

# L'expérience de Pittsburgh \*

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## **DIAPOSITIVE 1 (TITRE) — THE GREATER PITTSBURGH REGION: WORKING TOGETHER TO COMPETE GLOBALLY**

## **DIAPOSITIVES 2 ET 3 — BENCHMARKING FOR COLLABORATIVE SOLUTIONS**



### **Benchmarking:**

*“A standard by which something can be measured or judged.”*

*“A systematic way of learning from others ... by searching, identifying, comparing, understanding, learning and adapting (not adopting) from the best, better or different practices.”*

## **DIAPOSITIVES 4 ET 5 — TOWARD A SHARED ECONOMIC VISION**

WHITE PAPER

Robert Mehrabian (Carnegie Mellon University), *Toward a Shared Economic Vision for Pittsburgh and Southwestern Pennsylvania*

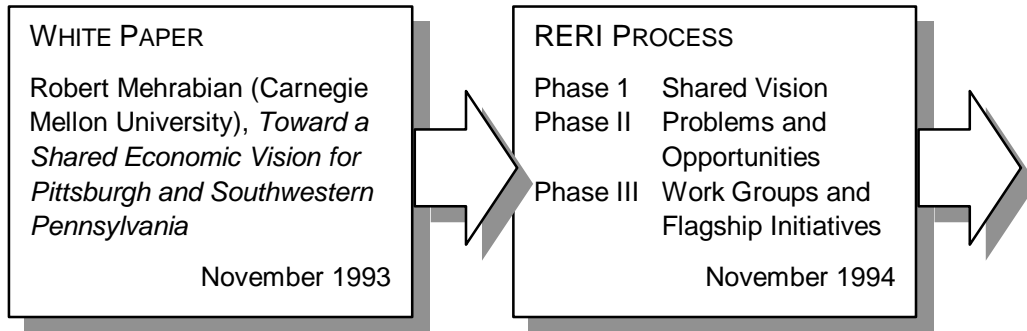
November 1993

- Shared Vision
- Build on Assets
- Public-Private Cooperation Is Key
- Different Sectors Can Lead

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\* Présentation Power Point.

## DIASLIDE 6 — REGIONAL ECONOMIC REVITALIZATION INITIATIVE



## DIASLIDES 7 ET 8 — THE GREATER PITTSBURGH REGION: WORKING TOGETHER TO COMPETE GLOBALLY

**The Greater Pittsburgh Region:  
Working Together to Compete Globally**

NOVEMBER 1994

Our region faces an economic challenge. The time to act is now. In early 1994 a nine-month process began to develop strategies to revitalize our economy. Since then, thousands of citizens representing our region's many constituencies have worked together to produce a shared vision and move forward. Here is the report on this comprehensive process.

### MISSION:

To create an exemplary quality of life through high-value jobs for all citizens by nurturing an economic environment that will foster retaining and expanding existing businesses, starting new firms and attracting other companies to our region.

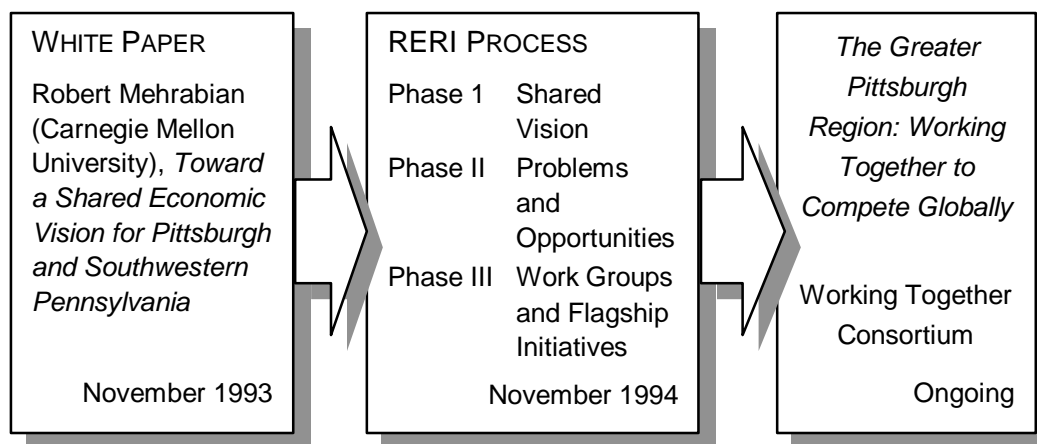
## DIAPPOSITIVES 9 ET 10 — THE WORKING TOGETHER CONSORTIUM

### What is it?

*Leadership...convened to monitor implementation, help forge and expand partnerships and collaboration, and provide a mechanism for responding to new challenges and opportunities...*

