

05 ANNUAL REPORT



| CONVERGENCE | COLLABORATION | COMPETITIVENESS |

ALLEGHENY CONFERENCE ON COMMUNITY DEVELOPMENT AND ITS AFFILIATES

PITTSBURGH REGIONAL ALLIANCE
GREATER PITTSBURGH CHAMBER OF COMMERCE
PENNSYLVANIA ECONOMY LEAGUE OF SOUTHWESTERN PENNSYLVANIA

ABOUT THE CONFERENCE

Founded in 1944, the Allegheny Conference on Community Development is the leading economic and community development organization for the 10-county Pittsburgh region of southwestern Pennsylvania. Together with public and private sector partners, we work to stimulate growth and improve our region's quality of life. Our focus is on economic competitiveness and regional promotion. The Conference relies upon the Regional Investors Council, a broad-based coalition of more than 270 member companies and organizations, to provide time, talent and resources to further the Conference agenda.

Through three affiliated organizations, which also have long and impressive legacies, the Conference provides research and analysis, advocacy and marketing to advance the vision of its leadership.

The PENNSYLVANIA ECONOMY LEAGUE OF SOUTHWESTERN PENNSYLVANIA, LLC established in 1936, provides public policy research and analysis.

The GREATER PITTSBURGH CHAMBER OF COMMERCE, southwestern Pennsylvania's leading business organization for more than 100 years, advocates at all levels of government to secure public sector investment and legislative and regulatory improvements to the region's public sector business climate.

The PITTSBURGH REGIONAL ALLIANCE markets southwestern Pennsylvania to employers across the region and around the world, to encourage job creation and capital investment.

FROM THE CHAIRMAN



James E. Rohr
Chairman of the Board

Simply put, the people of Pittsburgh live in a great region – and the list of evidence is long and compelling. We enjoy a high quality of life, a low cost of living and a reputation as one of the safest places to live in America. We are also home to some of the nation's finest universities and health care systems. Our relatively short commutes save drivers time, and our top-rated airport benefits millions of travelers. To me, the only thing more powerful than the combined strength of these and other assets is the grand view from Mt. Washington, which is rated as one of the best in the country.

The Allegheny Conference is proud to have played an important role in making our region more attractive and competitive in the global marketplace. With that as our guiding focus, in 2005 the Conference and its Affiliates, along with our many public and private sector partners, worked to achieve results in such essential areas as government efficiency; business development; education standards; national and international regional promotion; and the overall quality of life for southwestern Pennsylvanians. We plan to build upon

a 250-year tradition of world-changing innovation to accelerate the growth of our diverse and technology-driven 21st century economy.

In 2006, the Conference will concentrate on three core objectives. First, to create an even more competitive business climate in southwestern Pennsylvania. Second, to market our region through targeted business development activities. Third, to lead the effort of planning Pittsburgh 250, a wide-ranging initiative to celebrate two-and-a-half centuries of innovation and achievement while harnessing the region's collective energy to fuel continued growth and progress.

We have identified six priority program areas to support these objectives: transportation and infrastructure improvements, including competitive air service; workforce quality and its relationship to high-quality pre-K through 12 education; government efficiency, including tax and regulatory competitiveness; regional promotion; and sector-based business development. In particular, we continue to market our region to sectors

in which we have built a competitive advantage, including life sciences, information technology and advanced materials.

We intend to celebrate our progress toward these objectives – along with our region's 250th anniversary – in 2008. Perhaps most important, we will mark this historic milestone in a way that will help people across the region and around the world to fully appreciate Pittsburgh, the special place we call home.

On behalf of the Board of the Allegheny Conference, I look forward to working closely with our nearly 300 Regional Investors and other organizations across southwestern Pennsylvania to help fulfill the promise of our region.

James E. Rohr
Chairman of the Board
Allegheny Conference on
Community Development

Chairman and Chief Executive Officer
PNC Financial Services Inc.

FROM THE CHIEF EXECUTIVE OFFICER



F. Michael Langley
Chief Executive Officer

The accomplishments of 2005 that are detailed in this Annual Report are not the result of activity in a single year; they are the culmination of years of investment by the many Regional Investors who provided time, talent and resources to advance *3 Rivers: One Future*, our 2003-2005 growth initiative. They are also the result of the leadership of former Chairman Martin G. McGuinn and the full commitment of our Board of Directors. The Board is a steady hand that has guided the Conference through a time of great change and a challenging time for our region's economy.

The "new" Allegheny Conference was created in 2003 as a result of the organization's formal affiliation with the Greater Pittsburgh Chamber of Commerce, the Pennsylvania Economy League of Southwestern Pennsylvania and the Pittsburgh Regional Alliance. As with any merger, reorganization tests the resilience of an organization's leadership and staff.

