



ALLEGHENY CONFERENCE ON COMMUNITY DEVELOPMENT **2011 ANNUAL REPORT**

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

allegHENYconference
ON COMMUNITY DEVELOPMENT

Mission Statement

The Allegheny Conference on Community Development and its Affiliates – the Greater Pittsburgh Chamber of Commerce, the Pennsylvania Economy League of Southwestern Pennsylvania and the Pittsburgh Regional Alliance – work together to stimulate economic growth and improve the quality of life in southwestern Pennsylvania.

About the Conference

Founded in 1944, the Allegheny Conference on Community Development is one of the nation's leading economic and community development organizations, combining strong private sector leadership with commitment from public sector partners. Our strategic focus is on creating a more competitive business climate and marketing the Pittsburgh region for investment, job creation and top talent. 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.

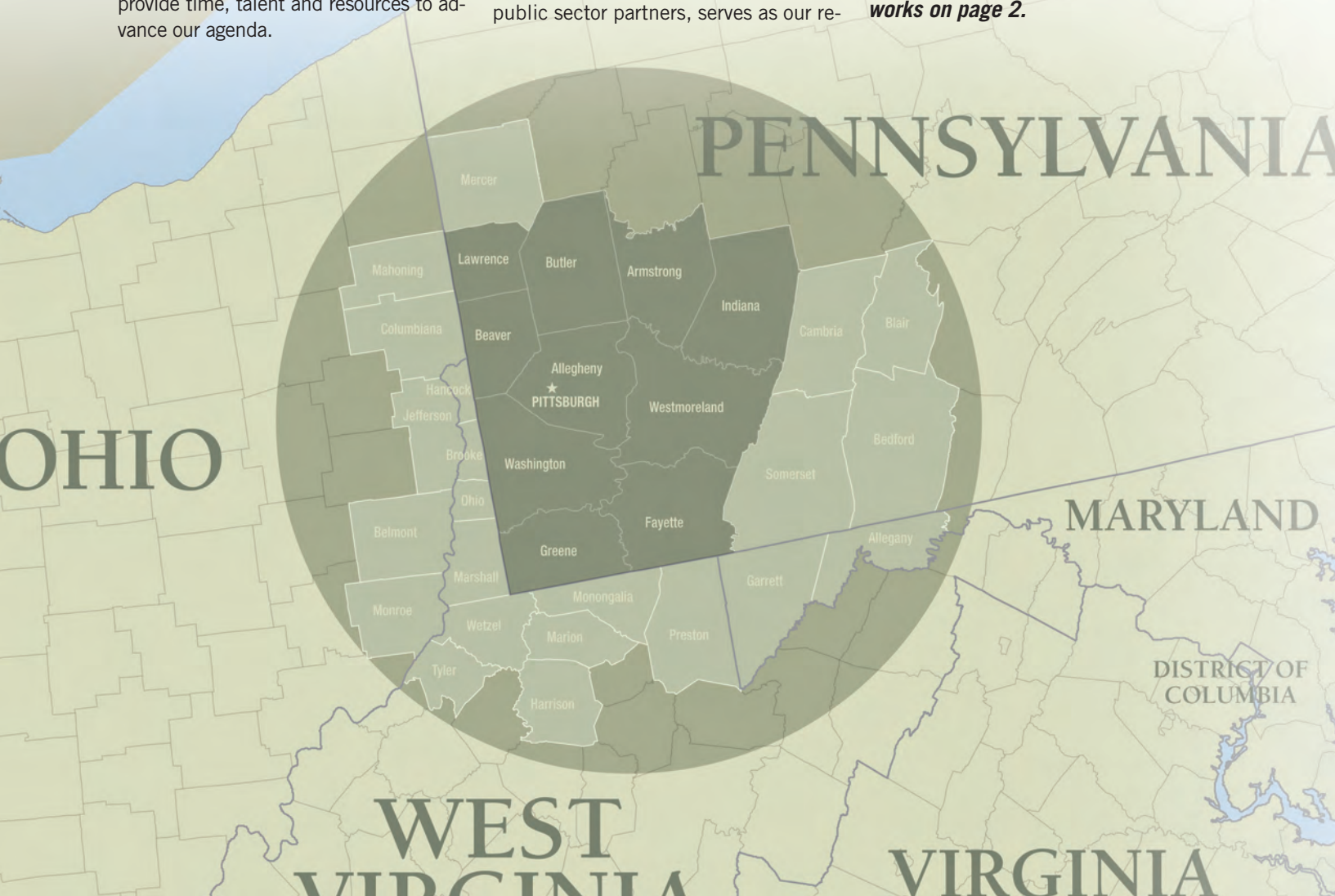
The **PENNSYLVANIA ECONOMY LEAGUE OF SOUTHWESTERN PENNSYLVANIA** provides public policy research and analysis on the most critical issues for our region's competitiveness.

The **GREATER PITTSBURGH CHAMBER OF COMMERCE**, working with private and public sector partners, serves as our re-

gion's chief advocate at all levels of government to secure public sector investment and legislative and regulatory improvements to our business climate.

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

Learn more about how our structure works on page 2.



Outgoing Chair John Surma Sums Up as Incoming Chair Chuck Bunch Assumes Leadership

From The Chair

Summing Up 2009 – 2011

2011 closed a chapter for the Allegheny Conference and a challenging period for our region and for the nation as a whole. It also marked the conclusion of our 2009-2011 agenda.

