WORLD- FAMOUS MUSEUMS AND GALLERIES; CHAMPION SPORTS TEAMS; FASCINATING ARCHITECTURE; SCENIC RIVERS, PARKS AND TRAILS; FRIENDLY PEOPLE; CHIC SHOPS; DAZZLING NIGHTLIFE; ECLECTIC DINING; RENOWNED PERFORMING ARTS; FIRST-CLASS HOTELS

PRODUCT OF PENNSYLVANIA, USA
Distributed by VisitPittsburgh

Home of the world’s favorite ketchup

"Most Livable City"
VisitPittsburgh is dedicated to generating convention, trade show and leisure travel business for the Pittsburgh region.

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imagine what you can do here.
As I step down as VisitPittsburgh’s board chairman, I want to say that I’m immensely proud to have played a leadership role in this vital organization for the past three years.

Knowing that 2008 was yet another record-breaking year for VisitPittsburgh brings with it great satisfaction, particularly when you consider what this means to the local economy. The $1 billion economic impact that’s generated locally each year thanks to VisitPittsburgh’s efforts is certainly critical to the sustainability of this region — especially in these tenuous economic times. Equally important are the 44,000 jobs supported by this industry in Allegheny County.

We have been the organization primarily responsible for the numerous high-profile events that took place in 2008, including — just to name a few — the Transplant Summer Games and the many Pittsburgh 250 celebrations throughout the year. I was personally proud to have served as co-chair of the Pittsburgh 250 Reunion Committee, along with Esther Bush, President & CEO of the Urban League of Pittsburgh.

In 2006, Esther and I — along with hundreds of community leaders — kicked off the Reunion 2008 Initiative. This initiative became a key component of the Pittsburgh 250th anniversary celebration. Reunion celebrations ran the gamut — from the world’s largest wedding vow renewal ceremony where we broke a Guinness World Record, to the Jim Smith Society Reunion Weekend and the October 4 “Pittsburgh Celebrates 250 Birthday Blowout,” complete with the largest fireworks display in the country. I’m happy to report that, all told, the Reunion Initiative contributed more than $50 million in direct spending to the region.

I’d like to express my sincere thanks to the VisitPittsburgh staff for their dedication and hard work. I am also grateful to the VisitPittsburgh board for their expertise, support and valuable time over the years. One of the important initiatives I wanted to undertake when I became chair was to increase our collaboration with the other organizations responsible for promotion and development throughout the region. I am pleased to report that our relationships have never been better and that we enjoy a successful partnership as evidenced by our role in the Pittsburgh 250, Year of Glass and other initiatives. These steadfast relationships continue to help VisitPittsburgh market the Pittsburgh region to the world.

I have to admit, I had a great time in this role and thoroughly enjoyed being able to help further VisitPittsburgh’s mission of generating convention, trade show and leisure travel business for Pittsburgh and Its Countryside. It has been a true pleasure to serve as board chair. I look forward to working with Doris Carson Williams and the wonderful staff at VisitPittsburgh as we continue to make our mark on the region.
A Letter from the President & CEO

Joseph R. McGrath

I am happy to report that, despite these turbulent economic times, VisitPittsburgh has good news to share. Indeed, 2008 was a terrific year. In many ways, Pittsburgh appears to be bucking the trend, as witnessed by the numerous organizations that are identifying Pittsburgh as an ideal destination for meetings and conventions and as tourists continue to enjoy the region’s many amenities.

Pittsburgh hotels continue to perform at an exceptionally high level. Smith Travel Research, the world’s foremost source of hotel performance trends, reports that Pittsburgh’s hotel occupancy increased by 2.5 percent over 2007 and is one of only 11 cities in the black – the highest in our competitive set – and the only city within the set to experience an increase in 2008. Pittsburgh was also number one in its competitive set for average daily rate (ADR). These are impressive numbers – especially when considering that many cities are seeing double-digit declines in hotel occupancy.

Pittsburgh and Its Countryside continues to benefit from tremendous national media exposure, thanks to VisitPittsburgh’s aggressive communications efforts. In 2008, you may recall seeing a number of highly visible stories about Pittsburgh in prestigious publications, such as The New York Times, USA Today, Philadelphia Inquirer and The Washington Post. These stories are helping to change perceptions about the city.

