

alleghenyconference

ON COMMUNITY DEVELOPMENT



greater pittsburgh
chamber of commerce
advocacy to improve the pittsburgh region



The Allegheny Conference on Community Development and its affiliates (Pittsburgh Regional Alliance, Greater Pittsburgh Chamber of Commerce and Pennsylvania Economy League —Western Division) are advancing 3 Rivers: One Future, a regional initiative to stimulate growth in Southwestern Pennsylvania's economy and improve its quality of life.

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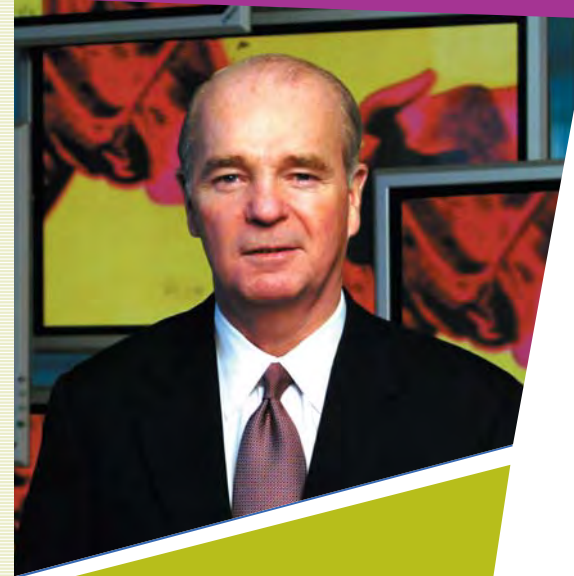
REGIONAL VISION GLOBAL IMPACT



ALLEGHENY CONFERENCE ON COMMUNITY DEVELOPMENT AND ITS AFFILIATES

ANNUAL REPORT 2003

PENNSYLVANIA ECONOMY LEAGUE
GREATER PITTSBURGH CHAMBER OF COMMERCE
PITTSBURGH REGIONAL ALLIANCE



LETTER FROM THE CHAIRMAN

For almost 250 years, Southwestern Pennsylvania has been a point of convergence, of east and west, capital and creativity, and innovation and entrepreneurship. Today, the private sector leadership of our region is converging again to advance a shared vision, 3 Rivers: One Future. The leadership of the Allegheny Conference on Community Development and its Affiliates, the Pennsylvania Economy League-Western Division, Greater Pittsburgh Chamber of Commerce and Pittsburgh Regional Alliance has created a unified, private sector-led organization to move our region back into a position of global leadership.

The document you are holding details our activities and achievements in 2003. We have real and immediate challenges, from uncertainty about air service to the City of Pittsburgh fiscal crisis. We also have tremendous opportunity, to build on the strengths of our 33 colleges and

universities, a strong work ethic and a high quality of life. Working in partnership with numerous organizations and the public sector, we will prevail.

To the members of the Allegheny Conference Regional Investors Council, your commitment of time, talent and resources is an essential component for our region's success. I also commend our many stakeholders and partners. Economic and community development is a long-term investment. I extend my personal thanks for your continued participation and leadership.

Martin G. McGuinn
Chairman of the Board
Allegheny Conference on
Community Development



LETTER FROM THE CHIEF EXECUTIVE OFFICER

The Pittsburgh region is blessed with assets many others envy; major research universities and dozens of colleges and career schools; world class expertise in information technology and life sciences; and the proven ability to make things, with a workforce driven to make them well. To be a leading region in a global economy, it is imperative to unlock the potential that these assets represent.

Strong, private sector-driven leadership is essential. Seventy percent of the new jobs that will be created in our region will be generated by employers that are already here. No one has a bigger stake in our regional economy than the entrepreneurs and the operators of small and mid-sized businesses whose roots go deep here, and whose success will depend on the strength of the region, and the region's ability to provide cost-effective government services, a competitive tax climate, and a quality of life that helps them to compete globally. Fortunately, they are supported by an enviable collection of

global corporations that are committed citizens of the region as well.

In 2003, more than 200 for-profit and not-for-profit corporations of all sizes joined the Allegheny Conference Regional Investors Council. These Regional Investors provide the time, talent, and resources essential to improve our region's competitiveness and market its strengths. More than 500 individuals, many of them business leaders or their direct reports, have volunteered to serve on the committees, task forces and boards that drive our agenda forward. Thank you for your support, and for your commitment to our community.

We have made a strong beginning. With your continued support, we will unlock the potential of our region and regain our leading position in a global economy.

F. Michael Langley

Chief Executive Officer

Pennsylvania Economy League/

Western Division



3 Rivers: One Future



INTRODUCTION

3 Rivers: One Future Overview

THE GOALS ARE STRAIGHTFORWARD.