The Allegheny Conference ended 2005 with almost three times the number of Investors that supported the four organizations prior to their affiliation in 2003. Our Board's commitment to a more inclusive organization has paid off with new middle market members and more diverse board leadership that better reflects our regional economy.

The past three years entailed enormous change for our region as well. Think back to 2003, the "Dot Com Bubble" had burst and the nation was struggling out of the worst recession since the 1980s. US Airways, our region's largest private employer, was careening toward bankruptcy and so, for that matter, was our region's largest city.

For a time, we had no choice but to play defense and scramble to work in partnership with government to preserve competitive air service and with so many public and private sector partners to maintain the solvency of the City of Pittsburgh. Thanks to their

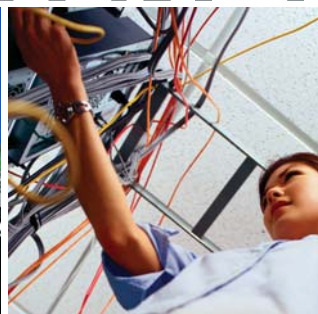
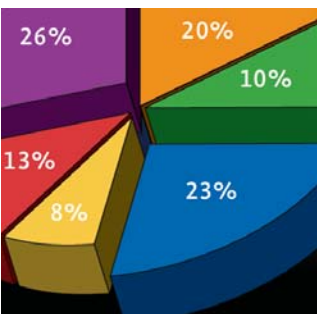
tireless efforts to address these issues have put the crises of the early years of the decade behind us.

As you will read in our Annual Report, in 2005 we were back on offense. And, as Jim noted, we are delivering results. I, too, am excited about the future.

On behalf of the staff of the Conference, I would like to thank all of our Regional Investors for their leadership and I would like to report to our new Chairman that the Conference and our region are on course toward a bright future.

F. Michael Langley
Chief Executive Officer
Allegheny Conference on
Community Development

COMPETITIVENESS



- ▼ INFRASTRUCTURE FOR ECONOMIC DEVELOPMENT
- ▼ WORKFORCE QUALITY
- ▼ TAXES AND REGULATIONS
- ▼ LOCAL GOVERNMENT FUNCTION AND STRUCTURE



The Allegheny Conference convenes private sector leaders from across our region and across Pennsylvania to work together to improve our competitiveness in the global marketplace.

INFRASTRUCTURE FOR ECONOMIC DEVELOPMENT

REGIONAL AIR SERVICE PARTNERSHIP

Maintaining a competitive business climate for the Pittsburgh region requires availability of convenient air service that meets the needs of national and international companies conducting business locally.

The Regional Air Service Partnership (RASP), a collaboration of the Conference, the Allegheny County Airport Authority and the Allegheny County Chief Executive's Office, was formed in 2003 when US Airways was in bankruptcy, and threatening the competitiveness of air service to our region. By the end of 2005, daily service had been preserved to the majority of the top 30 U.S. destinations critical to businesses in southwestern Pennsylvania. Pittsburgh International Airport (PIT) serves more than 70 markets non-stop, including 13 international gateways. RASP has been influential in attracting several low-cost carriers to PIT, including Southwest Airlines in 2005 and JetBlue in 2006.

TRI-COUNTY AIRPORT PARTNERSHIP

The Tri-County Airport Partnership (T-CAP), organized by Allegheny, Beaver and Washington counties and staffed by the Conference, made great strides for regional business through its successful advocacy to designate parts of Rt. 22/30 and Rt. 60 as Interstate Highway 376.