Three years ago we set ambitious goals for our organization and for our region: simpler, more cost-effective government; sound transportation infrastructure; a competitive business climate; creating jobs through business investment; and building a 21st-century workplace. As we implemented our plan, our nation found itself in the midst of the deepest recession since World War II. Thanks in large part to a diversified economy, we have weathered this economic storm better than most.

We have made progress against our plan. Our region has been recognized three years in a row among the Top 10 in the United States for business investment. An expanding energy industry is creating jobs and leading growth in other sectors, from manufacturing to financial services. The competitiveness of Pennsylvania's tax and regulatory climate has improved, including much-needed lawsuit abuse reform. And along the way, our region hosted a successful G-20 Summit and World Environment Day. We have much to be proud of.

And yet, significant work remains. The future of transportation funding in the Commonwealth is unresolved, along with the long-term sustainability of the Port Authority of Allegheny County. Municipal pensions are still a problem waiting to be solved, and neighboring states are aggressively courting our energy industries, just as our region has begun to re-emerge as the center of American energy.

My term as Allegheny Conference chair has come to an end, but I remain involved and continue to work with Chuck Bunch of PPG Industries, Inc., our new chair, and all of our Regional Investors and partners to realize our region's full potential. Together, we can do it. That is the true Power of Pittsburgh.

John P. Surma
*Chair, Allegheny Conference on Community Development
Chairman & CEO, United States Steel Corporation*



Leadership to Deliver Results

Our Unique Model

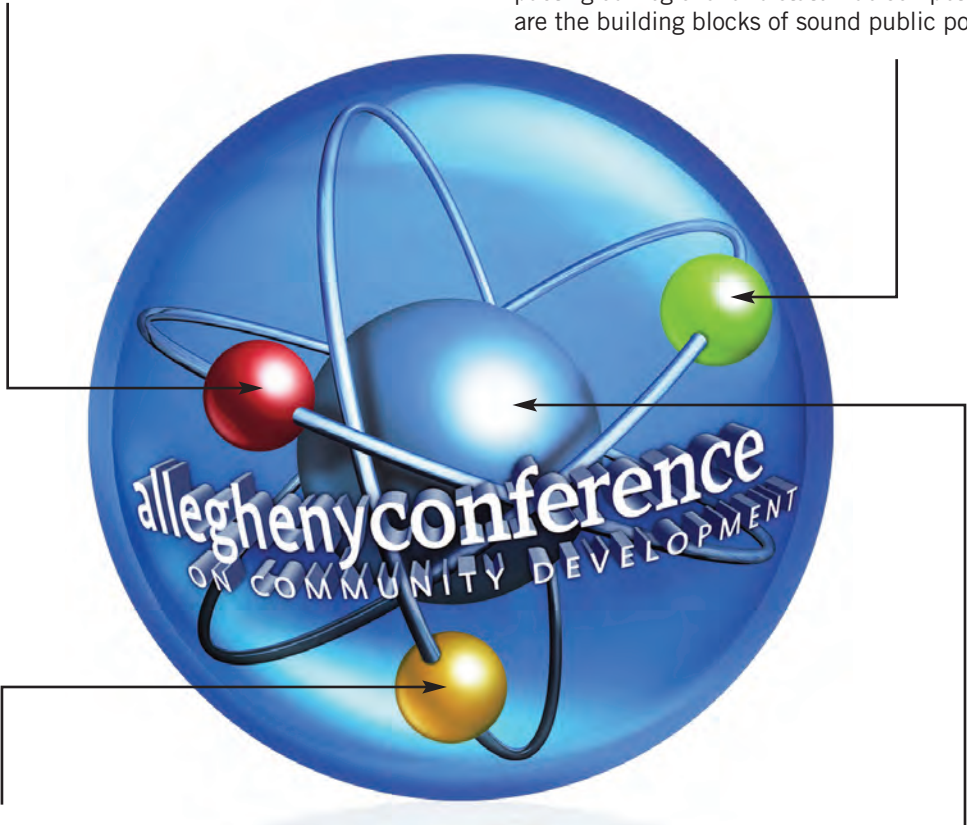
The Conference is the parent organization for its three Affiliates: the Pittsburgh Regional Alliance (PRA), the Greater Pittsburgh Chamber of Commerce and the Pennsylvania Economy League of Southwestern Pennsylvania. These organizations share a strategic vision and work together to market our region for business investment and talent attraction, conduct research and analysis to improve our competitiveness, and advocate on behalf of business climate and quality-of-life improvements. The Regional Investors Council, made up of more than 300 regional employers, provides the leadership, commitment and resources to move our Agenda forward.

Pittsburgh Regional Alliance

The PRA makes the most of our competitive strengths, marketing the region worldwide for business investment and working with local employers to encourage expansion here at home. The partnership brings together business, economic development and government leaders from 10 counties to generate leads and secure investment.

Pennsylvania Economy League of Southwestern Pennsylvania

To continue to improve our region's competitiveness, facts about our strengths and weaknesses are essential. For almost 75 years, the Economy League has been a trusted resource to provide thorough and documented research, analysis and recommendations on the pressing issues impacting our regional and statewide competitiveness. These are the building blocks of sound public policy.



Greater Pittsburgh Chamber of Commerce

Together with numerous partners across the Commonwealth, the Chamber advocates in Harrisburg, Pa., and in Washington, D.C. for business climate improvements that enhance our region's competitiveness, encouraging employers to invest and grow here. These improvements help to make our region a national leader in terms of business investment and expansion.

