VisitPittsburgh is dedicated to generating convention, trade show and leisure travel business for the Pittsburgh region.
A Letter from the Chairman

Jeffrey W. Letwin, Esq.

In 2006, I had the honor of taking on the role of chair of VisitPittsburgh. I agreed to serve because of my commitment to Pittsburgh and because of my belief that VisitPittsburgh is an integral part of the economic vitality of our region. This position gives me the opportunity to work to make positive contributions to both a city and a community that I love and of which I am extremely proud.

VisitPittsburgh continues to make significant contributions to our region. As you’ll see by the numbers presented in this annual report, tourism and conventions generate a significant return for our community. VisitPittsburgh’s sales and marketing efforts are primarily responsible for creating these outstanding, measurable results.

In fact, Allegheny County now leads Pennsylvania in overall tourism revenue with a 12.7 percent share of all state tourism dollars.

The word is out! There are great things happening here! And, this year we are seeing the culmination of one of the region’s greatest examples of collaboration – the 250th anniversary of Pittsburgh. Working closely with Allegheny Conference on Community Development, the Senator John Heinz History Center and our many other community partners, VisitPittsburgh has been involved in helping to plan, organize and promote the 250th celebration. The staff has dedicated many hours to the planning and execution of programs and continues to bring new ideas to the table for this regionwide celebration.

I am personally proud to be co-chair of the Pittsburgh 250 Reunion Committee, along with Ester Bush, President & CEO of the Urban League of Pittsburgh. The “Bring It Home to Pittsburgh” campaign, which launched in 2006, encourages companies, organizations and families to hold meetings, conventions, events and reunions throughout southwestern Pennsylvania in 2008 and beyond. In fact, nearly 93,000 people will be returning to Pittsburgh as part of the Reunions & Homecoming initiative.

This is just part of the excitement. From the renovation of Point State Park to the completion of the Great Allegheny Passage, from the American Eagle Outfitters Tour of Pennsylvania to the PNC Legacy Trail Ride that celebrates the completion of the Great Allegheny Passage, a new chapter is being built on the foundation of our history.

Together with VisitPittsburgh, I am pleased and extremely proud to be a part of it.
A Letter from the President

Joseph R. McGrath

2007 was an incredible year marked by amazing happenings and noteworthy achievements.

According to the 2007 Places Rated Almanac, Pittsburgh ranks first as the best metropolitan area in the United States. Adding another feather to Pittsburgh’s proverbial high-ranking cap, the travel experts from Frommer’s designated Pittsburgh one of 2008’s top travel destinations in the world. In addition, Forbes magazine recognized the city’s transformation by recently ranking Pittsburgh among the top 10 of the “World’s Cleanest Cities.”

As a city, we take pride in these – and other – honors, just as we take pride in being named the “Best Arts Destination” among mid-sized cities in 2007 by American Style magazine.

These well-deserved accolades continue to assist VisitPittsburgh in successfully advancing our mission of generating convention, trade show and leisure travel business for the Pittsburgh region.

To that end, VisitPittsburgh over the past decade has developed and utilized a two-pronged approach to assist in improving Pittsburgh’s image. It is this strategic approach that has demonstrated dramatic results.

Each year, we host “key influencers” in their respective industries. We’ve attracted groups such as the Inc. 500 Conference, American Bus Association, National Business Travelers Association and Religious Conference Management Association. In 2007, we were the proud host of the Destination Marketing Association International, which brought more than 1,000 attendees, including 700 destination marketing professionals from around the world to Pittsburgh. This year, we’re hosting the 2008 National Tour Association, which will bring 2,500 group tour operators to the region in November 2008. By hosting the “movers and shakers” of a variety of disciplines, we are able to influence others about Pittsburgh’s many merits. These decision makers realize that the realities of Pittsburgh invariably exceed the expectations.

The second prong in VisitPittsburgh’s strategy is to host major events that garner national media coverage. By doing so, people across the country – and around the world – can see Pittsburgh’s transformation for themselves. Witness the U.S. Open in 2007, the All-Star Baseball Game in 2006 and the CITGO Bassmaster Classic in 2005. We now look forward to the many exciting events surrounding the Pittsburgh 250 celebration in 2008, a soon-to-be-announced event for 2009 and the U.S. Women’s Open in 2010.