Much of that attention was the result of the combined efforts to promote the great events that took place during the Pittsburgh region’s 250th anniversary. And, there were many! From the world’s largest wedding vow renewal ceremony and the opening of the Great Allegheny Passage to the Festival of Lights, Pittsburgh International Festival of Firsts and the incredible fireworks display that capped off the commemoration, Pittsburgh celebrated in a big way.

This terrific year exemplifies the continued collaboration with city and county government, legislative delegation, the foundation community and cultural and community organizations. Our partners at the David L. Lawrence Convention Center, Sports & Exhibition Authority, SMG, Allegheny Conference on Community Development, Pittsburgh and Its Countryside consortium, Pittsburgh Downtown Partnership, the Department of Community and Economic Development and you, our business partners, will help us continue to showcase the Pittsburgh region to the world.

Looking forward, we recognize that there will be many challenges in these increasingly trying economic times. However, we also recognize travel and tourism’s critical role as a revenue generator. As such, VisitPittsburgh will continue to diligently work to bring the meetings, conventions and tourists that translate into increased tax revenues for the state and local governments. It is through these ongoing efforts that we at VisitPittsburgh will continue to positively impact the economic outlook for the Pittsburgh region.
2008 marked another record-breaking year for VisitPittsburgh’s Convention Sales Department. In 2008, the team booked 573 meetings and conventions for 2008 and beyond, including 43 conventions accounting for 242 usage days at the David L. Lawrence Convention Center (DLCC). This compares to 454 meetings and conventions booked in 2007, including 197 usage days for the DLCC. All told, 2008 bookings represent an anticipated direct spending totaling $272 million, compared to $254 million in 2007. The department contributed 264,432 rooms to the overall room night consumption of Allegheny County in 2008.

Since 1994, VisitPittsburgh has worked with Watkins Research Group on a semi-annual meeting planners survey. In 2008, nearly 700 meeting planners provided feedback on various destinations in which they plan to hold meetings and conventions. The results of this study illustrate that VisitPittsburgh is helping to dramatically improve perceptions about Pittsburgh. Last year, Watkins reported that VisitPittsburgh ranks among the top 10 bureaus in the country and Pittsburgh’s convention center facilities are “superior.” Overall perceptions of the city have improved dramatically since 1995, placing Pittsburgh as a desirable location, among the likes of Phoenix, Los Angeles and San Francisco.

To secure the meetings and conventions bookings, the Convention Sales team completed 1,203 face-to-face meetings with prospective customers and participated in 26 trade shows. Trade show participation resulted in 1,000 contacts with potential clients and 82 leads for future business opportunities. A total of 396 meeting planners were brought to the city for familiarization (FAM) tours and site visits throughout 2008 – this included two “Super FAM Tours” conducted in conjunction with the American Council of Learned Societies and Travel, Events and Management in Sports (TEAMS).

The 2008 “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 2008, 161 bookings represented 138,262 room nights booked for future years – up 32 percent in room night bookings from 2007. These bookings account for 198,490 attendees, and total “Bring It Home” events booked in 2008 represent $154 million in direct spending, compared to $102 million in 2007 – a 51 percent increase.

Special emphasis was again placed on booking business during need times that occur during traditional low occupancy periods such as holidays and winter months. In 2008, these “Value Season” room night bookings for future years hit 62,509.

As a result of VisitPittsburgh’s three-city partnership with Portland, Ore., and Milwaukee, nearly 54,000 tentative lead room nights were generated in 2008 for conventions that involve an East Coast/West Coast/Central U.S. rotation.

**Results at a Glance**

- Booked 573 meetings and conventions, accounting for 265,830 future room nights with an estimated direct spending of $272 million – a 7 percent increase over 2007.
- “Bring It Home” campaign resulted in 161 bookings and $154 million in direct spending – up 51 percent over 2007.
- Pittsburgh ranks among the top 10 bureaus in the country and Pittsburgh’s convention center facilities are “superior,” according to 2008 Watkins Research Group study.

“We had a terrific experience. There was excitement about hosting the 2008 U.S. Transplant Games in Pittsburgh from the get go and from my standpoint everything that was promised was delivered... All the hotels served us very well. The restaurant offerings were varied, convenient and also welcomed our attendees with high standards... Public transportation was great.”

Sue Levey
National Kidney Foundation
Summer Transplant Games

“All of the international delegates were impressed with Pittsburgh and the beauty of the city, landscape and people. It’s a city with heart.”

