

ALLEGHENY CONFERENCE ON COMMUNITY DEVELOPMENT

ANNUAL DINNER

REMARKS

BY

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CARNEGIE INSTITUTE  
PITTSBURGH, PA  
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ALLEGHENY

THANK YOU AND GOOD EVENING.

YOUR INVITATION TO ME TO SPEAK HERE TONIGHT  
WAS THE PERFECT REQUEST AT JUST THE RIGHT  
TIME. IT OFFERED ME A NICE OPPORTUNITY TO  
LOOK BACK OVER THE KINDS OF PARTNERSHIPS I  
HAVE BEEN INVOLVED IN OVER THE PAST SEVERAL  
YEARS, ESPECIALLY PRIVATE SECTOR PARTNERSHIPS  
WITH GOVERNMENT AND THE NONPROFIT SECTOR.

11/13/86

ALLEGHENY

DOUG - Not only on schedule, but ahead - 10 years of  
Address CARLETON ANNOUNCING <sup>YOUR</sup> BEHAVIOR  
EXECUTED

THANK YOU AND GOOD EVENING.

YOUR INVITATION TO ME TO SPEAK HERE TONIGHT

<sup>is</sup>  
~~was~~ THE PERFECT REQUEST AT JUST THE RIGHT

TIME. IT OFFERED <sup>S</sup> ME A <sup>FINE</sup> ~~NICE~~ OPPORTUNITY TO

LOOK BACK OVER THE KINDS OF PARTNERSHIPS I

HAVE BEEN INVOLVED IN OVER THE PAST SEVERAL

YEARS, ESPECIALLY PRIVATE SECTOR PARTNERSHIPS ~~BOTH WITH~~

WITH GOVERNMENT AND <sup>WITH</sup> THE NONPROFIT SECTOR.

11/13/86

ALLEGHENY

~~Also~~ YOU ARE THE RIGHT AUDIENCE TO TALK WITH  
ABOUT PARTNERSHIPS BECAUSE THE ALLEGHENY  
CONFERENCE CERTAINLY HAS BEEN A PIONEER AND IS  
ONE OF THE MOST ADMIRRED ORGANIZATIONS OF ITS  
~~KIND~~  
~~GENRE~~ IN AMERICA. IN FACT, WE HAD STAN WILLIAMS, ~~THE~~ CHAIRMAN  
CALIJEERI  
AND MAYOR CALIGUIRI (PRONOUNCED CALIJEERI) IN  
NEW YORK TO TALK TO REGIONAL PLAN ASSOCIATION  
THREE YEARS AGO. *ABOUT THE PITTSBURGH SUCCESS*  
*STORY. ~~THE~~ OF COURSE YOUR SUCCESS WAS THE*  
*SPUR TO DAVID ROCKEFELLER & THE FORMATION*  
*OF THE N.Y. PARTNERSHIP.*

ALLEGHENY

SO, I CAN'T THINK OF A BETTER PLACE TO  
RUMINATE ABOUT THESE NEW CORPORATE  
ROLES--PARTNER TO THE PUBLIC SECTOR AND GOOD  
NEIGHBOR IN OUR COMMUNITIES. I THINK  
CORPORATIONS ARE NOW WIDELY REGARDED NOT JUST  
AS LEGAL ENTITIES BUT AS INSTITUTIONS WITH  
SOME FEELINGS AND SENSITIVITIES TO THE WORLD  
AROUND THEM. I LIKE THAT TREND TOWARD  
HUMANIZING THE ECONOMIC SYSTEM A LITTLE BIT, *THO*  
*HOW LONG IT WILL LAST IN AN ERA OF*  
*UNFRIENDLY TAKEOVERS & CORP ASSET*  
*STRIPPING REMAINS TO BE SEEN.*

*NEW DEFINITION OF GOLDEN TRIANGLE IN*  
*TODAYS W.S.J.*

- 1. TAKEOVER ARTISTS*
- 2. ARBITRAGEURS*
- 3. JUNK BOND DEALERS*

ALLEGHENY

MOST OF THE TIME, A CORPORATE EXECUTIVE MUST *↓ SHOULD*  
BE THE QUINTESSENTIAL "ECONOMIC MAN," TRYING  
TO MAXIMIZE *SHAREHOLDER VALUE OVER TIME* ~~PROFITS~~. WHEN OUR ECONOMIC SYSTEM  
WORKS WELL--AND IT DOES REMARKABLY OFTEN--THE  
CONTRIBUTIONS THAT EACH OF US MAKES WITHIN OUR  
OWN CORPORATE ENTITY DO ALSO CONTRIBUTE TO THE  
PUBLIC INTEREST. BUT I DON'T THINK ANY OF US  
WANTS TO BE ONLY AN "ECONOMIC MAN," THINKING  
ONLY OF OUR SELF-INTEREST. PUBLIC-PRIVATE  
PARTNERSHIPS ALLOW CORPORATE LEADERS AND  
EMPLOYEES TO BE "COMMUNITY PEOPLE" AND "CARING  
PEOPLE," AS WELL.