3 Rivers: One Future (3R:1F) is a regional initiative of the Allegheny Conference and its affiliated organizations to stimulate growth in Southwestern Pennsylvania's economy and improve its quality of life with a goal of creating 50,000 new jobs and attracting more than \$1 billion in new public and private investment.

2003 posed particular challenges. The aftermath of war in Iraq and a national recession slowed the pace of economic activity in Southwestern Pennsylvania. A wrenching restructuring of the nation's airline industry created uncertainty about the future of air service at Pittsburgh International Airport. By year-end, these factors had contributed to a decline in the total number of jobs across our 10-county

region, although the Pittsburgh Regional Alliance enjoyed some success in attracting and preserving several thousand jobs.

In addition, delays in crafting a state budget slowed progress on obtaining state capital investment in key infrastructure and economic development projects. The Conference will continue to push to see the projects move forward in 2004 so that our investment goals remain on track.

A three-year campaign, 3R:1F continued to broaden its base of public and private support in 2003. As a means to help achieve the plan's goals, the Allegheny Conference on Community Development formally affiliated with three long-time partners: the Greater Pittsburgh Chamber of Commerce; the Pennsylvania Economy League-Western Division; and the Pittsburgh

Regional Alliance. Together, they represent the full spectrum of resources needed to competently, competitively, and effectively create solutions. In broad terms, the organizations listen to the region's customers (business decision-makers and talented individuals) to better understand competitive challenges; develop solutions to these challenges through research and analysis, advocate at all government levels to improve the business climate and quality of life; and market the region across the nation and around the world. The new organization is positioned to be responsive to the needs of businesses and capable of accelerating community and economic development, in partnership with other non-profit organizations and public sector leadership throughout the region.

In 2003 and going forward, the overall vision driving the Conference's activities is simple:

- *Businesses and residents will have competitive taxes, an affordable cost of living, and an understandable, responsive governmental and civic structure.*
- *No business seeking to locate or expand in Southwestern Pennsylvania will be turned away due to lack of ready-to-go sites, buildings, or other infrastructure.*
- *The world will recognize Southwestern Pennsylvania as a leading center for the development and commercialization of technology.*
- *Prospective residents will know that their children will be well educated wherever they live, and businesses will know that they will have access to a literate and well-trained workforce wherever they locate.*

- *Talented young people will want to live and work in Southwestern Pennsylvania because of a unique mix of opportunities for careers, community involvement, culture, and recreation.*

These are our goals. This is the beginning. The following are our 2003 achievements.

REGIONAL JOB PERFORMANCE

2003 Successes

- 18 located projects
- 1,150 new jobs
- 835 retained jobs
- \$55.9 million in new capital investment

Aggregate 3 Rivers: One Future Successes

- 39 located projects
- 2,049 new jobs
- 2,932 retained jobs
- \$162.4 million in new capital investment

3Rivers: One Future
Strategy for 2004+



PROGRESS ON PRIORITIES

Regional Competitiveness

Regional Competitiveness

FISCAL HEALTH OF THE CITY OF PITTSBURGH

The City of Pittsburgh's financial crisis came to a head in 2003. The Conference and its Affiliates stepped up its efforts to develop and implement a comprehensive and competitive solution to the financing of public services within the City.

The Conference's plan stated that any solution to the City's fiscal structure must be long-term and comprehensive and that there should be no new taxes until after reductions in the cost of City government are in place. After much study and analysis, the Conference and Affiliates determined any positive resolution would include the following:

- *The creation of a financial oversight board to insure the City's budget remains balanced and to prevent any new taxes from being enacted until cost cuts are made*
- *Cuts in the City budget deeper than those proposed by the City, including cost savings through consolidating services with Allegheny County*
- *A significant increase in the Occupational Privilege Tax*
- *A reform of the current business privilege tax involving creation of a new payroll- or employee-based tax on employers and a reduction in the current gross receipts tax*

In an effort to help the City cut costs, the Conference helped arrange for technical assistance in evaluating the necessary number and location of fire stations

within the City. This enabled the City to determine that a reduction of fire stations could still maintain effective service levels to residents and reduce costs.

Additionally, at the request of Pittsburgh Mayor Tom Murphy and Allegheny County Executive Jim Roddey, the Conference pursued several areas for cost savings through merged services. The Conference worked closely with City and County purchasing staff and senior purchasing professionals from private sector organizations to quantify the cost savings that the City and County could recognize through cooperative purchasing. These entities are now conducting several joint bids and considering a joint purchasing agreement.

