

.06 ANNUAL REPORT



ALLEGHENY CONFERENCE ON COMMUNITY DEVELOPMENT AND ITS AFFILIATES

GREATER PITTSBURGH CHAMBER OF COMMERCE

PENNSYLVANIA ECONOMY LEAGUE OF SOUTHWESTERN PENNSYLVANIA

PITTSBURGH REGIONAL ALLIANCE

pittsburgh
imagine what you can do here.™

ABOUT THE CONFERENCE

Founded in 1944, the Allegheny Conference on Community Development is one of the leading civic leadership organizations in the United States. Combining strong private sector leadership with public sector partners, we work to stimulate economic growth and improve the Pittsburgh region's quality of life. Our strategic focus is on creating a more competitive business climate and marketing the Pittsburgh region for investment and job creation. The Conference relies upon the Regional Investors Council – leaders of more than 300 companies and organizations – to provide time, talent and resources to advance our agenda.

Three affiliated organizations, each staffed by the Conference, provide research and analysis, advocacy and marketing to realize the vision of the Conference leadership:

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

The **GREATER PITTSBURGH CHAMBER OF COMMERCE**, working with public and private sector partners, serves as our region's chief advocate at all levels of government to secure public sector investment and legislative and regulatory improvements to our region's business climate.

The **PITTSBURGH REGIONAL ALLIANCE**, a 10-county regional economic development partnership staffed by the Conference, markets southwestern Pennsylvania to companies across the region and around the world in order to attract capital investment and stimulate job creation.

FROM THE CHAIRMAN



James E. Rohr
Chairman of the Board

With near-record employment, billions of dollars in new investments and high-profile events that garnered national attention, the Pittsburgh region made tremendous progress in 2006. Combined efforts across the 10-county region resulted in more than 168 new or expanded company operations in 2006 alone, leading to the creation of nearly 9,000 new jobs. And exhaustive nationwide expansion site searches by globally leading companies – from Westinghouse Electric to Bayer to Sycor to US Airways – revealed the Pittsburgh region as the best location for continued growth due to our relatively low cost of doing business, strategic location, infrastructure and quality of life.

The region also launched its first integrated regional marketing campaign in 2006 – *Pittsburgh: Imagine What You Can Do Here*. The campaign is spreading the message throughout southwestern Pennsylvania and around the globe that the Pittsburgh region is a changemaker to the world. Meanwhile, the first phases in a multi-year celebration of our region's 250th anniversary in 2008 have taken off thanks to the collective enthusiasm, support and dedication of our public and private sector leaders. Long-term collaborative efforts with our regional partners resulted in a recent \$25 million commitment from the Commonwealth of Pennsylvania to accomplish a Signature Project of the Pittsburgh 250 initiative – the revitalization of Point State Park, a prominent symbol that, upon completion, will reflect the true essence of our region into the future.

The Allegheny Conference is honored to have played a significant role in these successes through our membership – representing more than 300 of the region's most dedicated private organizations – along with a wide range of community partners. As proud as we are of the exceptional quality of life and assets for business that those of us living and working in the region already enjoy, there are complex challenges that remain, and it takes time – sometimes years – to make great things happen.

To that end, the Conference and its Affiliates have embarked upon a comprehensive strategy to improve southwestern Pennsylvania's competitiveness and promote the region to the world. We are pleased with the progress made recently toward each of our four strategic competitiveness priorities, which you will read about in the following pages. However, we still have plenty left to accomplish:

- **Taxes and Regulation.** We must reduce the business tax burden to attract capital investment and promote corporate growth.
- **Government Structure.** We can become more efficient and cost-effective by encouraging municipalities to seek opportunities for cooperation.
- **Infrastructure for Economic Development.** We are targeting improvements in our transportation network, including access to and from Oakland as well as in the airport area.

- **Workforce Quality.** We need to attract and retain a dynamic, skilled and diverse workforce to reach and maintain our full potential.

Thank you to the entire board and to our committee chairs, especially, for making possible the strides we have taken and for their commitment to achieving so much more.

Building upon the success of 2006, progress in our region continues in 2007. The *Imagine* campaign is picking up steam, and an incredible array of events lie on the horizon. From the region's first-ever, large-scale multicultural symposium, *DiverseCity*, to the U.S. Open golf championship, to 'Pittsburgh Celebrates Glass' featuring acclaimed glass artist Dale Chihuly, these events and so many more coalesce in a celebration of 250 years of history, progress and innovation that set the stage for 250 more!

There has never been a better time to imagine what you can do here – so let's do it together.

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

Chairman & Chief Executive Officer
The PNC Financial Services Group, Inc.

FROM THE CHIEF EXECUTIVE OFFICER



Michael Langley
Chief Executive Officer

The Allegheny Conference and its Affiliates helped the region to reach a number of new milestones in 2006, each made possible by a more focused agenda. The leadership of the Conference Board and the Regional Investors Council continue to raise the bar on southwestern Pennsylvania's business climate and our overall quality of life.

For instance, thanks to the help of our many public and private sector partners, taxes on Pennsylvania employees are almost \$300 million lower today than they were at the beginning of 2006; the "missing ramps" are under construction to connect Interstate 79 to the newly designated Interstate 376 and the airport area; and we're witnessing historic levels of development across our region, including more than \$3.3 billion invested in our urban core.

Economic development efforts are only as successful as the partnerships that fuel them. The Allegheny Conference works with a multitude of regional partners – including corporate, foundation, government and community leaders – to achieve the greatest return in terms of the global competitiveness of southwestern Pennsylvania. Such collaboration often takes years of hard work and persistence.