Regional Investors Council

Truly engaged leadership and successful public-private partnerships sustain and develop regional prosperity and energize the Conference itself. More than 300 regional employers compose the Regional Investors Council. Together the Council imagines better things for our region, puts action behind words and makes a real difference for the future.

Resilience Through Diversification

The Pittsburgh region's prosperity is powered by key industry sectors



Advanced Manufacturing

Top manufacturers like Alcoa, Allegheny Technologies, Bayer, Eaton Corp., Heinz, Kennametal, Koppers, LANXESS, MEDRAD, Mine Safety Appliances, NOVA Chemicals, PPG Industries, RTI International Metals, U.S. Steel and Westinghouse thrive here. Smaller precision tooling and machining companies meet global demands for the components that keep the world's machines humming.



Health Care and Life Sciences

Pittsburgh's health services sector, employing almost 190,000 people, builds on a legacy of biomedical innovation to create a robust network that's cultivating lifesaving technologies, medical device advances, regenerative medicine and pharmaceuticals. UPMC has grown into the region's largest employer and an \$8 billion global health care enterprise. GlaxoSmithKline Consumer Healthcare, MEDRAD, Phillips Respironics and West Penn Allegheny Health System are also part of this sector.

Energy

Pittsburgh is the new center of American energy, developing the sustainable solutions of the future. The region is home to more than 750 companies in the global energy supply chain, with nationally leading strengths in coal, natural gas, nuclear, solar, wind, transmission & distribution components and intelligent building technologies, along with \$1 billion invested annually in energy-related research. Much of that research is generated by the National Energy Technology Laboratory located in South Park.



Financial and Business Services

Global institutions with headquarters or major business units here include BNY Mellon, Citizens Bank, Federated Investors and The PNC Financial Services Group, Inc. Two of the world's largest law firms – K&L Gates and Reed Smith – are based here, as is Pennsylvania's largest health insurer, Highmark.

Information and Communications Technology

Almost 1,500 technology firms including ANSYS, Apple, Black Box, Confluence, Google, Intel and Mastech are here and employ some 25,000 people. A tech-savvy talent pipeline and robust network of organizations are supporting and financing innovation, which is helping Pittsburgh's knowledge-based economy to thrive.



Pittsburgh Means Business

Economic Development Deals Underscore Ability to Attract, Retain Business

The economic recovery continues to be sluggish in many parts of the country. In Pittsburgh, however, continued strength across a diverse economy has helped the region to push ahead of its 2010 performance and maintain momentum toward pre-recession levels of business activity.

Companies in the region’s five key industry sectors are contributing to an economy that’s diverse and balanced. No single industry exceeds 25 percent of the gross regional product. This creates consistency, predictability and a stable investment environment.

The Pittsburgh Regional Alliance Partnership, a coalition of public and private partners, works across 10 southwestern Pennsylvania counties to attract new investment and support the growth of existing businesses. The PRA Partnership includes elected officials, economic development professionals and representatives of the business and real estate communities.

The following are examples of the 39 project “wins” facilitated by the PRA in 2011. The organization’s marketing, research and project management expertise is positioning Pittsburgh as an attractive place to do business, a place whose people are committed to helping investors succeed.



“There’s strength in numbers here, with hundreds of regional partners working together to create a place that is attractive and competitive for the businesses and people that choose to call Pittsburgh home. The PRA’s 39 project ‘wins’ in 2011, which represent a capital investment totaling \$135.5 million and 4,922 employment opportunities – 2,344 created and 2,578 retained jobs – proves our region’s ability to compete.”

– David J. Malone, PRA Partnership Chair; President and CEO, Gateway Financial Group, Inc.



ADVANCED MANUFACTURING

Brownsville Marine Products LLC

*Existing business expansion
44 new jobs, \$11M investment
Fayette County*

Specializing in the new construction of river barges and other steel hull vessels, Brownsville Marine Products LLC is

growing due to increased demand from companies transporting coal, grain and other commodities along the nation’s rivers. The expansion will reduce the time it takes to produce a barge at the facility, and the company expects to increase production from 143 barges built in 2011 to 165 in 2012.

Mitsubishi Electric Power Products, Inc.

*Existing business expansion
57 new jobs, \$2.2M investment
Beaver County*

Mitsubishi Electric Power Products, Inc. (MEPPI) will occupy a 50,000 SF facility at the Tri-County Commerce Park in New Sewickley Township. The new operation will produce heating, ventilation and air conditioning (HVAC) systems for passenger railcars. The growing demand for HVAC systems is being driven by the expansion of mass transportation sys-

tems in urban areas. The new location complements the rail equipment already being serviced in the Pittsburgh region by the Warrendale-based Transportation Systems Division.



ENERGY

EverPower Wind Holdings, Inc.

*Existing business expansion
50+ new jobs
City of Pittsburgh, Allegheny County*

EverPower is a developer of utility grade wind projects with farms in seven states, including Pennsylvania. The company’s Pittsburgh office is expanding to meet the increasing demand for renewable energy, which is driven by the desire for U.S. energy independence. Having more than doubled the size of its space in the city of Pittsburgh’s Lawrenceville neighborhood, EverPower is expanding into a 16,000 SF office and will have added 20 jobs by the end of 2012 with more hiring anticipated.



