

*Seventy years of leadership through partnership.*



ALLEGHENY CONFERENCE ON COMMUNITY DEVELOPMENT  
**2013 ANNUAL REPORT**

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

**pittsburgh**  
imagine what you can do here.®

# Mission Statement

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

## Two Generations of Leadership Through Partnership

**I**n 2014, the Allegheny Conference on Community Development will mark 70 years of leadership through partnership. During World War II, Pittsburgh civic leaders formed a Committee for Post-War Prosperity to develop strategies to maintain the region's competitiveness as the war came to an end. They settled on four regional priorities deemed critical to future prosperity: air quality, water quality, flood control and urban redevelopment. They created the Allegheny Conference to bring together

the private sector with government to transform the region, resulting in the Pittsburgh Renaissance.

In 1979, the Pittsburgh region achieved a major milestone, with the largest employment in its history up to this point and a much-improved quality of life. Then, the bottom fell out with the collapse of its industrial base, culminating in 18 percent unemployment in 1983. Civic leaders throughout the 10-county Pittsburgh region came together to re-

spond. The Conference, in partnership with state, county and local governments, the foundations, universities and countless non-profit organizations, engineered an economic comeback that has attracted global attention.

Today's Pittsburgh region enjoys a diverse economy, affordable cost of living, and a high quality of life. To paraphrase historian and native son David McCullough, "It didn't just happen; people made it happen."





# Imagining a Bright Future for Our Region – and Making it Happen

## FROM THE CHAIR

In many ways, the Pittsburgh region has completed the economic, environmental and quality-of-life transformation begun three decades ago. Throughout 2013, our jobless rate outperformed the state and the nation as a whole. We closed the year with the largest workforce in regional history – about 115,000 more people employed than at our industrial peak in 1979.

Furthermore, 2013 was the year that the Allegheny Conference achieved one of its top priorities in its 2012-14 agenda: the passage of a historic \$2.3 billion comprehensive statewide transportation funding package. During our agenda development process in 2011, our members and their emerging leaders told us that transportation was a top priority.

The funding package ensures that our deteriorating roads and bridges will get fixed, that local governments will have the means to repair local infrastructure and that public transit and other modes of transportation will be appropriately funded to maintain operations. It represents a big win for our region. The unwavering commitment of the many regional investors and partners was critical in getting it passed.

During 2013, we also made progress in our agenda to improve the economic climate in our region. From lawsuit abuse reform to continued progress in reducing uncompetitive business taxes, we have made our region more attractive for business investment.

Our region is attracting significant business investment. Once again, in 2013 Pittsburgh was recognized as a top market for business investment in the United States. The Pittsburgh Regional Alliance completed the year with 42 economic development deals (or “wins”), beating its goal of 40. These represent more than \$520 million in capital investment and a total job impact of more than 4,800.

The ongoing investment is creating unprecedented opportunity in our region, just as the Baby Boom generation begins to retire. The Conference is responding to the increasing need for skilled workers in a variety of ways. We have re-engineered our robust talent attraction and retention initiative, which includes [ImaginePittsburgh.com](http://ImaginePittsburgh.com). We are also working with partners on workforce development to increase the supply and diversity of trained workers in the region.

To build the workforce of the future and to maintain our position as a location of choice for business investment, we must also eliminate the barriers that are preventing people and places from succeeding in this region. Working directly with community leaders, we have launched our new Strengthening Communities Partnership to encourage private sector investment in locations that have proven the potential to grow and prosper.

With the conclusion in 2013 of my time as chair of the Conference, I am pleased by the progress we have made and even more excited about our potential. I look forward to continuing to work with our members and many partners to achieve our vision of sustainable prosperity for everyone in our region.

Sincerely,

**Charles E. Bunch**

*Chair, Allegheny Conference on Community Development (2012-2013);  
Chairman and Chief Executive Officer, PPG Industries, Inc.*



# A Unique Model Delivering Continuous Improvements

The Allegheny Conference on Community Development, under the leadership of its board of directors, supports and guides the activities of its affiliates.

## **Pittsburgh Regional Alliance**

Marketing the benefits of doing business in the region to companies around the globe which are expanding or relocating, the Pittsburgh Regional Alliance also supports the growth of existing regional employers. Its Partnership brings together elected officials and business, economic development and real estate professionals from 10 counties to foster business investment.

## **Pennsylvania Economy League of Greater Pittsburgh**

Providing public policy research and analysis on the most critical issues affecting our region's competitiveness, the Economy League serves the region's business, civic and governmental leadership in support of improvements for living and doing business in the region.