For instance, when a 2002 visit from the Urban Land Institute (ULI) reported that the Pittsburgh region was missing out on major economic development opportunities due to an underdeveloped airport area and fragmented regional leadership, we heard the call. The ULI's return in

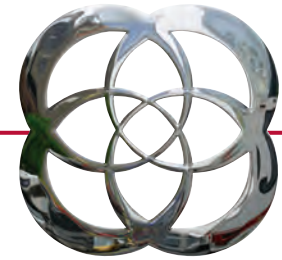
September 2006 was to a very different Pittsburgh region – with more than 2,000 acres of shovel-ready airport area business sites supported by more effectively connected highway structures and the cohesive regional leadership of elected officials, economic development professionals and private sector partners working together to stimulate regional growth.

On the business development side of our agenda, job numbers are on the rise. In 2006, more companies than ever before got to know the Pittsburgh region as a world-class place to live, work, play and invest.

We also made important progress against our regional competitiveness goals, but many challenges remain. Business taxes and regulations, energy strategy, our public transit system, government fragmentation, and education and its relationship to a prepared workforce figure highly on our priorities for regional improvement in 2007.

As the 250th anniversary of our region in 2008 draws near, the Conference is already making excellent progress on its 2007 agenda, ready to tackle the challenges ahead, to continue strengthening our regional competitiveness and to further enhance the superb quality of life we already enjoy.

Michael Langley
Chief Executive Officer
Allegheny Conference on
Community Development



ALLIANCE FOR REGIONAL STEWARDSHIP

In 2006, our region's ongoing collaborative efforts earned recognition from the Alliance for Regional Stewardship (ARS), a national organization focused on forging vibrant, globally competitive regions. The Pittsburgh region was honored for its extraordinary civic leadership capacity through collaboration and partnership. As a key player in facilitating partnership across the 10-counties, the Allegheny Conference was proud to accept the award on behalf of our region.

MARKETING THE REGION

- ▼ REGIONAL PROMOTION
- ▼ ECONOMIC DEVELOPMENT



REGIONAL PROMOTION

Board Committee Chair:

Michele Fabrizi

President & CEO, MARC USA

Pittsburgh: Imagine What You Can Do Here

In September, on behalf of the Pittsburgh 250th Anniversary Commission, the Allegheny Conference's Regional Marketing Board Committee launched the region's first integrated marketing campaign, *Pittsburgh: Imagine What You Can Do Here*. The campaign lays the foundation for the region's 250th Anniversary in 2008 but will continue well beyond that milestone to celebrate our region's many strengths. With support from local corporations, foundations and the Commonwealth of Pennsylvania, the campaign reinforces our region's world-changing role, yesterday, today and tomorrow. It communicates why south-western Pennsylvania is the right place for employers to grow, families to live, and tourists and conventioners to visit. Through regional and national advertising, media and community relations initiatives, and the ImaginePittsburgh.com Web site, the campaign promotes our region to the world as a global center of achievement and opportunity in advanced materials, life sciences and information technology, as well as the arts, culture and recreation.



Innovative Global Media Initiative:

In partnership with Pittsburgh-based creative communications agency Apple Box Studios, the Allegheny Conference developed a 2006 "For Attribution" directory, which encourages major media to interview experts from the Pittsburgh region when a news story breaks.

Showcasing more than 60 thought leaders across a variety of industries and organizations, the directory is being distributed to news organizations worldwide as a key component of the "Imagine" regional marketing initiative.

The world has already taken notice – the directory has delivered 'hits' in a host of national media and won the Gold Award for innovative marketing at the International Association of Marketing and Communication Professionals MarCom Creative Awards.



Pittsburgh 250

Almost 200 community leaders have joined the Pittsburgh 250th Anniversary Commission to plan the multi-million dollar, 14-county celebration of the region's 250th anniversary in 2008. Celebrations commence late in 2007 and continue through the following year. The Allegheny Conference is providing staff support for Pittsburgh 250, Inc. Four of our region's leaders – Washington County Commissioner J. Bracken Burns, Sr., Allegheny County Chief Executive Dan Onorato, City of Pittsburgh Mayor Luke Ravenstahl and Allegheny Conference Chairman Jim Rohr – are co-chairing the Commission.

The Commission has identified three Signature Projects and related events as the framework for the celebration: the revitalization of Point State Park, the launch of the Forbes Trail statewide

heritage marketing initiative and the completion of the Great Allegheny Passage Trail between Pittsburgh and Washington, D.C.

Each of these projects relates directly to the naming of Pittsburgh in 1758 and helps to celebrate the role George Washington played in Pittsburgh's history. In addition, the Commission's Community Connections initiative, will encourage grassroots community improvement projects and programs across 14 counties. Reunion 2008 will encourage residents to plan reunions, homecomings and business meetings that will bring expatriates home and introduce newcomers to our region.

250
pittsburgh
imagine what you can do here.™

The three Signature Projects of Pittsburgh 250 connect the past to the future and promote the region's unique recreational and historic assets.



Closing the GAP: Landmark Trail on Road to Completion

The Great Allegheny Passage (GAP) Trail, a 335-mile bicycle and hiking trail, will restore the historic link between our nation's capital and Pittsburgh's Point, creating a seamless link from Mount Vernon to Point State Park. The trail is now complete from Washington, D.C. to McKeesport. The Closing the GAP Steering Committee – co-chaired by Allegheny County Chief Executive Dan Onorato, and United States Steel Corporation Chairman and CEO, and Allegheny Conference Vice Chairman, John Surma – is rallying corporations, organizations and individuals to work together with the Allegheny Trail Alliance to “Close the GAP” by completing the remaining nine miles of the trail (all in Allegheny County) by October 2008.