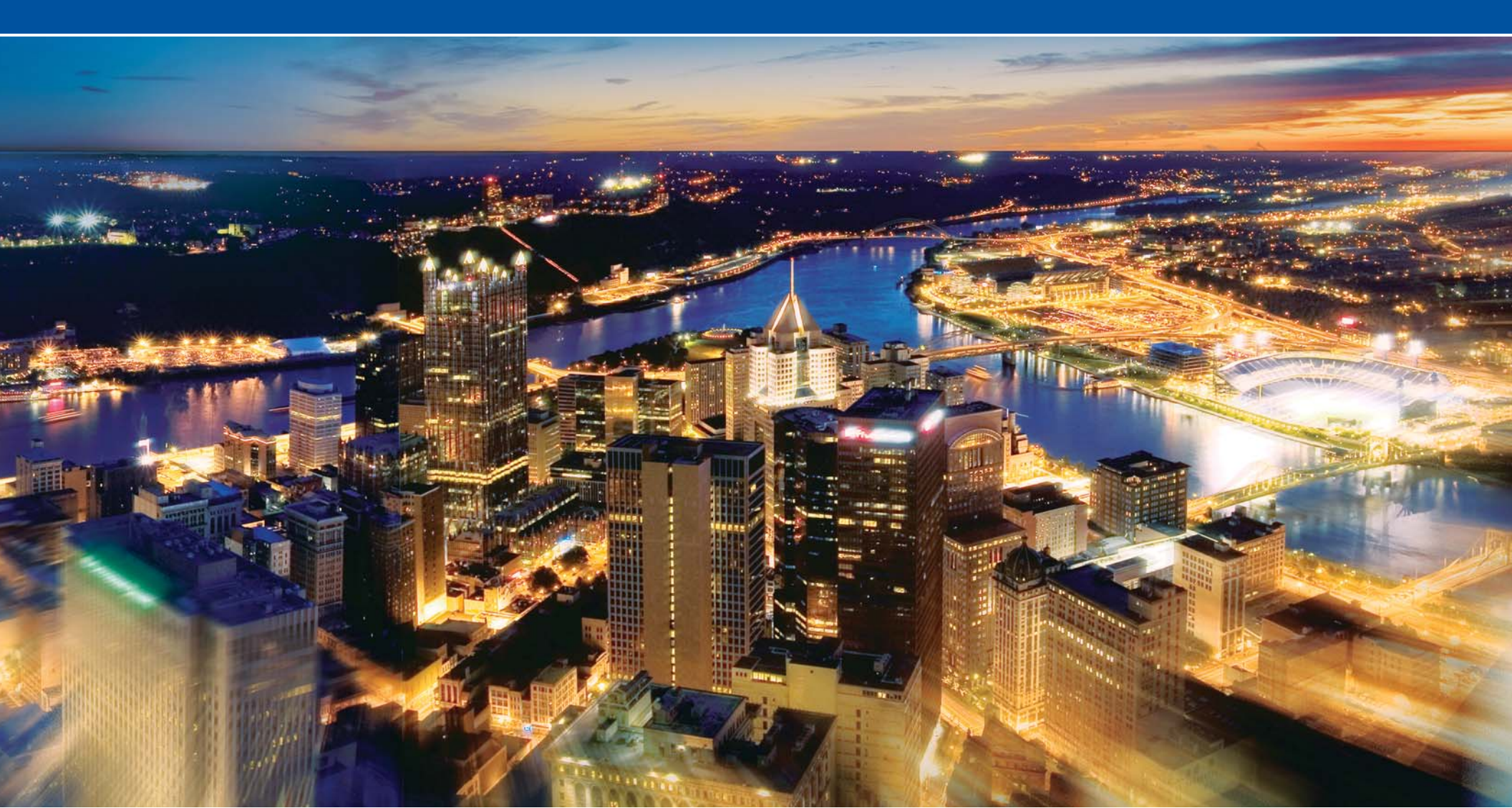
Although PIT is located on an expressway, it is the only international airport in the country not located on an official interstate route. Putting the airport corridor on the interstate map, puts development sites located along the corridor on the radar screen for companies interested in locating and/or expanding in areas with interstate access. The designation will also ease navigation for tourists, business travelers and residents alike. Signs denoting the "Future I-376 Corridor" are in place to welcome visitors coming to the region for the 2006 All-Star Game at PNC Park.



WATER AND SEWER INFRASTRUCTURE

New water and sewer lines are being installed in the airport area to help create new industrial parks to house companies bringing new jobs and investment to the region. Securing adequate infrastructure funding was a cornerstone of the Conference's 2003-2005 *3 Rivers: One Future* plan that led to the creation of PennWorks, the state program that is financing the

improvements. The Commonwealth Financing Authority has pledged \$6.9 million in PennWorks grants and loans to facilitate these infrastructure renovations that are so crucial to the area's economic competitiveness.





PIT-BRAC

When the U.S. Department of Defense proposed the closure of several regional military bases, including the 911th Airlift Wing, in the spring of 2005, Governor Rendell and the Pennsylvania Base Development Committee called upon Allegheny Conference CEO F. Michael Langley, Allegheny County Chief Executive Dan Onorato and the Military Affairs Council of Western Pennsylvania to create the PIT-BRAC Task Force to aggressively defend the military presence in the region, and the 1,900 jobs at stake. This grassroots coalition expanded the network of regional partners by bringing together community volunteers with public and private sector leaders. Their efforts resulted in three major victories: eight C130 airplanes to be based in the

region, the 911th Airlift Wing to remain open and President George W. Bush sanctioning the creation of the nation's first Regional Joint Readiness Center (RJRC).

As a new model for the country, the RJRC will enhance homeland security and national defense, coordinating area military units with federal defense agencies — improving the region's ability to plan for and respond to both national and regional emergencies. More specifically, it will upgrade the capacity for the region's world-class medical system, research universities and emergency management system to quickly and effectively respond to crisis situations, meanwhile placing southwestern Pennsylvania on the front line of national security.

SCHENLEY PLAZA – A NEW TOWN SQUARE FOR OAKLAND

As our region's center of innovation, Oakland is the third largest business district in Pennsylvania and home to major research universities, colleges, hospitals and cultural institutions. Yet, in a sense, it is a victim of its own success — running out of available space for business investment and choked by traffic congestion.

