

# 2025 GOALS



## GOAL 1: DOWNTOWN

Spearhead downtown  
Pittsburgh's revitalization



## GOAL 2: ECONOMIC GROWTH

Scale up efforts to drive economic growth



## GOAL 3: FEDERAL INVESTMENTS

Reestablish deep engagement with the  
federal government



## GOAL 4: THOUGHT LEADERSHIP

Seed an environment and ecosystem  
primed for growth



## GOAL 1: DOWNTOWN

Continue to spearhead downtown Pittsburgh's revitalization in collaboration with government, business, philanthropic, and civic leaders to ensure the vibrancy and safety of downtown and the strategic redevelopment and investment strategy repositioning downtown real estate, public realm, and civic spaces.

### Key Strategies for 2025:

Drive the implementation of the [Downtown Revitalization Vision plan](#) through permitting, fund distribution, and support of lead partners. Coordinate messaging and branding of the plan.

### Key Outcomes for 2025:



- Sustainable and durable funding streams for ongoing activity and projects exist.



- Market Square and 8th Street Block construction on-track for completion by April 2026.



- Stakeholders support the downtown revitalization plan.



## GOAL 2: ECONOMIC GROWTH

Scale up efforts to drive economic growth from within and outside the southwestern Pennsylvania market with intentional focus on high-impact projects that benefit people and communities regionwide and materially improve perception and regional competitiveness.

### Key Strategies for 2025:

#### 1. Pursue 'big bets' that have potential to generate transformational economic impact around the region.

- Expand power generation to solve grid reliability challenges and enhance competitiveness while leveraging the region's unique strengths and expertise in advanced nuclear and natural gas-based power generation.
- Advance the energy transition for hard-to-abate industries by enabling scaled clean hydrogen production and utilization of captured coal mine methane for production of sustainable aviation fuels and other uses.
- Expand energy tech manufacturing to facilitate the development of high-value supply chains (battery storage, electric components, advanced nuclear technologies, etc.).

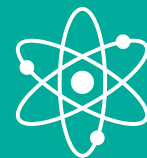
### Key Outcomes for 2025:



- Statewide energy strategy that enhances competitiveness and leverages regional strengths in advanced nuclear, natural gas, productive use of coal mine methane, and energy innovation.



- State permitting efforts (e.g., SPEED) and incentives (e.g., enhanced Job Creation Tax Credit and PA Edge Tax Credit) are aligned and supportive of the region's 'big bets' efforts.



- Secure two to four large-scale projects with a CapEx in excess of \$100 million that falls within the regional energy strengths in advanced nuclear, natural gas, sustainable aviation fuel, and energy innovation.

## Key Strategies for 2025:

### 2. Continue to build out AI/robotics, energy, and life science clusters in collaboration with strategic ecosystem partners.

- Tailor business attraction to high-potential projects, leveraging marquee events and strategic marketing.
- Strategically partner with key organizations representing sector-specific clusters and focus on supporting the ecosystems via public policy and securing business investment.

## Key Outcomes for 2025:



- Ensure that state investment and economic development tools, specifically any tax credits created or changed, and investments made, are aligned with opportunities within the AI/robotics and life science clusters.



- Secure strategic partnerships, formally and informally, with key industry groups in the AI/robotics, energy, and life science clusters. The focus of the Allegheny Conference work will be within the policy and lead generation/business investment context.



- Secure state-level policy wins that use state investment to leverage federal investment in areas that support regional AI/robotics and life science clusters.

## Key Strategies for 2025:

### 3. Foster healthy host conditions to enhance regional competitiveness and ensure all businesses in the region have the opportunity to thrive.

- Continue the phase-down of the corporate net income (CNI) tax and broaden net operating loss (NOL) carryforward to include past losses.
- Maximize utilization of existing economic development programs.
- Ensure measurable progress to reduce state permitting times. Support passage of federal permitting reform legislation to speed up project delivery.
- Continue to drive robust market expansion and retention through our targeted outreach program, strategic partnerships, and systemic policy solutions (e.g., permitting, mega-sites, incentives, CNI/NOL, etc.) to maximize economic growth and prevent job declines in key business markets.
- Advocate for new economic incentive toolbox at the state level and improve and maximize state economic development attraction and retention incentives such as job creation tax credit program.

## Key Outcomes for 2025:



- CNI and NOL targets are achieved.



- New state business investment incentives, such as the job creation tax credit, are adopted.



- State permitting process is more efficient and effective.



- Multiple sites in the region receive PA SITES funding in 2025.



- With improved policy, regular frameworks, and market conditions, Pennsylvania will become a top-five business-friendly state and business location of choice, supporting business and job growth.



## GOAL 3: FEDERAL INVESTMENTS

Reestablish deep engagement with the federal government to maximize investment and policy support for the region's economic development priorities.

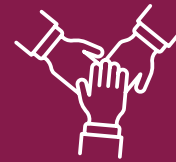
### Key Strategies for 2025:

- Identify key agencies, departments, opportunities, and points of contact for each 'big bet' area, and develop a coordinated strategy for engagement.
- Cultivate relationships with key members of congressional delegation to ensure they effectively champion the region's interests in Washington, D.C.
- Pursue high-priority funding opportunities through purposefully formed public-private partnerships.

### Key Outcomes for 2025:



- For each 'big bet' area and strategic priority, we have built direct collaboration with members of the federal government, and identified/pursued specific funding and policy opportunities.



- The region's congressional delegation is materially supporting the region's economic development priorities.



## GOAL 4: THOUGHT LEADERSHIP

Seed an environment and ecosystem primed for job growth and attractive to businesses both in and out of the region.

### Key Strategies for 2025:

- Develop a delivery system to meet talent needs of business investment project wins.
- Identify policy solutions to systemic issues in the workforce system. Bring about targeted talent and workforce solutions.
- Actively share perspective and data on workforce and talent issues as the voice for the region.

### Key Outcomes for 2025:



- An end-to-end process that optimizes business investment efforts in alignment with the regional workforce/talent ecosystem for current and target priority companies.



- The region's workforce stakeholders will be aware of and identify funding opportunities for training around the Conference's 'big bets' and priority focus areas.