Commonwealth Commits to Point State Park Renewal

Phase II of the revitalization of Point State Park was announced with a \$25 million commitment from the Commonwealth of Pennsylvania in October. It will restore this iconic symbol of the Pittsburgh region to the world, create new access to the three rivers, enhance the experience of living and working in downtown Pittsburgh, and communicate the importance of “the Point” in the formation of America. Upon completion, the park will thrive with new green space, visitor amenities, a rich and engaging historic interpretive experience, and a new festival ground to enhance public activities and events in the park. The \$35 million project is the culmination of a three-year community planning process to develop a new vision for the park and its future. The Allegheny Conference has been working with many partners – including the Riverlife Task Force, the Pittsburgh 250 Commission, and local and state government leaders – for more than six years to secure funding for this regional symbol.



Forbes Trail: Following History's Footsteps

The Forbes Trail Signature Project, a statewide heritage tourism program and driving tour, will encourage families to follow in the footsteps of George Washington and the story of the making of America – which played out in and around the Pittsburgh region. An easily navigated, itinerary-based tourism guide

is being developed that will link together important historic and outdoor recreational sites to tell the story of the 1758 Forbes campaign. Truly “America's Independence Trail,” it led to the naming of Pittsburgh and the opening of the Gateway to the West for settlement by British America. Trail visitors will experience the opening shots of the French and Indian War, the debates that shaped the Declaration of Independence and the Constitution, the Battle of Gettysburg and even the national memorial to Flight 93. The tourism guide will also help to connect visitors to the finest in hotels, restaurants, unique shops and other visitor experiences along the way.



Oakland Gets Greener: Schenley Plaza Transformation Complete

The conversion of Schenley Plaza from a parking lot to a town square for the Oakland community and a grand entrance to Schenley Park, was completed in June as the result of major collaboration between the City of Pittsburgh, the Oakland Task Force, the Pittsburgh Parks Conservancy and the Allegheny Conference Oakland Investment Committee (OIC). The City of Pittsburgh leased the land, a five-acre parcel between the Carnegie and Hillman libraries, to the Parks Conservancy for a period of 30 years. The OIC, with the University of Pittsburgh as the project lead, invested nearly \$3 million of its own funds. The OIC, together with the Parks Conservancy and Allegheny Conference Chairman Jim Rohr led a capital campaign securing \$5 million from the Commonwealth to bring this project to completion. In addition to its direct financial commitment, the University of Pittsburgh provided project and construction management services and the cash flow that allowed construction to proceed on schedule for 18 months until the financing from the Commonwealth was received. Schenley Plaza is currently overseen and operated by the Pittsburgh Parks Conservancy.



We have much to celebrate as we near our region's 250th anniversary, commemorating a rich history that has shaped the modern world. Pittsburgh scientists, engineers and skilled workers pioneered materials science, food processing and alternating current. They built many of the most famous buildings and bridges in our country, from the Chrysler Building to the Sears Tower. People from Pittsburgh cured polio and made organ transplantation into a global industry. And they pioneered the fields of artificial intelligence, computer science and robotics. All of these people built a strong foundation for today's knowledge-based economy.

The University of Pittsburgh is a proud sponsor of Pittsburgh 250, and I'm pleased to co-chair the Center of Innovation and Technology Committee on behalf of the Pittsburgh 250 Commission. As the first college west of the Alleghenies, we've been educating young people here for almost as long as there's been a Pittsburgh. In recent decades we've expanded our role to include research and innovation that are shaping entire industries. Working in partnership with Carnegie Mellon and 33 other colleges and universities across southwestern Pennsylvania, institutions of higher education are imagining a bright future for our region – and delivering the skilled workforce that will make it happen.

*The 250th anniversary should not be a time to think only about what "used to be." We need to leverage Pittsburgh 250 to focus on what **can** be. Most importantly, we need to capture the excitement of the innovation that is happening in our region every day and encourage our children and grandchildren to imagine a bright future for themselves in our region.*

Written by:

Mark A. Nordenberg, Chancellor & CEO, University of Pittsburgh
Co-Chair, Center of Innovation and Technology Committee
Pittsburgh 250 Commission

ECONOMIC DEVELOPMENT

Board Committee Chair:

John P. Friel

President & CEO, MEDRAD, Inc.

Partnership for Greater Economic Return: Pittsburgh Regional Alliance (PRA) Restructured

Economic development partnerships mean economic development successes. With that in mind, the PRA underwent a significant restructuring last year. Although the Allegheny Conference still staffs the PRA, it is now considered to be an equal member among the PRA's 50-member body. Through the leadership of the PRA Partnership, which is made up of private and public sector leaders as well as economic development professionals, jobs and private investment in southwestern Pennsylvania are growing. Together, the PRA member organizations market the Pittsburgh region to business leaders around the world and share information, insights and opportunities to advance economic development.

The PRA Partnership is working on a central reporting system that will more accurately track new regional investment, including company relocations and expansions facilitated by the numerous economic development organizations across the 10-county region.

**See page 26 for a complete list of PRA Partners.*

42,000 New Jobs Since 2002

Through the efforts of many economic development organizations across the 10-county region, the economic outlook for southwestern Pennsylvania is bright. Based on reported information sources

between 2002 and 2006, 765 new company locations and expansions landed in the Pittsburgh region, creating more than 42,000 jobs. Of those

numbers, 168 company locations and expansions occurred in 2006. As of January 2007, these projects have led to the creation of more than 9,000 jobs.