We will continue with this successful two-pronged strategy going forward. Journalists, meeting planners and conventioneers will experience the Pittsburgh region, and they will tell our incredible story.
2007 was a record-breaking year for VisitPittsburgh's Convention Sales Department. In 2007, the team sold 266,247 room nights for future years – the largest number of room nights booked for the future in VisitPittsburgh's history.

The department contributed 248,864 rooms to the overall room night consumption of Allegheny County in 2007. This contributed to a 3.5 percent increase in hotel room demand. Smith Travel Research reports that overall hotel RevPAR (revenue per available room) in 2007 increased 11 percent over 2006 for the Pittsburgh area.

Special emphasis was placed on booking business during need times that occur during traditional low occupancy periods such as winter months and holidays. In 2007, these “Value Season” room night bookings for future years hit 71,556 – an unprecedented 93 percent increase over 2006 – and the most in VisitPittsburgh's history.

In 2007, the Convention Sales team booked 454 meetings and conventions for 2007 and beyond, including 197 usage days for the David L. Lawrence Convention Center. These bookings represent an anticipated direct spending totaling $254 million.

To secure these bookings, the Convention Sales staff completed 1,218 face-to-face meetings with prospective customers and participated in 25 trade shows. Trade show participation resulted in 1,072 contacts with potential clients and 69 leads for future business opportunities. A total of 231 meeting planners were brought to the city for familiarization tours and site visits throughout 2007.

The 2007 “Bring It Home” campaign, which encourages local leaders of national organizations to bring meetings to the Greater Pittsburgh area, resulted in the second-highest number of bookings since the program’s inception. In 2007, 155 bookings represented 105,065 room nights booked for future years – up 16 percent in room night bookings from 2006. These bookings account for 93,253 attendees, and total “Bring It Home” events booked in 2007 represent $102 million in direct spending – a 56 percent increase over 2006 figures.

2007 also presented an unexpected and unprecedented challenge: The February collapse of a portion of the David L. Lawrence Convention Center loading dock. Determined to keep the negative public exposure to a minimum, the staff worked closely with DLCC management to develop a strategy of response. That strategic plan involved swift, direct and truthful answers to questions posed by the media. And, with VisitPittsburgh staff working swiftly and diligently with our clients and hospitality industry partners, not one piece of business was lost as a result of the incident.

VisitPittsburgh’s Convention Sales team hosted 231 meeting planners through site visits and familiarization tours in 2007 - that’s one for every working day of the year. Here’s what they had to say about Pittsburgh:

“Pittsburgh is a worthy destination.”
- Council of the Great City Schools

“The staff at VisitPittsburgh could not have been more friendly or accommodating.”
- HelmsBriscoe

“It is a vibrant, clean city with a wide economic base in both blue-collar and white-collar industry.”
- FamilyLife

“The city was great and the people were very friendly, in a real way not a fake way.”
- Association of Fraternity Advisors
**Top 10 Groups Booked in 2007 (by number of room nights)**

<table>
<thead>
<tr>
<th>Group/Event</th>
<th>Room Nights</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barbershop Harmony Society International Convention</td>
<td>15,300</td>
<td>2015</td>
</tr>
<tr>
<td>National Society of Black Engineers</td>
<td>14,270</td>
<td>2012</td>
</tr>
<tr>
<td>East Coast Junior Girls Volleyball Championships</td>
<td>11,455</td>
<td>2008</td>
</tr>
<tr>
<td>National Association of Counties Annual Conference</td>
<td>10,407</td>
<td>2012</td>
</tr>
<tr>
<td>National Rifle Association Annual Meeting &amp; Exhibits</td>
<td>9,264</td>
<td>2011</td>
</tr>
<tr>
<td>INSIGHT Annual Conference</td>
<td>6,650</td>
<td>2011</td>
</tr>
<tr>
<td>Youth Specialties National Youth Workers Convention</td>
<td>6,223</td>
<td>2008</td>
</tr>
<tr>
<td>Sanofi-aventis Pharmaceutical Field Managers Meeting</td>
<td>6,150</td>
<td>2007</td>
</tr>
<tr>
<td>National Student Nurses Association Annual Conference</td>
<td>5,110</td>
<td>2012</td>
</tr>
<tr>
<td>Convention Connections Fall Leadership Meeting</td>
<td>4,200</td>
<td>2007</td>
</tr>
</tbody>
</table>