11/13/86

ALLEGHENY

I DON'T THINK, HOWEVER, THAT OUR CORPORATE PARTNERSHIP ROLE IS ENTIRELY CLEAR EITHER TO US OR TO OUR PARTNERS. FOR EXAMPLE, AS THE FEDERAL GOVERNMENT WITHDRAWS ITS SUPPORT FOR SOCIAL SERVICES, MORE AND MORE PEOPLE NOW EXPECT THE CORPORATION TO STEP IN. RECENTLY, THE NEW YORK TIMES REPORTED THAT SEVERAL CORPORATIONS ARE UNDERWRITING CHILD CARE CENTERS. A FEW DAYS LATER, THE DIRECTOR OF AN AGENCY CARING FOR THE ELDERLY WROTE THE TIMES AGREEING THAT CORPORATE DAY CARE "MAKES GOOD ECONOMIC SENSE," AND THEN ADDED THAT IT ALSO MAKES "GOOD ECONOMIC SENSE" FOR CORPORATIONS TO TAKE CARE OF THEIR EMPLOYEE'S AGING PARENTS.

11/13/86

ALLEGHENY

ANOTHER EXAMPLE. IN OUR REGION, THERE'S NOT  
ENOUGH HOUSING FOR CORPORATE EMPLOYEES, SO,  
OF COURSE, MANY PEOPLE INCLUDING PUBLIC  
OFFICIALS THINK <sup>INDIVIDUAL</sup> CORPORATIONS SHOULD BUILD  
HOUSING.

11/13/86



ALLEGHENY

WHERE DOES IT STOP? WHERE SHOULD IT STOP? OR  
SHOULD IT STOP AT ALL? AND CAN THE AD HOC  
INFORMAL AGREEMENTS OF PUBLIC-PRIVATE  
PARTNERSHIPS KEEP GOING? I HAVE ALWAYS ARGUED  
THAT PUBLIC/PRIVATE PARTNERSHIPS SHOULD NOT  
MEAN PRIVATE SECTOR SUBSTITUTION FOR PUBLIC  
SECTOR RESPONSIBILITY. BUT WHO DEFINES  
ACCEPTABLE MINIMUM LEVELS OF PUBLIC  
RESPONSIBILITY OR THE LIMITS AT THE TOP END  
OF THE SCALE? AND, WHAT ARE THEY?

ALLEGHENY

SO, EVEN THOUGH THE HONEYMOON OF BUSINESS AND  
GOVERNMENT WORKING TOGETHER FOR THE COMMON  
SOCIAL GOOD GENERALLY SEEMS TO BE CONTINUING,

THAT HONEYMOON IS BOUND TO END, AND WE'LL NEED

SOME CLEARER GUIDELINES <sup>IF THE MARRIAGE IS TO LAST.</sup> ~~FOR LONG TERM MATRIMONY.~~

IT IS AN IMPORTANT LONG TERM ISSUE TO ADDRESS  
AND GOES BEYOND THE SCOPE OF MY COMMENTS THIS

EVENING. HOWEVER, IT OCCURS TO ME THAT

PITTSBURGH'S DISTINGUISHED UNIVERSITIES COULD

JOIN YOUR EXPERIENCE WITH THEIR UNDERSTANDING

OF ECONOMICS AND POLITICAL SCIENCE--AND

PHILOSOPHY--TO PRODUCE SOME THOUGHTFUL

ASSISTANCE ON THESE THORNY ISSUES FROM WHICH

WE COULD ALL BENEFIT.

ALLEGHENY

I HAVE A FEW OBSERVATIONS TO CONTRIBUTE THIS  
EVENING FROM TWO KINDS OF PARTNERSHIPS IN  
WHICH I THINK CORPORATE PARTICIPATION IS MOST  
FREQUENT AND BENEFICIAL--PUBLIC EDUCATION AND  
REGIONAL PLANNING. *WHICH ARE CLOSELY INTERWOVEN.*

ALLEGHENY

LET ME BEGIN WITH AMERICAN CAN'S PARTNERSHIP  
WITH MARTIN LUTHER KING, JR. HIGH SCHOOL IN  
*AN ALC MINORITY SCHOOL*  
MANHATTAN. WE'VE UNDERTAKEN A NUMBER OF  
PROGRAMS WITH MLKHS, INCLUDING SOME CONCEPTS  
BORROWED FROM YOUR OWN VERY GOOD EXPERT, DAVID  
BERGHOLZ. WE HAVE DEVELOPED SMALL GRANT  
SUPPORT PROGRAMS IN SCHOOL AND AFTER SCHOOL,  
WITH RIPPLES THAT GO ON AND ON. FOR INSTANCE,  
WE HELPED TO SET UP A PHOTOGRAPHY CLUB AND  
SENT A PROFESSIONAL PHOTOGRAPHER TO WORK WITH  
THE TEACHER IN CHARGE. NOW, THE TEACHER HAS A  
REGULAR COURSE IN PHOTOGRAPHY AND CONTINUES  
THE AFTERSCHOOL CLUB. THE SCHOOL ENRICHMENT  
PROGRAMS WE HAVE HELPED TO START REACH INTO  
THE COMMUNITY AND HAVE IMPROVED THE SCHOOL'S  
RELATIONS WITH THE NEIGHBORHOOD.