In collaboration with PRA Partner organizations, the Allegheny Conference staff successfully assisted 29 company locations or expansions in the region in 2006. Some of these include:

- **MEDRAD, Inc.** – On the heels of the 2005 announcement of its new Corporate Center, this global medical device leader announced yet another large expansion in the region. Its new 125,000 square foot, 500-job manufacturing facility will be located at Victory Road Business Park in Butler County.
- **Jones Lang LaSalle (JLL)** – One of the world's leading real estate firms consolidated its Global Lease Administration center here, with Pittsburgh winning over Atlanta, Ga. and Detroit, Mich. As a result, JLL has created more than 100 new positions in downtown Pittsburgh.
- **Parametric Technology Corporation (PTC)** – Headquartered in Boston, Mass., PTC provides product lifecycle modeling software to an array of industries. Its new software development center in

Uniontown, Fayette County, will employ 125 people and provide clients with a cost-competitive alternative to offshoring this software development work.

- **National Medical Health Care (NMHC) Systems** – This pharmacy benefits manager was ranked No. 6 on *Fortune's* 2004 list of "America's 100 Fastest Growing Companies." NMHC has grown to 60 employees at its offices in Washington's Landing and cites the presence of Duquesne University and the University of Pittsburgh's pharmacy schools as major advantages.
- **AssistWare Technology** – This spin-off of Carnegie Mellon University's acclaimed Robotics Institute was awarded a \$3 million U.S. Department of Transportation contract and recently expanded its Gibsonia, Pa. facility. Its primary product, SafeTRAC, a departure warning system that alerts drowsy or distracted drivers when steering becomes erratic, is now widely used by companies such as FedEx. AssistWare was recently acquired by publicly traded Cognex.
- **Farfield Scientific Inc.** – This global supplier of new analytical instruments for the nanotechnology and biophysics communities was recently recognized as the United Kingdom's "Northwest Bio Company of the Year." Farfield established its U.S. headquarters in Pittsburgh, citing compelling advantages provided by the region's strengths in life sciences research.
- **Eliet, Inc.** – This Belgium-based producer of high-end, and often self-propelled, lawn equipment chose a west Pittsburgh location for its North American headquarters and the launch of Eliet USA, Inc., citing the exemplary logistical assistance of the PRA as a top factor in its decision.
- **Goodfellow Corporation** – Crucial links within the British American Business Council helped us to land this UK-based supplier of rare metals. Goodfellow relocated its U.S. offices from suburban Philadelphia to Imperial Business Park in order to take advantage of lower business costs and the region's strong metals and materials research base.

Strategic Development Areas Mean Jobs in Southwestern Pennsylvania

Large-scale investment in southwestern Pennsylvania by major global players is now a reality thanks to Senate Bill 854, which instituted four Pennsylvania Strategic Development Areas (SDAs), two of them in the Pittsburgh region. The November 2006 legislation provides 15-year state and local tax incentives to energy, bioscience and manufacturing companies that commit to creating or maintaining 500 or more jobs and/or investing \$45 million or more in these areas.

The signing of this bill by Governor Ed Rendell was the culmination of ongoing efforts by the Allegheny Conference and its partners. It took advocacy by the Greater Pittsburgh Chamber of Commerce – supported by the research of the Pennsylvania Economy League of Southwestern Pennsylvania and the market intelligence of the Pittsburgh Regional Alliance – to build a case and

communicate the need for these strategic zones in southwestern Pennsylvania to public officials in Harrisburg. Working with the Department of Community and Economic Development and bipartisan legislative leadership, SB 854 was passed.

The availability of SDAs sealed the deal for our region's triumph in a seven-state competition for one of the largest corporate investment 'wins' in recent history:

Nuclear energy leader Westinghouse Electric Company chose to locate its new headquarters in Cranberry Woods, Butler County. Westinghouse, whose technology is used in half of the world's operating

nuclear power plants, has been rapidly expanding thanks to increased prospects for nuclear power in the energy industry worldwide.



The expanded operations will retain more than 2,200 regional jobs and create more than 1,000 new high-paying jobs for engineers, computer scientists, and financial and human resources professionals. These new positions are projected to produce another 1,500 jobs in

related employment throughout the region, a projection that does not include construction-related employment for the new facilities. Meanwhile, the expansion is projected to have a positive impact

on the regional gross product of more than \$1 billion annually, according to the University of Pittsburgh's Center for Social and Urban Research.

The Westinghouse decision is one prominent example of the way in which the Allegheny Conference and Affiliates continuous improvement model works. The research of the Pennsylvania Economy League of Southwestern Pennsylvania, the advocacy of the Greater Pittsburgh Chamber of Commerce and the business development efforts of the Pittsburgh Regional Alliance work together to identify regional challenges, advocate for improvements and then market an ever-more competitive region to businesses around the world. The shared accomplishment of securing two SDAs in our region, which are helping to secure future corporate investment, is the Conference wheel in motion.

"I only arrived yesterday, but I am already astonished at the improvements I've seen thus far. It's good to see the region capitalizing on the value that an international airport presents for nearby business. I've enjoyed learning more about the ready-to-go sites in the airport area and look forward to the rest of the tour."

– **Bob Ady**, President of Ady International and considered the "dean" of site selection consultants, upon returning to the Pittsburgh region for the first time in five years



Imagine pinpointing perfect locations in the perfect place to grow.

To help even more companies imagine locating their business in the Pittsburgh region, the PRA Partners have developed three invaluable regional marketing tools.

PittsburghProspector.com: Regional Real Estate Database

PittsburghProspector.com is southwestern Pennsylvania's premier online, searchable real estate database. Through this free resource, those considering corporate relocation or expansion – including real estate, economic development and site selection professionals worldwide – can discover the region's array of available business sites. Properties posted on *PittsburghProspector.com* automatically benefit from enhanced national and international market visibility, while users gain quick and easy access to the information they need to locate here.