**Top 10 Groups Hosted in 2007 (by direct spending)**

<table>
<thead>
<tr>
<th>Group/Event</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007 U.S. Open</td>
<td>$59.8 million</td>
</tr>
<tr>
<td>East Coast Volleyball Inc.</td>
<td>$8.1 million</td>
</tr>
<tr>
<td>NCAA Division I Women’s Basketball Championship – 1st /2nd Rounds</td>
<td>$6.3 million</td>
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<tr>
<td>Air and Waste Management Association</td>
<td>$5.9 million</td>
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<tr>
<td>International City/County Management Association</td>
<td>$4.9 million</td>
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<tr>
<td>Longwall USA</td>
<td>$3.75 million</td>
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<tr>
<td>U.S. Air Force Environmental Training Symposium</td>
<td>$3.5 million</td>
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<td>PA Association of School Business Officials</td>
<td>$3.02 million</td>
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<tr>
<td>Convention Connections</td>
<td>$2.58 million</td>
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<tr>
<td>Sanofi-aventis</td>
<td>$2.4 million</td>
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</table>

**Major Conventions Return to the 'Burgh**

VisitPittsburgh put together the winning bid to again bag the National Rifle Association of America’s national convention for 2011. The event, which will take place April 28 – May 1 at the David L. Lawrence Convention Center, is expected to attract upwards of 61,000 attendees, ranking it among the largest conventions ever held in Pittsburgh.

The 2004 NRA convention in Pittsburgh set a new attendance record for all of the organization’s previous conventions. And, that prompted, NRA leadership to call the Convention Services Department of VisitPittsburgh (then the Greater Pittsburgh Convention & Visitors Bureau) a “national treasure.”

In addition, the National Society of Black Engineers (NSBE), the largest student-managed organization in the world, returns to Pittsburgh in March 2012 for its annual convention. Approximately 10,000 NSBE members are expected to attend.

The 2006 NSBE convention was the largest of the year in Pittsburgh, attracting 10,000 people over a five-day period. Following this successful event, NSBE leadership told VisitPittsburgh: “You made us feel welcome from Day 1 and were responsive to our requests and made sure our convention attendees were well taken care of. With your help, this year’s event was undoubtedly one of our best ever.”

Combined, these two conferences will leave behind an anticipated $25.2 million in direct visitor spending. The spending includes roughly $479,000 in hotel tax revenue, $203,800 in RAD revenue and $1.2 million in state sales tax revenue.
Convention Services

From airport pickups to site visits, and welcome letters to welcome signs, the Convention Services Department aims to please. Providing its award-winning level of service that is both proactive as well as personalized for each and every meeting planner and group is what this department is all about.

The Department provides 24-hour access to its services and is committed to doing whatever it takes to ensure successful events and satisfied clients. From the moment meeting planners select Pittsburgh as a convention site, until the last delegate departs, VisitPittsburgh’s Convention Services Staff is available to make meetings run smoothly.

Within the department, the Housing Services staff supported nine major conferences and events in 2007. For these events, 8,754 room reservations were processed totaling 34,315 room nights. This represents a 26 percent increase in room reservation activity over 2006.

The department also helped to promote attendance for seven major conventions scheduled to take place in Pittsburgh in 2008. Staff participated in “attendance builders” throughout 2007 for the following: U.S. Youth Soccer Association in St. Louis; Association of Iron & Steel Technology in Indianapolis; American Society of Engineering Education in Honolulu; Materials, Science & Technology in Detroit; American Society of Civil Engineers in Orlando; Health Physics Society in Portland, Ore.; and International Foodservice Distributors Association in Louisville.

To ensure successful events, the Convention Services Department facilitates pre-convention meetings between the meeting planner and all interested parties, including staff from VisitPittsburgh, the David L. Lawrence Convention Center, hotels, Pittsburgh Public Safety Department and ground transportation representatives for conventions using at least two hotels and/or the convention center. In 2007, VisitPittsburgh convened 16 “pre-convention meetings.”

In addition, the department supplied material and staffed two information booths during seven days at the U.S. Open, which was attended by more than 240,000 people.

Throughout the year, the department placed 4,216 restaurant reservations and referrals for 15 major groups. This represents a 41 percent increase over 2006.

The Department’s commitment to service is demonstrated with its “Service on a Silver Platter” initiative. As part of this program, more than 250 platters were distributed to meeting planners to inform them of the award-winning service they can expect from VisitPittsburgh.