ALLEGHENY

*PUBLISHER  
Join A School  
PROGRAM  
Now 55  
PARTNERSHIPS*

AMERICAN CAN HELPED TO EXTEND THE SCHOOL'S REACH INTO THE BUSINESS WORLD, TOO, BY HOLDING OUR ANNUAL SHAREHOLDER'S MEETING IN THE SCHOOL'S AUDITORIUM IN 1984. ABOUT 350 OF OUR SHAREHOLDERS ATTENDED AND TWO HUNDRED STUDENTS TOOK PART. THE WHOLE SCHOOL--STUDENTS AND TEACHERS, PARENTS AND ADMINISTRATORS--WORKED WITH US TO ORGANIZE THIS EVENT. THERE WERE WELCOMING POSTERS, AND AN ART EXHIBIT THAT'S BECOME A CONTINUING EVENT AT AMERICAN CAN, AND A FILM THE STUDENTS MADE ABOUT LIFE IN THE HIGH SCHOOL. THE STUDENTS ALSO PREPARED A STUDENT VERSION OF THE AMERICAN CAN COMPANY ANNUAL REPORT WHICH WAS EMINENTLY READABLE AND INFORMATIVE.

ALLEGHENY

MORE RECENTLY, OUR PROGRAM HAS ADDED VOCATIONAL COMPONENTS. ONE PROGRAM PREPARES STUDENTS TO BECOME SECURITY GUARDS. IT HAS BEEN DONE SO WELL AT MARTIN LUTHER KING, WE ARE NOW WORKING WITH THE NATIONAL CRIME PREVENTION COUNCIL, TO TEST ITS FEASIBILITY AS A NATIONAL MODEL. IN ANOTHER <sup>TRAINING</sup> ~~VOCATIONAL~~ EFFORT, STUDENTS FROM THE HIGH SCHOOL HAVE INTERNEED AT AMERICAN CAN ONE DAY A WEEK; SOME WORK FULL-TIME IN SUMMER.

ALLEGHENY

WITH WHAT RESULTS? ATTENDANCE, ACADEMIC PERFORMANCE, THE NUMBER OF GRADUATES GOING ON TO HIGHER EDUCATION ARE ALL UP ALTHOUGH IT WOULD BE PRESUMPTUOUS OF ME TO ATTRIBUTE ALL THOSE IMPROVEMENTS ONLY TO OUR PARTNERSHIP EFFORTS. BUT PERHAPS MORE IMPORTANT IS THAT BEHIND THOSE NUMBERS THERE IS A PERCEPTIBLE INCREASE IN THE SENSE OF SELF-WORTH AT THE SCHOOL--NOT JUST AMONG THE PUPILS BUT THE TEACHERS AND ADMINISTRATORS, TOO.

ALLEGHENY

WE'VE LEARNED SOME THINGS IN OUR PARTNERSHIPS  
AS WELL. FIRST, WE FOUND THAT AMERICAN CAN IS  
LEARNING AND BENEFITING FROM OUR JOINT  
ACTIVITIES AS MUCH AS THE SCHOOL. SO WE CALL  
OUR PROGRAM "JOIN-A-SCHOOL" RATHER THAN  
"ADOPT-A-SCHOOL." WE DON'T LOOK ON OUR ROLE  
AS "IN LOCO PARENTIS." IT'S A JOINT PROGRAM  
OF MUTUAL BENEFIT.

11/13/86



ALLEGHENY

THE SECOND LESSON IS THAT THE PROGRAM WORKS  
BECAUSE SENIOR EXECUTIVES ARE COMMITTED AND  
PERSONALLY INVOLVED. WE TEACH CLASSES; WE  
WORK ONE-ON-ONE WITH INTERNS. MONEY CAN MAKE  
A GOOD JOIN-A-SCHOOL PARTNERSHIP WORK BETTER,  
BUT MONEY WITHOUT PERSONAL PARTICIPATION DOES  
NOT IN MY OPINION CONSTITUTE A REAL PARTNERSHIP.