Shell Appalachia

*Existing business expansion
150 new jobs, \$6.6M investment
Allegheny County*

Since entering the Marcellus Shale play in 2010 with the purchase of East Resources, Shell has quickly outgrown its office and announced in April 2011 that it would establish a new 76,000 SF office at the Waterfront Corporate Park in Franklin Township. Currently employing 185 people, Shell is growing to accommodate 150 additional workers over the next three years.

FINANCIAL & BUSINESS SERVICES

CIGNA

*Existing business expansion
476 new jobs, \$25M investment
Allegheny County*

Fortune 100 global health insurance and services provider CIGNA is taking 90,223 SF of space in the 2000 Park Lane building, increasing the company’s already significant presence in the Parkway West corridor to a total of 280,000 SF. The expansion will allow the company to centralize different components of its operations.

HEALTH CARE & LIFE SCIENCES

Thermo Fisher Scientific Inc.

*Existing business expansion
130 new jobs, \$8.3M investment
Allegheny County*

Pittsburgh-based Thermo Fisher Scientific Inc. is a global leader in serving the science community and is committed to making the world healthier, cleaner and safer through innovative technologies. The company purchased Dick’s Sporting Goods’ former headquarters in Findlay Township to meet the needs of a growing workforce and expects to add 130 new jobs over the next three years.



INFORMATION & COMMUNICATIONS TECHNOLOGY

Dynamics Inc.

*Existing business expansion
20-40 new jobs, \$2.25M investment
Allegheny County*

Intelligent powered credit and debit cards manufacturer Dynamics Inc. recently moved into a 120,000 SF man-

ufacturing and headquarters facility in Cheswick. The company’s technology includes the world’s first fully card-programmable magnetic strip that is virtually fraud-proof. Currently employing almost 40 people, Dynamics expects to grow its staff to between 60 and 80 in the next year.

Plus Consulting Inc.

A Pittsburgh Impact Company

*Existing business expansion
15 new jobs, \$400K+ investment
Allegheny County*

Headquartered in Pittsburgh, with six offices across the U.S., Plus Consulting provides technology guidance, implementation services, training and support to clients across a broad spectrum of industries. To accommodate its growth, Plus Consulting is moving into a facility in Carnegie.

Pittsburgh Impact
A Business Growth Initiative
of the Pittsburgh Regional Alliance

Impact

Pittsburgh Impact is a PRA initiative to help high-growth companies continue to thrive. Research suggests that a small subset of companies are creating 74 percent of the state’s new jobs. Pittsburgh Impact is communicating with these businesses, connecting them with resources, talent and opportunities and championing their successes.

To learn more go to
www.PittsburghImpact.org.

Tallying Results: 2009 – 2011

Nurtured Business Growth; Linked Pittsburghers To Jobs

- Secured 107 **business expansions and attractions**, which will create or retain 14,656 jobs and capital investment of \$389.3 million
- Identified and increased awareness of the region's natural gas, wind, water and nuclear **supply chain opportunities**
- Re-launched and developed **ImaginePittsburgh.com** as a one-stop job-search engine and career-awareness portal featuring thousands of open positions
- Supported the creation of **Vibrant Pittsburgh** to encourage people of diverse backgrounds to relocate to and remain in the region

Helped Broaden the Region's Understanding of Our Energy Portfolio

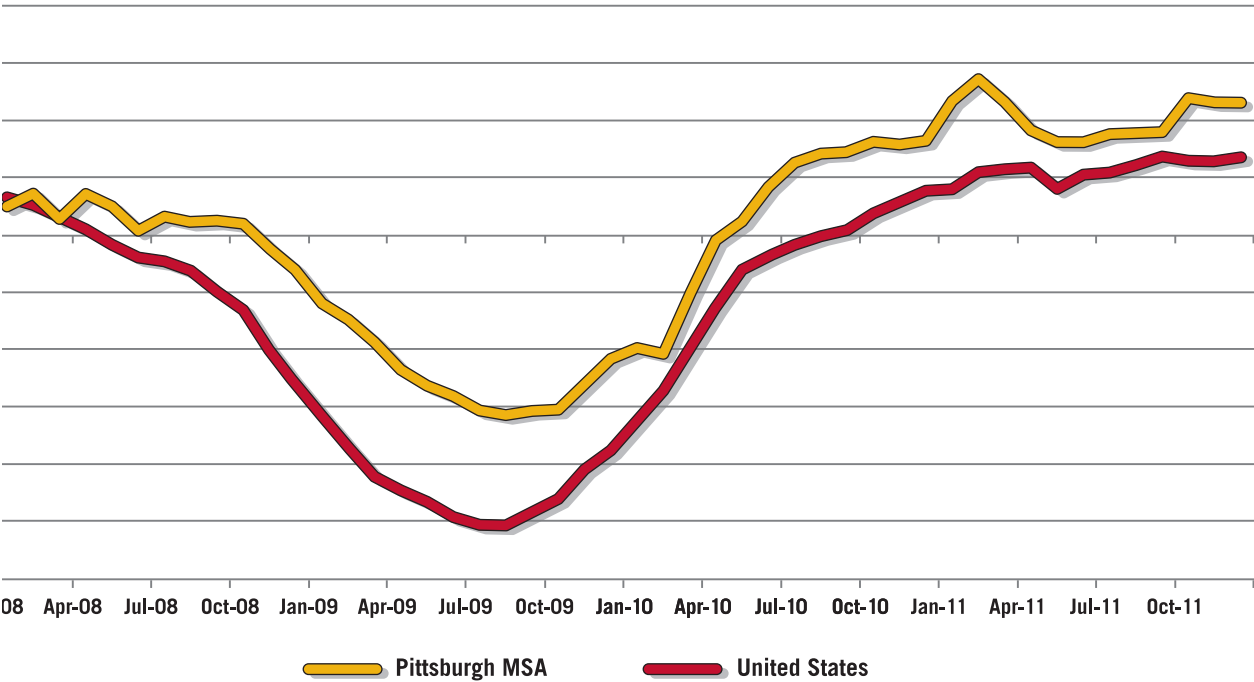
- Initiated an occupational analysis of energy industry
- Urged a comprehensive approach to Marcellus Shale policy
- Helped to facilitate the successful application for a \$4.9 million federal grant to establish **ShaleNET**, a four-state training program for Marcellus Shale jobs
- Established (with Innovation Works) the **Energy Alliance of Greater Pittsburgh (EAGP)**, a consortium of almost 100 businesses and organizations working together to assure the Pittsburgh region's leadership as a center of energy-related solutions