And, VisitPittsburgh’s outstanding customer service has not gone unnoticed and is consistently recognized as a multi-year winner in numerous trade publications. This dedication to quality service was key to being a 14-time winner of Meetings & Conventions’ Gold Service Award. This prestigious award honored VisitPittsburgh in 2007 for excelling in professionalism and dedication in their service to meeting professionals. VisitPittsburgh also received a Pinnacle Award from Successful Meetings magazine for the 15th consecutive year and was recognized as an “outstanding destination support organization.”

Through the combined efforts of the hospitality community – including hotels and the David L. Lawrence Convention Center – VisitPittsburgh’s Convention Services Department successfully provided its award-winning service to numerous groups in 2007, including:

- 2007 U.S. Open – 240,000 attendees
- Air and Waste Management Association – 2,500 attendees
- East Coast Volleyball – 10,000 attendees
- International City/County Management Association – 3,500 attendees
- NCAA Division I Women’s Basketball Championship – 1st /2nd Rounds – 20,000 attendees

“Pittsburgh is big enough to offer world-class museums and cultural venues, small enough to make navigating simple, and hip enough to offer some great food.”

The Orange County Register
Tourism & Cultural Heritage

The Tourism & Cultural Heritage Department (TCH) markets southwestern Pennsylvania, better known as Pittsburgh and Its Countryside, to individuals and groups as a destination for leisure travel. The department focuses exclusively on overnight travelers from both the international and domestic markets.

In 2007, through a comprehensive and collaborative advertising campaign directed to 11 cities within driving distance of Pittsburgh, the department successfully conveyed the message about the region’s tourism amenities through a variety of programs in print, direct mail and electronic media.

These efforts are paying off: An estimated $73.6 million in direct spending came from visitors to Pittsburgh and Its Countryside targeted and tracked by VisitPittsburgh in 2007 – an increase of 18 percent over 2006. This spending was generated by group, international and cultural tourists from targeted geographic areas during the length of specific promotional campaigns.

Tourism advertising included placement in various vehicles, including: Pennsylvania Travel Guide, Pennsylvania Pursuits magazine, state map, billboards along the Pennsylvania Turnpike, newspaper ads, direct mail campaigns, airline publications and associated web sites, e-blasts, podcasts, radio programming and promotions in prestigious online outlets, such as NYTimes.com and Washingtonpost.com.

Visitor inquiries to VisitPittsburgh hit an all-time high in 2007, with 2.5 million inquiries – up 47 percent over 2006. Also noteworthy is that the percentage of inquirers who actually visited Pittsburgh increased 5 percent in 2007. An amazing 80 percent of inquirers of VisitPittsburgh actually visited Pittsburgh in 2007.

Thanks to the media-buying power of the Pittsburgh and Its Countryside regional marketing consortium representing 10 tourism promotion agencies, over $1 million was spent in 2007 on a comprehensive advertising campaign to drive overnight tourism business to Southwestern Pennsylvania.

The unique regional cooperative advertising initiative also continues to prove successful. In 2007, the department tracked nearly 498,000 visitors to the region coming from markets in which Pittsburgh and Its Countryside advertised – up 72 percent over 2006.

Advertising messaging included 2007 accolades, such as “America’s Most Livable City” by Places Rated Almanac, and “One of the Top Travel Destinations in the World” by travel experts Frommers. And, Pittsburgh Celebrates Glass, featuring Phipps Conservatory and Botanical Gardens exhibition of Dale Chihuly glass also received considerable attention in tourism marketing materials.

With broad coverage through increased internet marketing efforts, the Pittsburgh tourism message was heard and seen throughout the world. Attendance at travel shows in the U.S. and Europe continues to give Pittsburgh a presence in the international travel destination marketplace.

Also in 2007, more than 35 partner organizations participated in the enhanced cooperative advertising program, generating a 60 percent increase in revenue over last year. Attraction partners such as Kennywood, the Carnegie Museums of Pittsburgh, Phipps Conservatory, the Pittsburgh Zoo & PPG Aquarium, the Mattress Factory and the Children’s Museum of Pittsburgh participated in and benefited from being part of the tourism marketing message.

“Livable, lovable Pittsburgh – the Steel City inspires the imagination.”

Global Traveler
Tourism & Cultural Heritage

The department also drove business to the hospitality industry by introducing a Global Distribution System used for selling hotel inventory on visitpittsburgh.com – with 135 hotels in the region available online.