Virginia Quintero Rosell
Chamber Partnerships International
“A sincere thanks to VisitPittsburgh for helping AIST achieve our objective of exceeding expectations for our return to Pittsburgh. Total attendance for AISTech 2008 was 8,327 people and we had 470 companies that sponsored exhibits, both records for AIST.”

Ronald E. Ashburn
Executive Director
Association for Iron & Steel Technologies

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### Top 10 Groups Booked in 2008 (by number of room nights)

<table>
<thead>
<tr>
<th>Group/Event</th>
<th>Room Nights</th>
<th>Year</th>
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<tbody>
<tr>
<td>FLW Outdoors/Forrest L. Wood Cup</td>
<td>17,491</td>
<td>2009</td>
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<tr>
<td>Mennonite Church USA/Mennonite USA National Convention</td>
<td>15,475</td>
<td>2011</td>
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<tr>
<td>American Institute of Chemical Engineers/</td>
<td></td>
<td></td>
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<tr>
<td>Annual National Fall Meeting</td>
<td>13,800*</td>
<td>2012 &amp; 2017</td>
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<tr>
<td>East Coast Volleyball/East Coast Junior Girls Volleyball Championships</td>
<td>11,455</td>
<td>2010</td>
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<tr>
<td>AFL/CIO–AFL/CIO Quadrennial Constitutional Convention</td>
<td>9,430</td>
<td>2009</td>
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<tr>
<td>Association for Iron &amp; Steel Technology/AISTech 2010 and 2013</td>
<td>11,448*</td>
<td>2010 &amp; 2013</td>
</tr>
<tr>
<td>The Minerals Metals &amp; Materials Society/MS&amp;T</td>
<td>7,602*</td>
<td>2012 &amp; 2014</td>
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<tr>
<td>National Organization of Black Law Enforcement Executives/Annual Conference</td>
<td>5,424</td>
<td>2013</td>
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<tr>
<td>Quilts Inc./International Quilt Market</td>
<td>4,650</td>
<td>2009</td>
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<tr>
<td>MICROBICIDES/MICROBICIDES 2010</td>
<td>4,400</td>
<td>2010</td>
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</table>

*Indicates combined year room night bookings.

### Top 10 Groups Hosted in 2008 (by direct spending)

<table>
<thead>
<tr>
<th>Group/Event</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Coast Junior Girls Volleyball Championships</td>
<td>$12 million</td>
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<tr>
<td>Association for Iron &amp; Steel Technology</td>
<td>$8.1 million</td>
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<tr>
<td>National Kidney Foundation 2008 Transplant Summer Games</td>
<td>$7.9 million</td>
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<tr>
<td>2008 National Youth Workers Convention</td>
<td>$6.3 million</td>
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<tr>
<td>Wire Association International’s Wire Expo</td>
<td>$5.2 million</td>
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<tr>
<td>MS&amp;T Materials Science &amp; Technology Conference and Expo</td>
<td>$5.1 million</td>
</tr>
<tr>
<td>United States Chess Federation’s National Burt Lerner Elementary Championship</td>
<td>$4.6 million</td>
</tr>
<tr>
<td>National Council on Education for the Ceramic Arts Annual Conference</td>
<td>$4.5 million</td>
</tr>
<tr>
<td>Anthrocon</td>
<td>$4.4 million</td>
</tr>
<tr>
<td>USA Track and Field’s Region 2 Junior Olympic Track &amp; Field Championship</td>
<td>$4.2 million</td>
</tr>
</tbody>
</table>

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### David L. Lawrence Convention Center Hosted Events

- 2004: 25 events
- 2005: 33 events
- 2006: 36 events
- 2007: 38 events
- 2008: 49 events
Convention Services

Nothing can enhance a visitor’s experience quite like being helped through human interaction. From airport pickups to site visits, and from welcome letters to welcome signs, the Convention Services Department provides just that touch. VisitPittsburgh’s level of service is both proactive as well as personalized for each and every meeting planner and group that comes to Pittsburgh.

In 2008, the award-winning department provided hands-on help to scores of meeting planners and tens of thousands of conventioneers. Within the department, the Housing Services staff supported seven major conferences and events in 2008. For these events, 8,101 room reservations were processed totaling 32,656 room nights. Approximately $4.2 million in room revenue was generated for hotels that participated in convention housing – up nearly 20 percent over 2007.

The department also helped to promote attendance for three major conventions scheduled to take place in Pittsburgh in 2009. Staff participated in “attendance builders” for the International Nortel Network Users Association in Dallas, American Society of Agronomy in Houston and the American Chemical Society’s Rubber Division in Louisville.