ALLEGHENY

THERE'S A LESS HAPPY THIRD LESSON, I WANT TO  
SPEND SOME TIME ON THAT, GOOD AS IT IS,  
INVALUABLE AS IT IS, JOIN-A-SCHOOL CAN'T

POSSIBLY MEET THE NEEDS OF AMERICAN SCHOOLS IN

*ITS A LITTLE LIKE TRYING TO CURE CANCER BY*  
THE 1980'S, I'M CONVINCED THAT CORPORATE *USING LOTS OF*  
*CANDIDS*

LEADERS MUST GO BEYOND SCHOOL PARTNERSHIPS IN  
THEIR SUPPORT FOR PUBLIC EDUCATION, WE SHOULD  
BE CAMPAIGNING EVERY DAY FOR GREATER PUBLIC  
RESOURCES FOR PUBLIC SCHOOLS, AS IF OUR  
COLLECTIVE FUTURE DEPENDED UPON IT--BECAUSE  
IT DOES.

ALLEGHENY

SENATOR DANIEL PATRICK MOYNIHAN OF NEW YORK  
OBSERVED RECENTLY THAT THE UNITED STATES MAY  
BE THE FIRST SOCIETY IN HISTORY WHERE CHILDREN  
ARE MUCH WORSE OFF THAN ADULTS. NEARLY 25  
PERCENT OF AMERICAN CHILDREN LIVE IN HOUSEHOLDS  
WITH INCOMES BELOW THE POVERTY LINE. AMONG  
BLACK CHILDREN, NEARLY HALF OF THOSE UNDER SIX  
LIVE IN POVERTY. AND IN 23 OF OUR LARGEST 25  
SCHOOL SYSTEMS, MINORITY STUDENTS ARE IN THE  
MAJORITY. STUDENTS WHOSE NATIVE LANGUAGE IS  
NOT ENGLISH ARE INCREASING; SO IS THE DROP-OUT  
RATE. ONLY SIX OF EVERY TEN HISPANIC YOUNGSTERS  
COMPLETE HIGH SCHOOL.

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ALLEGHENY

MORE THAN EVER, PUBLIC SCHOOLS ARE THE CRITICAL,  
AVENUE OF OPPORTUNITY FOR DISADVANTAGED YOUNG  
PEOPLE, YET OUR INVESTMENTS IN OUR PUBLIC  
SCHOOLS, WHILE FINALLY BEGINNING TO INCREASE  
AGAIN, ARE FAR FROM SUFFICIENT. TEACHERS, THE  
MOST CRITICAL PART OF THE EDUCATIONAL PROCESS  
ARE OVERWORKED, UNDERPAID AND VASTLY UNDER  
APPRECIATED. AND MANY SCHOOL BUILDINGS ACROSS  
THE COUNTRY ARE IN DISREPAIR, IN SOME CASES  
SHOCKINGLY SO.

ALLEGHENY

PUBLIC SCHOOLS NEED MORE THAN MONEY, OF  
COURSE, THEY NEED RESPECT; THEY NEED BETTER  
LEADERSHIP. THE INSTITUTE FOR EDUCATIONAL  
LEADERSHIP, AN ORGANIZATION I FIND TIMELY AND  
VALUABLE, JUST RELEASED A REPORT SUGGESTING  
WAYS LOCAL SCHOOL BOARDS COULD BETTER EXERCISE  
LEADERSHIP. THEY MIGHT PAY ATTENTION NOW WHEN  
GOVERNORS ARE WAVING THE BIG STICK OF  
THREATENED STATE TAKEOVER AT THEM. <sup>But</sup> LEADERSHIP  
ISSUES ASIDE, MAKE NO MISTAKE; <sup>SCHOOLS</sup> ~~THEY~~ NEED MORE  
MONEY.

ALLEGHENY

WE'VE BEEN TOLD LATELY THAT THROWING MONEY AT  
SOCIAL PROBLEMS DOESN'T WORK. I'M NOT COMPLETELY  
CONVINCED THAT IS WHAT WE HAVE DONE. WHEN THE  
PAST QUARTER CENTURY IS SEEN THROUGH HISTORY *PERSPECTIVE*  
~~BOOKS~~ RATHER THAN 30-SECOND POLITICAL TV  
COMMERCIALS, THE GREAT SOCIETY PROGRAMS WILL,  
I THINK, BE VIEWED IN FAR MORE FAVORABLE TERMS  
THAN WE DO TODAY. ALREADY, SOME OF THE EVIDENCE  
FOR GREAT SOCIETY TYPE PROGRAMS IS IN:

ALLEGHENY

- HEADSTART--A TREMENDOUS DIFFERENCE. IT HAS BOOSTED YOUNGSTERS FROM HOMES WITHOUT BOOKS INTO THE READING AND WRITING WORLD.
  
- SCHOOL INTEGRATION--NOT ONLY IMPROVED CAREERS FOR BLACK STUDENTS BUT <sup>CREATED</sup> MORE POSITIVE ETHNIC AND RACIAL HARMONY.
  