The group tour division tracked 69,532 room nights in the domestic and international markets in 2007, generating almost $27.9 million in direct spending in Allegheny County. Staff met with 272 tour planners and operators at 14 trade and group leader shows. These activities resulted in 201 leads that were sent to VisitPittsburgh partners.

Look Back

- Nearly 105,000 visitors stopped by the three VisitPittsburgh-staffed Welcome Centers an increase of 9 percent over 2006.
- Downloads of the Official Visitors Guide to Pittsburgh increased a whopping 260 percent in 2007 to 6,773.
- Visitor inquiries hit an all-time high in 2007, with 2.5 million inquiries.

Promoting the Region

The department worked with the Pittsburgh Celebrates Glass collaborative to promote the Chihuly at Phipps: Garden & Glass exhibition, along with other cultural amenities in the region. Promotions included themed getaway packages, special section on VisitPittsburgh’s web site, e-blasts, merchandise sales in Welcome Centers, partnership events and more.

Among the activities promoted by TCH in 2007:

- Pittsburgh Celebrates Glass
- Reunions and Homecomings as part of Pittsburgh 250
- U.S. Open Golf Tournament
- Pittsburgh Neighborhood Tours
- Underground Railroad
- “Make a New Memory” at Kennywood
- “Dinosaurs in Their Time” at Carnegie Museum of Natural History
- “Bodies: The Exhibition” at Carnegie Science Center
- “Water’s Edge” at Pittsburgh Zoo & PPG Aquarium

“The New York Times

“Today, Lawrenceville is a hub for an arts, fashion and interior design district called the 16:62 Design Zone... throw in some good restaurants and other ancillary amenities, and Butler Street is slowly becoming a go-to destination.”
2007 was rich with public relations successes and advertising accomplishments. Notable were the numerous news articles in high-profile publications, such as The New York Times, Chicago Sun-Times, Baltimore Sun and over 250 additional newspapers and magazines. Add to that another 200+ placements in Web outlets, and the Marketing & Communications Department (M&C) can be credited with bringing nearly $4 million in advertising equivalency exposure to Pittsburgh and its Countryside.

In 2007, the department hosted 54 journalists to the region. These press tours were organized around niche interests, including culinary, outdoor adventure, romance and others. 2007 also marked the department’s successful bid to host the prestigious Public Relations Society of America/Travel & Tourism Section’s annual national conference in Pittsburgh.

M&C worked with other VisitPittsburgh departments to create high-impact marketing and advertising campaigns.

The department also developed and negotiated the Tourism & Cultural Heritage advertising plan that led to the success of the 2007 campaign – including a 43 percent increase in co-op participation and increases in tourism across the board. All told, the department created 12 unique direct mail pieces and more than a dozen advertorials for convention industry and consumer publications. The Pittsburgh 250 tagline – “Imagine what you can do here” – was incorporated across the board.

M&C also produced numerous printed and web publications in 2007, including the Official Visitors Guide to Pittsburgh, 2006 Annual Report, EventSource and the VisitPittsburgh Relocation Guide, published online. Other highlights include a successful Web Photo Contest, where more than 300 photos were added to VisitPittsburgh’s media library. This contest helped to reduce photo costs considerably.

The Local Awareness Campaign continued, with new radio and television spots airing on KDKA TV and KDKA, KQV and WDUQ Radio, as well as a downtown billboard that enhanced VisitPittsburgh’s name recognition as well as an understanding of its mission. VisitPittsburgh partnered with the Allegheny Conference on Community Development on another billboard, located along Parkway West, to promote the Pittsburgh 250th Celebration.

A grant from the Equitable Resources Foundation enabled VisitPittsburgh to produce several television spots that extols the region’s many attributes and invites people to visit and businesses to locate or expand in the region. The promotional television ads, “Pittsburgh – Most Livable City” and “Come Home to Pittsburgh,” aired on Comcast, Time Warner networks in Ohio and locally on KDKA.

In addition, the department also assisted with the creation of “PLACENOTES,” a lovely collection of boxed cards with Pittsburgh-area photos and beautifully written descriptions of many of the region’s cultural and architectural points of interest. Underwritten by the Heinz Endowments and produced in conjunction with the Charles Moore Foundation, PLACENOTES will be sold in museums and book stores across the country.