Through EAGP:

- Launched a public awareness campaign, **Energy to the Power of Pittsburgh**, showcasing the region's energy opportunity and the need for skilled workers; developed PowerOfPittsburgh.com to aggregate jobs in the region's various energy industries

Pittsburgh MSA Leads Job Growth For Almost Four Years



Worked For More Efficient Government

- Supported passage of the **Earned Income Tax Collection Consolidation Act**, streamlining tax collection, easing employers' burdens and recovering \$237 million in municipal and school district revenue
- Led the coalition that worked to pass **merger and consolidation law** amendments to simplify and standardize municipal procedures
- Helped secure passage of a **municipal pension law** amendment requiring the city of Pittsburgh to address its pension plan shortfall

Helped Improve Business Climate

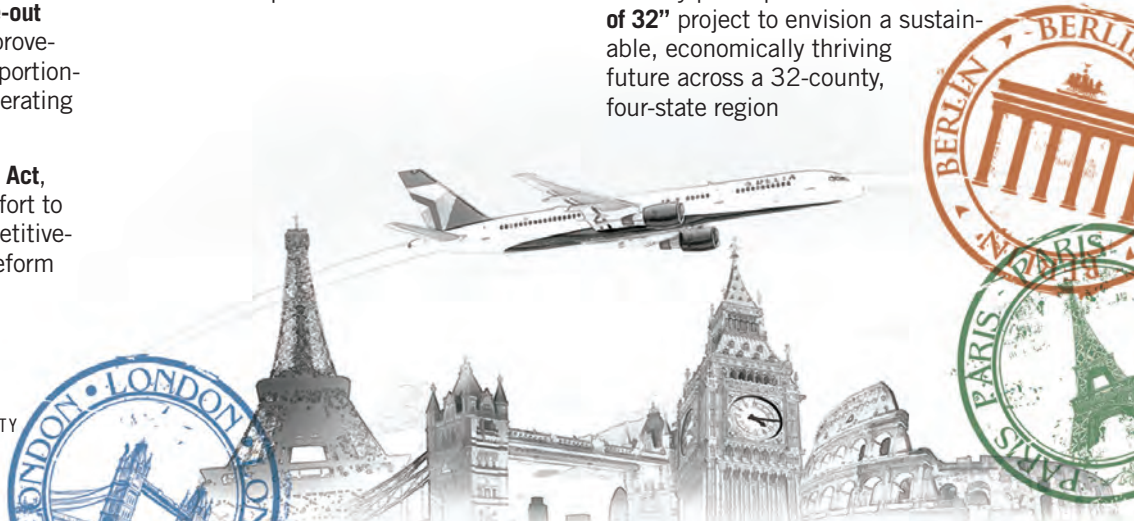
- Worked to re-implement the **Capital Stock and Franchise Tax phase-out** and supported continued improvements to the Sales Factor Apportionment Formula and the Net Operating Loss Carry Forward provision
- Helped to pass the **Fair Share Act**, which capped a multi-year effort to improve Pennsylvania's competitiveness through lawsuit abuse reform

Advocated For Transportation & Infrastructure Improvements

- Worked with Pittsburgh International Airport to maintain **nonstop daily air service to the West Coast** and other key domestic airline markets
- Helped restore the region's trans-Atlantic air service with Delta's **nonstop service to Paris**
- Worked with Port Authority of Allegheny County on cost-saving reforms, including the first redesign of the bus system in 50 years
- Led the effort to secure the I-376 designation for the Parkway West and Route 60 from Downtown to I-80 in Mercer County, enhancing the corridor's attractiveness for business expansion and relocation

Forged And Strengthened Regional Partnerships

- Coordinated (with VisitPittsburgh) the communications and hospitality strategy to welcome visitors to the **G-20 Pittsburgh Summit**; helped journalists tell the story around the world of our region's economic transformation through more than 7,000 news stories
- Supported Sustainable Pittsburgh in organizing **World Environment Day for North America**
- The Greater Pittsburgh Chamber is working with the 12-state/two-province **Great Lakes Metro Chambers Coalition** to encourage supportive federal policies
- Actively participated in the **"Power of 32"** project to envision a sustainable, economically thriving future across a 32-county, four-state region





[WANT TO GUESS HOW THIS ONE WILL TURN OUT?]