## **Greater Pittsburgh Chamber of Commerce**

Together with numerous partners across the Commonwealth, the Chamber advocates in Harrisburg, Pa. and 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**

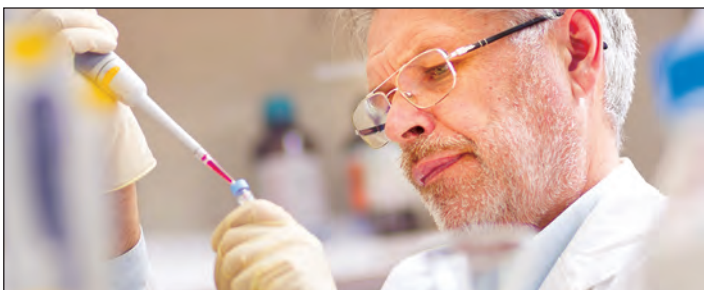
Truly engaged leadership and successful public-private partnerships sustain and develop regional prosperity and energize the Conference itself. More than 300 employers compose the Regional Investors Council. Together the Council imagines better things for our region, puts action behind words and makes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

# Resilience Through Diversification

*The Allegheny Conference and its affiliates work to strengthen five key industry sectors*

## Advanced Manufacturing

With a GDP growth rate of seven percent, advanced manufacturing grew at a rate twice that of the regional economy. Top manufacturers like ACUTRONIC, Alcoa, ATI, Bayer MaterialScience LLC, Calgon Carbon, Draeger Safety, Eaton, Elliott Group, Ellwood Group, H.J. Heinz Company, Industrial Scientific, Kennametal, Koppers, LANXESS, Mitsubishi Electric Power Products, MSA, Pennsylvania TRANE, PPG Industries, RTI International Metals and U.S. Steel are here. Smaller precision tooling and machining companies meet global demands for the components that keep the world's machines running.



## Energy

Pittsburgh is the new center of American energy – a leader in innovation related to production, distribution and efficient use of energy. The region is home to more than 800 companies in the global energy market, including Alpha Natural Resources, Aquatech, Chevron, Columbia Gas of Pennsylvania, CONSOL Energy Inc., Duquesne Light, Eaton, EQT, FirstEnergy Corporation, Peoples Natural Gas, Range Resources, Weavertown Environmental Group and Westinghouse.



## Financial and Business Services

Financial and business service institutions with headquarters or major business units here include BNY Mellon, Citizens Bank, Dollar Bank, ESB Bank, Federated Investors, First Commonwealth Bank, First National Bank, First Niagara, Gateway Financial Group, Hefren-Tillotson, Huntington National Bank, MARC USA, PNC, S&T Bank and TriState Capital. Two of the world's largest law firms – K&L Gates and Reed Smith – are based here, as is Buchanan, Ingersoll & Rooney and Jones Day-Pittsburgh as well as Pennsylvania's largest health insurer, Highmark.

## Healthcare and Life Sciences / Education

Pittsburgh's health services sector, employing about 140,000 people, builds on a legacy of biomedical innovation to create a robust network that is cultivating lifesaving technologies, medical device advances, regenerative medicine and pharmaceuticals. UPMC – a \$10 billion global healthcare enterprise – has grown to be the region's largest employer with more than 43,000 full-time employees. Allegheny Health Network, Bayer HealthCare, and UnitedHealthcare are also part of this sector.

The region's 36 colleges and universities comprise an innovation engine that conducts \$1 billion in research and graduates more than 36,000 students each year. Among them are the University of Pittsburgh and Carnegie Mellon University along with Allegheny College, Carlow University, Chatham University, Community College of Allegheny County, Duquesne University, the regional Penn State campuses, Point Park University, Robert Morris University, Seton Hill University and Slippery Rock University, along with more than 45 post-secondary career schools.

## Information and Communications Technology

Almost 1,600 technology firms including Confluence and iGate Corporation 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.





# “Indispensable” Pittsburgh Region Continues to Capture Business Investment

American historian and Pittsburgh native son David McCullough characterized Pittsburgh – the urban core of our region – as “indispensable.” And that is what Pittsburgh is for companies that invest here and for their employees. Pittsburgh has essential and affordable “big city” amenities, including top-flight corporate real estate and world-class entertainment and recreation. But each of the 10 counties of southwestern Pennsylvania offers distinctive live-work-play and business investment options.

More than 100 billion-dollar-plus global corporations are based here or operate major business units in the region. And we have got eight Fortune 500 companies. Five key sectors – advanced manufacturing, energy, financial and business services, healthcare and life sciences/education, and information and communications technology – are the pillars of a diversified and resilient economy.

Key sector strengths converge with innovation and R&D to increase opportunities regionally and make an impact in the global market. Convergent innovation is resulting in exciting advances and the commercialization of revolutionary products and services.

Our region is also a hub of collaboration among hundreds of public and private sector partners, and many are part of the 50-member PRA Partnership. Working together, we’re identifying opportunities, generating leads and securing investment in the Pittsburgh region.



*“Sustainable prosperity for the Pittsburgh region is a deliberate achievement, not a flash in the pan. Strategically, economic development partners across southwestern Pennsylvania sell the strengths of the entire region – a geographically diverse place with critical commonalities around manufacturing expertise, energy resources and innovation – and secure business investment and jobs in all 10 counties. This partnership approach is delivering results, including the 42 project deals secured by the PRA in 2013, representing capital investment exceeding \$520 million and 4,809 jobs – 3,389 created and 1,420 retained.”*

– David J. Malone, President and CEO, Gateway Financial Group, Inc.;  
Allegheny Conference Vice Chair; Pittsburgh Regional Alliance Chair

The following are examples of the 42 economic development deals or “wins” made possible in 2013 through the PRA and its marketing, research and project management expertise.