- CIVIL RIGHTS AND VOTING RIGHTS--I WOULD SHUDDER TO THINK OF WHERE WE WOULD BE WITHOUT THE GAINS THAT ORIGINATED IN THESE MAJOR PIECES OF LEGISLATION.

ALLEGHENY

- WIC, THE NUTRITION PROGRAM FOR WOMEN, <sup>INFANTS</sup> AND  
*A MIN. OF*  
CHILDREN--\$3 SAVED IN MEDICAL COSTS FOR  
EVERY DOLLAR SPENT. *MOST SINCE SUCCESSFUL SOCIAL  
PROGRAM EVER DEVISED - AND YET  
OR CHAM. I TODAY IS UNDERFUNDED BY 50%*
- AND TITLE I, COMPENSATORY FEDERAL FUNDS  
FOR SCHOOLS SERVING HIGH CONCENTRATIONS  
OF LOW INCOME CHILDREN HAS RESULTED IN  
HIGHER READING AND MATH SCORES AND LOWER  
DROPOUT RATES IN INNER CITY SCHOOLS  
THAN WOULD HAVE BEEN OTHERWISE ACHIEVED,  
*A SAVATION FOR MOST URBAN SCHOOL SYSTEMS*



ALLEGHENY

THE LIST GOES ON AND ON, BUT NONE OF THESE PROGRAMS COVERS A LARGE ENOUGH SEGMENT OF THE NEED, AND EVERY ONE OF THEM IS VULNERABLE TO SOME DEGREE IN THIS ERA CHARACTERIZED BY THE GRAMM-RUDMAN BUDGET LEGISLATION AND RHETORICAL CALLS TO LIMIT GOVERNMENT INVOLVEMENT IN SOCIAL PROGRAMS. IT'S UP TO US, LEADERS IN THE SEVERAL SECTORS OF AMERICAN LIFE, TO HELP CARRY THE MESSAGE THAT SOCIAL AND EDUCATIONAL PROGRAM INVESTMENTS ARE ESSENTIAL FOR THE NATION'S FUTURE,

*ON THE EDUCATION FRONT  
THE NEW YORK LEADERSHIP HAS BEEN MOBILIZING  
RECENTLY - ~~HAVE BEEN SUCCESSFUL IN GETTING~~  
STRAKS IN WIND*

ALSO  
COMMITTEE ECON.  
DEVELOPMENT -  
200 KENT BUS,  
C.E.O.

- 1. Higher % of STATE TAX REV. GOING TO EDUCAT.*
- 2. Higher % of THAT TO N.Y.C. WHERE MOST OF  
DISADVANTAGED IN STATE LIVE*
- 3. Jt. Mtg. WITH N.Y. CONGRESS. DELEGATION TO  
PRESENT UNIFIED APPROACH TO INCR. FED. FUNDING  
HEAD of UNION, HEAD of SCHOOLS, CHAIRMAN BO. of ED,  
REPRESENT. of BUS. COMMUNITY.*
- 4. FORMED BUS. CONSULTING GROUP SO THAT BO. of ED CAN  
TACKLE WIDE RANGE of PROBLEMS*
- 5. SOLVING ISSUES of CREDIBILITY.*

11/13/86

ALLEGHENY

THE SECOND AREA OF PARTNERSHIPS THAT I WANT TO TOUCH UPON THIS EVENING IS THAT OF REGIONAL PLANNING. INCREASINGLY, PEOPLE'S DAY-TO-DAY ACTIVITIES ARE SPREAD THROUGH WIDE AREAS OF THEIR URBAN REGION. THEY WORK IN ONE MUNICIPALITY; THEIR SPOUSE WORKS IN ANOTHER; THEY GO TO CHURCH IN ONE DIRECTION, TO THE MOVIES IN A SECOND, TO A RESTAURANT IN A THIRD, AND THEY SHOP IN SEVERAL DIRECTIONS. YET, AT LEAST IN OUR REGION ~~IN~~, THE NEW YORK METROPOLITAN AREA, PEOPLE ARE BECOMING FIERCELY PAROCHIAL--PARTICULARLY WITH RESPECT TO DEFENDING THE STATUS QUO <sup>OF</sup> ~~WHERE THEIR HOUSE~~ <sup>RESIDENTIAL COMMUNITY</sup> ~~ACTUALLY SITS.~~ IF THEY LIVE IN A POOR NEIGHBORHOOD, RESIDENTS RESIST ANY NEW DEVELOPMENT BECAUSE IT MAY ATTRACT HIGHER INCOME RESIDENTS WHO WILL PRICE THEM OUT. *GENTRIFICATION IS A DIRTY WORD.*

