There’s no place like...

Pittsburgh

2009 Annual Report

Follow the road!
VisitPittsburgh is dedicated to generating convention, trade show and leisure travel business for the Pittsburgh region. Our mission remains intact today as the official tourism promotion agency for Allegheny County and as an independent, nonprofit organization serving its business membership.

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What an incredible year! Who could have predicted that the President of the United States would select Pittsburgh to host an international meeting of world leaders? Who could have imagined that both the Steelers and the Penguins would win national championships to solidify our reputation as the City of Champions? The answer...no one!

The G20 Pittsburgh Summit was an unforgettable moment in the region’s history – and, it was a seminal moment for VisitPittsburgh, too. When we learned that Pittsburgh was on President Obama’s short list to host this prestigious international event, every VisitPittsburgh department was mobilized. VisitPittsburgh’s leadership and collaboration with other community stakeholders, as a member of the G20 Pittsburgh Summit Partnership, showcased the organization’s capabilities, as well as its dedication to getting the job done. I’m happy to report that as a result of these fine efforts, the world had the opportunity to see Pittsburgh in an entirely new light, finally dispelling its smoky reputation of the past. And, I am extremely proud to have been a part of this very successful and momentous event in our region’s history.

Since its 1935 founding, VisitPittsburgh’s successful efforts to generate new income for the city, the region and the State are impressive. And, as VisitPittsburgh celebrates its 75th anniversary in 2010, we remain proud of its stellar efforts to bring conventions and visitors to the Pittsburgh region, as we continue working diligently to market Pittsburgh to the world.

With state budget constraints, this work remains more important than ever. Here are a few facts that illustrate the importance of the meetings and tourism industry to the Pittsburgh area economy: The travel and tourism industry, which is the second-largest industry in Pennsylvania, employs 77,000 people in the Pittsburgh region – 44,000 of them in Allegheny County. In addition, this industry generates hundreds of millions of dollars in state and local tax revenues. Without the tax revenue provided by the travel sector, it’s estimated that Pennsylvania households would need to pay an additional $575 in taxes just to maintain the current level of government services.

The hospitality industry is indeed a critical economic driver for Pennsylvania. There is no question that travel and tourism is part of the solution to our state’s budget problems because it generates tax revenue and creates jobs. It is with tremendous pride that I serve as board chair for an organization that brings new dollars into the region, tax savings for residents, while attracting tremendous exposure for southwestern Pennsylvania. It’s all part of VisitPittsburgh’s successful formula.

Chairman
A Letter from the Chairman
Doris Carson Williams
2009 marked an amazing year for Pittsburgh and for VisitPittsburgh. We celebrated the return of the City of Champions. The August Wilson Center for African American Culture opened its doors, adding another world-class venue – and green building – to the thriving Cultural District. Our beautiful three rivers made for an amazing competition during the FLW Forrest Wood Cup bass fishing tournament. And, the eyes of the world were on Pittsburgh for the historic G20 Pittsburgh Summit. It was indeed an exciting year filled with many high-profile events.

Yet, 2009 was a year of doing more with less.

The economy was in upheaval. The travel industry continued to struggle. And, VisitPittsburgh saw our state grants cut radically in 2009. Despite this, VisitPittsburgh took advantage of events that placed Pittsburgh on the world stage and the organization in the spotlight. We leveraged every opportunity – beginning with the Pittsburgh Steelers Super Bowl win in February and then the Pittsburgh Penguins exciting Stanley Cup victory in June, through September, when Pittsburgh successfully hosted world leaders, their delegations and thousands of journalists during the historic G20 Pittsburgh Summit.

It was appropriate that Pittsburgh was selected to host this international event. As President Barack Obama stated: “Pittsburgh stands as a bold example of how to create new jobs and industries, while transitioning to a 21st century economy. As a city that has transformed itself from the city of steel to a center for high-tech innovation... Pittsburgh will provide both a beautiful backdrop and a powerful example for our work.”

And while it was a difficult year for the economy in 2009, Pittsburgh continued to fare better than most cities. As we have been saying throughout these tough economic times: Less down is the new up – at least for now.

We continue to be proactive about our changing economic situation to ensure that we remain viable. We have instituted a number of cost-saving strategies: a hiring and salary freeze and year 2 of our Health and Wellness Program – a program that champions a healthy workplace while cutting health care costs. And, we signed a lease for new office space, a move that will save us thousands of dollars a year at a time when every penny counts.

