

ALLEGHENY CONFERENCE ON COMMUNITY DEVELOPMENT

2025 ANNUAL REPORT

The Allegheny Conference on Community Development is committed to improving the Pittsburgh region's economic future and quality of life. We bring together public- and private-sector leaders across the region to define and advance a shared vision for economic competitiveness, regional growth, and long-term prosperity across Southwestern Pennsylvania.

In 2025, that work translated not only into measurable regional outcomes but into meaningful opportunities for our investors and partners—connecting leaders to timely insights, decision-makers, and networks shaping the region's economic future. The engagement and investment of our Regional Investors Council help fuel economic growth that benefits people, communities, and employers across all 10 counties.



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MESSAGE FROM OUR BOARD CHAIR

As I reflect on 2025, I am proud of what the Allegheny Conference and our partners accomplished together for this region. It was a year defined by collaboration, momentum, and preparation.



We strengthened our competitive position, supported employers investing and growing here, and continued to elevate our region's national profile as a place where innovation, talent, and quality of life intersect.

2025 reminded us that we were "on the clock." Preparing to host the NFL Draft gave us the opportunity to remind the world—and ourselves—what this region can deliver on a global stage. Our region has always been known for tough, no-nonsense, get-it-done attitudes. Those traits powered our progress throughout the year. Business, labor, nonprofit, academic, and government leaders came together around shared priorities including:

- The most business investment activity in more than a decade
- Downtown revitalization—translating the 2024 $600 million public-private investment commitment into visible execution, as projects advanced from planning to groundbreaking and construction
- Negotiating the U. S. Steel-Nippon deal, keeping investments flowing into our region, and preserving our proud heritage as the Steel City

As we look ahead to 2026, the clock is still running, and opportunity is still on the board. With focus and urgency, we are positioned to build on recent wins, attract new investment, connect more people to family-sustaining jobs, and shape a more resilient and prosperous future for all who call this region home.

David Holmberg
Chair, Allegheny Conference on Community Development

A TRANSFORMATIONAL YEAR FOR THE PITTSBURGH REGION

2025 marked a pivotal year for the Pittsburgh region, one in which long-term strategy translated into visible, measurable progress.

Across economic development, public policy, downtown revitalization, and regional thought leadership, the Allegheny Conference played a central role in helping the region compete, secure investment, and strengthen its long-term economic position.







2025 AT A GLANCE

STRENGTHENING BUSINESS CONDITIONS

Advocated for the continued **phase down** of the state's **Corporate Net Income (CNI)** Tax rate toward 4.99%

Supported continued investment in **PA SITES**, including $21 million for Southwestern Pennsylvania sites

Advocated for and helped advance state permitting reforms through Permit Fast Track, SPEED, and deemed approval

GROWING JOBS

23 business projects wins

18,622 jobs created or retained

$16.1 billion in capital investment announced

SHAPING OUR FUTURE

Advanced regional priorities on energy capacity, economic mobility, and site readiness through research and cross-sector convenings

Convened marquee summits shaping policy and investment priorities:

- Pittsburgh Regional Business Investment Summit
- Building the Future: Lessons in Economic Mobility and Growth for All [1]
- Pennsylvania Nuclear Summit [2]

[1]

[2]









DRIVING RECORD-BREAKING ECONOMIC GROWTH

In 2025, the Conference helped secure 23 business investment projects in Southwestern Pennsylvania, projected to create or retain 18,622 jobs and generate $16.1 billion in capital investment, marking the region's strongest year for capital investment in a decade.



These results reflect both disciplined execution and a convergence of competitive advantages, including advanced manufacturing strength, energy capacity, site readiness, and coordinated public-private engagement.

These efforts contributed to Pennsylvania improving its competitive position—moving up seven spots to **11th nationally for business climate** and ranking **9th in total projects** in *Site Selection Magazine*—and becoming the **only state in the Northeast with a growing economy,** according to *Moody's Analytics*.



Landmark Investment Wins

Together, these projects demonstrate the scale of opportunity available to regions prepared to align industry, infrastructure, and policy.

- **Homer City Redevelopment and Kiewit ($10B):** Repositioning a former coal-fired facility into a modern natural gas-powered technology and data hub in Indiana County, demonstrating how legacy energy assets can power future growth.
- **U. S. Steel/Nippon Expansion ($2.4B):** Reinforced the region's leadership in advanced manufacturing and reshoring critical production capacity in Allegheny County. The partnership also highlighted the Conference's role as a convener and connector—engaging industry, labor, and policymakers to support long-term investment in domestic steel production and reinforce regional alignment.
- **Eos Energy ($352.9M):** Relocating headquarters from New Jersey to the City of Pittsburgh and expanding manufacturing operations in Allegheny County, further establishing the region as a leader in energy storage and innovation.
- **Frontier Group of Companies ($3.2B):** Converting a former coal-fired facility into a natural gas-powered plant in Beaver County that will generate 3.6 GW of power for a potential end user.
- **Calgon Carbon Corporation/a Kuraray Company:** Expanded its regional footprint by leasing an additional 40,000 squarefeet of warehouse space at the Ambridge Regional Distribution & Manufacturing Center, to accommodate their $13.2M expansion on Neville Island.