To ensure that large “citywide events” are successful, the Convention Services Department routinely facilitates “pre-convention meetings” among VisitPittsburgh staff, meeting planners and representatives from the City of Pittsburgh Mayor’s and County Executive’s Offices, City Council and County Council, hotels, Pittsburgh Public Safety Department and ground transportation representatives. These stakeholders come together to discuss issues of security, traffic, crime prevention, public relations and promotion. Meeting planners appreciate the level of customer service they receive from the Pittsburgh community at large. In 2008, VisitPittsburgh convened 20 pre-convention meetings.

Throughout the year, the department placed 5,241 restaurant reservations for 19 major groups. This represents a 24 percent increase over 2007. VisitPittsburgh’s commitment to service is demonstrated with its “Service on a Silver Platter” initiative. In 2008, this program alerted more than 200 meeting planners to the high level of service they can expect from VisitPittsburgh.

VisitPittsburgh’s commitment to service is further exemplified by the many industry awards that it receives, including the prestigious Meetings & Conventions 2008 Gold Service Award. Through totally unaided recall, meeting planners voted for the top convention and visitors bureaus throughout the world and selected VisitPittsburgh as one of the best. VisitPittsburgh is also a multi-year winner of Successful Meetings’ Pinnacle Award.

Among the larger groups that VisitPittsburgh’s Convention Services Department provided “Silver Platter Service” to in 2008 are:

- East Coast Volleyball, one of the most exciting and fastest-growing annual volleyball tournaments in the country, attended by 18,000 people
- National Tour Association, a premier conference attended by 1,800 tour and travel professionals
- AISTech 2008, attended by 7,000, and featuring international technologies from the world over, allowing steel producers to compete in today’s global market
- National Kidney Foundation’s Transplant Summer Games, where 7,000-plus people, including transplant athletes, their families and friends and families of organ donors, came to Allegheny County for this one-of-a-kind event.

Results at a Glance

- Processed 8,101 room reservations for seven citywide conventions totaling 32,656 room nights.
- Placed more than 5,200 restaurant reservations for 19 major groups.
- Helped to promote attendance for major Pittsburgh conventions scheduled for 2008. Staff participated in attendance builders in Dallas for the International Nortel Network User Association, Houston for the American Society of Agronomy and Louisville for the American Chemical Society’s Rubber Division.

“Your Bureau is one of the best I have worked with.”
Ben Ball, CMP
Experient

“I wanted to express my sincere appreciation and thanks for the excellent VisitPittsburgh staff who worked very hard to ensure the success of our recent international meeting in Pittsburgh... I will be certain to highly recommend VisitPittsburgh to colleagues organizing conferences in Pittsburgh. Our meeting was a resounding success.”
M. G. Burke, Ph.D.
International Group on Radiation Damage Mechanisms
Tourism & Cultural Heritage

The Tourism & Cultural Heritage Department (TCH) markets the Pittsburgh region to leisure travelers from outside southwestern Pennsylvania.

Pittsburgh’s 250th year-long anniversary celebration in 2008 provided an outstanding opportunity to position the region in a special way, with unique events staged to attract a broad visitor audience. Highlights include:

- “World’s Largest Wedding Vow Renewal Ceremony” that broke a Guinness World Record
- Mister Rogers’ “Won’t You Be My Neighbor?” Days
- “Federated Investors Parade of Champions”
- “American Eagle Tour of Pennsylvania”
- “PNC Legacy Trail Ride”
- Senator John Heinz History Center’s opening of “Pittsburgh, A History of Innovation”
- “Colcom Foundation Presents… Pittsburgh Celebrates 250” Fireworks Spectacular

VisitPittsburgh also played a critical role in supporting the Reunions 2008 Initiative. TCH assisted 111 family and social reunions, worth an estimated $4 million in direct spending to the region. Highlights included the Jim Smith Society Weekend – where everyone at the reunion is named Jim Smith – and the Pittsburgh Reunions during the premiers of the film, “My Tale of Two Cities.”

In the travel trade arena, TCH served as host for the highly successful National Tour Association (NTA) Annual Convention. The convention attracted 1,800 packaged travel professionals and generated $3.5 million in direct spending. Perceptions of the Pittsburgh region improved dramatically as a result.