ALLEGHENY

IF THEY LIVE IN A HIGH-INCOME NEIGHBORHOOD,  
THEY RESIST HOUSING MIDDLE-INCOME RESIDENTS  
EVEN IF THEY ARE WELCOMED IN THE OFFICES WHERE  
MIDDLE-INCOME PEOPLE WORK, THE RESULT IS

~~DIFFICULTY~~ IN FILLING <sup>IN</sup> THE LOWER-PAID JOBS ~~IN~~ LOCAL  
SERVICE INDUSTRIES - EVERY MAC DONALD'S & BURGER KING IN  
~~THE SUBURBAN FAST FOOD COUNTER AND IN THE~~ U.S. MUST HAVE HAD  
GROCERY STORE AND VERY LONG-DISTANCE COMMUTING ~~WANTED~~ ~~STILL~~ ~~TO~~ ~~WORK~~

TO MIDDLE-INCOME JOBS, ~~OVER A BROAD SWEEP OF~~

~~OUR SUBURBS.~~

ALLEGHENY

REGIONAL PLAN CALCULATED A FEW YEARS AGO THAT  
THE AVERAGE TRIP TO WORK IN A CORPORATE  
HEADQUARTERS, WHETHER IN MANHATTAN OR ON A  
SUBURBAN CAMPUS, WAS 15-20 MILES EACH WAY,  
WITH SUBURBAN HIGHWAYS CONGEALING RAPIDLY.  
ANOTHER RESULT OF THIS PAROCHIALISM IS A  
CRISIS IN DISPOSING OF SOLID WASTES AND THE  
PROVISION OF MOST FACILITIES THAT EVERYONE  
NEEDS BUT NOBODY WANTS NEAR THEM, THERE IS NO  
LOGICAL PLAN SO NIMBY CARRIES THE DAY--"NOT IN  
MY BACK YARD."

*AND I KNOW AN  
AMERICAN CAR THAT  
AVG. COMMUTING TIME  
TO GREENWICH IS  
LONGER THAN IT WAS  
WHEN OUR OFFICES  
WERE IN MIDTOWN  
MANHATTAN.  
LACK OF AVAIL.  
HOUSING.*

*WILSON, WESTPORT, NORWALK EXAMPLES*

ALLEGHENY

I FREQUENTLY ADDRESS THESE ISSUES OF REGIONAL  
PLANNING NEEDS TO THE CORPORATE COMMUNITY  
BECAUSE WE ARE ONE OF ONLY TWO COMMUNITIES--  
THE MEDIA BEING THE OTHER--THAT RECOGNIZE  
THERE IS A REGION, OTHERS DON'T SEE IT,  
THERE'S NO REGIONAL BOUNDARY ON THE ROAD MAP;  
NO ONE RUNS FOR REGIONAL PUBLIC OFFICE.

11/13/86

ALLEGHENY

So, IN OUR REGION, MOST PEOPLE FOCUS ON THE  
880 INDEPENDENT MUNICIPALITIES OR THE SIMILAR  
NUMBER OF SCHOOL DISTRICTS OR PERHAPS THE 31  
*OR 00 THE 3 STATES*  
COUNTIES. BUT THE REGION AS A WHOLE IS THE  
ECONOMY, SO CORPORATIONS IDENTIFY WITH IT; AND  
IT'S AN INFORMATION-SHED, SO THE MEDIA--TV,  
RADIO AND METROPOLITAN NEWSPAPERS AND  
MAGAZINES--CATER TO IT.

ALLEGHENY

IN FACT, THE ELEMENTS OF OUR REGIONAL ECONOMY ARE BECOMING MORE TIGHTLY INTERWOVEN BECAUSE OF THE NEW KIND OF HOUSEHOLD, WIVES WORKING AND CHILDREN STAYING AT HOME IN THEIR WORKING YEARS MEAN THAT EACH HOUSEHOLD PROBABLY IS LINKED TO AT LEAST TWO AND MAYBE MORE DIFFERENT EMPLOYERS. IT'S VERY HARD, THEN, FOR A FIRM TO MOVE AND TAKE ALONG ITS VALUED EMPLOYEES. FURTHERMORE, THE SHORTAGE OF AFFORDABLE HOUSING HAS SENT PEOPLE IN ALL DIRECTIONS IN SEARCH OF IT, REGARDLESS OF WHERE THEIR JOB MIGHT BE LOCATED. SO THERE ARE DISTINCT BENEFITS TO LOCATING OUR BUSINESSES IN THE CENTER OF THE CENTER, THE MANHATTAN CENTRAL BUSINESS DISTRICT.

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ALLEGHENY

EMPLOYEES COMMUTE THERE FROM EVERY DIRECTION  
AND OVER LONG DISTANCES BECAUSE THERE ARE  
ENOUGH PEOPLE TRAVELLING TO MANHATTAN FROM  
EVERY DIRECTION TO SUPPORT FAST EXPRESS BUSES  
AND TRAINS.