A More Disciplined Business Investment Model

Behind these outcomes was a deliberate evolution in how the Conference advances business investment opportunities from early interest to final decision.

In 2025, the Conference formalized a **four-stage business investment funnel**—from proactive business development and in-market engagement to site evaluation and final decision-making—supported by improved CRM tracking and clearer performance visibility. This approach sharpened prioritization, improved coordination with partners, and focused resources on the highest-impact opportunities.

Key elements of the strengthened model included:

- **Network Connectors,** aligning regional partner organizations around a shared pipeline, sector focus, and engagement strategy.
- **Targeted Lead Generation in Priority Industries,** including sector-specific summits (such as the Pittsburgh Regional Business Investment Summit and Pennsylvania Nuclear Summit), trade show participation, and curated in-market (U.S. Open) and out-of-market (Ireland) experiences designed to identify and qualify high-potential prospects.
- **Coordinated Executive Engagement,** leveraging board and partner leadership through executive briefings, site visits, and peer-to-peer connections to accelerate qualified prospects toward investment decisions.
- **Integrated Workforce and Site Readiness alignment,** linking business attraction more directly with talent, training, and infrastructure planning.

This model increased speed-to-market and strengthened the region's credibility with investors and site selectors.





STRENGTHENING THE POLICY ENVIRONMENT

Project wins happen when companies find conditions ripe for growth and opportunity. Whether it's a regional firm deciding to expand its operations or a new firm comparing the Pittsburgh region to other markets, we are competing and winning more because we have strengthened our policy environment. In 2025, the Conference continued to advance bipartisan solutions that align public policy with market opportunity, helping Pennsylvania and the Pittsburgh region compete nationally.

Key Policy Progress

- **Tax Competitiveness:** Continued implementation of the Corporate Net Income Tax reduction, ultimately cutting it in half to 4.99%.
- **Site Readiness:** Continued investment in the PA SITES program, strengthening the region's supply of shovel-ready sites, with more than $21 million secured through Phase 1 and Phase 2 awards for local SWPA projects including the New Kensington Advanced Manufacturing Park (Westmoreland County), the McKees Rocks Distribution and Logistics Park (Allegheny County), the Fort Cherry Development District (Washington County), and more. The Conference worked directly with state partners to facilitate site tours and coordinate project advancement, accelerating readiness and competitiveness.
- **Permitting Reform:** Use of permitting tools such as PA Permit Fast Track and SPEED to accelerate high-impact projects and passage of legislation, including deemed approval standards for certain permits.

FEDERAL ENGAGEMENT & INVESTMENT

Federal Investment: New Economy Collaborative

The Conference continues to position Southwestern Pennsylvania as a national hub for robotics and autonomy through the New Economy Collaborative (NEC), supported by a $63 million multi-year federal Build Back Better Regional Challenge award.

While implementation is delivered by a broad network of regional partners, the Conference chairs the NEC board, ensures accountability to federal partners, and coordinates strategy and long-term sustainability. Since launch, the Collaborative has supported more than 90 partner organizations across 11 counties, reaching more than 22,000 residents through business modernization, innovation acceleration, and workforce development.

Federal Advocacy & Alignment: D.C. Fly-In

Our coordinated model of regional alignment extended nationally in 2025, as the Conference deepened engagement with the federal government and strengthened alignment with Pennsylvania's bipartisan leadership and congressional delegation:

- Renewed relationships with federal agencies, including the departments of energy, defense, commerce, transportation, and the White House.
- Coordinated engagement with the full Southwestern Pennsylvania congressional delegation on energy, manufacturing, permitting, and downtown revitalization priorities.
- Collaborated on high-profile national convenings, including Senator McCormick's Energy and Innovation Summit at Carnegie Mellon University, elevating the region's profile as a leader in energy technology, AI, and advanced manufacturing.

The 2025 D.C. Fly-In—themed **One Region. One Voice.**, convened more than 80 business and civic leaders alongside local government officials for direct advocacy with congressional offices and federal agencies. For the first time, all 10 counties participated in a coordinated spotlight, presenting shared priorities and investment opportunities directly to federal decision makers. The Fly-In reinforced the Conference's role as a trusted intermediary and positioned the region as a unified, solutions-oriented partner.

By combining regional coordination with strategic federal engagement, the Conference strengthens the region's ability to compete for investment, influence policy outcomes, and advance shared economic priorities.





ADVANCING THE REGION'S ENERGY FUTURE

In 2025, energy emerged as a defining economic competitiveness issue for the Pittsburgh region. In response to growing concerns around energy security and capacity, the Conference convened leaders across industry, utilities, and innovation.



Through targeted engagement—including the Pennsylvania Nuclear Summit and energy-focused policy forums—the Conference advanced a **"Build Now and For the Future"** strategy, positioning the region's energy generation challenges as a long-term economic opportunity.