Pittsburgh Perspectives: Innovative Workforce Recruitment Tool

With job numbers growing, so is the demand for exceptional talent. Therefore, the Conference is kicking its talent attraction marketing into gear, starting

with an updated and expanded version of its talent attraction tool, Pittsburgh Perspectives (www.PittsburghPerspectives.com). This interactive Web site, also available on CD-ROM, provides hiring decision-makers with an innovative means to “pitch” the Pittsburgh region to employment candidates. These prospective employees can imagine their bright future in southwestern Pennsylvania through an overview of the region's many assets – from cultural attractions, to the low cost of living, to the high caliber of our education institutions.

PRA Post: A Regional “Good News” Newsletter

The PRA Post is a “good news” newsletter launched in September that provides an effective vehicle for information exchange among PRA partners and other interested individuals, helping them work together to achieve the greatest return for our region. To more effectively market southwestern Pennsylvania, distribution extends beyond the PRA Partners to include business investment prospects, lead sources and members of the media. To sign up to receive the PRA Post, e-mail PRAMedia@alleghenyconference.org.



Site Selectors Visit the Region’s “All-Star” Business Sites

While the All-Stars of Major League Baseball were in Pittsburgh to launch long balls into the Allegheny River, the region was showing off its own “All-Stars” of industrial and office property development to business location consultants from across the country. The All-Star Site Selectors’ Familiarization (“Fam”) Tour showed off many new, ready-to-go business sites and existing business parks while providing information on the region's assets and market strengths.

The tone of the tour was a far cry from 2002, when the Urban Land Institute (ULI) issued a report concerning the lack of corporate real estate development in the region. The ULI specifically cited the critical nature of the airport corridor, where proximity to Pittsburgh International Airport is a highly marketable asset for business relocation.

Thanks to tireless and collaborative efforts by the Tri-County Airport Partnership (T-CAP) and other regional partners since 2004, the 2006 All-Star “Fam” Tour displayed a transformed Pittsburgh region, with roughly 2,000

acres of prime corporate real estate in the airport area alone, made possible by more than \$2 billion from the Commonwealth.

The first annual Developers’ Showcase, presented in collaboration with the National Association of Industrial and Office Properties (NAIOP), took place at Imperial Business Park – a prime example of airport area development. A trade show provided the opportunity for many of the region's developers to collaboratively market their assets, while a lively panel discussion with the nationally renowned site selectors participating in the 2006 Tour provided insight into the present and future of economic development in the Pittsburgh region.

These visiting site selectors were extremely impressed with the amount of work accomplished in such a short amount of time, and with the vast array of available corporate real estate across the region and near the airport. They came away with a fresh perspective of the Pittsburgh region, its diversified economy and its prospects as a strategic location for business.

**For more about T-CAP accomplishments see page 16.*



Strong Global Marketing Efforts Mean Job Creation

Almost 300 international companies currently have operations in the Pittsburgh region. Germany, Japan and the United Kingdom lead the way with the largest number of regional employees. Regional global marketing efforts continue to enhance southwestern Pennsylvania's international presence with great success. In 2006 alone, 15 global companies have set up or expanded operations in the region, creating a total of more than 1,200 new jobs. Simultaneously, 14 companies based in the region have expanded or established new international operations.

The PRA's global efforts ensure and enhance the international reputation and impact of the Pittsburgh region through a variety of innovative approaches – each a strategic collaboration with regional partners to achieve maximum economic return for southwestern Pennsylvania.

Collectively, these initiatives promote the importance of international business to the Pittsburgh region, market the region for international company expansions and relocations, and support the overseas market growth of companies already located here.



Culture and Business Marketing Combine to Promote the Region Abroad

Two of the Pittsburgh region's strongest assets were on tour last summer – the Pittsburgh Symphony Orchestra (PSO) and our region's potential for business growth. In late August, the PRA accompanied the PSO on a two-week tour of Europe, using the region's world-class

cultural asset as a backdrop to inform foreign-based companies about the region as a viable location for U.S. expansion. Regional business leaders from companies such as LANXESS, MEDRAD, Bombardier and Mellon, joined the PRA to host roundtables with 135 executives from companies in Germany, Ireland and Great Britain to discuss the merits of investing in the Pittsburgh region. Individual

follow-up meetings were also held. The results of this innovative marketing initiative are two business locations in the Pittsburgh region and two additional projects in the pipeline for possible location in southwestern Pennsylvania, which could also result in a significant amount of job growth.

Global Buzz: The word is out about Pittsburgh's sector-specific regional strengths

- March – WindPower conference at David L. Lawrence Convention Center brings German journalists to explore (and write about) the region's alternative energy resources.
- November – The Commonwealth and Allegheny Conference partner to host European and Israeli journalists for a regional showcase of defense, security and aerospace assets.

Export Opportunities Through World Trade Pittsburgh Region

The World Trade Pittsburgh Region (WT-PR) program assists regional exporters with the development of their international sales potential and global economic presence. This PRA program connects companies to the Commonwealth of Pennsylvania's global network of Overseas Trade Representatives, which is the largest of any state in the nation. These representatives promote Pennsylvania businesses by identifying opportunities and providing valuable market entry support in Europe, Asia, Africa, Australia, the Middle East, and North and South America.

To more effectively promote the expansion of southwestern Pennsylvania businesses into foreign markets, WT-PR partners with the Southwestern Pennsylvania Commission (SPC), leveraging the SPC's public sector resources and relationships and the PRA's private sector resources and relationships, thereby maximizing export trade returns for companies in the region. Meanwhile, WT-PR provides market identification and access strategies, international market research, assistance with in-country trade missions, funding and grant access, technical assistance and more – all tailored to the specific needs of each company. Participating companies also benefit from WT-PR's strategic relationships with a variety of regional partners, including private sector leaders and organizations at the federal, state and county level.