We’ve continued the successful relationships that we’ve built throughout the community. Our partnerships with government leaders, the hospitality industry, the corporate community and other non-profit organizations greatly enhance our ability to bring new ideas, strategies and critical revenue to the Pittsburgh region.

Moving forward, I can tell you that we will continue to do outstanding work no matter the economic environment. VisitPittsburgh will remain true to our mission of generating convention, trade show and leisure travel business for the Pittsburgh region. As we celebrate our 75th anniversary in 2010, we know that there is more work to be done. We look forward to working strategically and creatively to bring business home to Pittsburgh for at least another 75 years!
G20 Pittsburgh Summit

Welcoming the World

The G20 Pittsburgh Summit was a seminal event in the city’s history. The two-day event, which brought considerable recognition and kudos from President Barack Obama, also brought heads of governments, delegates and journalists to Pittsburgh from around the world.

For the first time, the place – Pittsburgh – became part of the story! Instantly, Pittsburgh was on the world’s radar as never before. And, VisitPittsburgh’s entire staff, from Convention Sales and Services to Tourism & Cultural Heritage, Partnership Development and Marketing & Communications, was mobilized to help ensure the success of this historic event.

It was all hands on deck:
- VisitPittsburgh’s board chairman facilitated community meetings to get public input from businesses and citizens.
- Staff members from the Convention Sales & Services team worked with more than two dozen hotels in an effort to secure the necessary hotel rooms and assisted in site visits.
- The Partnership Department held information meetings to listen to concerns and advise VisitPittsburgh partners on potential opportunities.
- VisitPittsburgh also sought input from available venues and compiled a guide of special event venues for the U.S. State Department.
- The Housing Services personnel within our Convention Services Department facilitated room reservations for 21 international delegations.
- The Tourism & Cultural Heritage Department spearheaded the effort to recruit and train 1,000 front-line volunteers who welcomed guests to Pittsburgh at 13 host hotels.
- The Marketing & Communications Department led the communications efforts by creating an aggressive public relations strategy that included the creation of a new online pressroom, advance press tours, road trips and significant proactive pitching.

VisitPittsburgh was delighted to partner on this historic event with others in the community. With only four months to plan, the G20 Pittsburgh Summit Partnership was formed with the City of Pittsburgh, Allegheny County, Allegheny Conference on Community Development and VisitPittsburgh. Together, with many other key partners, we created an experienced team that moved swiftly to accomplish the work necessary to ensure that the G20 Pittsburgh Summit was a resounding success.

Pittsburgh realized over $100 million in branding value as a result of the G20 Pittsburgh Summit. With this publicity, we’re poised to “seize the opportunity.” We will continue to leverage this incredible exposure to bring more economic benefit to the region for years to come. As a direct result of hosting the G20 Pittsburgh Summit, we have booked five events that were headed to other cities:

- BBI International, Green House Gas Conference & Expo – 2010
- Catholic Press Association – 2011
- Council of State and Territorial Epidemiologists – 2011
- United Nations World Environment Day – 2010

By the Numbers

- Direct spending is estimated at a conservative $35 million
- Estimated room nights equaled more than 50,000
- Pittsburgh received more than $100 million in branding value
- $3.4 million generated in tax revenues
- Over 1,000 volunteers served as ambassadors for the region

Thousands of world leaders, dignitaries and international journalists came to Pittsburgh in 2009. Here’s what some had to say:

“Your efforts, as well as those of your excellent staff, helped make the visit to Pittsburgh by the Japanese Prime Minister and Mrs. Hatayama a tremendous success. I am happy to report to you that both Mr. and Mrs. Hatayama thoroughly enjoyed their stay in Pittsburgh, thanks to excellent local hospitality.”

– Shinichi Nishimiya
Ambassador and Consulate General of Japan

“Pittsburgh is truly America’s phoenix city. On one of its many clear days – something Pittsburghers so rarely saw in the 1960s and ‘70s – it’s now one of the most picturesque metropolitan areas in the U.S.”

– San Diego Union Tribune

“Just 10 years ago, you couldn’t mention the words ‘posh’ and ‘Pittsburgh’ in the same sentence without a collective laugh. Not anymore. The Pennsylvanian city is not the soot-filled place that many people think it is. Closed mills and clear skies have yielded beautiful neighborhoods that feature great shopping and even better dining.”

– CNN.com

Pittsburgh welcomed the world as the host of the G20 Pittsburgh Summit.
The Bottom Line

At a time when the national travel industry outlook remained bleak, Pittsburgh hotels continued to fare better than most U.S. cities.