To enhance this important regional resource, the Allegheny Conference's Oakland Investment Committee (OIC) has been working in partnership with the City of Pittsburgh, Allegheny County and members of the Oakland Task Force. In 2005, thanks

to major support from the Commonwealth of Pennsylvania, these partners, along with the Pittsburgh Parks Conservancy, broke ground on Schenley Plaza, Oakland's new town square and grand entrance to Schenley Park. The plaza is slated for completion this summer.

The OIC's next project focuses on developing transportation links from Oakland to the Second Avenue development corridor and Downtown. This critical transit infrastructure will facilitate the growth of research and technology sectors in close proximity to major research institutions such as the University of Pittsburgh Medical Center (UPMC), Carnegie Mellon University and the University of Pittsburgh.





WORKFORCE QUALITY

EDUCATION INITIATIVES

Our region faces a critical demographic challenge in the years to come — training and attracting sufficient skilled workers to replace the members of the Baby Boom Generation who are beginning to retire. With the intent to substantially improve the standards of education for our children, the Allegheny Conference created a goal for school performance called Proficiency by 10 and became actively involved in the statewide program, Keystone STARS.



Today, southwestern Pennsylvania is one of the few regions in the country to offer web-based resources that permit parents, grandparents and community leaders to compare the performance of elementary schools and child care centers.

www.schoolgrades.info

In 2000, the Conference established a visionary goal for southwestern Pennsylvania — that every 10-year-old should be proficient in reading, writing and mathematics by the year 2010. The program raises citizens' expectations for high performance and quality of public education, keeps school boards focused on academic performance and provides aid to superintendents to advocate for necessary change.

Evaluated on the basis of the Pennsylvania System of School Assessment (PSSA) test given to 5th grade students in 365 public schools across the region, the overall proficiency ratings are slowly but consistently climbing.

PERCENT PROFICIENT OR ABOVE 2001 – 2005				
	All Test Takers		Excluding Students with Disabilities	
	Reading	Math	Reading	Math
2001	60%	56%	66%	61%
2002	61%	56%	68%	61%
2003	63%	60%	70%	66%
2004	66%	64%	72%	71%
2005	68%	72%	76%	79%

PA Department of Education, 2001 – 2005
5th Grade PSSA results for SW PA

www.schoolreadiness.info

Keystone STARS – Standards, Training, Assistance, Resources and Support, was created to start students on the path to high proficiency even earlier through the targeted improvement of licensed child care centers. The five-level STARS rating system provides a standardized approach to tracking the progress and quality of regional early child care programs. Approximately 60 percent of the region's pre-school children spend at least part of their day in some type of child care program, and research shows that high-quality child care programs have positive effects on children throughout their entire lives. An emphasis on literacy improves school readiness and children's overall ability to learn. Hence, an investment in the training of child caretakers produces a large return in the eventual development of a competent regional workforce.

A parallel effort to Proficiency by 10, Keystone STARS continues to move toward its goal of having all of the largest child care providers, with 100 children or more, participating in the program at least at Level 2 by 2010. With the proportion of qualifying programs currently at 78 percent, the goal is well within our sights.

WORKFORCE INITIATIVES

The Pennsylvania Economy League completed comprehensive research to identify the needs of the key target sectors in the regional workforce — encompassing information technology, life sciences and advanced materials manufacturing. A report distributed at the Allegheny Conference's 2005 Annual Meeting detailed a "skills gap" and a "knowledge gap":

- ▼ There is increasing demand for workers with two years or less of post-secondary education or career training beyond high school, yet an insufficient number of students on these career paths.
- ▼ Students are unaware of the existing career opportunities that are growing the regional economy.

The report detailed two high priorities: ensure that high school students are graduating with the basic skills needed to succeed in the workplace, and that young adults are informed of available career opportunities in the industries that are integral to the regional economy.

The report is the basis of ongoing work to refine and define the Workforce Quality Competitiveness program area of the Allegheny Conference.

TAXES AND REGULATIONS

BUSINESS TAX COMPETITIVENESS

Pennsylvania flies a red flag for any business considering investing here because of the uncompetitive corporate net income tax (CNI). Market research indicates many prospective employers don't get past the 9.99 percent CNI rate (second-highest in the nation), the cap on net operating loss carryforwards and the onerous Capital Stock and Franchise Tax to evaluate Pennsylvania's many strengths.

COMPETEPA

Leading the effort for business tax reform is the CompetePA Coalition. This statewide Coalition, launched in spring 2005 by the Allegheny Conference and the Greater Pittsburgh Chamber of Commerce, consists of more than 100 businesses, chambers of commerce and membership organizations dedicated to making our Commonwealth a successful competitor for new jobs and investment. CompetePA marks an unprecedented participation level by Pennsylvania employers, representing half of the state's private sector employees, by coming together to demand change in areas critical to Pennsylvania's competitiveness.