Strategic South Korean Relationships Forged

The Pittsburgh region participated in the February 2007 South Korea-U.S. Economic Council program, involving more than 20 South Korean companies that are considering expansion in the United States. Inclusion in this national tour is a direct result of a successful regional visit from a delegation representing the Republic of South Korea's Presidential Committee on Balanced National Development, which facilitates South Korean business ties. Pittsburgh was one of just three U.S. cities chosen to host the delegation. These visitors learned about the strategies of various regional economic development initiatives and were very impressed with southwestern Pennsylvania and its opportunities for business. Discussions regarding future visits to expand upon our strategic relationship were held and included an invitation for Pittsburgh regional leaders to visit South Korea.

The Region Welcomes the Chinese Embassy

The U.S. Chamber of Commerce, the Greater Pittsburgh Chamber of Commerce and the PRA's Global Marketing Group partnered in October to host the Chinese Embassy's Counselor for Economic Affairs, Li Hiayan, during China Business 2006: Expanding Opportunities for U.S. Companies. The event educated local companies about export and investment opportunities in China,



Pennsylvania's third-largest export market. Allegheny County Chief Executive Dan Onorato emphasized the importance of strengthening trade relationships with China and announced plans for a business development mission to China that took place in April 2007.

Business Development Program Wins 'Program of the Year'

The chemistry was right last year for the Allegheny Conference to receive the 2006 Program of the Year award from the Northeastern Economic Developers Association (NEDA). The Conference's "Pittsburgh Knows Chemistry" initiative is aimed at job creation and the attraction of business investment to the Pittsburgh region associated with the development and production of specialty chemicals and related products. The "Pittsburgh Knows Chemistry" initiative was chosen among other submissions from leading economic development organizations from Maine to Maryland. Representatives from the Allegheny Conference accepted the award in October at the 50th Annual NEDA Conference in New Hampshire.

National Joint Readiness Center

Plans for the first U.S. Joint Readiness Center (JRC) are under way in the airport area. A requirement of the federal Base Realignment and Closure legislation of 2005, the JRC has the mission of providing civil-military operations, Homeland Security and community-based medical support to the U.S. Departments of Defense, Homeland Security, Health & Human Services, and other federal, state and local civilian agencies.

Through the JRC, the capabilities of our region's world-class medical system, emergency management system, research universities and strong public/private partnerships can quickly and effectively coordinate to respond to crisis situations. Formerly called the *Regional* Joint Readiness Center, the JRC's identity as a *national* center indicates the critical role it will play in U.S. disaster preparedness – as well as southwestern Pennsylvania's true position on the front line of national security.



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 region's competitiveness in the global marketplace.

INFRASTRUCTURE FOR ECONOMIC DEVELOPMENT

Board Committee Chair:

Jared L. Cohon, Ph.D.

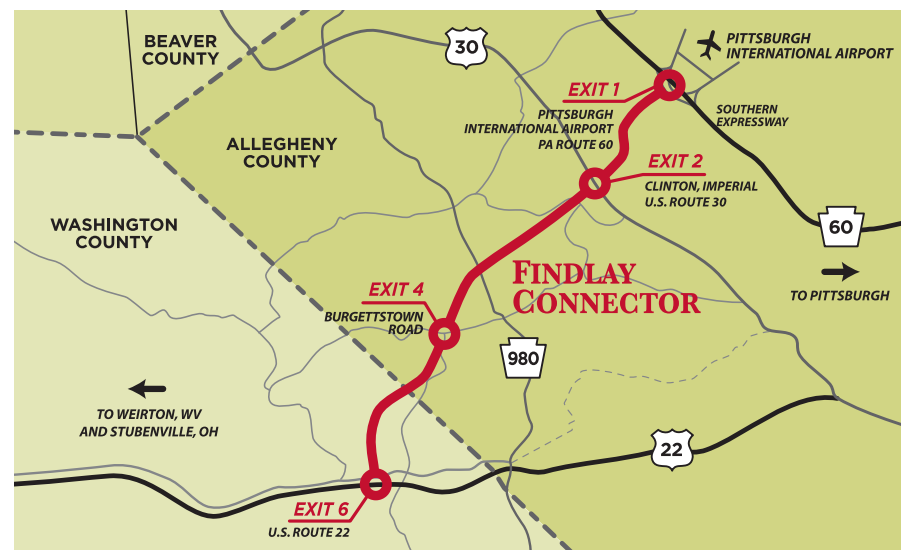
President, Carnegie Mellon University

Strategic Partnership Enhances Airport Area

The Tri-County Airport Partnership (T-CAP) – a partnership made up of Allegheny, Beaver and Washington counties and the Allegheny County Airport Authority (founded in 2003) and staffed by the Conference – was the driving force for infrastructure investments, transportation improvements and the development of ready-to-go business sites in the airport area, including the installation of signs designating the Parkway West and Route 60 as Future Interstate 376. National real-estate experts touring the region in July praised the airport area and southwestern Pennsylvania for having “the infrastructure and environment to accommodate all kinds of new businesses.” Approximately 2,000 acres of new shovel-ready land are now open or under development in the airport area.

T-CAP reached a new level of collaboration last year, with the design and implementation of its first joint marketing campaign, which promoted the airport area business sites nationally and internationally through print advertising and various other mediums. Promotion of the airport area business sites reached the readers of *The New York Times*, *Expansion Management*, *Business Facilities* and more.

Enabling T-CAP to break this new ground was the dedicated leadership of its 2006 representatives: Washington County Commissioner and Southwestern Pennsylvania Commission (SPC) Chairman J. Bracken Burns, Sr.; Beaver County Commissioner Dan Donatella; Allegheny County Chief Executive Dan Onorato; and Allegheny County Airport Authority Board Member and Michael Baker Corporation Chairman Richard Shaw.