## **American Wire Research, Inc.**

*International advanced  
manufacturing attraction  
56 new jobs  
\$25 million investment  
Allegheny County*

American Wire Research, Inc., a subsidiary of Taiwanese-owned Kuang Tai Metal Industrial Co., Ltd., will produce carbon steel, stainless steel wires and other welding consumables. It will establish a manufacturing operation in Wilmerding in part of a 303,000-square-foot facility on a 20-acre former Westinghouse Air Brake site. The firm’s products will support such industries as steel and sheet metal fabrication, pipeline and pressure vessel, heavy machinery, automotive and petrochemical.



## **Gordon Food Service**

*Distribution and logistics attraction  
300 new jobs  
\$80 million investment  
Allegheny County*

Gordon Food Service (GFS), North America’s largest family-owned and managed broadline foodservice distributor, broke

ground for a 470,000-square-foot distribution center at the Findlay Industrial Park in Findlay Township. The facility is projected to be operational in the spring of 2015. GFS distributes from 22 distribution centers; this will bring its U.S. centers to 13.



### **CSX Corporation**

*Transportation expansion  
80 new jobs  
\$50 million investment  
Allegheny County*

CSX Corporation and its transportation and intermodal terminals subsidiaries announced plans to design and build a new intermodal facility in Stowe Township and McKees Rocks. The proposed facility will give western Pennsylvania shippers enhanced intermodal freight rail access, shift more long-haul freight to rail and strengthen the transportation infrastructure supporting the region's economy. The 65- to 70-acre brownfield redevelopment will use CSX's National Gateway project, an \$850 million public-private partnership. This will create a highly efficient and environmentally friendly rail corridor, cleared for double-stacked trains on the CSX network between the Mid-Atlantic and the Midwest.

### **CSC**

*Information and communications technology attraction  
500 new jobs  
\$14 million investment  
City of Pittsburgh, Allegheny County*

Falls Church, Va.-based global information technology services company CSC will establish a new delivery center in the city of Pittsburgh. The project will include a multi-million dollar investment in a 120,000-square-foot space to support global clients. It is expected to create at least 500 new technology jobs over the next three years with the potential for more over time. CSC cited the region's robust pipeline of IT and engineering talent in its location decision.

### **MG Development**

*International healthcare and life sciences attraction  
14 new jobs  
Allegheny County*



To accommodate growth demands, MG Development, a French designer and manufacturer of hearing aid hygiene medical products, will establish its North American headquarters in Allegheny County. The company is in the process of setting up a local state-of-the-art medical manufacturing and R&D facility to better support and expand its North American customer base.



### **Ness Technologies**

*Information and communications technology expansion  
50 new jobs  
Washington County*

Israeli-headquartered Ness Technologies, a global provider of IT solutions and services and end-to-end commercial-grade software development solutions, opened its first U.S. software development center in Southpointe in Cecil Township. The launch of the Pittsburgh Development Center is part of Ness' plan to build a strong onshore presence, in addition to its offshore and nearshore centers. From the center, Ness will provide services to its customers, many of which are leading financial service firms.

### **PPG Industries**

*Headquarters and advanced manufacturing expansion  
309 new jobs  
\$14 million investment  
Butler and Allegheny Counties*

Downtown Pittsburgh-based PPG Industries will establish the North American headquarters for its architectural coatings business – maker of Glidden, Olympic, Pittsburgh Paints, Liquid Nails and other household brands – in a 120,000-square-foot facility in Cranberry Township. To optimize collaboration, PPG will also expand and co-locate architectural coatings R&D activities at its Harmar Township technology center.



### **VEKA Inc.**

*Advanced manufacturing expansion  
38 new jobs  
\$6 million investment  
Beaver County*

German-owned VEKA Inc., the world's largest manufacturer of PVC profiles used for windows and doors, selected its U.S. headquarters in Fombell, Pa. for an expansion to accommodate growing demand for its innovative energy-efficient products. The project will bring employment at the facility to more than 400.

### **Waukesha-Pearce Industries, Inc.**

*Energy expansion  
27 new jobs  
\$4 million investment  
Washington County*

Waukesha-Pearce Industries, Inc. – a Houston, Texas-based firm that distributes, rents and services engine-driven equipment and parts for the oil and gas and construction industries – selected Alta Vista Business Park in Fallowfield Township for a new 35,000-square-foot facility.

# Sustainable Prosperity: Doing It Right

2013 was the second year of a three-year agenda that focuses on three strategic priorities in pursuit of sustainable prosperity for all.

## ENHANCING OPPORTUNITY

Making the most of our competitive advantages by positioning the Pittsburgh region as a global location of choice for individuals and businesses.