LOOKING AHEAD

Recognizing that much remains to be done to achieve any degree of resolution to the City of Pittsburgh's fiscal crisis, the Conference will dedicate effort and resources to:

- *Achieve passage of state and local legislation addressing the cost and revenue needs of the City*
- *Develop a proposal for structural and/or functional consolidation of the City and County that is supported by private and public leadership, and an action plan for implementation*
- *Encourage regional provision of key public functions*

BUSINESS CLIMATE

Shortfalls in state revenue and delays in crafting a state budget increased the challenge in improving the business climate in the Pittsburgh region. However, late in 2003 the Greater Pittsburgh Chamber of Commerce enjoyed a major victory with the legislature's approval of an expansion of the Research and Development Tax Credit (i.e., increasing the amount of available research and development tax credits from \$15 million to \$30 million and allowing start-up technology companies to sell their unused tax credits to profitable companies for immediate cash). In addition, the Chamber lobbied successfully to have the state maintain its commitment to the eventual phase out of the Capital Stock and Franchise Tax.

Also in 2003, the Chamber convened the Southwestern Pennsylvania Regional Business Advocacy Council (RAC). Building on the success of the Southwestern Pennsylvania Growth Alliance, the RAC brings together 27 business membership organizations from throughout the region to set joint priorities for advocacy and to work together to improve the business climate.

LOOKING AHEAD

The Chamber is advocating for a \$300 million industrial site development program and an increase of at least \$500 million in funding for the Redevelopment Assistance Capital Program. Other priorities include lawsuit abuse reform and continuing the phase out of the Capital Stock and Franchise Tax.



**WATER QUALITY AND
INFRASTRUCTURE ISSUES**

Clean water is a basic service needed by all businesses, families, and individuals, and a key amenity for the region. However, Southwestern Pennsylvania's aging water and sewer infrastructure creates a hindrance to significant investment and development.

Through the Southwestern Pennsylvania Growth Alliance, a public-private initiative staffed by the Conference, the 10-county region identified priority water and sewer projects that are in need of federal and/or state funds in order for the projects to move forward. The projects are generally located in low- to middle-income communities, are designed to create jobs or to have significant economic impact on the community, and have most of the necessary funding in place, but are not able to move forward because of a gap in the funding. The Greater Pittsburgh Chamber of Commerce continues to advocate on behalf of those projects at the state and federal levels.

Water quality along the region's riverfronts also poses a tremendous challenge. In addition to prioritization and advocacy, the following projects began under the auspices of the Conference:

- *An analysis of the water and sewer service in the three-county area around Pittsburgh International Airport with the intent of developing and implementing a strategy to ensure that services will be available to priority industrial development sites*
- *A two-year study by the National Research Council designed to create a process for prioritization of water resource-related investment. It is expected to serve as a model for other regions across the nation*

that are faced with similar, complex water quality and infrastructure issues. The recommendations are due in 2004.

- *A public education outreach campaign about the problems with the region's sewer and septic systems in continuing cooperation with regional newspapers.*

LOOKING AHEAD

The Conference and Affiliates will continue their commitment to this critical challenge, recognizing that much of the region's ability to attract and retain business investment rests on providing at a minimum this most basic of services. As such, goals for 2004 include:

- *Completion of the National Research Council study*
- *Development of a new list of priorities for water and sewer infrastructure investment*
- *Obtaining federal and state funding for regional water and sewer infrastructure investment priorities*
- *Establishment of a formal regional Watershed Alliance.*

COMPETITIVE AIR SERVICE

The restructuring of the nation's airline industry in general, and the continuing struggles of US Airways in particular, posed a competitive challenge for the Pittsburgh region in 2003. For example, uncertainty about the future of the Pittsburgh hub was the "deal breaker" for a business unit of General Dynamics that had considered relocation to Southwestern Pennsylvania. General Dynamics Armament and Technical Products, Inc., told the Pittsburgh Regional Alliance (PRA) that the perception that the US Airways hub was at risk was a major factor in its decision to relocate

instead to Charlotte, North Carolina. The project would have brought 400 jobs and \$30 million in capital investment to our region.

Recognizing the immediacy of the threat, the PRA assembled a team of business executives of major air service users to provide private sector input to the Allegheny County team negotiating with US Airways under the auspices of Governor Ed Rendell's office. In addition to evaluating the potential economic impact of various service scenarios, the Allegheny County Airport Authority and the PRA continued talks with alternative passenger and cargo carriers about initiating or increasing their presence at Pittsburgh International Airport. In addition, the Conference continued to support the leadership of Washington, Beaver and Allegheny Counties, which formed the Tri-County Airport Partnership (T-CAP) to work together to unlock the airport's economic development potential.