Smith Travel Research – the world’s foremost source of hotel performance trends – reported that from 2008 to 2009 Pittsburgh fared better than any other city in its competitive set for RevPAR (hotel-speak for “revenue per available room”), occupancy and average daily rate (ADR). This means that when measured against comparable cities such as Indianapolis, Charlotte, Milwaukee and eight other destinations, Pittsburgh ranked first – with the smallest declines across the board. And, when measured against the 91 metro markets tracked by Smith Travel Research, Pittsburgh ranked eighth for year-over-year changes in occupancy and ADR and second for change to RevPAR. So, at least for 2009, less down is the new up!

In 2008, Watkins Research Group reported that overall perceptions of Pittsburgh have improved dramatically since 1995, placing Pittsburgh as a desirable location, among the likes of Phoenix, Los Angeles and San Francisco.

When you look at what these credible, third-party sources are saying, you can see that Pittsburgh is clearly holding its own. And, we remain optimistic that the strategy VisitPittsburgh has utilized over the last few years will enable us to continue to be successful even in tough economic times.

In 2009, the Convention Sales Department booked 434 meetings and conventions for 2009 and beyond, including 47 conventions accounting for 191 usage days at the David L. Lawrence Convention Center (DLLCC). The team sold 262,120 room nights for future years – an impressive 98 percent of the 2009 goal. All told, 2009 bookings represent an anticipated direct spending totaling $249 million. The department contributed 258,668 rooms to the overall room night consumption of Allegheny County in 2009.

Attention among the Convention Sales staff focused on groups with the potential to repeat in consecutive years. This includes the Intel International Science and Engineering Fair (booked for three years), East Coast Volleyball and Anthrocon – both of which have become annual programs in Pittsburgh.

The 2009 “Bring It Home” campaign – which encourages local leaders of national organizations to bring meetings to the Great Pittsburgh area – continues to be a huge success. In 2009, 165 bookings represented 163,379 room nights booked for future years – up 18 percent in room night bookings from 2008. These bookings account for 192,051 attendees and represent $162 million in direct spending, a five percent increase.

VisitPittsburgh continued its sales and marketing partnership with Portland, Ore., and Milwaukee, Wisc., – known as the “Three City Partnership.” Through collaborative partnership events, potential customers can learn about three similarly sized meeting destinations that represent three geographic sections of the country. The Three City Partnership presented as panelists at a Convene Green program in Washington, D.C., that resulted in three new leads for the partnership. Since the partnership’s inception, the collaboration collectively generated more than 200,000 lead room nights and 77,000 definite room nights for the three destinations.

By the Numbers

- Booked 434 meetings and conventions, accounting for 262,120 room nights with an estimated direct spending of $249 million
- Generated 191 usage days for future DLLCC bookings
- Bring It Home campaign resulted in 165 bookings
- Conducted 172 site visits and three familiarization tours, attended by 427 meeting planners
# Convention Sales

## Top 10 Groups booked in 2009 (by number of room nights)

<table>
<thead>
<tr>
<th>Group/Event</th>
<th>Room Nights</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>G20 Pittsburgh Summit</td>
<td>26,185(^1)</td>
<td>2009</td>
</tr>
<tr>
<td>Intel International Science and Engineering Fair</td>
<td>12,974(^2)</td>
<td>2012 &amp; 2015</td>
</tr>
<tr>
<td>American Association of Petroleum Geologists Annual Convention</td>
<td>8,449</td>
<td>2013</td>
</tr>
<tr>
<td>U.S. Women’s Open(^3)</td>
<td>7,389</td>
<td>2010</td>
</tr>
<tr>
<td>National Veterans Wheelchair Games</td>
<td>5,110</td>
<td>2011</td>
</tr>
<tr>
<td>American Society for Quality/World Conference on Quality &amp; Improvement</td>
<td>5,028</td>
<td>2011</td>
</tr>
<tr>
<td>2009 Anthrocon</td>
<td>4,540</td>
<td>2011</td>
</tr>
<tr>
<td>Rubber Division American Chemical Society</td>
<td>4,331</td>
<td>2013</td>
</tr>
<tr>
<td>National Truck Driving Championships</td>
<td>4,146</td>
<td>2009</td>
</tr>
<tr>
<td>Society for College &amp; University Planning Annual Conference</td>
<td>3,841</td>
<td>2014</td>
</tr>
</tbody>
</table>