New Findlay Connector

Opened in October, the Findlay Connector is the newest segment of the Pennsylvania Turnpike's southern beltway. This six-mile toll road connects Future Interstate 376 at Pittsburgh International Airport to Route 22 in Washington County. This tremendous asset to the airport corridor will help to stimulate millions of dollars of capital investment and the creation of thousands of jobs in the coming years. Ensuring the timely completion of the roadway is a key goal of T-CAP.

Bridging Transportation Gaps

T-CAP has been actively pursuing completion of the “Missing Ramps” connecting Interstate 79 to the Parkway West. Under construction since September, this project was deemed by a national panel of Urban Land Institute (ULI) experts as “the region's highest transportation priority,” and has been a major goal of the Allegheny Conference. Upon completion, the new ramps will improve access to development around Pittsburgh International Airport, particularly from Butler County and northern Allegheny County.

The hills and valleys of southwestern Pennsylvania are beautiful to look at. However, these features are a real challenge when it comes to constructing business sites for companies considering relocation or expansion here.

In 2003, hundreds of acres of relatively flat land owned by the Imperial Land Corporation near Pittsburgh International Airport were poised to become the perfect home for new businesses and the jobs they create for the region. The former coal mining property had already undergone environmental remediation, it was next to the country's greatest airport and it was located along the new Findlay Connector highway built by the Pennsylvania Turnpike Commission. The land was also ideally positioned to take advantage of \$2 billion in public and private investment in the airport area.

However, the lack of water and sewer lines stood in the way of this reclaimed land taking on new life as shovel-ready sites for large-scale business expansion, and the understaffed Findlay Township Municipal Authority lacked the millions of dollars needed to build them.

Enter the Tri-County Airport Partnership (T-CAP).

Staffed by the Allegheny Conference, T-CAP endorsed the Imperial Land Corporation project as one of its strategic priorities and provided technical assistance to the Authority in the effort to secure financing from a new state program, PennWorks.

Throughout 2005, Conference staff worked with Findlay Township, the Airport Authority, the Allegheny County Department of Economic Development, the Pennsylvania Department of Community and Economic Development and Imperial Land Corporation to craft a financing proposal that worked for all sides.

Today, southwestern Pennsylvania is seeing the payoff from this regional effort. In 2006, Chapman Properties invested millions to purchase a portion of the Imperial Land holdings and begin development of the Chapman Commerce Center. That park, and other airport area sites like it, will continue to increase the region's inventory of ready-to-go business sites and its overall competitiveness.

After years of talk, development around Pittsburgh International Airport is finally taking off, which will help the entire region – and the Tri-County Airport Partnership is a major reason why.

Written by:
Gerald Bunda, President, Imperial Land Corporation
Regional Investors Council



Port Authority Service Reform

The Allegheny Conference recognizes that a healthy and robust mass transit system is essential to the economy and quality of life in southwestern Pennsylvania. A 2006 analysis of the Port Authority of Allegheny County showed it to be far less effective at attracting and serving riders than other big-city transit systems, and that the Port Authority's costs, measured on a per-rider basis, were rising four times faster than inflation.

The Conference Transportation and Infrastructure Board Leadership Committee has worked closely with Port Authority Chief Executive Officer Stephen Bland and the Port Authority Board to urge them to develop a strategic business plan to reinvent the agency and solve the problems that have troubled it for more than a decade. The Port Authority, with Conference support, has embarked on a three-step plan: to reduce the size of the system; to redesign its 1960s-era route structure to more effectively serve the community; and to get control of rising personnel costs, particularly health care costs.



Air Service Update

For the third year in a row, Pittsburgh International Airport set a record for passengers traveling to or from the Pittsburgh market, with the total topping more than eight million people. The 12 airlines serving Pittsburgh International provide nearly 300 daily flights to more than 60 non-stop destinations, while the average Pittsburgh ticket price is below the national average. The Regional Air Service Partnership (RASP), of which the Allegheny Conference is a founding member, continues to work with the Allegheny County Airport Authority to maintain competitive air service and reasonable ticket prices, and to enhance international service.

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Proficiency by 10 Receives Five-Year Report

Significant progress has been made toward the Conference's goal of "Proficiency by 10" that seeks to have all fifth-graders in southwestern Pennsylvania proficient in reading and math by 2010. In 2006, the Pennsylvania Economy League of Southwestern Pennsylvania released a five-year

report that documents proficiency trends in the region while highlighting changes that are driving improvements in school and student performance. The most notable change since the establishment of "Proficiency by 10" was the 2002 No Child Left Behind (NCLB) Act, which mandated school accountability for student performance. The five-year report shows that the region is on track to meet the NCLB goal of 100 percent proficiency by 2014. Meanwhile, 2005-2006 data indicates that fifth graders in southwestern Pennsylvania are consistently outperforming fifth graders statewide in reading and math proficiency. The full report is available at www.schoolgrades.info.

In conjunction with regional efforts to enhance proficiency, "CEO-to-CEO" breakfasts in 2006 brought regional business leaders and school superintendents together to discuss how to best work toward a common goal of strengthening the regional workforce through education.

New Partnership Between Students and Employers

The groundwork is being finalized for the Pittsburgh Regional Compact – an initiative to help students get prepared for their careers and to actively engage employers to increase the pool of students ready for

work. The program will raise students' awareness of the professional opportunities available in industries that are key to regional growth and provide participants with the skills they need to succeed. In so doing, it will enhance the pipeline of qualified applicants for jobs in our region.