LOOKING AHEAD

The Conference and Affiliates, with the support of Allegheny County Chief Executive Dan Onorato, have formed a new Regional Air Service Partnership to work together in the effort to maintain reliable air service at Pittsburgh International Airport, including ensuring adequate services through existing carriers as well as by diversifying air service carriers.



PROGRESS ON PRIORITIES

**Investment
and Community
Development**



PROGRESS ON PRIORITIES

Investment and Community Development

Ensuring that the region has a strong supply of ready-to-go sites available to corporate site selectors and businesses interested in investing in the region continued to be a top priority in 2003. The PRA found that the region lost the opportunity to compete for more than a dozen projects, which could have created an estimated 4,750 jobs and \$830 million in investment between January 2000 and May 2002 because potential candidates could not find adequate sites.

The Conference first raised the issue with candidates during the gubernatorial campaign in 2001. Following his inauguration, Governor Rendell introduced legislation to provide funding for industrial site projects and challenged all regions in the commonwealth to produce a single, unified list of priority projects for state investment

within 90 days. With staff support from the Conference and Affiliates, the Southwestern Pennsylvania Growth Alliance, co-chaired by Regional Investor and Conference board member William Dietrich and by PRA board member and Butler County Commissioner Jim Kennedy, presented a list in mid-May of 66 individual projects, including 43 industrial site development projects, and became the first and only region to answer the call.

Meanwhile, the Greater Pittsburgh Chamber of Commerce continued a program of advocacy that began in 2001 to urge the General Assembly to support a \$500 million increase in the state Redevelopment Assistance Capital Program and a new \$300 statewide million grant and loan program specifically for development of ready-to-go industrial sites.

Unfortunately, funding for the bulk of these projects had not been passed by the end of 2003, impairing the region's ability to move forward with its aggressive plan for development. However, the governor was able to announce commitments to fund two projects on the Southwestern Pennsylvania region's list for state investment:

- *\$15 million for the Millennium Technology Park in Lawrence County that could accommodate factory complexes requiring hundreds of acres of land and creating thousands of jobs*
- *\$5 million for the Regional Development Center, an education-recreation-economic development multi-use facility to better integrate Indiana University of Pennsylvania with Indiana Borough, in order to stimulate economic development and improve the quality of life in Indiana County.*

OAKLAND REDEVELOPMENT

The regional priority list also included several projects in Oakland that would help implement *The Future of Oakland* strategy that was developed in 2002 by the Oakland Task Force and the Allegheny Conference's Oakland Investment Committee (OIC), chaired by Regional Investor Markos Tambakeras. The projects include redeveloping Schenley Plaza from a parking lot into a town center where students, workers, and visitors can relax and interact in the midst of the exciting things going on all around them, and creating additional buildings for research and businesses.

In March 2003, the Oakland Investment Committee raised the funds necessary to complete the schematic design for the redevelopment. Regional Investor and Conference board member Mark Nordenberg, who is the OIC lead on this

project, continues to work in collaboration with the City of Pittsburgh, the Pittsburgh Parks Conservancy and the Oakland Task Force on a strategy for fundraising, project implementation, and operations with the goal of opening the Plaza in the spring of 2005.

POINT STATE PARK

In other site development initiatives, a new master plan for Point State Park was developed through a joint initiative of the Allegheny Conference and the Riverlife Task Force. Regional Investor and Conference board member Jim Broadhurst chairs a broad-based Point State Park Planning Committee that guided the process. Its members represent major stakeholders of the Park.

In 2003, Phase One (Inventory, Documentation and Analysis) was completed, and work on Phase Two (Preliminary Master Plan) included more than 25

meetings ranging from formal committee meetings to focused work sessions and public input sessions.

The final completed plan was delivered at year-end. The Conference and the Riverlife Task Force worked to ensure the plan reflects the interests of the wide range of stakeholders and the public who gave their input to make the process possible. Strategies for implementation of the vision, which will occur in phases, will continue to be developed.



PROGRESS ON PRIORITIES

**Business
Development**

Business Development

GENERATING CUSTOMERS

Business development continued to focus on two primary tasks: generating customers and serving them.

Despite a soft national economy, in 2003 the Pittsburgh Regional Alliance identified 112 prospects, which represents an 8.7 percent increase over 103 prospects identified during 2002, and one more than the 111 identified during 2001.

Keeping the pipeline of prospects full also continued to be a major activity. In addition to project management and referrals, senior members of the PRA team conducted several domestic investment mission trips, visits with representatives of targeted industries and leading site location consultants.

