EXTERNAL GOALS:

Sustain regional economic momentum while building the systems needed for long-term competitiveness.

The following goals revolve around a single unifying priority: drive regional economic growth by landing, retaining, and expanding businesses–and ensuring the policy, talent, and infrastructure (sites, housing, energy) conditions are in place to support those wins.

METRICS:

- To match U.S. GDP growth, the region aims for 12K jobs and $4.5B in annual capex—$1.1B above the 15-year average.
- 2025 project announcements advanced to deployment: job hiring, real estate, etc.
- Identified supply-chain gaps addressed through strategic partnerships.
- Improvements in regional value proposition.

EXTERNAL GOALS:

1. DOWNTOWN & REGIONAL DEVELOPMENT

Strengthening the foundation to enable business growth.

- Drive place-based transformations through the Phase 2 Downtown Plan (sustainable funding, activations, and NFL Draft), Mon Valley strategy, and continued support for regional priority sites.
- Strengthen talent, housing, and site-readiness strategies through coordination, and local, state, and federal policies.

2. BUSINESS ATTRACTION, RETENTION & EXPANSION

Converting opportunity into lasting economic impact.

- Maintain major investment announcements at levels comparable to 2025.
- Move all 2025 project wins from announcement to deployment.
- Expand ~25 robotics/AI firms and 5+ manufacturing companies through integrated attraction, retention, expansion, and supply-chain strategy as well as revamped workforce sourcing and support.

3. POLICY & ADVOCACY

Create the conditions for economic competitiveness, reliability, and growth.

- Continue CNI tax phase-down and downtown reinvestment legislation.
- Expand state and federal permitting reform.
- Grow incentives like job creation and research/development credits.
- Develop a statewide energy plan that ensures reliability, affordability, and competitiveness while supporting next-gen technologies.
- Secure federal funds to expand manufacturing and the energy industry, and to continue to drive innovation in high-growth sectors like life sciences and robotics/AI.

4. THOUGHT LEADERSHIP

Elevate regional visibility and insight to guide decision making.

- Elevate visibility with communications, events, and high-quality analysis.
- Deliver trusted research and insights to guide regional decision making.
- Engage 10 counties and Pittsburgh, and lay the groundwork for the 2027–2029 regional agenda.

INTERNAL GOALS:

Build the organizational strength needed to support our external ambitions.

Internal goals focus on building the infrastructure, culture, skills, and systems ACCD staff need to succeed. These efforts will boost performance, member value, and organizational resilience, led by the COO through a unified internal operations team (HR, IR, communications, and organizational effectiveness).

1. TALENT, CULTURE & PERFORMANCE

Empower people with clarity, support, and opportunity.

2. OPERATIONAL EXCELLENCE & ORGANIZATIONAL INFRASTRUCTURE

Create a high-functioning internal engine.

3. INVESTOR ENGAGEMENT & RETENTION INFRASTRUCTURE

Strengthen the systems that ensure sustained investor value and revenue.

4. MARKETING & COMMUNICATIONS MODERNIZATION

Move from tactical outputs to strategic influence.

5. STRATEGIC PLANNING FOR 2027–2029

Define the next chapter of the Conference's strategy.