At the state level, Pennsylvania's exit from the Regional Greenhouse Gas Initiative (RGGI) and broader budget discussions intensified focus on electricity pricing and generation capacity, reinforcing the urgency of a comprehensive energy strategy.

This alignment of market demand, policy attention, and regional coordination is already translating into investment decisions, with projects demonstrating how energy capacity and infrastructure readiness directly support large-scale capital investment.



Build Now and For the Future



ADVANCING DOWNTOWN PITTSBURGH'S REVITALIZATION

Downtown Pittsburgh experienced a meaningful shift in 2025—from vision and planning to visible execution. Public- and private-sector collaboration accelerated investment, improved public safety and cleanliness, and strengthened confidence in the Golden Triangle's future.



Visible Momentum

- **Public Realm Transformation:** Arts Landing, Market Square, and Point State Park are on track to open in spring 2026, supported by more than $60 million in combined public and private investment. Arts Landing is being led by the Pittsburgh Cultural Trust and Market Square by the Pittsburgh Downtown Partnership, with Mascaro Construction serving as the lead contractor for both.
- **Housing & Development:** Nearly 1,000 residential units—approximately one-third affordable—are in development across seven major projects.
- **Market Signals:** Office leasing stabilized mid-year, with more space leased than vacated for the first time since before the pandemic.
- **State Engagement:** Redevelopment Assistance Capital Program (RACP) applications for downtown projects increased from three in 2021 to 15 in 2025, signaling renewed momentum and confidence.

Downtown's recovery is not just an urban priority—it is a prerequisite for regional competitiveness, talent attraction, and long-term economic growth across all 10 counties.

THOUGHT LEADERSHIP IN WORKFORCE & INCLUSIVE GROWTH

The Conference continued to strengthen its role as a regional convener and thought leader on economic mobility, talent, and workforce solutions.

Key Initiatives:

- Hosted the Building the Future: Lessons in Economic Mobility and Growth for All Summit, engaging nearly 100 cross-sector leaders on Conference-led initiatives, key regional challenges, and best practices related to healthy host conditions.
- Supported collaboration among employers, community colleges, workforce boards, and philanthropy to strengthen the region's advanced nuclear workforce pipeline.
- Strengthened regional alignment around economic mobility, talent pipelines, and employer needs.

This work reinforces the Conference's healthy host model—aligning business growth with workforce readiness and inclusive opportunity.







ACTIVATING OUR NETWORK

Economic competitiveness increasingly depends on speed, coordination, and credibility.

In 2025, the Allegheny Conference strengthened its role as the region's connector—not simply convening stakeholders but aligning decision-makers across sectors and levels of government to accelerate outcomes.

Rather than operating through a single channel, the Conference mobilized its network through multiple committees, targeted convenings, and executive engagement formats, each designed to address different dimensions of regional competitiveness—from business investment and workforce to energy policy and federal advocacy.



Committees Driving Regional Priorities

In 2025, the Conference advanced regional priorities through a set of standing and issue-focused committees, supported by curated engagement opportunities that moved ideas into action:

- **Energy Taskforce and Energy Policy Committee** *(Chair: Kevin Walker, Duquesne Light Company)* aligned and produced the "Build Now and For the Future" energy strategy.
- **Federal Relations Committee** *(Chair: Steve Blanco, MSA Safety)* coordinated engagement with the federal administration and congressional delegation to advance regional priorities and secure transformational investment.
- **Growth Committee** *(Chair: Bryan Salesky, Stack AV)* generated and advanced business investment leads, with a focus on priority sectors and converting interest into active projects.
- **Policy Committee** *(Chair: Daniel K. Fitzpatrick, Citizens Mid-Atlantic Region)* translated business priorities into actionable policy positions, testimony, and advocacy related to taxes, permitting, and economic development programs.
- **Regional Growth & Competitiveness Committee** *(Chair: Russell Mills, Federal Reserve Bank of Cleveland)* provided real-time insight into business and sector dynamics shaping the region's competitive position.
- **Thought Leadership Committee** *(Chair: Rebekah Byers Kcehowski, Jones Day)* guided the Conference's data, research, and analysis agenda, informing decision-making on workforce, talent, demographics, and long-term growth.

ON THE HORIZON:
A CLOSING MESSAGE FROM OUR CEO

In a year marked by economic uncertainty and rapid change, in 2025, the Pittsburgh region demonstrated that alignment, partnership, and action remain its greatest strengths. I am proud of the progress reflected in these pages.



In 2025, strategy translated into action—from record-breaking business investment and landmark energy projects, to meaningful progress on site readiness, policy competitiveness, and downtown revitalization. What makes this moment different is how these efforts connect. The Conference is operating as a coordinated system, aligning business investment, public policy, and regional leadership to move opportunities from vision to decision. This progress is made possible by the leadership and investment of our Regional Investors Council, whose support enables the Conference to convene leaders, advance shared priorities, and strengthen the region's economic future.

As we enter 2026 with momentum and clarity, thank you for your continued partnership and commitment to a thriving Pittsburgh region.

Stefani Pashman
CEO

Get Involved

Join us. Stay informed. Engage in strategic initiatives. Connect with the region's top leaders.

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