*not a new organization ... a gathering place, an opportunity for the shareholders in the economic future in the region — business, labor, public, educational, community & philanthropic — to assess the direction of economic development”*

*(The Greater Pittsburgh Region: Working Together to Compete Globally, November 1994.)*



## DIAPPOSITIF 11 — BENCHMARKING FOR REGIONAL COLLABORATION

- Benchmarking Regional Progress
  - “RERI” Index
    - Developed by Carnegie Mellon University & Deloitte & Touche LLP
    - Focuses on key indicators of regional competitiveness
  - Other Indices
    - Entrepreneurial Vitality
    - Education
    - Building One Economy

*(Regional Economic Revitalization Index 1998. The Pittsburgh Metropolitan Area. Presented to the Working Together Consortium. Prepared by The Center for Economic Development. May 1998.)*

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## **DIAPPOSITIVES 12 À 16 — BENCHMARKING FOR COLLABORATIVE REGIONAL SOLUTIONS**

- Demonstration Projects for Industry Growth
  - Pittsburgh Tissue Engineering Initiative (PTEI) (University of Pittsburgh, Carnegie Mellon University, Duquesne University)
    - 1994 Demonstration Projects Identified
    - 1995 Key Funders Solicited
    - 1995 Due Diligence
    - 1995 Recognized Opportunity TO BE DIFFERENT
    - 1996 Incorporated the PTEI
    - 1998 PTEI is now being benchmarked!

- County Governance
  - ComPAC 21 (John Murray, Duquesne University)
    - 1995 Benchmarking
    - 1996 Recommendations Released TO BE BETTER
    - 1997 Proposal to Change Structure
    - 1998 Referendum to Change Structure
    - 1999 Elections
    - 2000 New Structure Takes Place

*(Preparing Allegheny County for the 21st Century. A Report to the Allegheny County Board of Commissioners, prepared by The Committee to Prepare Allegheny County for the 21st Century, January 1996.)*

- Workforce Development
  - Regional Workforce Development Initiative (Mark Nordenberg, University of Pittsburgh)
    - 1996-1997 Benchmarking for Best Practices
    - 1997-1998 Sharing Findings w/ Regional Stakeholders
    - 1998 Recommendations Released TO BE COMPETITIVE
    - 1998 Planning for Implementation

*(Working Together to Connect Workers to the Jobs of the Future. Critical Steps for Regional Success. Prepared by The Oversight Committee of the Regional Workforce Development Initiative for the Working Together Consortium.)*

- Regional Investments
  - Regional Renaissance Initiative

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- 1995 Investing in the Future
  - 1996 Core Investment Needs Stimulate Dialogue
  - 1997 Benchmarking Other Region's Investments Leads to Public Referendum
  - 1997 Referendum Fails
  - 1998 Lack of Investments Brings Key Stakeholders Together
  - 1998 \$150+Million State Investments Announced
- Other Areas Where Benchmarking Is Driving Regional Discussions:
    - Healthcare Initiative
    - Public School Reform
    - Regional Marketing
    - Technology Commercialization
    - Destination Development
    - Business Climate

### **DIAPOSITIVE 17 — BENCHMARKING: THE PITTSBURGH EXPERIENCE**

- Scope Is Regional
- Issue by Issue

### **DIAPOSITIVES 18 ET 19 — BENCHMARKING: LESSONS LEARNED**

- Key stakeholders must be involved to own outcomes
- Leaders must have enlightened self-interest
- Professionals in the process strengthen credibility
- Neutrality of funding strengthens credibility
- Results must be translatable to general public if it is a public issue
- Brings people to a common ground
- Is a neutralizing mechanism for tough issues
- Offers a “clean plate” solution
- Communication, Follow-through, and Accountability are KEY!