ALLEGHENY

~~SW~~, EVEN THOUGH RENTS IN MODERN MANHATTAN  
*RANGE FROM \$40 TO \$60*  
OFFICE BUILDINGS ~~ARE AROUND \$40~~ A SQUARE FOOT,  
VACANCY RATES ARE AMONG THE LOWEST IN THE  
COUNTRY AND A SWIFT PACE OF OFFICE BUILDING  
CONTINUES. IN THE 8½ SQUARE MILES SOUTH OF  
CENTRAL PARK, AN AREA NO BIGGER THAN KENNEDY  
AIRPORT, NEARLY SIX MILLION SQUARE FEET OF NEW  
OFFICE SPACE HAS BEEN ADDED EVERY YEAR, ON THE  
AVERAGE, FOR ABOUT THREE DECADES. WE'VE HAD  
OUR EMPLOYMENT UPS AND DOWNS, BUT WE'RE  
DEFINITELY ON THE UP SIDE NOW.

ALLEGHENY

IN JUST THE LAST EIGHT YEARS, THE NUMBER OF  
PEOPLE ENTERING THE MANHATTAN CENTRAL BUSINESS  
DISTRICT EVERY DAY INCREASED BY ABOUT HALF A  
MILLION--TO 3.3 MILLION. AND FOR THE FIRST  
TIME, OFFICE JOBS ARE BEGINNING TO SPILL OVER  
FROM MANHATTAN TO DOWNTOWNS IN BROOKLYN AND  
QUEENS AND RIGHT ACROSS THE HUDSON RIVER TO  
JERSEY CITY AND OTHER WATERFRONT SITES. AT  
THE SAME TIME, OFFICE SUBCENTERS, LINKED BY  
RAIL TO MANHATTAN, ARE SPROUTING--STAMFORD,  
WHITE PLAINS, NEWARK, NEW BRUNSWICK. VERY  
MUCH THE WAY REGIONAL PLAN ASSOCIATION HAS  
RECOMMENDED. *I MIGHT ADD*

ALLEGHENY

BUT EVERY SUCCESS BRINGS NEW PROBLEMS ~~AND~~  
*CENTRAL BUSINESS DISTRICT*  
CONGESTION ENTERING THE ~~AND~~ AND MOVING AROUND

IN IT ARE BUILDING TOWARD A CRISIS, THERE ARE  
AT LEAST HALF-HOUR DELAYS EVERY MORNING  
ENTERING FROM NEW JERSEY BY CAR, AND EVEN  
GROWING DELAYS ON THE EXCLUSIVE BUS LANES.

ALLEGHENY

*CENTRAL BUSINESS DISTRICT*

ONCE INTO THE ~~ROAD~~ WITH YOUR CAR, REGIONAL PLAN

PROJECTS THAT WITHIN A FEW YEARS, TRAFFIC WILL

BE WHAT IT WAS DURING THE SUBWAY STRIKE--IF

PRESENT TRENDS CONTINUE,

*THERE'S NO REASON FOR YOU TO REMEMBER  
PERHAPS YOU CAN'T THAT*

~~PICTURE THAT~~ BUT THE SALE OF ROLLER SKATES

SKYROCKETED AND PEOPLE WERE GOING BY RAIL INTO

NEW JERSEY AND BACK TO GET FROM DOWNTOWN TO

MIDTOWN MANHATTAN. REGIONAL PLAN ASSOCIATION

HAS PROPOSED THAT THE SCARCE MANHATTAN STREET

SPACE BE RATIONED BY PRICE; IT MAY TAKE A \$10

DAILY CHARGE TO MODERATE AUTO ENTRIES ENOUGH

TO MEET FEDERAL AIR QUALITY STANDARDS BY THE

DEADLINE AT THE END OF NEXT YEAR. BUT PROBLEMS

OF PROSPERITY ARE THE KIND WE LIKE, AND MORE

AND MORE PEOPLE ARE AT LEAST ACKNOWLEDGING

THAT PROBLEMS AT THE CENTER ARE REGIONAL

PROBLEMS REQUIRING REGIONAL SOLUTIONS.

ALLEGHENY

OUR PROBLEMS IN THE SUBURBS HAVE BEEN CAUSED  
PRINCIPALLY BY DENIAL OF THE REGION AND  
ATTEMPTS OF EACH MUNICIPALITY TO GO IT ALONE.  
THEY HAVE WOODED THE OFFICE BUILDINGS AND  
REFUSED THE HOUSING FOR OFFICE WORKERS.

5

ALLEGHENY

IN THE LATE 1960'S, REGIONAL PLAN ASSOCIATION  
WARNED AGAINST THOSE POLICIES, LITTLE OF THAT  
WARNING WAS HEEDED. NOW, THE THREE SUBURBAN  
COUNTIES THAT HAVE ATTRACTED THE MOST  
CORPORATE HEADQUARTERS HAVE EACH SEPARATELY  
COME BACK TO REGIONAL PLAN AND ASKED FOR HELP  
IN GETTING THEM OUT OF THE TRAFFIC AND HOUSING  
PROBLEMS.