During the 2005 state budget negotiations, the Chamber and the Conference helped assure the continued dissolution of the Capital Stock and Franchise Tax, preserving a predictable phase-out. In fall of 2005, CompetePA made significant headway through House Bill 515 in reforming Pennsylvania's uncompetitive CNI tax. Approved by the General Assembly, House Bill 515 would have fixed some of the most uncompetitive aspects of the CNI by raising the cap on net operating loss carryforwards and moving to a single sales factor apportionment formula. Although Governor Rendell vetoed House Bill 515 in December, the issue is center stage in Harrisburg. CompetePA is pressing for improved business tax competitiveness in 2006.

LOCAL GOVERNMENT FUNCTION AND STRUCTURE

ROW OFFICE REFORM

More effective governance has been a goal of the Pennsylvania Economy League since the 1930s and a priority of the Allegheny Conference since long before the two organizations formally merged in 2003. In 2005, this initiative took a big step forward with the successful effort to pass row office reform in Allegheny County.

The Greater Pittsburgh Chamber of Commerce, Allegheny County Chief Executive Dan Onorato, County Council members, and private sector leaders supported the Committee for Row Office Reform Inc., which set out to heighten awareness of the May 2005 ballot question. Thanks to the active support of numerous Regional Investors, the measure, to cut the number of elected Allegheny County row offices from 10 to four in 2006 passed by a substantial 72 percent margin.



A streamlined Allegheny County government debuted in 2006 with the first round of restructuring for the row offices. The reduction in row offices will increase operating efficiency and save Allegheny County upwards of \$770,000 annually.



ADVOCATING FOR THE PITTSBURGH REGION IN HARRISBURG AND WASHINGTON, D.C.

The Greater Pittsburgh Chamber of Commerce – the advocacy affiliate of the Allegheny Conference

– was successful on several initiatives that benefit our region.

The Chamber, working closely with members of the Regional Advocacy Council, the Southwestern Pennsylvania Commission and public officials from across the region, was successful in 2005 in securing more than \$297 million in infrastructure-related federal funding for our region from both annual appropriations and the 2005 reauthorization of the federal transportation act. Our delegation in Washington noted that the Pittsburgh region is one of the few areas in the country that undertakes a coordinated, regional approach to advocacy for federal funding.

With the designation of I-376 as an interstate highway, an effort spearheaded by the Tri-County Airport Partnership with the support of the Chamber, \$45,000,000 in funding is needed to make road improve-

ments necessary to attain permanent interstate status. To date, \$15,000,000 has been secured from the Pennsylvania Department of Transportation, Pennsylvania Turnpike Commission and several line item earmarks for federal funds. With the support of the region's federal delegation, efforts continue to close the funding gap to complete the project.

Another win occurred when PIT-BRAC reversed a U.S. Department of Defense recommendation, opting to retain C-130 aircraft at the Pittsburgh International Airport Air Reserve Station, due to action of the Allegheny Conference, Chamber and other regional public and private sector partners. The Commission took the further groundbreaking step of establishing a prototype Regional Joint Readiness Center

(RJRC) at the Air Station. The RJRC will be a national model for combining military readiness operations with community-based resources for disaster preparedness.

The Chamber and the Conference worked closely with representatives of the Department of Environmental Protection (DEP) and the Environmental Protection Agency (EPA) on air quality regulations that affect our region's competitiveness. The number of areas within our region designated as "non-attainment" for air quality standards was reduced, making our region more attractive for business development and investment.

We also advocated for the EPA's new Clean Air Interstate Rule (CAIR), which will achieve the largest reduction in air pollution in more

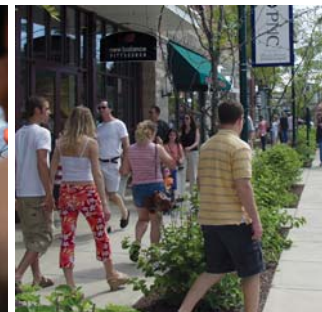
than a decade. CAIR maintains coal as a viable fuel and energy source, keeping jobs in southwestern Pennsylvania while addressing the longstanding problem faced by our region as a recipient of air emissions from upwind states.

The Chamber and the Allegheny Conference launched the statewide business-led CompetePA Coalition focused on making the Commonwealth's business tax structure more competitive. The Coalition helped to keep our legislators focused on their commitment to continue the phase-out of the Capital Stock and Franchise Tax and laid the groundwork for business tax reductions in 2006.

At the local level, the Chamber took a leadership role along with Allegheny County Chief Executive Dan Onorato, members of County Council and other private sector leaders in rallying the community to support the row office referendum on the May 2005 primary ballot. An overwhelming 73 percent of Allegheny County voters showed they were ready for a more effective, streamlined government by voting yes to reduce the number of elected row offices from 10 to four.