### **Nurtured Business Investment; Linked Individuals to Jobs**

- Secured 42 business investment deals or “wins” which will result in 4,809 new/retained jobs and more than \$520 million in capital investment.
- Launched re-engineered Imagine Pittsburgh.com – a “virtual concierge” for live-work-play opportunities in the Pittsburgh region with a powerful new regional job search engine.
- Used energy occupational analysis findings to launch pilot effort to prepare workers to be industrial maintenance technicians. Based on ShaleNET model, it is now underway with Community College of Allegheny County.
- Used energy occupational analysis findings to frame service to opportunity initiative to link veterans to high demand energy and related manufacturing jobs.

- Completed four overseas missions to South America, Europe and Canada, including one leveraging the Steelers game in the UK and focusing on business investment and talent attraction.
- Conducted a business investment and talent attraction outreach mission to San Francisco and the Silicon Valley.
- Raised profile of region’s natural gas and petrochemical opportunity at a series of industry meetings and events including a “Celebrate Pittsburgh” prospect event in Houston, Texas.
- Initiated collaboration with Vibrant Pittsburgh and Three Rivers Workforce Investment Board to develop and pilot a systems-based approach to connect underserved populations with high demand occupations.

### **Generated National and International Attention through Strategic Communications and Collaborations**

- In partnership with VisitPittsburgh, developed regional messaging to

leverage Pirates play-off run, Point State Park fountain and GAP trail dedication, Rubber Duck, Remaking Cities Congress and Carnegie International to generate awareness of jobs and investment opportunities in the region.

- Completed two inbound media tours – one on sustainability, one on IT – in collaboration with Carnegie Mellon University; hosted an inbound German media delegation focused on energy and a “Green Pittsburgh” media event at Phipps in connection with the Remaking Cities Congress.
- Hosted more than a dozen benchmarking visits by chambers of commerce and international delegations related to Pittsburgh’s transformation.
- Provided significant support for Latino attraction effort as part of Hola Pittsburgh campaign, generating coverage in several Spanish-language media outlets nationwide.

## STRENGTHENING COMMUNITIES

Working to reduce disparity and remove government barriers to community vitality.

### **Advocated for Transportation and Infrastructure Improvements**

- Provided leadership and advocacy for new statewide transportation funding package signed by Governor Corbett in November 2013.
- Released ALCOSAN sewer regionalization panel report chaired by outgoing CMU President Jared Cohon; several groups are now taking the lead on implementing recommendations.
- Worked with partners to move Bus Rapid Transit connector ahead; Allegheny County Executive has strongly endorsed concept and committed additional funds for planning and engineering work.

### **Accelerated Community Revitalization by Aligning Resources**

- Developed and launched Strengthening Communities Partnership by awarding five community development corporations technical and other assistance; secured full tax credit assistance through the Pennsylvania Department of Community and Economic Development Neighborhood Partnership Program for two of the communities, McKees Rocks and Wilkinsburg.

### **Worked for More Efficient, Fiscally Healthy Government**

- Supported binding arbitration reform bill (SB 1111) and municipal pension reform bill (HB 1581) introduced in 2013.
- Continued leadership role in Coalition for Sustainable Communities, a statewide alliance committed to helping communities address growing economic and budgetary challenges.
- Supported successful passage of Act 68 of 2013, legislation providing local governments with options for managing the costs of complying with stormwater management regulatory requirements.



## ENERGIZING TOMORROW'S ECONOMY

Building our economy and improving our environment.

### Helped Improve Business Climate

- Continued to advocate for the CompetePA business tax policy agenda including the phase-out of the Capital Stock and Franchise Tax.
- Supported successful passage of legislation that increased the Net Operating Loss cap and reformed the tax appeals process and the Board of Finance and Revenue.
- Supported passage of “apology” legislation to encourage compassionate communication by medical professionals in the event of adverse outcomes.
- Supported passage of federal Water Resources Reform Development Act (WRRDA) which is critical to our inland waterways, harbors and ports.
- Continued to monitor developments in the healthcare insurer and provider markets; developed and executed a healthcare briefing for members.
- Led effort to improve air toxics regulations in Allegheny County.
- Led “Friends of NETL” partnership to ensure federal funds for National Energy Technology Laboratory located in South Park.
- Engaged with Breathe Project, especially on promoting greater use of natural gas vehicles.

### Build on Region's Portfolio of Energy Assets While Protecting our Environment

- Secured seven business investment deals or “wins” in energy sector and continued to support the Energy Alliance of Greater Pittsburgh.



*“I am honored to take on the role of chair of the Greater Pittsburgh Chamber of Commerce, our region's top advocate at the state and federal levels. The Chamber works with our members and partners to improve our region's business climate and make Pittsburgh an even more attractive place for investment. Our success lies in our ability to bring together diverse stakeholders around issues vital to economic growth in our communities, and effectively communicate these needs to officials at all levels of government.”*

*— Richard J. Harshman, Chairman, President and CEO of ATI (Allegheny Technologies Incorporated); Incoming Allegheny Conference Vice Chair; Incoming Greater Pittsburgh Chamber of Commerce Chair*





## A Big Win For The Future Of Our Region

### Historic Statewide Transportation Funding Solution is Reached; Allegheny Conference Achieves One of its Top Priorities

In 2013, Governor Tom Corbett signed into law Pennsylvania's most comprehensive piece of state transportation legislation in decades. The law represents a big step forward in securing the competitiveness of Pennsylvania and our region for years to come.

