. Collect company information and create company file
  3. Prepare tailored package of materials (incentives, financing, strategic relationships)
  4. Engage company and provide assistance with site location, eco system network coordination, research, incentives, financing
  5. Follow up through conversion
  6. Collection of data points, research
  7. Close coordination with Governor’s Action Team, PGHNow, ACED, TBED
3. Some wins:
  1. The Proud Company, Breezie, GothamAlpha, Schoolhouse Electric, Scope International, URA financed business expansions and programs-, Savage Visual, Thread, PEF, KIZ, Riverfront Ventures, etc.

5/17/2016

**What we have learned**

1. Business needs are many and varied:
  1. Coordination of ecosystem/PghNow
  2. Incentives
  3. Real Estate location assistance
  4. Data
  5. Parking
  6. ‘Feel the Love’
  7. Financing
  8. Real Estate Delivery
2. Deal flow is strong without explicitly announcing existence of Action Team
3. Presentation and execution of coordinated, organized and engaged approach with active partnerships (i.e. with PGHNow, industry, supply chain, tech and R&D, Universities, GAT, ACED) to clients is critical.
4. Direct incentives, while important to understand, are not the main driver for business expansion/location decisions.
5. Knowledge of the business opportunity, the industry, and the Pittsburgh investment thesis is critical. What does the client need? Clarity why Pittsburgh is the most valuable business decision to meet this need.
6. Businesses primarily require access to human capital, tech/r&d, supply chains, customers, like entrepreneurs/companies, ecosystem and private capital. Depth of these elements is critical– how long is the bench?

**What is next?**

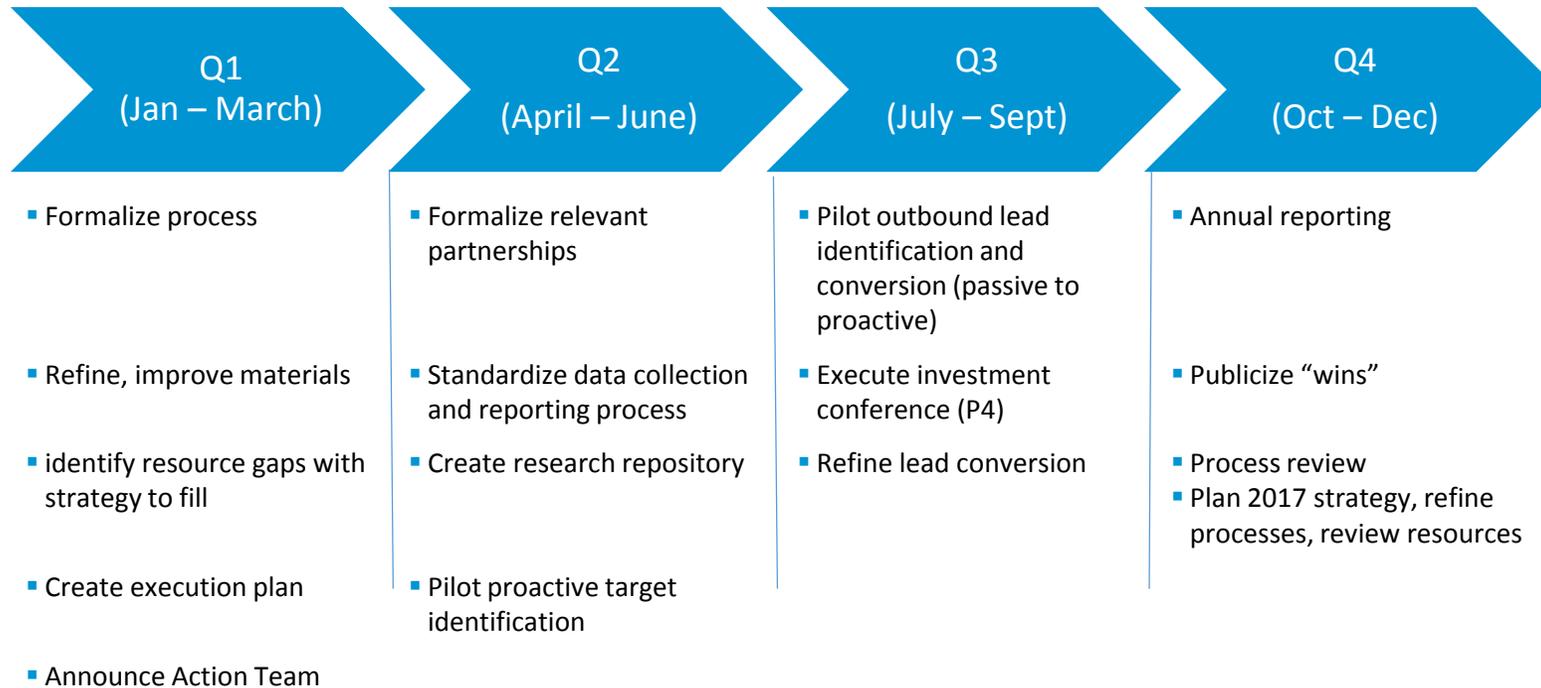
1. Formalize Process and Package
  1. Materials / investment thesis/pitch deck / intake / RFI
  2. Web / Social Media
  3. Clarity of Action Team’s explicit role
    1. Single Point of Contact
    2. Coordination of resources
2. Formalize and Announce Action Team
  1. Mayor Announcement
  2. URA Board
  3. PR process
  - 4. Marketing: both team and Pittsburgh Investment Thesis**
3. **Data driven, proactive, engaged** approach to identification and recruitment
  1. **Investment Conference (in conjunction with P4)**
  2. **Proactive engagement with leads**
    1. **Tailored/packaged investment opportunities**
    2. **Outbound lead generation and conversion**
  3. **Data driven approach**
4. **Converting** in-bound opportunities
  1. **Move from passive receipt of opportunities and monitoring engagements to identifying and converting location and expansion**
5. **Additional Capacity**
  1. **Human and financial capital to properly execute ambitious agenda**
  2. **Coordination of Capital**

*Draft for Discussion Purposes*

The formal execution of the Mayor's Business Expansion Team is expected to roll out over the next several months. The first quarter will focus on defining the approach and putting in place the required resources and materials. By the second quarter it is expected that the team will be ready to roll out newly defined in-bound lead processes and to begin to pilot out-bound lead strategies. The balance of 2016, will focus on proactively engaging expansion leads, refining the approach, and measuring impact.

The Resource Assessment Dashboard provides a snap shot of current capabilities and gaps. The processes that are already underway and within current capabilities are noted in green, while those that need additional support and capacity are shown in yellow and red. Complete execution of the objectives of the Action Team is expected to require additional resource and support allocation.

**2016 Timeline**



**Resource Assessment Dashboard**

Category	Current Status
<b>Marketing</b>	
Pitch decks / Investment thesis	Yellow
Publicity of Action Team	Yellow
Identifying ED resources	Green
<b>Data / Analysis</b>	
Regional Data	Green
Industry specific data	Yellow
Data driven lead generation	Red
<b>Lead Generation / Conversion</b>	
Visit Coordination	Green
Lead generation (local)	Green
Lead generation (non-local)	Red
Coordination of partners	Green
Economic dev. financing	Green
Outbound lead acquisition	Red
Packaged investment thesis	Red
Investment conference (P4)	Red

Strong resource capacity



Mixed resource capacity



Required capacity building