MARKETING THE REGION



▼ BUSINESS DEVELOPMENT

▼ REGIONAL PROMOTION



BUSINESS DEVELOPMENT

INTERNATIONAL ECONOMIC DEVELOPMENT

Southwestern Pennsylvania is home to more than 260 international companies with more than 700 locations, conducting more than \$26 billion in business outside of the U.S. Building bilateral international investment for the region is a top priority, and the international efforts of the Pittsburgh Regional Alliance (PRA) included interfaces with 252 companies from 11 countries in 2005.

Several initiatives successfully promoted the region as a top global business destination. The PRA and Allegheny County Chief Executive Dan Onorato led a trade mission to Denmark and Germany, marketing the Pittsburgh region to companies headquartered there as a thriving center of business and innovation with excellent access to the U.S. market. In partnership with former Governor Dick Thornburgh, nine regional organizations and three from the United Kingdom, the PRA hosted a London-based conference introducing U.K. firms to southwestern Pennsylvania as a hub for regional security and national defense-related investment opportunities. In addition, an international delegation involved in biotechnological research and development visited the region following the Biotechnology Industry Organization's Annual International Convention in Philadelphia, providing an opportunity to showcase one

of the region's fastest-growing and innovative industries.

The PRA has successfully recruited or supported the arrival of 18 international companies to the region since 2002, five of those in 2005. Furthermore, the number of referrals from Pennsylvania Overseas Investment Representatives has grown from zero projects in 2002, to six in 2005.

One substantial win for the region was the recruitment of Korean company 3Ksoft Co., Ltd., resulting in a decision to locate its global headquarters and research and development center in Pittsburgh, under the name 3Ksoftware LLC. The company chose southwestern Pennsylvania for the exemplary resources of the technology sector, particularly those within Carnegie Mellon University.

READY-TO-GO BUSINESS SITES

State funding of more than \$43 million was delivered in 2005 through the Business In Our Sites program to 14 development projects that will help to create thousands of jobs across the region. Having recommended creation of this program during the Pennsylvania gubernatorial campaign in 2001 and advocated for the legislation establishing it in 2004, the Allegheny Conference worked in 2005 to win funding for projects identified by regional leaders as priority investments for growing jobs.

Among the \$1.8 billion capital investments influenced by the Conference from 2003 through 2005, some of the projects in our region include:

- ▼ \$6 million for the business park at the Cherrington Extension site (Allegheny County), which is expected to attract 1,356 new jobs and more than \$33 million in private investment;
- ▼ \$5.4 million for EverGreene Technology Park (Greene County), which, when completed, will provide 14 pad-ready sites and space for multi-tenant buildings;
- ▼ \$3.5 million for the Town Center at Southpointe II (Washington County), which is expected to create 2,000 jobs and stimulate \$200 million in private investment;
- ▼ \$1.2 million for Starpointe Industrial Park (Washington County), which, when completed, is expected to create 900 manufacturing and commercial jobs; and
- ▼ \$4.3 million for Westmoreland Distribution Park (Westmoreland County) will be used for major infrastructure development
 - installation of water and sewer lines, street construction, and excavating and grading.

The Allegheny Conference is building on our region's globally leading strengths in advanced materials, information technology and the life sciences and focusing its business development activities on employers in these sectors. We believe that these industries hold the greatest promise to drive the future prosperity of our region.

Toward this end, the Pittsburgh Regional Alliance played a part in 22 business attraction, retention and/or expansion projects in 2005, resulting in more than \$200 million in capital investment. These are a few examples of companies that recognize the benefits of building their business in southwestern Pennsylvania:

CINEMANIX

Cinemanix Productions, located in Cranberry Township, Butler County, is the only East Coast provider of the cutting edge animation technology called "motion capture." This three-dimensional technique incorporates every discernable movement and gesture of multiple characters at once, producing an unbelievably life-like animated image for mediums like film and video games. An example of the use of this technology was in the popular Warner Bros. film "The Polar Express."

Cinemanix often works with West Coast companies that send special effects to its state-of-the art, 4,100-square-foot facility for completion. The site also provides valuable opportunities for graduates of prestigious programs, like those through the Entertainment Technology Center at Carnegie Mellon University, to remain in the area both for summer internships and after graduation. During production, film crews will be encouraged to remain in the area longer since they are able to finish the

special effects phase of production here in southwestern Pennsylvania rather than having to go to California. This innovative company is just one example of the upsurge of young, creative-based organizations sprouting up in the region and revolutionizing the arts and entertainment industries worldwide.

CARLISLE SYNTEC INC.