Look Back

- Generated nearly $4 million in advertising equivalency.
- Competing against 30 other cities, M&C Department won the bid to host the Public Relations Society of America’s Travel & Tourism Conference in 2008.
- Continued efforts to enhance the organization’s local presence through a successful Local Awareness Campaign.
Partnership Development

The Partnership Development Department reinvented itself in 2007—following the first full year of the new business partnership model sales structure. This new structure recognizes the value of VisitPittsburgh’s products and services, including the numerous business opportunities that VisitPittsburgh regularly presents to its partners.

To cohesively bring together all products and elements of marketing, Partnership Development and Tourism Cultural Heritage departments teamed together to launch a new hybrid sales team. This effort enables partners to receive fully customized programs based on specific needs. This new sales approach proved successful in its first full year of operation: It garnered $1.9 million in sales—a 54 percent increase over 2006. This accounts for dues, advertising, multi-year custom packages, sponsorships and cooperative advertising.

The department also made inroads into securing new funding streams via increased corporate and non-traditional sponsorship participation. In addition, planning began for a 2008 Industry Leader Series—designed to introduce the hospitality and tourism industry to non-traditional business leaders and present them with marketing partnership opportunities.

In another new initiative, the Partnership Development Department contributed to a highly successful Pittsburgh Restaurant Week, which debuted in October 2007. As part of Pittsburgh Celebrates Glass, nearly 60 restaurants participated in the new program. Thanks to the event’s overwhelming success, plans are underway to repeat the program in 2008.

The popular “First Tuesday” event series continued in 2007. Designed as a monthly networking event for partners, nine events were held at unique venues in the region, attracting nearly 600 guests. VisitPittsburgh hosted a Tourism Forum in conjunction with Duquesne University called “Consumer & Tourism Trends in 2007.” Nearly 100 partners attended the luncheon event.

Dale Carnegie Systems was also secured as a showcase sponsor for Partnership Development’s e-newsletter, “Partner Pieces,” which highlights important events, happenings and marketing opportunities. And, the department also participated in the launch of a new relocation section of visitpittsburgh.com by securing a showcase sponsor, Ryan Homes.

Look Back

- The Partnership Development department successfully transitioned VisitPittsburgh’s traditional membership program to a partner-based philosophy, dramatically increasing sales production.
- The Partnership Development and Tourism Cultural Heritage hybrid sales team generated $1.9 million in product sales. This is a 54 percent increase in gross sales over 2006 sales.
- Collaborated with VisitPittsburgh’s web design team to launch a relocation section on visitpittsburgh.com, generating over $100,000 in new revenue.

“My hometown, once a gritty, grimy, blue-collar steel town, is now the darling of the travel writers. They have all discovered Pittsburgh’s glittering reinvention as a banking and medical hub, with the shiny new skyscrapers to prove it.”

The Baltimore Sun
Efforts to increase organizational efficiencies and improve overall operations of VisitPittsburgh have been successful in 2007. By demonstrating a commitment to quality programs and services, VisitPittsburgh became one of the first of 47 destination management organizations to receive accreditation from the Destination Marketing Association International.

Overall, VisitPittsburgh revenue was up nearly 9.5 percent over budget projections, while spending was two percent under budget. Hotel tax revenue for 2007 was up 12.5 percent over 2006 and 8.4 percent over budget projections.

Sources of state funding expanded from two to eight programs. The total amount of funding received from the state during 2007 was well over $2.8 million. Several of these grants, however, were one-time project-related grants. The operating grants, for which we rely heavily, continue to decline.

In-kind services provided by VisitPittsburgh partners totaled $189,647. These valuable donations of goods and services allow VisitPittsburgh to present the region in the best light possible to decision makers who have a positive economic impact on our region.

Throughout 2007, the department made significant strides in Information Technology improvements, including the installation of an Internet-based telephone system which increased connectivity with satellite sales offices while improving call distribution for visitor inquiries. Other upgrades include new conference room presentation equipment. (After more than 10 years, the retired system had become technologically outdated.)

Web site development continues to be a strong focus for VisitPittsburgh. In 2007, search engine referrals increased over 38 percent to 222,510. And, 261 new pages of content were posted to visitpittsburgh.com. The move to “interest specific” sections has generated pages geared towards Family Fun, History & Heritage, Visual Arts, Performing Arts, Architecture and Culinary niches. In addition, a section was dedicated to the celebration of Pittsburgh’s 250th Anniversary in 2008.