Table 1. Summary of Long-Term Economic Impacts – 2003 Projects			
	Loss If Business Is Not Retained	Impact Of New Projects	Net Long-Term Impact
Employment	-1,356	+1,681	3,037
Private Non Farm Employment	-1,311	+1,625	2,936
Personal Income	-\$84 million	+\$105 million	\$189 million
Gross Regional Product	-\$120 million	+\$174 million	\$294 million
Labor Force	-804	+992	1,796
Population	-951	+1,171	2,122
Local Govt. Revenues	-\$5.8 million	+\$7.7 million	\$13.5 million
State Govt. Revenues	-\$9.5 million	+\$12.2 million	\$21.7 million

The PRA also conducted a consultant “fam tour” of Southwestern Pennsylvania, hosting fourteen site selection professionals interested in witnessing first hand the ongoing transformation of the Pittsburgh region. The three-day itinerary took them through Allegheny, Beaver, Butler and Lawrence counties with events, meetings and interviews that included participation by City of Pittsburgh Mayor Tom Murphy, U.S. Representative Melissa Hart, Allegheny County Chief Executive Jim Roddey, Art Rooney, Vice President and General Counsel, Pittsburgh Steelers and Chairman, Klett Rooney.

Another example of the PRA’s outreach was its participation in industry trade shows, where relationships with business leaders and site selection consultants are built and cultivated. The PRA participated in the following trade shows and domestic investment missions in 2003:

Photonics West, San Jose
Call Center Conference & Exposition, Las Vegas
Engineering and Tissue Growth International Conference & Exposition, Pittsburgh
Investment mission to New York City
Investment mission to Chicago
Call Center Demo & Conference, Orlando
Investment mission to Dallas and Austin
Global Call Center Outsourcing Summit, Reno
National Plastics Exposition, Chicago
BIO, Washington DC
Medical Device & Manufacturing West, Anaheim, CA
CoreNet Global, Atlanta
Green Building Alliance, Pittsburgh
MedTech Insight, Boston (in partnership with Pittsburgh Life Sciences Greenhouse)
Manufacturing Week, Chicago

Global investment, likewise, was a continuing goal throughout 2003 with particular emphasis on the ongoing efforts on building strong region-to-region relationships in Canada, France, Germany, the United Kingdom and other nations. As a result of these relationships, the PRA has facilitated

visits to Pittsburgh by more than a dozen international business executives, and conducted 12 overseas “Pittsburgh Forums,” events designed to market the region to business leaders.

In January, several members of the PRA team, in joint leadership with Mayor Tom Murphy, traveled to the United Kingdom to promote the Pittsburgh region and strengthen ties between Southwestern Pennsylvania and Sheffield and London. In March, the international team was represented in Hannover, Germany, at CeBIT, the world’s largest information technology forum. The team also traveled once again to the U.K. and Northern Ireland to present a series of Pittsburgh Forum events.

In October the PRA sponsored the Transatlantic Business Conference, which was coordinated by the Pittsburgh Chapter of the British-American Business Council.



More than 300 high ranking business executives, elected officials and other dignitaries attended, including His Royal Highness, Prince Andrew, The Duke of York, who serves as the United Kingdom's Special Representative for International Investment and Trade and who accepted the invitation to the event during the PRA's mission to London in January. In addition to hosting a number of incoming delegations from international partner alliances and others, the Global Investment Team returned to the United Kingdom to capitalize on opportunities generated by the Pittsburgh Symphony's summer performances in London.

SERVING CUSTOMERS

As part of the PRAs ongoing efforts to better serve the needs of local companies by fostering growth and investment opportunities for the Pittsburgh region, senior PRA staff met with nearly 200 of Southwestern Pennsylvania's existing businesses in 2003, led by Regional Investors and PRA Board Members

Barbara Moore and John Kosar. Of these meetings, 104 were one-on-one visits with executives of local operations, allowing the PRA to build stronger communication channels and relationships with business leaders, as well as learn even more about the region's business climate, work force and other factors that the PRA highlights in marketing Southwestern Pennsylvania to potential prospects.

A noteworthy item that emerged from this visitation program was that growth prospects for nearly 40 percent of the companies were seen as "possible" or "expected," while only six firms indicated that employment may be reduced. Other results from the 2003 existing business outreach program include:

- 18 new expansion or retention projects
- 36 companies requesting a follow-up meeting to further explore areas where the PRA might be able to offer its services
- 10 companies interested in workforce-

related assistance from the PRA or our partners

- 15 companies seeking data, demographics or other information, which the PRA provided

In addition to individual visits, the PRA also conducted eight roundtable discussions throughout the 10-county region, connecting with 95 companies in small group settings that provided valuable feedback on current trends and challenges in the region.