\(^1\) Trackable room nights \(^2\) Per year \(^3\) Contract for previously announced event signed in 2009

## Top 10 Groups Hosted in 2009 (by direct spending)

<table>
<thead>
<tr>
<th>Group/Event</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLW Outdoors/2009 Forrest L. Wood Cup</td>
<td>$37.4 million</td>
</tr>
<tr>
<td>G20 Pittsburgh Summit</td>
<td>$34.8 million</td>
</tr>
<tr>
<td>American Physical Society National Convention</td>
<td>$8.7 million</td>
</tr>
<tr>
<td>Rubber Division American Chemical Society</td>
<td>$8.6 million</td>
</tr>
<tr>
<td>Quilts Inc./2009 International Quilt Market</td>
<td>$7.8 million</td>
</tr>
<tr>
<td>American Society of Agronomy/2009 ASA/CSSA/SSA International Annual Meetings</td>
<td>$5.8 million</td>
</tr>
<tr>
<td>TMS The Minerals Metals &amp; Materials Society/2009 Materials Science &amp; Technology Conference &amp; Expo</td>
<td>$5.5 million</td>
</tr>
<tr>
<td>American Philatelic Society</td>
<td>$3.9 million</td>
</tr>
<tr>
<td>2009 Anthrocon</td>
<td>$3.6 million</td>
</tr>
<tr>
<td>2009 AFL-CIO Constitutional Convention</td>
<td>$3.2 million</td>
</tr>
</tbody>
</table>
While the Convention Sales Department makes the promises, it is the Convention Services Department that delivers. Throughout 2009, Convention Services continued to offer a variety of quality services to assist meeting planners with all facets of planning and promotion.

Award-winning service is the hallmark of the Convention Services Department. The commitment to service is demonstrated with its “Service on a Silver Platter” initiative that involves everything from airport pickups to site visits, to welcome letters and welcome signs to greet incoming groups. The level of service is exemplified by the many industry awards VisitPittsburgh receives, including the prestigious Meetings & Conventions 2009 Gold Service Award, Corporate & Incentive Travel’s 2009 Award of Excellence and the Inner Circle Award from MeetingsNet magazine.

In 2009, the Convention Services Department assisted 202 groups. Every group that held an event with 50 room nights during the peak period was assigned a Convention Services Manager to ensure customer satisfaction. And the results paid off: “Thorough and knowledgeable, responsive and attentive – all are wonderful qualities that helped make our professional interaction with VisitPittsburgh so beneficial, contributing to the success of our conference overall,” said Charles Ernst of the College English Association.

The Housing Services staff supported six major conventions and events in 2009. For these events, thousands of room reservations were processed totaling 31,600 room nights. Approximately $5.1 million in room revenue was generated for hotels that participated in convention housing in 2009.

The department routinely facilitates “pre-convention meetings” that bring stakeholders together to discuss issues of security, traffic, crime prevention, public relations and promotions. VisitPittsburgh invites meeting planners and representatives from the David L. Lawrence Convention Center, hotels, restaurant community, Pittsburgh Public Safety Department and ground transportation companies to attend in an effort to ensure that large citywide events are successful. In 2009, the department convened 18 pre-convention meetings.

In addition, VisitPittsburgh staff members also helped to promote attendance for three major Pittsburgh conventions scheduled for 2010. Staff participated in attendance builders the American Counseling Association in Charlotte, N.C., the Association of Iron & Steel Technology in St. Louis, Mo., and the Tree Care Industry in Baltimore, Md.

In 2009, the Convention Services department provided complimentary Restaurant Information Booth services to 20 groups. Throughout the year, the department placed 3,221 restaurant reservations for 20 major groups.

By the Numbers

- Provided “Silver Platter Service” to 202 groups
- Processed 31,600 room night reservations
- Convened 18 pre-convention meetings
- Placed more than 3,200 restaurant reservations

“Thank you for all your help with our 20th Annual USS Albany Reunion that was held in Pittsburgh in July. Our group had a wonderful time and the VisitPittsburgh books were great. The maps were used by quite a few folks who drove in early or stayed late. We appreciate all your help.”

– John & Sandy Heitsman
USS Albany Association
Reunion Chair
The Partnership Development Department concentrates on improving business opportunities for VisitPittsburgh’s 800+ members.

Despite a recessionary business climate in 2009, VisitPittsburgh was able to maintain traditional revenue levels for partnership dues and maintain package sales levels as well.