The transportation package will keep Pennsylvania safe and economically competitive by investing an additional \$2.3 to \$2.4 billion per year in roads, bridges, highways, transit systems, ports, bike paths and other transportation investments. It will ensure that our deteriorating roads and bridges will get fixed, that local governments will have the means to repair local infrastructure and that public transit and other modes of transportation will be appropriately funded to maintain operations.



With this outcome, the Allegheny Conference has achieved one of its top priorities in its current 2012-2014 agenda. During our planning process in 2011, our members and young/emerging leaders identified reliable, robust mass transit as key to talent attraction and retention.

Transportation infrastructure is a critical factor in attracting and retaining business investment. A number of nearby states have already committed resources to improved infrastructure. The passage of this historic legislation ensures that our state will remain competitive and attractive as a place to do business.

Our focus in 2014 will be to ensure that much-needed transportation projects in the Pittsburgh region receive their fair share of investment as a result of this legislation.



## A More Regional Approach to Wastewater Management

An independent review panel convened by the Allegheny Conference at the request of the Allegheny County Sanitary Authority (ALCOSAN) released its findings in 2013. The panel concluded that a more regional approach to stormwater and wastewater management would provide better service and water quality for residents, businesses and communities.

The 34-member committee, chaired by outgoing Carnegie Mellon University President Jared Cohon, included members representing local government, foundations, academia, legal, environmental, water and sewer authorities, non-profit and private organizations. Formed in September 2011, the panel developed and evaluated regionalization options, benchmarking national best practices according to detailed assessment criteria.

The panel recommended that ALCOSAN consider changes in its governance structure that would improve and strengthen

the representativeness of its governing body. The University of Pittsburgh Institute of Politics is now convening a committee to develop specific governance recommendations for ALCOSAN to consider.

The panel also recommended that municipalities in ALCOSAN's service area transfer multi-municipal sewer lines to ALCOSAN for upkeep and management because municipalities do not have the resources to maintain these lines. The Congress of Neighboring Communities (CONNECT) and 3 Rivers Wet Weather are now co-convening a committee to develop a process for the transfer of these lines.

## Working to Improve Air Service

In 2013, we continued to work to improve domestic and international air service to help make our region a more competitive place to do business.

Southwest Airlines continued to grow at Pittsburgh International Airport, adding nonstop service to Houston and Nashville.

Delta Air Lines continued to add to its international network, adding seasonal non-stop flights to Nassau, Bahamas, Punta Cana, Dominican Republic and Cancun, Mexico. And American Airlines added new nonstop service to Los Angeles.



Moving forward, we will continue to work with the Allegheny County Airport Authority and other partners to expand air service from Pittsburgh and attract new carriers to the region.



# Strengthening Communities in Our Region

Through the Great Recession and beyond, the Pittsburgh region's economy has outperformed that of the nation as a whole and has attracted global attention and significant business investment. At the same time, despite our region's remarkable transformation over the past 30 years, people and places have been left behind. Pittsburgh is not the “most livable place” for everyone.

With this in mind, in 2013 the Allegheny Conference created the Strengthening Communities Partnership (SCP) as part of its broader 2012-14 Strengthening Communities strategic priority.

The goal of the SCP is to make long-term, positive impacts in participating communities by concentrating private investment through tax credits purchased by businesses in the Pennsylvania Department of Community and Economic Development Neighborhood Partnership Program (NPP). These investments are complemented with targeted, pro bono professional services that will support revitalization in the neighborhoods.



***“We've made great progress in our region, but we're not there yet. Now is the time for our region's business community to provide the time, talent and financial resources to help revitalize communities that have been left behind. Through the Strengthening Communities Partnership, businesses can have a big impact on making our region a more livable place for everyone.”***

*— Laura E. Ellsworth, Partner-In-Charge, Jones Day-Pittsburgh;  
Allegheny Conference Vice Chair; Pennsylvania Economy League of Greater Pittsburgh Chair*

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Five community development organizations were selected for a pilot round of investment through a competitive request for proposals. They were selected because of their clear objectives, set of committed partners, potential to attract future investment and sufficient organizational capacity to engage with the Conference in the partnership.

- Economic Development South (Mt. Oliver/Knoxville)
- Fayette County Cultural Trust (Connellsville)
- McKees Rocks Community Development Corporation
- City of Washington Citywide Development Corporation
- Wilkinsburg Community Development Corporation

So far, the SCP has been a great success. In the first year of the program, Conference members provided the McKees Rocks Community Development Corporation with an additional \$250,000 in NPP funds, and the Wilkinsburg Community Development Corporation received an additional \$150,000 in NPP. Both community groups now receive the maximum funding through the NPP, and will be able to fully carry out their revitalization plans.