BUSINESS RESOURCE CENTER
The Business Resource Center experienced continued growth for the third consecutive year in 2003. With 963 total inquiries, 2003 saw an 11 percent increase over the 2002 total of 868. Requests continued to be categorized into five groups: attraction, expansion, retention, start-up and general, which represents the majority of calls received (53 percent).

With the exception of "start-up inquiries," which registered a five percent decrease, all of the categories saw an increased volume. Attraction inquiries grew by 12.5 percent, while general inquiries increased by 3 percent. The most noticeable growth was in the Expansion category. The 2003 total spiked to 119, representing a 116 percent increase from the previous year. Of the inquiries the BRC handled in 2003, eight developed into active projects.

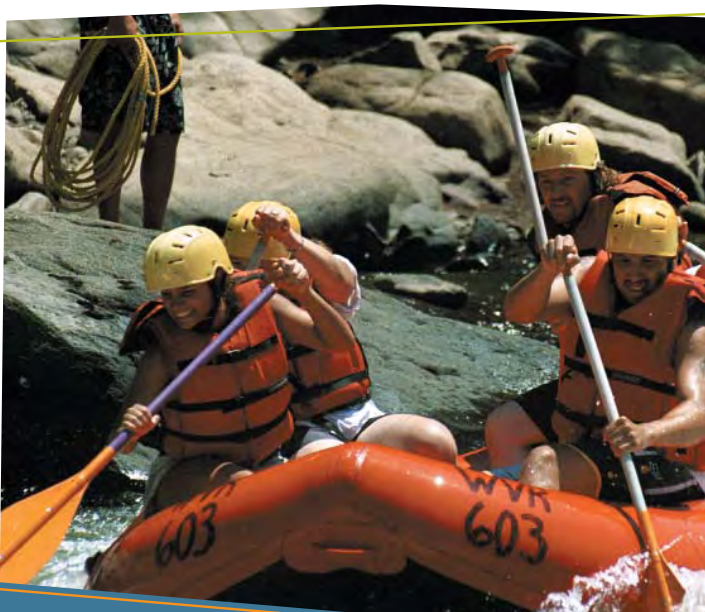
PITTSBURGH REGIONAL CHAMPIONS
In 2003, the Pittsburgh Regional Champions volunteer program expanded its reach and scope, hosting inclusive workshops for specific professional groups, including those that serve the health care industry. Additionally, the Champions held several exclusive workshops: one by special request for the Women of Nova (Chemical), and two others for the Regional Investors Council. At year's end, more than 1,192 volunteers

had joined the program to market the region on a grass roots level and help facilitate business opportunities and leads.

MARKETING THE REGION
The initial research and development phase of the Image Gap Project concluded in April 2003. The project set out to better understand the gap between perception and reality about the region, to focus the set of messages numerous organizations use to tell the region's story, and to provide a framework for collaboration in the future. With substantial guidance and participation by the Allegheny Conference and Affiliates, the project attracted more than 100 organizations and individuals who participated in the development of five regional strengths to focus regional messaging.

The second half of the year was devoted to early stage implementation of the messaging and creative framework, which could be accessed via an online "toolkit,"

Located Projects	
AÇOFORJA	Attraction
ADCUS, Inc.	Attraction
CB Richard Ellis (Filmet)	Retention
Dielectric Solutions	Expansion
FiServ	Retention
General Anesthetic Services	Attraction
Graphic Arts Tech. Found.	Expansion
Printing Industr. of America	& Retention
Intermedia Marketing	Attraction
JetNet Corporation	Expansion
Lamination Technologies	Attraction
Merlin360, Inc.	Attraction
National Real Estate Information Services	Expansion
New Precision Technology	Attraction
MRO Direct	Expansion
Reliant Energy	Attraction
Sarah Adult Day Services	Attraction
Zeton Altamira	Retention



www.pittsburghstory.org. Through year-end, more than 24,000 individuals visited the online site, and more than 30 organizations adopted elements of the messaging and creative recommendations. The phase one Image Gap work has become the basis of the ongoing marketing campaigns of the Greater Pittsburgh Convention & Visitors Bureau and the College City initiative.

The PRA also hosted its second annual media familiarization tour, attended by seven journalists who represented the national reporters and editors who influence key decision makers. The PRA worked individually with media organizations and individual journalists that influence business leaders in order to help change perceptions of those outside the region about the region. In 2003, the PRA hosted several groups of journalists including: Site Selection magazine, Pharmaceutical Technology, VDI Nachrichten, IEEE Robotics and Automation, Robotics World,

Advanced Manufacturing, The Irish Times, British Broadcasting Corporation, Crain's Cleveland Business, and Audi.