For partners, the VisitPittsburgh.com Web site became an effective advertising choice. Partners were able to effectively target visitors through newly introduced impression-based advertising. VisitPittsburgh also joined Travelocity’s Partner Network, making the process of purchasing hotel rooms and attraction tickets on visitpittsburgh.com easier for visitors and more efficient for partners.

On behalf of the Pittsburgh and Its Countryside regional marketing consortium, the TCH department spent nearly $1.3 million in combined departmental and regional advertising campaigns to drive overnight tourism business, an 18 percent increase in advertising spent in 2007.

Co-operative advertising placements featuring partner organizations included travel Web sites, direct mail campaigns, e-blasts, consumer and trade publications, as well as promotions on prestigious media outlets such as npr.org, newyorktimes.com and washingtonpost.com. As a result, partners spent 48 percent more on co-operative advertising than in 2007.

“We were thinking about all the great things we did this year and we decided that our visit to Pittsburgh had to lead the list. We visited your city the end of July and found it interesting and friendly... Your museums and galleries were everything we hoped for and more... Your city also is extremely clean... We were also impressed with how green the city is, both in plants and ecology.”

Doug and Pam DesGeorges
New Mexico

“I’d give the convention an A+!”

National Tour Association Convention delegate
Tourism & Cultural Heritage

Other 2008 tourism marketing highlights:
• “T-Rex is Coming” with Carnegie Museum of Natural History
• Northside “Family District”
• Carnegie International and “Art Scene”
• Kennywood’s “Screaming Hot Summer”
• “Bodies” and “Titanic” at the Carnegie Science Center
• “Let’s Go Pitt” for University of Pittsburgh football
• Pittsburgh “PrideFest”
• “Festival of Lights”
• Pittsburgh Cultural Trust’s “Pittsburgh International Festival of Firsts”
• Three Rivers Film Festival

Results at a Glance
• Three quarters of National Tour Association delegates said their perception of Pittsburgh improved significantly as a result of the annual convention.
• $1.3 million in advertising was invested in partnership with Pittsburgh and Its Countryside, 18 percent more than in 2007.
• 46 million advertising impressions generated by the GetGo Free Gas Promotion.

Free Gas Promotion
As a result of gas prices reaching nearly $5 per gallon in the summer ‘08 travel season, TCH introduced the GetGo Free Gas Promotion, offering $10 or $20 in free gas cards for every room night booked through visitpittsburgh.com. The promotion resulted in 46 million media impressions and a 13 percent increase in room nights booked through visitpittsburgh.com compared to 2007.
The Marketing & Communications Department continued its aggressive pursuit of opportunities to promote the Pittsburgh region as an extremely desirable convention and leisure destination. In doing so, the department serves as the “in-house” advertising and public relations agency for VisitPittsburgh.

The team is charged with pitching the Pittsburgh region’s story to journalists around the world, as well as hosting journalists and planning their itineraries. And, those efforts are paying off. In 2008, M&C hosted 81 journalists, compared to 54 in 2007. Features appeared in high-profile publications, including The New York Times, USA Today, The Washington Post and The Philadelphia Inquirer. All told, the department generated more than $7.6 million in advertising equivalency – a 94 percent increase over 2007.

The eyes of the tourism industry were on Pittsburgh in June as VisitPittsburgh had the honor of serving as host for the Public Relations Society of America’s Travel & Tourism national conference. In conjunction with the conference, 20 journalists took part in a post-conference press tour, which resulted in numerous positive feature articles.

In addition, VisitPittsburgh partnered with other community agencies and served as “agency of record” to promote many aspects of the Pittsburgh 250 anniversary celebration, including the Festival of Lights and Colcom Foundation Presents Pittsburgh Celebrates 250.

M&C continued in its role as manager for all publications and projects produced by VisitPittsburgh. The department directed the creative development, wrote copy, bid and negotiated rates, and secured discounts and value-added opportunities. In 2008, the following publications were produced: 2007 Annual Report (Merit Winner, Public Relations Society’s 2008 Renaissance Award), Official Visitors Guide, (Adrian Award Winner from the Hospitality Sales Marketing Association International) and debuted a new publication, Play In Pittsburgh and Its Countryside.

The department also received a 2008 Clarion Award from The Association for Women in Communications for a community relations campaign.

Results at a Glance

• Hosted 81 domestic and international writers.
• Positive article generated more than $7.6 million in advertising equivalency, a 94 percent increase over 2007.
• Hosted the Public Relations Society of America’s Travel & Tourism Conference.