**PITTSBURGH: CENTER
OF AMERICAN ENERGY**

Energy to the Power of Pittsburgh Campaign Launches

While many of the new jobs are in natural gas production, others have been created along supply chains and in such fields as engineering, business services and IT. Our region also possesses game-changing expertise and innovation in nuclear energy, coal, intelligent building technologies and the supply chain for wind and solar power.

The screenshot shows the E.ON Energy Research Center website. The header is orange with the E.ON logo and the tagline "THAT'S ENERGY TO THE POWER OF FUTURE". Below the header, there are several sections: "WHAT'S NEW" with a link to "New Hydroelectric Powerplants", "WHAT'S HOT" with a link to "New Energy Storage", and "GET INVOLVED" with a link to "Find a New Energy Center". The page also includes a navigation bar with links like "HOME", "ABOUT US", "CONTACT", and "CAREERS".

- Created the **PowerOfPittsburgh.com** website featuring a job search engine and multi-media articles about regional companies, investment and careers in the regional energy market; and launched social media channels including **YouTube.com/PowerOfPittsburgh** and **Twitter.com/PowerOfPgh**.
- Published inserts in the *Pittsburgh Business Times*, *Pittsburgh Magazine*, as well as 15 dailies in the greater



ShaleNET
Linking talent to opportunity.

- Supported the **ShaleNET program** to prepare and train people to fill in-demand field jobs across the Marcellus Shale footprint. Nearly 900 participants have found jobs in the industry.

The campaign's funders include:

Allegheny Technologies Incorporated
Alpha Natural Resources
Bayer Corporation
BPL Global
Carnegie Mellon University
Chester Engineers, Inc.
Columbia Gas of Pennsylvania, Inc.
Concurrent Technologies Corporation
CONSOL Energy Inc.
Ditto Document Solutions, Inc.
Duquesne Light Company
Eaton Corporation
EQT Corporation
FirstEnergy
Henderson Brothers
Jones Day
NOVA Chemicals Corporation
Peoples Natural Gas
PPG Industries, Inc.
Range Resources
The PNC Financial Services Group, Inc.
United States Steel Corporation
University of Pittsburgh
URS Corporation
Westinghouse Electric Company



Setting the 2012 – 2014 Agenda

The Role of the Agenda

Every three years the Allegheny Conference on Community Development convenes its Regional Investors and partners to take stock of our progress and to set priorities for the coming three years. These priorities are captured in a high-level Agenda outlining our goals and the actions we will take to accomplish them. In 2011, we set our Agenda for 2012-2014.

The Agenda setting process connects the state of our region with the vision of our leadership. It drives our committee structure, creates a new set of goals and objectives for our leadership and staff, and is the basis for the dashboards by which we measure progress. It also sets the foundation for our request for a three-year commitment of financial support from our board members, the foundation community and our RIC members.

The Process

We developed background materials and reached out to Conference and Affiliate board members, Regional Investors Council members and other civic and community leaders across our 10-county region to gain input and perspective on our priorities. We then developed a Proposed Agenda that was discussed and approved by the Conference Executive Committee and the Board. These high-level priorities – and the incoming Conference board chair – were introduced at the Annual Meeting on Nov. 8, 2011, with implementation beginning in subsequent board and committee meetings.



Nearly 200 “Emerging Leaders” participated in our agenda discussions.

Where We Began

As we began the process in spring 2011, our region was in economic recovery, having weathered the recession better than our peers and the nation. Relatively speaking, we have a low unemployment rate and were a leader in job growth.

In 2010 – for the first time in 20 years – more people moved into our region than left, with growth concentrated among more highly educated segments of the population. The city of Pittsburgh in particular grew younger in the past decade.



However, we still have a larger-than-average share of Baby Boomers and retirees, and a smaller-than-average share of immigrants and ethnic minority groups which typically have high birth rates. These factors together could, in a decade or two, hamper our region’s ability to fill the jobs of the future, in turn prompting businesses to take their expansion plans elsewhere.

In addition, the work of the Allegheny Conference and its Affiliates has expanded geographically. We are among the convening partners in the Power of 32 visioning project across a 32-county, four-state region. We are also engaged with the Tech Belt Coalition in Weirton, W.V. and key cities in Ohio, and are a member of the Great Lakes Metro Chambers Coalition across 12 states and two Canadian provinces.

What We Did

Beginning in spring 2011, the Conference began surveying our members and partners via email around three broad questions:

What are the top three barriers to the future growth of your organization? What are the three most important things you would like to see happen in the region by 2015? What are the three most important things that the Allegheny Conference should work on to reduce barriers and achieve gains?

- Top **barriers** included issues around transportation and infrastructure; lack of skilled workers; and a lack of access to capital and credit.
- Leading **accomplishments** included fewer, more efficient government entities; job growth consistently above the national average; and improved transit between key population and employment hubs.
- Top **priorities** for the Conference included making local governments simpler and more cost effective; improving taxes and regulations affecting businesses; and marketing the region and maintaining stewardship of the regional message of a smart, transformed economy.

From March through June, with the help of our members and partners, the Conference organized 26 group discussion sessions around the region. In total 766 Regional Investors Council members and partners participated. (Among those sessions was our first-ever “Emerging Leaders” summit for promising RIC employees age 40 and younger.) Conference staffers took detailed notes, incorporating the verbal concerns and responses to online surveys as we began laying out our priorities.