Given that one out of every eight jobs in Pennsylvania is in the manufacturing sector, the Fall 2005 announcement that Hunter Panels LLC had chosen Fayette County for its new 200,000-square-foot manufacturing facility was welcomed news and a natural addition to the region.

Hunter Panels, a Carlisle SynTec subsidiary and part of the Carlisle Companies (NYSE: CSL), will provide on-site deliveries of rigid foam insulation panels to construction sites in Pennsylvania, Ohio, Maryland, Kentucky and New York. This \$16 million investment will create at least 66 new jobs over the next three years for southwestern Pennsylvania.

The Hunter Panels expansion correlates to the market growth of polyisocyanurate, the top-ranked rigid insulation material for energy conservation and eco-friendly building design — a concern taken seriously in southwestern Pennsylvania. In fact, Pittsburgh has the second-largest collection of green-certified space in the nation.

MEDRAD INC.

MEDRAD Inc., a worldwide leading provider of medical devices and services, is building a \$28 million, 125,000-square-foot Corporate Center in the Tech 21 Research Park in Marshall Township, Allegheny County. A U.S. affiliate of Schering AG, Germany, and 2003 winner of the prestigious Malcom Baldrige National Quality Award, MEDRAD is the first tenant in keeping with the natural slopes of the landscape, the park will include on-site amenities such as a hotel, housing development and two restaurants upon completion. A producer of many innovative 'firsts' enabling and enhancing the imaging

procedures on the human body, MEDRAD has a history of high-volume growth with an employee base expanding at the rate of 8 percent a year. The company currently employs 1,500 people nationwide, almost 1,100 of whom are southwestern Pennsylvanians. MEDRAD will maintain its presence at its facilities in Indianola and RIDC O'Hara, where it houses several large operational and research units. Made possible by the Tech 21 expansion, 400 jobs across all three locations will be created in the next several years. In addition, MEDRAD purchased enough land at Tech 21 to accommodate a companion 125,000-square-foot building at some point in the future.

MEDRAD is an impressive example of the continued transformation of southwestern Pennsylvania. It represents just one of the region's several anchor companies in the fast-growing international medical device market.





REGIONAL PROMOTION

PITTSBURGH-BOSTON REGIONAL LEADERSHIP EXCHANGE

Private and nonprofit sector leaders, entrepreneurs and elected officials from all 10 counties traveled to Boston for the second Allegheny Conference Regional Leadership Exchange. These visits enable regional leaders to learn from the best practices and the mistakes of others. The delegation's recommendations were incorporated into the 2006-2008 strategic plan. They included:

- ▼ fulfilling the need for a simpler cost-effective government;
- ▼ establishing a Pittsburgh Compact (based on the Boston Compact) requiring a coalition to improve school performance and increase opportunities for skilled workers; and
- ▼ developing a shared vision for the future of the region using its upcoming 250th anniversary as an opportunity to galvanize various constituencies under a common goal through the leadership of the Conference.



CITGO BASSMASTER CLASSIC

Thanks to the enthusiasm of countless volunteers and the leadership of Conference board member William Dietrich, who chaired the local organizing committee, the CITGO Bassmaster Classic showcased southwestern Pennsylvania's clean environment, outdoor recreational assets, family-friendly communities and vacation opportunities to 80,000 visitors and fishing enthusiasts, along with millions of television viewers worldwide. This three-day event provided the region with tens of millions in tourism dollars as well as a nationally televised opportunity to showcase the positive reality of the Pittsburgh region as the nation's foremost example of regional transformation.

FRENCH AND INDIAN WAR 250

For 250 years the Pittsburgh region has been changing the world. The French and Indian War, the first world war, was fought for control of the forks of the Ohio, Pittsburgh's Point.

An initiative of the Allegheny Conference, French and Indian War 250, Inc. is spearheading the national commemoration of the 250th anniversary of the French and Indian War, which began in 2004 and continues throughout the decade, developing and coordinating programs and educational resources to raise awareness of this significant period in American history. Major national initiatives in 2005 included hosting the 2005 National Council for History Education (NCHE) annual meeting, attracting to Pittsburgh more than 700 educators from 42 states; the publication of a Jr. High/Sr. High-level curriculum kit on George Washington; and the creation of a unique Internet-based educational tool known as the Embedded Journalist. An interactive instrument for all ages, first-person accounts from a fictional, yet historically accurate figure, convey the

conditions and developments of the war to a modern-day audience. 2005 activities culminated in early 2006 with the PBS premiere of the four-hour dramatic documentary, "The War that Made America," produced in partnership with WQED Multimedia.

In 2005, commemorative events included the 250th anniversary of the Battle of the Monongahela and the defeat of General Braddock, the announcement of new collections at Fort Ligonier and the grand opening of the new Fort Necessity National Battlefield/National Road Interpretive and Education Center at Fort Necessity, where Pulitzer Prize-winning author David McCullough delivered the keynote address. The center, a \$12 million, 14,000-square-foot facility, immerses visitors in the richness of 18th century history through the utilization of interactive displays. These initiatives, combined with tourism marketing strategies, such as the launch of the newly designed French and Indian War web site www.frenchandindianwar250.org, coalesce into a national showcase of the region's exciting contemporary environment via the backdrop of its unique history.