USA Today
July 18, 2008
“Pittsburgh Forges Ahead”
“Let’s clear the air once and for all: The Steel City is nothing like you imagine.”

“It has more in the way of diversions than many cities twice its size...It boasts stand-out architecture and a superior cultural infrastructure. Its natural assets – three rivers flowing through town, a profusion of parks and eye-popping city views from the precipice of Mount Washington – add to the allure. And, not least, its multicultural neighborhoods offer rich, one-of-a-kind flavor.”

The New York Times
July 6, 2008
“36 Hours in Pittsburgh”
“This city of 89 distinct neighborhoods is a cool and – dare I say, hip – city. There are great restaurants, excellent shopping, breakthrough galleries and prestigious museums. The convergence of three rivers and surrounding green hills also make it a surprisingly pretty urban setting.”

“Thank you for the greatest media coverage of the Jim Smith Society that we have had in a long time.”

Jim Smith Society
Partnership Development

2008 proved to be a very successful year for the Partnership Development Department. Despite a cautionary business environment, Partnership Development and Tourism & Cultural Heritage Department achieved a 4 percent increase in overall sales production in 2008. This hybrid sales approach – now in its second full year – garnered $2.06 million in sales. This accounts for dues, advertising, multi-year custom packages, sponsorships, event registration fees and cooperative advertising.

The Partnership Development team in 2008 also recruited 82 new partners, created 34 custom packages and attracted three new strategic partners – Coldwell Banker, Pittsburgh Transportation Group and GetGo.

No question that Pittsburgh’s tourism industry continues to serve as a stable and positive market for the region’s business community, compelling partners and clients to view VisitPittsburgh marketing programs as a necessary and productive vehicle to sustain and increase business in a volatile economy.

Through impression-based Web advertising, Play in Pittsburgh and Its Countryside and new strategic partners, Partnership Development was able to generate new income dollars.

2008 also brought the integration of partnership marketing programs with American Express and Pittsburgh Transportation Group. This collaboration through a cab-top program produced 40 cab tops with VisitPittsburgh’s and American Express’ logos, welcoming visitors to Pittsburgh.

A total of 18 partnership events were held in 2008. These events included First Tuesday networking events, Partnership 101 informational session and the 18th Annual Golf Outing, all designed to provide useful services to existing partners.

The Industry Leader Series brought together key leaders to learn how tourism impacts their business segment and overall economic development. In 2008, the Industry Leaders Series targeted university and college presidents and real estate companies. The Corporate Development Task Force was also formed in 2008. The task force is made up of industry leaders who are actively helping VisitPittsburgh promote partnerships to corporate businesses in the region.

The Partnership Department continued with the distribution of an e-mail newsletter, called “Partner Pieces,” to promote “call to action” items to partners, while promoting events and increasing partner communication.

**Results at a Glance**

- Recruited 82 new partners, created 34 custom packages and attracted three new strategic partners.
- Generated $2 million in sales.
- Hosted 18 partnership events.

“Co-op advertising through VisitPittsburgh has helped the Zoo save money and time by facilitating collaborative advertising efforts and promotions with other regional assets and amenities. We depend on VisitPittsburgh for all of our out-of-market advertising and it has been extremely successful.”

Connie George
Pittsburgh Zoo & PPG Aquarium

“There is no way a small, nonprofit operation like the Duquesne Incline could invest the time, effort and money necessary to benefit as we do from the advertising and marketing expertise of VisitPittsburgh...Networking with other partners at the First Tuesday events is priceless.”

Tom Reinheimer
Duquesne Incline

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Tom Reinheimer
Duquesne Incline
2008 represented one of VisitPittsburgh’s strongest years ever from a financial perspective. Revenues for hotel taxes were the highest in history and played an integral part in the strong bottom line return. Overall revenue hit $12.62 million, up nearly 13 percent over 2007, and hotel tax revenue was up more than $535,000 compared to 2007.

Although VisitPittsburgh experienced a number of challenges, as did most businesses, because of declining economic conditions, VisitPittsburgh was still able to finish the year with a bottom line gain.

Although a significant challenge, spending for the year was reported at 3 percent below budget projections. This was accomplished through the efforts of all departments who worked diligently to keep spending in check. To that end, in-kind services provided by VisitPittsburgh partners totaled $686,114 in 2008 – up 260 percent over 2007. These donations are a strong indication of the value that partners saw in VisitPittsburgh programming for 2007, including the National Tour Association Annual Convention.