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City/County Cooperation

To study another region's efforts to consolidate city and county services, the Allegheny Conference accompanied Allegheny County Chief Executive Dan Onorato, the late Pittsburgh Mayor Bob O'Connor, then-City Council President Luke Ravenstahl and County Council President Rich Fitzgerald in June on a visit to Charlotte, N.C. The trip examined Charlotte and Mecklenburg County, N.C., which have nearly 35 years of history consolidating services. The Conference and The Heinz Endowments sponsored this landmark mission, which marked the first joint fact-finding trip regarding consolidation taken by our senior County and City officials. In a joint statement, Chief Executive Onorato and the late Mayor O'Connor both expressed their

desire to learn from Charlotte's experience of creating efficiencies and improving the quality of services through consolidation.

Following the trip, in January, Chief Executive Onorato and Mayor Ravenstahl announced a joint purchasing agreement as well as a joint telecommunications purchasing contract that is projected to save \$4.5 million over three years. The joint purchasing agreement, which applies to commodities such as road salt, computers and office supplies, will improve the efficiency of purchasing operations and result in significant savings to City and County taxpayers. The groundwork for these agreements was laid as part of the Conference's City/County purchasing consolidation initiative in 2003 that recommended merged purchasing functions as a critical initiative.



Allegheny Conference Congratulates City and County Leaders on Formation of Cooperation Committee

City-County government collaboration is moving forward, as evidenced by the formation in November of the Citizens Advisory Committee on the Efficiency and Effectiveness of City-County Government. Established by Allegheny County Chief Executive Onorato and Pittsburgh Mayor Ravenstahl, the Committee is chaired by University of Pittsburgh Chancellor and Conference board member Mark Nordenberg. The Committee is an important step toward improved government efficiency and effectiveness.

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Unprecedented Business Coalition Leads Way to \$300 Million in Business Tax Improvements

As a founding member of CompetePA, a statewide coalition that represents more than 100 of Pennsylvania's largest private sector employers and business organizations, the Allegheny Conference shares its successes. Those successes amounted to nearly \$300 million in business tax reforms included in the 2006-2007 state budget. Among the reforms supported by CompetePA were:

- an increase in the sales factor apportionment for the corporate net income (CNI) tax – from 60 percent to 70 percent – with property and payroll factors reduced to 15 percent each;

- a higher cap on net operating loss carryforwards – from \$2 million to the greater of \$3 million or 12.5 percent of taxable income; and
- a continued phase-out of the Capital Stock and Franchise Tax, in addition to a one-time acceleration.

While these reforms are not sufficient to make our business tax structure as competitive as it needs to be, they have created a track record of success on which to build future improvements. The Conference Tax and Regulatory Competitiveness Board Committee played a critical role in creating that track record and will continue to pursue improvements to southwestern Pennsylvania's business climate through policy reform.



Air Quality Compliance

As of the end of summer, southwestern Pennsylvania's air quality met the standards for ozone pollution set by the U.S. Environmental Protection Agency (EPA). This air quality milestone paves the way for removal of our "nonattainment" designation, demonstrating that our residents are breathing cleaner air, leading to a simplified permitting process for companies interested in locating or expanding operations in southwestern Pennsylvania.

A focus on air quality improvement by the Allegheny Conference dates back to its founding 60 years ago, when the issue was its major focus. That focus led to the clean Pittsburgh skies we know today. In the mid-1990s, the Conference succeeded in obtaining the EPA's agreement to redesignate southwestern Pennsylvania as an ozone attainment area under previous standards. This was followed by important designations on fine particulate matter championed by the Conference in 2005.



Momentum Builds for Energy Reform

Energy Summit 2006: Generating Ideas for Southwestern Pennsylvania brought regional attention to our energy challenges and opportunities. The half-day conference in October, presented in partnership with the Pittsburgh Technology Council, attracted participation from manufacturing firms; alternative energy technology companies; economic development professionals; local, state and federal government representatives; and community leaders.

Panel discussions emphasized how our region's ability to compete globally relies upon competitive regional energy costs and highlighted southwestern Pennsylvania's significant economic growth potential stemming from core competencies in advanced materials and energy technology. Summit issues and outcomes were:

- Uncompetitive electricity prices ruin the environment for new investment and jobs.

Action: Encourage a more comprehensive energy plan for southwestern Pennsylvania.

- Long-term, fixed-rate contracts are key to improved competitiveness.

Action: Develop a legislative solution to allow the broader use of long-term, fixed-rate contracts among electricity producers, distributors and users.

- A long and complex permitting process stifles innovation.

Action: Significantly improve predictability and timeliness in the permitting process, including municipal permitting and environmental permitting by the state and Allegheny County.

- The region is ripe for energy industry job growth.

Action: Leverage our assets related to job creation in the energy industry by pursuing economic development opportunities across the region, including clean technology.

- The aging workforce creates potential for a talent shortage.

Action: Collaborate with high schools and universities to match training to the skills and knowledge needed by energy industry employers. Incorporate the energy sector into the Pittsburgh Regional Compact.

**See Workforce Development, page 18.*

- There is common ground for all stakeholders.

Action: Continue to build a regional energy network to enable companies in the region to share ideas and information and to find mutually beneficial business partnerships that address energy issues.

In early 2007, Governor Edward Rendell proposed the "Energy Independence Strategy" that included some of the Conference's Summit recommendations. In particular, the state supported the broader use of long-term contracts.

For more details:
www.alleghenyconference.org





THE PEOPLE BEHIND THE PROGRESS

Enough appreciation cannot be expressed for the dedication and hard work of our Board members and other regional partners, who are working together every day to improve the economic competitiveness of southwestern Pennsylvania and enhance the quality of life it offers.

The Allegheny Conference and its Affiliates are indebted to the following individuals:

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