Economic Development South, the Fayette County Cultural Trust and the City of Washington Citywide Development Corporation are preparing to apply for NPP tax credits.





**Wilkesburg**



**Mt. Oliver/Knoxville**



*"We believe the Strengthening Communities Partnership is a great way for businesses to be part of the comeback story for once-vital communities around our region. TriState Capital has been an active participant in the NPP, and we can see that it helps bring back communities where people are committed to working together."*

*– Bill Schenck, Chair, Strengthening Communities Partnership;  
Vice Chairman, TriState Capital*



**McKees Rocks**



**Connellsville**



**Washington**



## Traffic to ImaginePittsburgh.com Soars with Re-design as “Virtual Concierge” for the Region

In June 2013, the Allegheny Conference launched a re-designed, re-engineered ImaginePittsburgh.com. Today, ImaginePittsburgh.com is a robust “virtual concierge” that showcases the workplaces and job opportunities of sponsor employers, as well as the plentiful LIVE, WORK and PLAY options across southwestern Pennsylvania.

ImaginePittsburgh.com answers the persistent call by employers for enhanced marketing of the region to skilled job seekers who otherwise may not realize the breadth of opportunities here. As local employers shift gears from 35 years of managing for decline to managing for growth, ImaginePittsburgh.com is a one-stop shop that provides both marketing and talent attraction solutions.

Since its re-design, more than 86,369 unique users have visited ImaginePittsburgh.com, with recent monthly totals exceeding 16,000. Each month hundreds of job seekers from Philadelphia, New York and Washington, D.C. click on the site. Time spent on ImaginePittsburgh.com has increased steadily, averaging more than five minutes per visit – four times as long as before the re-design. The ImaginePittsburgh.com team also maintains a strong presence across its blog (ImaginePittsburgh.com/Now, a Google News source) and many other social media platforms, reaching today’s job seekers in the places where information is gathered and opinions are shaped.

# LIVE

# WORK

# PLAY





# Your Career, Life You'll Love



*"Through our sponsorship of ImaginePittsburgh.com, Bayer has experienced much success in connecting job seekers to open positions at our North American MaterialScience headquarters. Currently, Bayer is among the top 10 employers in terms of jobs viewed and click-throughs to actual job applications. As we continue to search for talented individuals to fill positions in Pittsburgh, we are encouraged by the value that ImaginePittsburgh.com is providing for our recruitment efforts."*

– Jerry MacCleary, President, Bayer MaterialScience LLC

In addition, ImaginePittsburgh.com's popular career search engine has been retooled into a powerful aggregator of jobs from thousands of search engines and corporate sites, with the number of open positions across the 10-county region routinely numbering more than 20,000 across industry sectors and experience levels.

Spread across the pages of the website are links to the profiles of sponsor employers. Profiles offer an inside look – in text, photos and in some cases, video – at what it looks and feels like to work for employers, with high-demand jobs highlighted. Also included are profiles of talented "Neighbors" – real people who have chosen Pittsburgh – who share their personal stories of why and how the Pittsburgh region works for them.

In the year ahead, ImaginePittsburgh.com will increase its content around occupations and career pathways, so that regional companies can connect even more fully with talented individuals seeking career advancement.



*"ImaginePittsburgh.com is a perfect partner for BNY Mellon as we look to attract new talent – particularly in the IT space. The site does the marketing of the region for us, allowing us to focus on what we offer as an employer. Together we are presenting a dynamic story of the region as a place to advance a career and build a great life."*

– Katie Heinritz, Vice President-Director of Global Campus Relations, BNY Mellon



**ImaginePittsburgh.com**  
16,561 visitors/month



**Facebook:**  
Nearly 3,000 likes



**Twitter:**  
Nearly 12,000 followers



**LinkedIn Group:**  
More than 3,300 members







# Looking Ahead to 2014

Building on a generation of civic leadership and investment, the Pittsburgh region has made real progress in recent years creating a path to sustainable prosperity. With **Peoples Natural Gas CEO Morgan O'Brien** beginning his tenure as chair in 2014, we're also taking stock of the progress we've made against our 2012-14 agenda in each of our strategic priorities. There is unfinished business we are committed to addressing in 2014.

## Enhance Opportunity

We will be working in 2014 to put into place a site development fund that will support the development of infrastructure essential to provide "shovel-ready" sites for companies expanding in our region. In addition, we will be expanding our successful ShaleNET workforce development model and ramping up our ImaginePittsburgh.com talent attraction and retention initiative. This will include targeted outreach to individuals across the country and to people already here who may be interested in seeking training and education to fill the tens of thousands of open jobs throughout the 10 counties.