Thanks to numerous exciting Pittsburgh events throughout 2009 – Steelers Super Bowl win, Penguins Stanley Cup victory, the G20 Pittsburgh Summit – the Partnership Development team was highly visible in the local community, promoting the value of tourism and its role in economic development. The department was able to leverage the excitement of these events to promote sales and marketing opportunities with VisitPittsburgh.

The team’s sales effort resulted in 84 new partners and 34 custom packages. Nearly $1.3 million in revenue was garnered in 2009 from partner dues, advertising, sponsorship, events and custom marketing agreements. VisitPittsburgh’s print and online product offerings – such as the Official Visitors Guide to Pittsburgh, PLAY in Pittsburgh and Its Countryside and www.visitpittsburgh.com – continue to be popular advertising vehicles for partners.

The Corporate Development Task Force built on the success of its inaugural year in 2008 by continuing to cultivate relationships with the corporate community. Staff was able to garner support from numerous corporate partners, including Huntington Bank, Alco Parking, Hefren Tillitson, PNC Bank, FSN Pittsburgh and Black Knight Security.

The Partner Connection Committee’s New Partner Welcome Program, which introduces new partners to the benefits of VisitPittsburgh, continued to be a success. Committee members delivered mugs and event passes to 80 new partners. They also played an active role at networking events by providing registration assistance and welcoming guests as greeters.

A total of 13 Partnership Development events were held in 2009. These events included First Tuesday, Partnership 101 informational sessions and Lunch & Learns. Topics included sales in a recessionary economy, public relations “check-up” and social media.

By the Numbers:

- Generated $1.3 million in overall Partnership revenue
- Generated a total of $453,686 in dues revenue – a 12 percent increase over the previous year
- 84 new partners and 34 custom packages
- 13 Partnership Events held in 2009

“Steel city with plumes of smoke everywhere is no more. Pittsburgh is hot. A fascinating, real American city amid wooded hills. Cultural worldtoppers and one of the most beautiful skylines of America.”

Het Parool, Amsterdam-The Netherlands newspaper
Tourism & Cultural Heritage

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

Pittsburgh again proved that the city is indeed an attractive leisure travel destination. Visitor traffic from targeted zip codes where VisitPittsburgh advertised was up 11 percent, while visitor spending rose 13 percent in 2009. In addition, the June launch of a direct flight between Pittsburgh and Paris, along with the G20 Pittsburgh Summit, are likely responsible for increased international spending. According to hotel reports, room night sales from international travelers increased 12 percent in 2009.

While results were positive, dramatic cuts in the state grants that fund tourism marketing initiatives made 2009 a challenging year for marketing Pittsburgh as a travel destination. Consider this: In 2008, VisitPittsburgh spent $1.2 million in advertising to attract leisure visitors. In 2009, that amount dwindled to just $448,000 – a cut of 66 percent! This included $200,000 in regional marketing dollars.

VisitPittsburgh continued to be resilient despite continuing economic upheaval. To a large degree, new methods helped to supplant funding cuts. Relationships with corporate sponsors enabled successful marketing programs to be created for Pittsburgh, especially those that benefitted non-profit arts and cultural organizations.

VisitPittsburgh's “Get Gas” promotion serves as a good example of this tactic. Through the partnership with GetGo, an ad campaign lured out-of-towners to Pittsburgh with the offer of free gas. In addition, two championship sports campaigns and a state-funded history campaign all yielded visitation from VisitPittsburgh’s targeted marketing efforts.

VisitPittsburgh partners report that their investment in our co-op advertising program is making a difference. As an example, Kennywood reported an 11 percent increase in attendance as a result of a joint campaign that ran in Cleveland.

In 2009, the department offered an effective guest service training program called PittsburgHosts. Employees representing 31 different companies, from attractions to hotels to restaurants, were trained as PittsburgHosts and are now part of a new service culture in the region. In addition to this customer service training, a program to train and implement a volunteer program for the G20 summit was also instituted.

The Tourism & Cultural Heritage Department continued its role in supporting the Reunions Initiative, which encourages family and social reunions to take place in Pittsburgh. More than $3.5 million in direct spending was realized from reunion hotel room nights booked in 2009.

Group Travel

2009 was a solid – and busy – year in the group sales arena. Tradeshow activity increased by 36 percent with VisitPittsburgh staff attending 11 trade shows. Sales missions doubled. The result? A 20 percent increase in group leads. In addition, a new tracking and survey system showed nearly 57,000 room nights were tracked in group tour sales.