11/13/86

ALLEGHENY

THIS TIME, WE DECIDED TO DO THE PLANNING JOB  
*WE PLAYED BIG BROFFER*  
DIFFERENTLY. IN THE 60'S<sup>A</sup> WE IDENTIFIED THE  
PROBLEMS AND SUGGESTED SOLUTIONS. IN THE  
MID-1980'S, WE HAVE TOLD THESE THREE COUNTIES:

11/13/86

ALLEGHENY

"YOU REALLY KNOW WHAT HAS TO BE DONE; WHAT YOU NEED IS AN EXERCISE OF WILL. INSTEAD OF COMING INTO YOUR COUNTY WITH OUR RECOMMENDATIONS, WE'LL HELP YOU ORGANIZE A CITIZEN PROCESS SO YOU COME TO YOUR OWN CONCLUSIONS." IN EACH OF THESE THREE COUNTIES, WE HAVE BROUGHT TOGETHER HUNDREDS OF PEOPLE IN TASK FORCES AND FACED THEM WITH THE FACTS AND THE OPTIONS. NEWSPAPERS HAVE PUBLICIZED THE PROJECTS AND DISTRIBUTED THE TWO REPORTS THAT HAVE BEEN COMPLETED THUS FAR.



ALLEGHENY

IN THE THIRD COUNTY, WE ARE JUST STARTING  
OUT--WITH A STRONG STEERING COMMITTEE HEADED  
*RECENTLY RETIRED*  
BY THE CHAIRMAN OF XEROX'S ~~EXECUTIVE COMMITTEE~~  
PETER McCOLOUGH, AND ~~INCLUDING~~ OUR LOCAL  
CONGRESSMAN, THE GOVERNOR'S TOP POLICY ADVISOR,  
THE CHIEF ELECTED OFFICIALS OF CITIES AND  
TOWNS, AND OUTSTANDING CIVIC AND PROFESSIONAL  
LEADERS.

ALLEGHENY

IN THESE AND MANY OTHER WAYS, REGIONAL PLAN  
ASSOCIATION IS TRYING TO MAKE THE REGION REAL  
AND SATISFYING FOR OUR 19½ MILLION PEOPLE,  
WE'RE TRYING TO HELP THEM SET GOALS THAT GO  
BEYOND PROTECTING THEIR NEIGHBORHOOD VALUES TO  
IMPROVE THE WIDER REGIONAL COMMUNITY IN WHICH  
THEY ALSO LIVE. THAT, I THINK, IS THE BIGGEST  
CHALLENGE OF REGIONAL PUBLIC-PRIVATE  
PARTNERSHIPS TODAY.

ALLEGHENY

IN SUM, I HAVE NO QUESTION THAT PARTNERSHIPS  
HAVE BEEN GOOD FOR ALL THE PARTNERS--SO FAR.  
BUT I'M NOT SO SURE THAT WE KNOW HOW FAR TO GO  
AND HOW TO KEEP FROM OVER-INTRUDING OR  
OVER-BURDENING THE CORPORATE INTEREST.

I AM CONVINCED THAT SCHOOL PARTNERSHIPS COME  
NOWHERE NEAR WHAT IS NEEDED, AND THAT  
CORPORATE LEADERS MUST GO BEYOND PARTNERSHIPS  
TO BECOME ADVOCATES IN THE PUBLIC ARENA ON  
BEHALF OF OUR PUBLIC SCHOOLS.

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ALLEGHENY

FINALLY, I REMAIN CONCERNED THAT REGIONAL INTERESTS COULD BE OVERLOOKED IN FAVOR OF PAROCHIAL INTERESTS. CORPORATIONS, UNLIKE MOST PEOPLE OR INSTITUTIONS, UNDERSTAND THE REGION AND WHY A REGIONAL PLAN SHOULD INFLUENCE LOCAL PLANS. SO BUSINESS LEADERSHIP WILL BE ESSENTIAL TO THE REGIONAL PLANNING PROCESS.

ALLEGHENY

YOU, THE MEMBERS OF ALLEGHENY CONFERENCE, HAVE  
BEEN PREEMINENT LEADERS IN THE REALM OF ISSUES  
I HAVE OFFERED FOR YOUR CONSIDERATION THIS  
EVENING. IT IS A PRIVILEGE TO SHARE THESE  
THOUGHTS WITH YOU AND I APPRECIATE THIS  
OPPORTUNITY TO SUGGEST SOME ADDITIONAL TARGETS  
FOR YOUR LEADERSHIP.

THANK YOU.

11/13/86