## Strengthen Communities

Since its launch, the Strengthening Communities Partnership has attracted investment through the Pennsylvania Neighborhood Partnership tax credit for McKees Rocks and Wilkinsburg, two of the five communities identified during the initial phase of this program. Thanks to the enthusiastic support of our members, we are planning in 2014 to expand the effort to include Connellsville, Fayette County; Mt. Oliver and Knoxville, Allegheny County; and the city of Washington, Washington County. We will also continue to work with the state legislature on pension and binding arbitration reform – a critical priority to allow Pennsylvania municipalities to thrive in the years to come.

## Energize Tomorrow's Economy

Pennsylvania has made significant progress over the past decade to improve its economic climate, but competing states are not standing still. The Commonwealth must complete the phase out of the Capital Stock and Franchise Tax. A state Supreme Court ruling late in the year called into question the constitutionality of aspects of Act 13, the law governing Pennsylvania's growing shale gas industry. We must work together with government, industry and environmental organizations to develop a regulatory framework that allows the industry to grow while protecting our communities and our high quality of life. By working together we can continue to make progress as we unlock the enormous potential of our energy resources – while being mindful of environmental stewardship and sustainability.

On the staff level, we said farewell to **Barbara McNeas** as she retired as president of the Greater Pittsburgh Chamber of Commerce and member of the Allegheny Conference executive team. A tireless advocate on behalf of our region's competitiveness, Barbara played a critical role in the transformation of the Pittsburgh region's economy over the past two decades.

We welcome Conference Executive Vice President **Dewitt (De) Peart**, president of the Pittsburgh Regional Alliance, as he assumes the role of Chamber president. De's unique combination of advocacy and economic development experience positions him well for success in his expanded role within the organization.

There is plenty of work to do in 2014 and beyond. If we remain committed to our ideal of sustainable prosperity, our region will remain a location of choice for generations to come.



**Dennis Yablonsky**  
*CEO, Allegheny Conference on Community Development*

# Our Next Three Year Plan

Our region has made great progress in recent years. As we continue to move forward, we find ourselves in an enviable position compared to other regions across many important fronts. As we look to complete the current 2012-2014 Agenda of the Allegheny Conference, there is plenty of hard work and heavy lifting to do, with pension reform, business climate issues and workforce topping the list. At the same time, the Allegheny Conference is gearing up to develop the agenda that will guide our activities from 2015-2017, our next three-year plan.

The backdrop to our agenda setting process finds our region is well positioned for long-term success. Employment and our labor force are at all-time highs, with about 115,000 more people working in our region today than was the case at the peak of our industrial employment in 1979. Over the past five years, job growth here outpaced almost all of our benchmark regions as well as the national average. And we are getting younger. The median age in parts of the region is falling, especially in the city of Pittsburgh, as well-educated young people choose urban life in increasing numbers. Our region ranks near the top in the country in its share of young people with college and advanced degrees. No wonder we have become a location of choice for business investment with recognition from *Site Selection* magazine.

And our region's legacy of being blessed with incredible natural resources is now even more evident and more important than any time before. This is particularly true as the region builds its future on optimizing those resources to become a world leader in advanced manufacturing, energy, healthcare and life sciences/education, information and communications technology, and financial and business services.

At the same time, the competitive landscape is changing. The city of Pittsburgh has new leadership, with a strong partner in Allegheny County. This year brings a gubernatorial election in Pennsylvania, with a new U.S. Presidential administration to follow two years later. These new public sector leaders may address issues that are critically important to the future of our region, including transportation and transit, immigration reform, workforce development and energy and environmental policy. Major developments are underway, with new commercial investment in Pittsburgh and brownfield sites around the region, and an increased demand for real estate of all kinds – from commercial to light industrial and residential. All of this makes 2014 the perfect time to think about the future.

Over the past 70 years the Allegheny Conference has played a role in two generations of transformation, providing private sector leadership during Renaissance One and partnering with numerous public and private sector organizations to engineer the comeback of our region's economy since the early 1980s.

During 2014, we are engaging our members and stakeholders in a series of agenda-setting sessions to provide perspective on the issues and opportunities ahead for our region. As we set our agenda for the future, our region's business and community leaders must be engaged in prioritizing their energy and focus to ensure our greatest progress and success. We last engaged in such a process in 2011, organizing 26 listening sessions involving 766 individuals. The result was "Sustainable Prosperity," our 2012-2014 Agenda. Through this process, we have already seen the value of engagement and commitment of our members.

During the summer of 2014, we will distill everything we have learned and will develop a draft agenda for review by our boards and committees. The result will be released to the public in conjunction with the Annual Meeting of the Allegheny Conference in November.

I am excited by the enthusiasm for the process and for our region. I look forward to working with you in the years to come to improve the economy and the quality of life of our region.

## **Morgan O'Brien**

*Incoming Chair, Allegheny Conference on Community Development;  
President and CEO, Peoples Natural Gas*





# 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.

Because of this partnership and commitment, new generations can imagine – and enjoy – a bright future here.