Finance & Administration helped secure more than $2 million in funding from the state. This includes state grants for special projects that helped to support The Underground Railroad, Zelienople Welcome Center, David L. Lawrence Convention Center marketing, and long-term revenue generating annual conferences, including the National Tour Association Annual Convention.

Throughout 2008, the Finance & Administration Department completed a myriad of projects in support of VisitPittsburgh’s overall mission.

The department continued to make improvements in information technology infrastructure, with the upgrade to Microsoft Office 2007 throughout the organization and upgrade of four aging network servers.

On the human resources side, VisitPittsburgh’s voluntary turnover rate was a mere 5.3 percent, demonstrating high morale and workplace satisfaction. In addition, the department executed five recruitment campaigns, including one newly-created position.

VisitPittsburgh also successfully executed a comprehensive review of its Incentive Compensation Program. This review was facilitated by an outside consultant to determine the competitiveness and appropriateness of the incentive program. In addition, a comprehensive review of our Affirmative Action/Equal Employment Opportunity Program indicated that VisitPittsburgh is doing an excellent job communicating a workplace culture that welcomes women, minorities, veterans and individuals with disabilities.

Now in its second year, VisitPittsburgh’s Lifestyle Returns program continues to be a success. Seventy-one percent of VisitPittsburgh employees participate in the cost-saving program that champions a healthy workplace and lifestyle.

For the sixth consecutive year, VisitPittsburgh successfully performed multiple service initiatives to honor the legacy of Dr. Martin Luther King Jr. These included a blood drive, 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 5,131 lbs. of food – the largest amount collected in VisitPittsburgh’s six years of community outreach.

For the eighth consecutive year, VisitPittsburgh successfully recruited a volunteer team for United Way’s “Day of Caring” at Auberle Education Center. In addition, VisitPittsburgh employees donated $8,986 through the 2008 United Way Campaign.
## Finance & Administration

### Sources of Funding

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<thead>
<tr>
<th>Source</th>
<th>2008</th>
<th>2007</th>
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<tbody>
<tr>
<td>Partnership Investment</td>
<td>$486,248</td>
<td>415,710</td>
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<tr>
<td>Allegheny County Hotel Room Tax Revenue</td>
<td>7,028,516</td>
<td>6,493,512</td>
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<tr>
<td>Commonwealth of Pennsylvania Tourism Promotion Grant</td>
<td>1,095,336</td>
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<td>Commonwealth of Pennsylvania Regional Marketing Initiative Grant</td>
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<td>Other State Grants</td>
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<td>Restricted Grants and Revenue</td>
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<td>245,728</td>
</tr>
<tr>
<td>Merchandising Income</td>
<td>53,724</td>
<td>103,134</td>
</tr>
<tr>
<td>Convention Services</td>
<td>89,779</td>
<td>77,272</td>
</tr>
<tr>
<td>Interest Income</td>
<td>30,622</td>
<td>78,826</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>13,516</td>
<td>28,263</td>
</tr>
<tr>
<td><strong>Total Support and Revenue</strong></td>
<td><strong>$12,621,097</strong></td>
<td><strong>11,176,614</strong></td>
</tr>
</tbody>
</table>

### Expenses

**Convention Initiatives:**

<table>
<thead>
<tr>
<th>Category</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convention Sales</td>
<td>$3,567,530</td>
<td>3,637,067</td>
</tr>
<tr>
<td>Convention Services</td>
<td>849,021</td>
<td>797,392</td>
</tr>
</tbody>
</table>

**Tourism Initiatives:**

<table>
<thead>
<tr>
<th>Category</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Tourism</td>
<td>3,008,636</td>
<td>2,368,736</td>
</tr>
<tr>
<td>Regional Marketing Initiative</td>
<td>1,158,752</td>
<td>941,626</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website</td>
<td>409,362</td>
<td>486,180</td>
</tr>
<tr>
<td>Communications</td>
<td>683,132</td>
<td>612,358</td>
</tr>
<tr>
<td>Membership Development/Services</td>
<td>869,956</td>
<td>821,259</td>
</tr>
<tr>
<td>Management/Operating</td>
<td>889,276</td>
<td>753,758</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$11,435,665</strong></td>
<td><strong>10,418,376</strong></td>
</tr>
</tbody>
</table>
Visitpittsburgh.com is one of the organization’s most important assets. And, as the Web continues its rapid expansion into exciting, new areas, VisitPittsburgh continues to lead as a trendsetter, marketing the destination’s travel assets online. Throughout this report are numerous references to Internet-driven marketing projects and campaigns. The Website Operations team is tasked with providing the infrastructure for these campaigns and working with each department to develop a comprehensive, forward-thinking plan for each section of the site. In 2008, an updated version of the website was launched in an effort to modernize the look and feel of the site, while improving functionality. Navigation on the site was improved to make it easier for visitors to find information through newly developed visual dropdown menus and to order travel product online.