In 2007, the Human Resources Department successfully implemented a modified business model and an internal succession plan, in response to the retirement of the Executive Vice President. Also, a web-based talent management program continued in 2007. Overall, the organization had a voluntary turnover rate of just 1.8 percent – an exceptional benchmark.

In addition, a comprehensive salary review – facilitated by an outside compensation consultant – revealed that VisitPittsburgh’s salary program is successfully managed and competitive.

The department initiated a new Health and Wellness Program strategically designed as a way to stabilize health care costs by encouraging healthy choices among our staff. Sixty-nine percent of staff registered for the program; and, as a result, VisitPittsburgh will earn a 2 percent credit on its July 2008 health insurance renewal.

For the fourth consecutive year, VisitPittsburgh successfully performed multiple service initiatives to honor the legacy of Dr. Martin Luther King Jr. These included a blood drive, volunteer service opportunities on the Dr. King holiday and a food drive to benefit the Greater Pittsburgh Community Food Bank. The food drive collected a record of 5,117 lbs. of food – a 135 percent increase over 2006.

VisitPittsburgh participated in its 7th annual United Way “Day of Caring” at the Vintage Senior Community Center Adult Day Care in East Liberty. This kicked off an enormously successful 2007 United Way campaign, collecting an impressive $9,327 – with 70 percent of staff making financial contributions.

VisitPittsburgh is also proud to have received an “Honorable Mention” at the YWCA Racial Justice Awards in 2007.
## Finance & Administration

### Sources of Funding

<table>
<thead>
<tr>
<th>Source</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Investment</td>
<td>$415,710</td>
<td>482,010</td>
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<tr>
<td>Allegheny County Hotel Room Tax Revenue</td>
<td>6,493,512</td>
<td>5,767,938</td>
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<tr>
<td>Commonwealth of Pennsylvania Tourism Promotion Grant</td>
<td>1,047,641</td>
<td>1,044,387</td>
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<tr>
<td>Commonwealth of Pennsylvania Regional Marketing Initiative Grant</td>
<td>1,300,000</td>
<td>1,300,000</td>
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<tr>
<td>Other State Grants</td>
<td>220,004</td>
<td>47,859</td>
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<tr>
<td>Restricted Grants and Revenues*</td>
<td>371,391</td>
<td>1,167,200</td>
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<tr>
<td>Advertising and Sponsorships</td>
<td>605,486</td>
<td>471,570</td>
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<tr>
<td>Contributions In Kind</td>
<td>189,647</td>
<td>187,167</td>
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<tr>
<td>Participation Fees</td>
<td>245,728</td>
<td>219,049</td>
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<tr>
<td>Merchandising Income</td>
<td>103,134</td>
<td>131,880</td>
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<tr>
<td>Convention Services</td>
<td>77,272</td>
<td>72,066</td>
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<tr>
<td>Interest Income</td>
<td>78,826</td>
<td>36,259</td>
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<tr>
<td>Other Revenue</td>
<td>28,263</td>
<td>22,116</td>
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<tr>
<td><strong>Total Support and Revenue</strong></td>
<td><strong>$11,176,614</strong></td>
<td><strong>10,949,501</strong></td>
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### Expenses

#### Convention Initiatives:

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<thead>
<tr>
<th>Expense</th>
<th>2007</th>
<th>2006</th>
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<tbody>
<tr>
<td>Convention Sales</td>
<td>$3,637,067</td>
<td>3,613,090</td>
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<tr>
<td>Convention Services</td>
<td>797,392</td>
<td>908,953</td>
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#### Tourism Initiatives:

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<thead>
<tr>
<th>Expense</th>
<th>2007</th>
<th>2006</th>
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</thead>
<tbody>
<tr>
<td>Tourism and Cultural Heritage</td>
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<td>3,136,998</td>
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<tr>
<td>Website</td>
<td>486,180</td>
<td>206,579</td>
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<tr>
<td>Communications</td>
<td>612,358</td>
<td>366,374</td>
</tr>
<tr>
<td>Membership Development/Services</td>
<td>821,259</td>
<td>650,328</td>
</tr>
<tr>
<td>Management/Operating</td>
<td>753,758</td>
<td>588,266</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$10,418,376</strong></td>
<td><strong>9,470,588</strong></td>
</tr>
</tbody>
</table>

*Restricted Grants and revenues 2006 includes $665,228 given to the GPCVB Educational Foundation to fund specific projects which will take place in 2007 and beyond.*
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