**FRENCH AND INDIAN WAR
250th COMMEMORATION**

Planning accelerated for the commemoration of the 250th anniversary of the French and Indian War with the purchase of a manuscript written in George Washington's own hand. Written in 1787-88, the narrative gives a complete account of Washington's experiences in the French and Indian War. The Conference, in partnership with the region's historic sites, acquired the document with special funding from several private donors, including three members of the Regional Investors Council. It will be displayed publicly for the first time during the weekend of April 16-18, 2004.

The Conference also spearheaded the coordination of a six-county effort to identify and sign Washington's Trail, a driving

route running north-south in Western Pennsylvania, as well as helped form a national coalition to coordinate and promote commemoration events.

As the scope of commemorative programs has grown, so too has the need for careful regional coordination to ensure maximum effectiveness of marketing and programmatic initiatives. Regional investors and Allegheny Conference board members Glen Meakum and Mike Watson are co-chairing a regional coordinating committee.

In addition to securing federal funds, the Conference launched www.warforempire.org to help promote events and communication. The calendar of events will continue to expand, with events posted through 2010. Work is well underway with the tourism promotion agencies in Southwestern Pennsylvania to develop a regional marketing plan.



PROGRESS ON PRIORITIES

**Next
Generations**

"No Barriers... Just Bridges"



TRANSATLANTIC
BUSINESS
CONFERENCE



PITTSBURGH
PERSPECTIVES



Butler County



connections
PITTSBURGH REGION



FRENCH & INDIAN WAR
COMMEMORATION
250 years



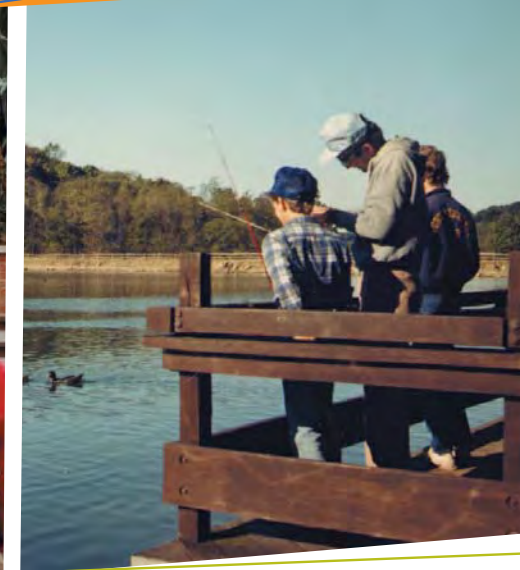
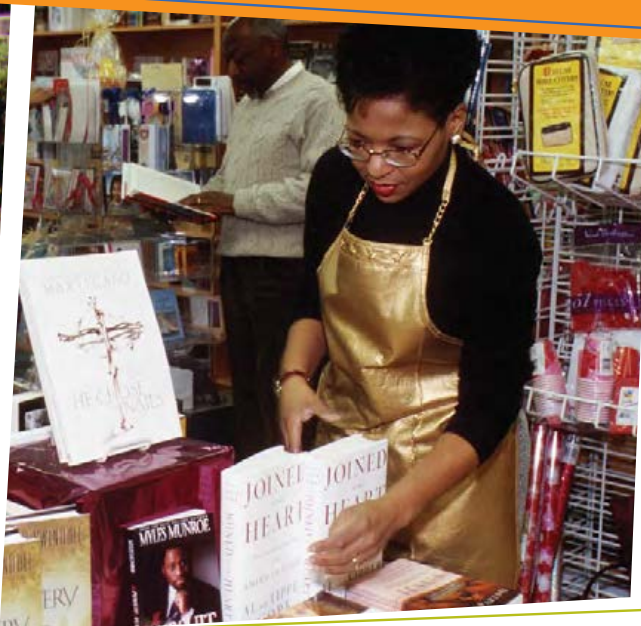
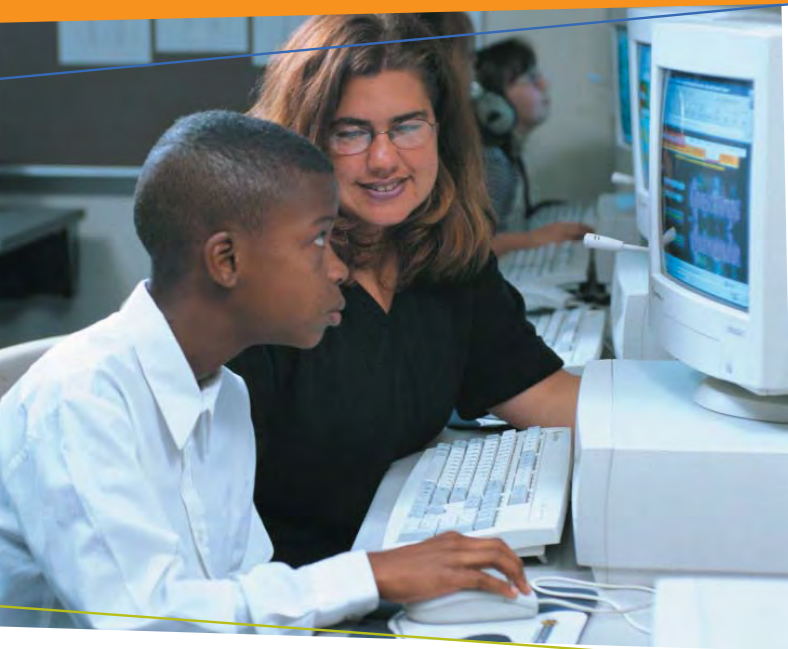
CHAMBER
connections