Significant Web-related projects included:
- Updates of the Partnership Development and Meeting Planner sections of the site
- Development of meetings “micro-sites” for large conventions
- Partnering with local firm MoGoes to develop a mobile Website
- Creation of downloadable versions of the Official Visitors Guide and Navigaytor brochures
- Enhancement of embedded multimedia capability
- Development of a comprehensive social media strategy, including development of a VisitPittsburgh social network called “The Waterline” – www.pittsburghwaterline.com

Success can be readily seen in the statistics generated by the site. In 2008, more than 423,000 visits and 2.5 million page views were recorded. The average time spent on the site per visitor was an impressive five minutes, 16 seconds. Equally impressive, 54 percent of all traffic resulted from search engine referrals.

To increase VisitPittsburgh revenues, additional opportunities for Website advertising were created through the Destination Travel Network and new page sponsorships, banner advertising and other specialized online exposure. While beneficial to VisitPittsburgh, these changes also provide advertisers with a targeted travel audience and sought-after reports to evaluate the success of their ad placements. All told, advertising can be placed on more than 80 percent of visitpittsburgh.com.

Key Word Rankings*

<table>
<thead>
<tr>
<th>Keyword</th>
<th>Google</th>
<th>Yahoo</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pittsburgh</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>Pittsburgh PA</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Pittsburgh Convention</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Pittsburgh Tourism</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Pittsburgh Attractions</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

* Rankings from 1-10 indicate first page results.

Traffic Sources

- Direct Traffic 53.74%
- Referring Sites 22.63%
- Search Engines 23.63%

Excerpt from “Taking Our Seat at the Table,” by Maura Allen Gast, Destination Marketing Association International (DMAI) Chair.
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VisitPittsburgh

J. Kevin McMahon
President
The Pittsburgh Cultural Trust

Pearl Moore
Retired
Oncology Nursing Society

continued on next page
Ohio magazine
June 2008
“Past and Present”

“Visit Western Pennsylvania and Western New York for a glimpse of history and a taste of modern-day arts and culture.”

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Lynne Popash
Executive Director of Partnership Development

Ohio magazine
June 2008
“Past and Present”

“Visit Western Pennsylvania and Western New York for a glimpse of history and a taste of modern-day arts and culture.”
2008 Pittsburgh Rankings

Pittsburgh ranks as the second best place to raise kids, according to BusinessWeek magazine.

*The Sporting News* ranks Pittsburgh the 11th best sports city in America within the meeting industry.

Pittsburgh’s Duquesne University ranks second among more than 1,400 U.S. colleges.

Pittsburgh Steelers fans rank first in the NFL according to ESPN.

Forbes.com ranked Pittsburgh 13th on the top 40 best cities for young professionals, ahead of Philadelphia, Atlanta and Dallas.

Pittsburgh ranked first among large metropolitan areas when it comes to relocating families, according to Worldwide ERC and Primacy Relocation.

Pittsburgh’s century-old amusement park, Kennywood has been voted favorite traditional park by the National Amusement Park Historical Association.

American Style magazine has ranked Pittsburgh the 3rd best arts destination among mid-size cities.

Pittsburgh is listed sixth out of the top 10 “up and coming” technology cities by Forbes.com.

Pittsburgh International Airport’s AIRMALL received top honors from Airport Revenue News as the Airport with the Most Unique Services.

Pittsburgh is named among the Top 10 Underrated U.S. Cities by ShermansTravel.com.

Pittsburgh ranks among the Seven Places to Retire during an Economic Downturn, according to SmartMoney.com, who selected seven recession-proof places their experts believe soon-to-be retirees should consider.

Cooking Light magazine ranks Pittsburgh in its Top 20 Best Cities Awards.

Pittsburgh is ranked among the top 10 romantic spots across the country by MSN.com.

Forbes.com ranks Pittsburgh 9th in Best Cities for Couples.

AND... We’re still America’s Most Livable City, according to Places Rated Almanac.