What We Found

Upon careful review of all of the input, we found:

- There was genuine excitement about the progress the region has made in recent years, in terms of competitiveness and our global reputation.
- Challenges persist. Despite the improvement in the region’s fortunes, economic disparity across racial and ethnic lines remains a problem. “Pittsburgh,” participants said, “is not the ‘most livable’ city for everybody and every place.”
- The future of funding for transportation is a looming concern. The emerging leaders in particular said that without a robust transit system, it will be hard to attract and retain young professionals who prize sustainable urban neighborhoods, and poor and minority populations especially will be negatively impacted.



- Energy and environment were nearly always mentioned in concert. We must continue to improve the environment as we build our energy economy.

The 2012 – 2014 Agenda: A Renewed Call to Action

Allegheny Conference staff, with input from the Executive Committee, distilled the results of the planning process into a new three-year plan based on three strategies designed to encourage “sustainable prosperity” for everyone in the region. Each strategy will be overseen by a vice chair of the Allegheny Conference and implemented through our affiliate boards and committees.



Three Strategies for Sustainable Prosperity

Enhancing Opportunity

Making the most of our region’s competitive advantages to position the Pittsburgh region as a global location of choice for individuals and businesses. This strategy includes building a globally competitive workforce as well as promoting and marketing the region regionally and globally. It also includes fostering business investment through business attraction, retention and the creation of a new venture capital fund to support entrepreneurs and start-ups.

ImaginePittsburgh.com

We will strengthen **ImaginePittsburgh.com** as a tool for communicating regional career opportunities and work with Vibrant Pittsburgh to improve workforce inclusion. Our support for ShaleNET will continue and this successful model for timely workforce training will be extended to other high-demand occupations. We will improve our knowledge of regional supply-and-demand data and work to identify and increase coordination among regional STEM programs.

Our work in project management, lead generation, market research and marketing will continue and we will be part of the launch of a venture capital “fund of funds” initiative. We will leverage strategic events including in-bound conferences and meetings to raise Pittsburgh’s profile among decision-makers and complement this with key media outreach efforts. We will support economic development innovations at the state level, and continue to work with the Regional Air Service Partnership to increase nonstop flights to top business destinations.



Strengthening Communities

Focus on reducing disparity and removing government barriers to community vitality. We will bring together partners to take a fresh look at places in our region that have languished, identify and champion improvements to state laws and policies, and work across boundaries to strengthen local government and re-establish economic vitality in our communities.



We will focus on those state laws that have substantial impact on local governments’ costs by positioning binding arbitration and public safety pension reform bills for passage in 2013. We will continue our efforts to bolster the effectiveness of Act 47. We will staff and support the Sewer Regionalization Study Review Panel at the request of ALCOSAN to facilitate a broadly supported regionalization approach.

The Pittsburgh Impact initiative, which targets the small group of regional companies that are creating a disproportionate percentage of new jobs, will continue. It will have a special emphasis on supporting minority and women-owned businesses, and on connecting smaller, entrepreneurial companies with the established corporate community.

A critical focus will be supporting sustainable reforms to ensure the survival of Port Authority Transit and development of the Oakland-Downtown Bus Rapid Transit system.

We will promote housing policies that support economic vitality and begin planning for a leadership benchmarking visit likely to happen in 2013.

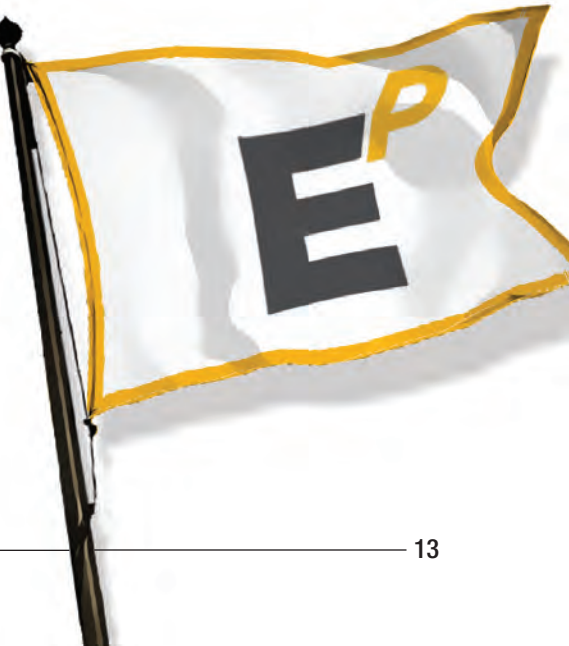
Energizing Tomorrow’s Economy

Building our economy and improving our environment. We will maintain our focus on improving our tax and regulatory climate and will advance efforts to build on the region’s portfolio of energy assets.

We will continue to advance the mission of the Energy Alliance of Greater Pittsburgh, a 100-plus member public-private collaborative working to increase energy-related investment and job creation in the Pittsburgh region. The “Energy to the Power of Pittsburgh” awareness campaign will continue to raise our profile as the new center of American energy.

The “Power of 32” implementation will move ahead with the creation of the Greater Pittsburgh Regional Advocacy Team. We will continue to monitor and engage as needed on water and air quality regulations and advance best practices to ensure the appropriate balance between the environment and natural resource extraction.