Barbara McHees
President & COO
Greater Pittsburgh
Chamber of Commerce

Parochial? Says Who?



theroboticsfoundry
forging partnerships • transitioning technology • building businesses



PROGRESS ON PRIORITIES

Next Generations

PROFICIENCY BY 10

In 2000, the Allegheny Conference established a goal for Southwestern Pennsylvania that every 10 year old should be proficient in reading, writing and mathematics by 2010. In order to attract new jobs and new residents to the region, the region's schools must ensure that every child enters the workforce proficient in basic skills. In 2003, the Education Policy & Issues Center merged into the Conference in order to accelerate this initiative. Through the Pennsylvania Economy League-Western Division, the Conference is now issuing annual reports on the region's progress by compiling and analyzing the results of the commonwealth's fifth grade proficiency tests and other information about the 456 schools in the 10-county region. Poor proficiency results across the majority of the schools polled

led the Conference in 2003, under the leadership of Regional Investor and Conference Board Member Murray Gerber, to establish a set of letter grades for school performance in achieving proficiency for fifth-graders. The grades rate how well each school is doing toward the goal and whether it could achieve the 100 percent goal by 2010 if it continues at its current rate of improvement. The education report card is available at www.schoolgrades.cinfo.

LOOKING AHEAD

The education agenda of the Conference will focus on three areas:

- *Encouraging Leadership in Achieving the Regional Goal. This includes educating the community about the need for improved performance in schools, holding school boards and superintendents accountable*

for improved performance, and advocating for legislative changes and other actions needed to maintain and strengthen standards and incentives for improved performance.

- *Strengthening the Region's Early Education Programs. This includes encouraging and assisting in the development of a system that ensures access to quality early education programs in all communities and links them to schools in order to improve the readiness level of all children. It also includes advocating for state funding for early education, and ensuring that those funds are used as effectively as possible to improve student achievement.*

ATTRACTING/RETAINING YOUNG PEOPLE

Helping regional businesses secure the talent necessary to operate successfully, INDEX (Industry & Education Exchange program) aggressively continued to recruit training providers to the initiative, meeting its target of 100 providers. During the year, INDEX provided 36 training assists to 28 employers. Topics most frequently requested included supervisory/leadership training, diversity training and other organizational development programs.

The initiative was also highlighted at the inaugural Regional Training Provider Showcase, a one-day showcase that allowed local companies to compare more than 45 workforce-training providers side-by-side and determine what programs could best assist their company objectives. More than 200 people attended.

The PRA also completed the development of *Pittsburgh Perspectives*, a CD-ROM to assist with companies' talent recruitment efforts. The interactive tool is intended for human resources professionals and recruiters who often hire workforce from outside the region and will provide information, resources, and personal stories about living and working in the region.

Chaired by Regional Investor and Conference Board Member Esther Barazzone, the Conference advanced the recommendations of the 2002 Task Force on Young People by supporting the efforts of numerous organizations to interest and engage young people in the Pittsburgh region. These included Conference sponsorship of the Sprout Fund's inaugural Hothouse '03 showcase of emerging initiatives, Junior Achievement's "Junior

Benchmarks" competition, and the first "The College City Weekend." In addition, the Conference briefed members of Pittsburgh Urban Magnet Project and other organizations of young professionals on the City's fiscal health and involved them in developing regional priorities for capital investment. The PRA expanded a "boomerang" database of young professionals who have left the region but would like to return. These individuals are being communicated with on a regular basis as opportunities arise.

ALLEGHENY CONFERENCE ON COMMUNITY DEVELOPMENT

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