***Join the following groups of regional leaders.  
Contact us today to become personally involved  
in improving southwestern Pennsylvania.***

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90.5 WESA	Boyden	Cowden Associates, Inc.
AAA East Central	Buchanan Ingersoll & Rooney PC	CSX Transportation
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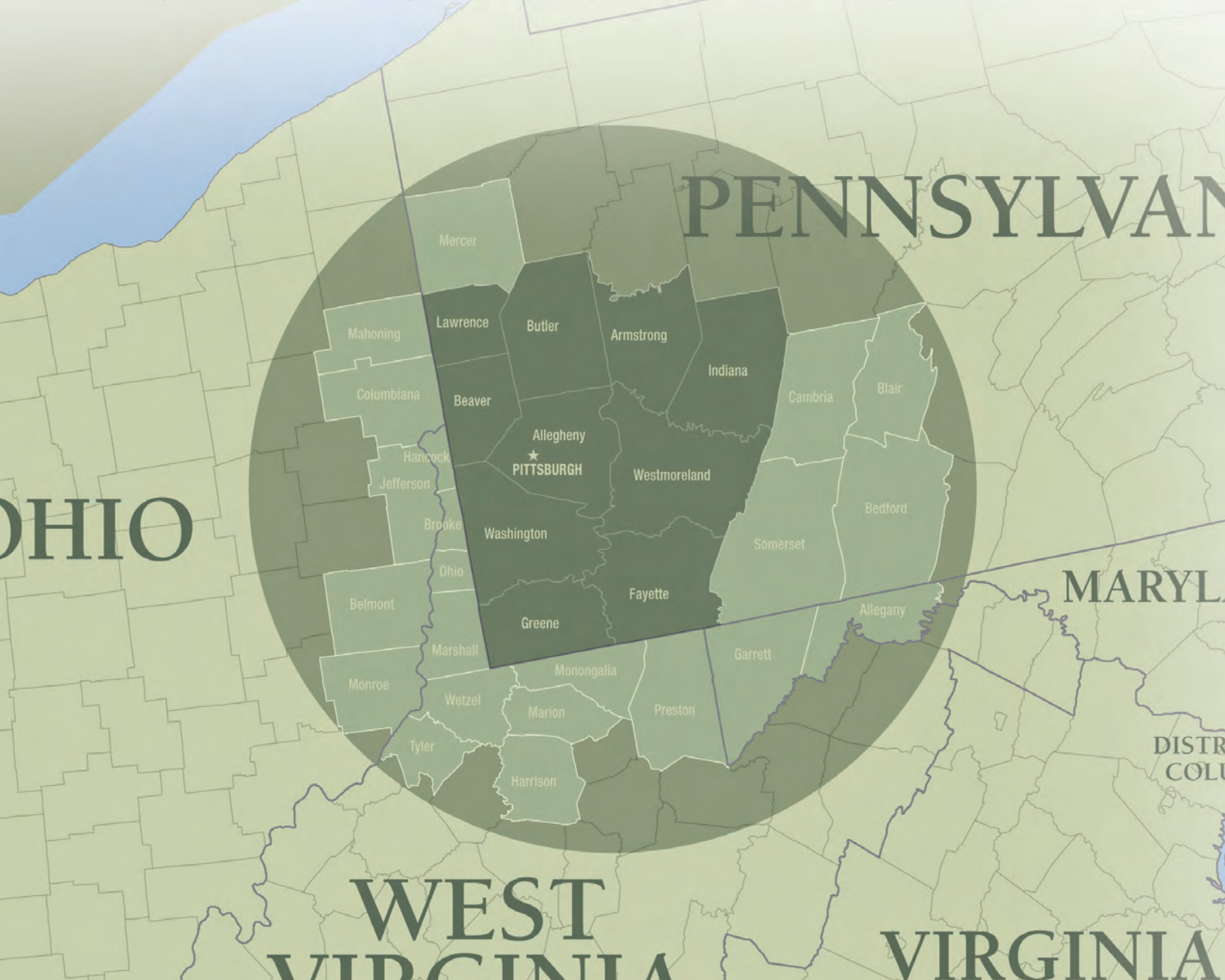
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# Working Together for Regional Improvement

The geographic scope of the Allegheny Conference has grown significantly over the past two decades. In the early 1990s, as a response to the collapse of Pittsburgh's industrial base, the Allegheny Conference began to cross county lines to build a public-private partnership that was truly regional in scope. With the creation of the Pittsburgh Regional Alliance Partnership, 10 counties worked together to attract business investment. Through the Southwestern Pennsylvania Growth Alliance, the counties joined forces to seek state capital investment by prioritizing projects with the greatest regional impact.

During the first decade of the 21<sup>st</sup> century, the Allegheny Conference expanded its geographic reach even farther, supporting the creation of the Power of 32, a regional visioning initiative that comprised 32 counties across four states. The organization partnered with its counterpart in northeast Ohio to form the TechBelt, a federal advocacy initiative that resulted in the decision to create the National Additive Manufacturing Innovation Institute in Youngstown, Ohio. The Conference is an active participant in the Great Lakes Metro Chambers Coalition, more than 40 metropolitan business membership organizations representing 12 states and two provinces of Canada that work together in Ottawa and Washington, D.C. to encourage federal policies to benefit the region.





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