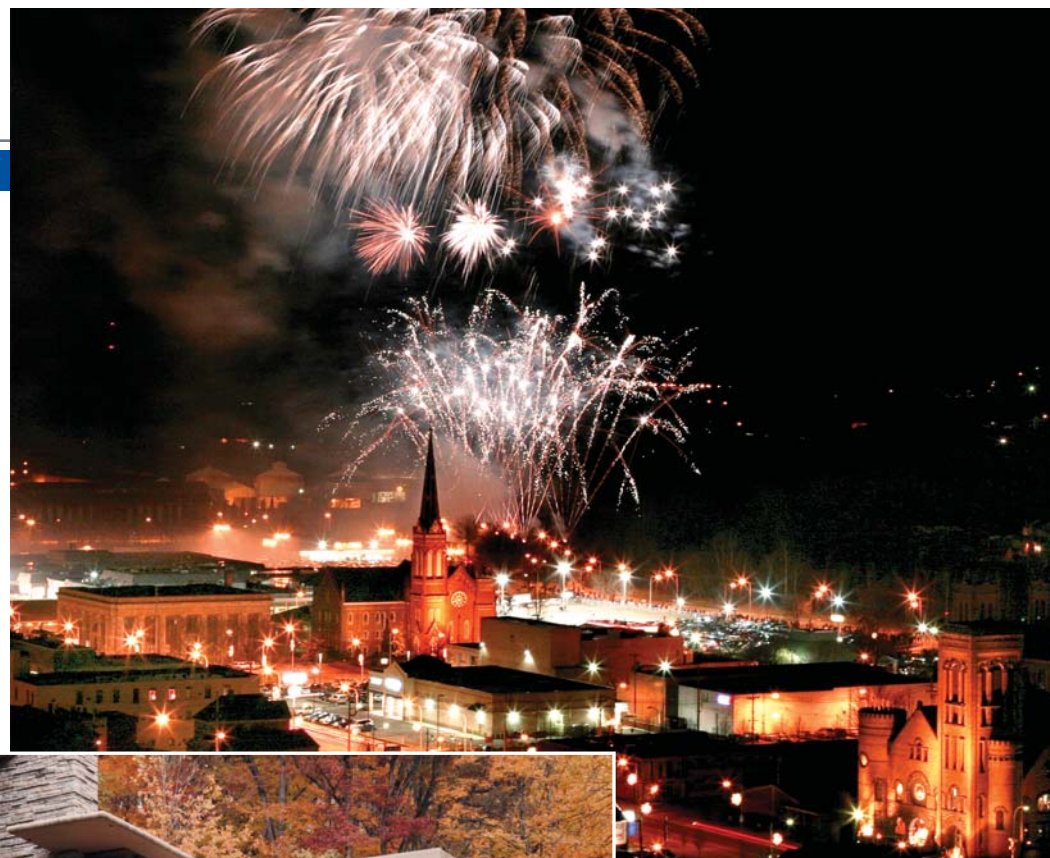
PITTSBURGH 250

During the Annual Meeting in November, incoming Allegheny Conference Chairman Jim Rohr announced the formation of the Pittsburgh 250th Anniversary Commission. Co-chaired by Rohr; J. Bracken Burns, Sr. Chairman of the Southwestern Pennsylvania Commission; Dan Onorato, Allegheny County Chief Executive; and Bob O'Connor, Mayor of the City of Pittsburgh, dozens of community leaders are working together to finalize a plan to celebrate our region's world-changing role in history and its capacity to continue to drive change into the future.

In fact, 2008 is more than the anniversary of Pittsburgh; it is the anniversary of all of western Pennsylvania. The 1758 Forbes Campaign from Philadelphia to Pittsburgh opened Pennsylvania west of Carlisle to settlement. The birthday of Bedford, Ligonier and other communities along today's U.S. Route 30 is also in 2008.

The Commission will seek to leverage the opportunity presented by the anniversary in 2008 to engage the energy and enthusiasm of the region's residents to raise global awareness of the positive realities of the Pittsburgh region. It will also support the completion of lasting signature projects, which will provide permanent improvements to the competitiveness of our region, and build on the success of initiatives like Pittsburgh Roars in 2006 and the 2007 Year of Glass to develop a lasting model for regional marketing collaboration.

The Pittsburgh 250 Commission will unveil its multi-year plan in the fall of 2006.



ALLEGHENY CONFERENCE ON COMMUNITY DEVELOPMENT 2006 BOARD OF DIRECTORS

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