Our long-term efforts to improve the competitiveness of our business climate will continue through the CompetePA coalition, as does support for legal reform legislation. We will begin development of a funding strategy for industrial site development and launch a regional working group to identify issues related to freight movement on our rail and waterways and explore solutions.



Our Leadership for 2012 – 2014

“Pittsburgh has returned to the world stage. Yet, by attracting international attention, we have raised the bar for ourselves. We are now not only competing with other U.S. cities, but with regions around the world. We must continue to improve our competitiveness if we want to build on our success. The good news is, Pittsburgh is operating from a position of strength. I truly believe that by working together, we can succeed.”

– Charles E. Bunch, Chair, Allegheny Conference on Community Development;
Chairman & CEO, PPG Industries, Inc.



“The 2012-2014 agenda caps more than eight months of discussion to determine how we can best address the region’s challenges and leverage its strengths. By focusing on these three strategies, we will take full advantage of what we have to offer today, build the competitive region of tomorrow, and assure that no one gets left behind. Committed civic leaders provide the time, talent and resources that make this possible. By working together, we can ensure the future prosperity of our region.”

– Dennis Yablonsky, CEO, Allegheny Conference on Community Development

Each of the 2012-2014 strategic initiatives will be overseen by a vice chair of the Conference and implemented through our affiliate boards and committees.

Enhance Opportunity



David J. Malone, chair of the Pittsburgh Regional Alliance and president and CEO of Gateway Financial Group, Inc., is the vice chair of our Enhance Opportunity strategy, which will make the most of

our region’s competitive advantages to position the Pittsburgh region as a global location of choice for individuals and businesses. This strategy includes building a globally competitive workforce, marketing ourselves regionally and globally and fostering business investment through business attraction, retention and the creation of a new venture capital fund to support entrepreneurs and start-ups.

Strengthen Communities



Laura E. Ellsworth, chair of the Pennsylvania Economy League of Southwestern Pennsylvania and partner-in-charge at Jones Day-Pittsburgh, is the vice chair of our Strengthen Communities strategy to reduce disparity and remove government barriers. As such she will focus on bringing together partners to take a fresh look at places in our region that have languished, identify and champion needed improvements to state laws and policies, and work across boundaries to strengthen local government and re-establish economic vitality in the communities across our region.

Energize Tomorrow’s Economy



Greg Babe, chair of the Greater Pittsburgh Chamber of Commerce and president and CEO of Bayer Corporation, is heading up our efforts to Energize Tomorrow’s Economy by building our economy and improving our environment. As vice chair, Greg will lead the effort to improve our tax and regulatory climate and create a site development fund to assure that our region can provide competitive locations to accommodate business expansions and relocations. He will also advance the effort to build on the region’s portfolio of energy assets.

Our Committee Structure

The three strategies are advanced by the work of the three affiliate boards and four supporting, cross-cutting committees that bring specialized expertise to the agenda. The Business Investment Committee has merged with the Pittsburgh Regional Alliance. The Civic Policy Committee has been folded into the Economy League. The Business Climate Committee has merged with the Chamber.



Greg Jordan
Transportation &
Infrastructure
Committee Chair



David L. Porges
Workplace
Committee Chair



Kim Tillotson Fleming
Treasurer



Michele Fabrizi
Secretary



Morgan K. O'Brien
Personnel &
Compensation
Committee Chair

The **Transportation & Infrastructure Committee** is chaired by Greg Jordan of Reed Smith LLP. It seeks sustainable funding and reforms to improve transit and transportation and to maintain a robust air service gateway to key markets.

David L. Porges of EQT Corporation will chair the **Workplace Committee**. The Workplace Committee focuses on talent attraction and retention, increasing the diversity of our workforce and proactively building a pipeline of well-prepared talent for the jobs of tomorrow.

The **Health Care Competitiveness Committee** was created at the board’s direction to focus on supporting a high quality, cost-effective, accessible and transparent health care system. In 2012, the com-

mittee is focusing on facilitating a transition that addresses issues of timing, access and rates as the UPMC-Highmark contractual relationship comes to an end, and we begin a research effort to develop a vision for future health care in the region that takes into account both the upcoming federal health care reform and regional business community expectations. Conference CEO Dennis Yablonsky chairs this committee.

The **Strategic Communications Committee** brings together the vision and expertise of high-level, experienced communications professionals associated with the organizations making up our Regional Investors Council. In 2012, the committee is focusing on communications efforts that will advance talent attraction and

retention, pilot an initiative to promote our region through significant 2012 meetings and conferences, develop a plan for an intercity leadership visit focused on regional benchmarking and advise ongoing efforts in energy awareness, business investment and health care competitiveness communications. Conference Executive Vice President of Corporate Relations Bill Flanagan chairs this committee.

In addition, the Conference will benefit from the leadership of Kim Tillotson Fleming of Hefren-Tillotson as treasurer, Michele Fabrizi of MARC USA as secretary and Morgan O’Brien of Peoples Natural Gas as chair of the **Personnel and Compensation Committee**.



The People Behind The Progress

We extend our profound appreciation for the engaged leadership, dedication and hard work of our board members, Regional Investors and other regional partners. Their time, talent and resources advance our agenda, improve our regional economic competitiveness and enhance our quality of life.

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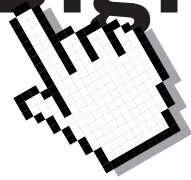
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pittsburgh regional alliance

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