In February, Pittsburgh was host city to the Heartland Travel Showcase – the yearly gathering of Midwest motorcoach and tour operators – which provided additional exposure to Pittsburgh as a packaged travel destination. More than 750 operators and exhibitors attended the group travel trade show, where VisitPittsburgh’s Tourism & Cultural Heritage staff played a prominent role by organizing committees, sightseeing tours, a welcome reception and transportation.

By the Numbers:

- Direct spending by visitors from targeted markets increased by 13 percent
- International travel increased 12 percent
- Advertising spending decreased 66 percent due to funding cuts
- 57,000 room nights were tracked in group tour sales

2009 Tourism Marketing Partners:
The Andy Warhol Museum
Armstrong County
August Wilson Center for African American Culture
Beaver County
Butler County
Carnegie Museum of Art
Carnegie Museum of Natural History
Carnegie Science Center
Children’s Museum of Pittsburgh
Doo Dah Days
Duquesne Incline
Festival of Lights
First Night
The Frick Art & Historical Center
Gateway Clipper Fleet
GetGo
Great Allegheny Passage
Greene County
Indiana County
Kennywood
Laurel Highlands
Lawrence County
Light Up Night
Mainstreets Pittsburgh
Mattress Factory
Mercer County
MLK Murals
National Aviary
Nationality Rooms
Phipps Conservatory and Botanical Gardens
Pittsburgh Ballet Theatre
Pittsburgh CLO
Pittsburgh Cultural Trust
Pittsburgh Dance Council
Pittsburgh Dragon Boat Festival
Pittsburgh Glass Center
Pittsburgh International Children’s Festival
Pittsburgh Irish & Classical Theatre
Pittsburgh Irish Festival
Pittsburgh Marathon
Pittsburgh and Its Countryside

While support of regional marketing was significantly cut by the state, VisitPittsburgh and the regional marketing consortium, Pittsburgh and Its Countryside, maintained a $200,000 investment in Pennsylvania tourism publications, including annual guides, magazines, maps and other collateral. The limited campaign also included outdoor advertising, along with direct mail, magazines, newspaper and online media. Targeted markets included Cleveland, Youngstown, Erie and markets in West Virginia.

City of Champions

Although 2009 was a tough year for the economy, it was a spectacular year for Pittsburgh’s sports teams.

The Steelers started off the year with a Super Bowl XLIII victory and VisitPittsburgh went along for the ride! VisitPittsburgh marketed “Sixburgh Getaway Packages” that included discount hotel rates, Terrible Towels, GetGo gas cards and the opportunity to attend a Super Bowl party at a local establishment. In addition, VisitPittsburgh promoted the Biggest Steelers Fan contest with the Florida winners being a couple who had an all-Steelers wedding complete with the ESPN theme as the wedding march.

As a result of the Steelers win and these promotions, site traffic to www.visitpittsburgh.com increased by 100 percent over 2008 in January.

Then, lighting struck twice as the Pittsburgh Penguins won their third Stanley Cup. VisitPittsburgh dove into social media, leveraging the success of the Pens to drive social media efforts. The promotion: become a fan of VisitPittsburgh’s Facebook page and be entered to win a Penguin’s prize package, which included an overnight stay and more. The promotion – carried out on the VisitPittsburgh website, Facebook and Twitter – resulted in 1,381 additional fans to VisitPittsburgh’s Facebook page.
Marketing Pittsburgh to the World

2009 marked a seminal year for Pittsburgh and an amazing year for the Marketing & Communications Department of VisitPittsburgh. The G-20 Pittsburgh Summit brought with it incredible opportunity and unprecedented exposure. In many ways, Pittsburgh has turned the corner, finally dispelling the myth of a smoky city.

In an unusual arrangement – and for the first time – the M&C department was “hired” by the G20 Pittsburgh Summit Partnership to drive the communications for the city. From working with the Partnership to craft key messaging that detailed the transformation of the city, to developing an online press room and offering both inbound press tours and outbound media road shows, to pitching story ideas, the department helped pave the way for a record-breaking number of exposures in 2009.

In all, more than 7,000 articles covered the Summit – totaling an estimated $100 million in branding exposure for Pittsburgh. In addition, the key transformation messages crafted by the Partnership were found in numerous features. Upwards of $12 million in advertising value can be attributed to the telling of the specific “Why Pittsburgh” transformation story – for the month of September alone!

Coverage related to the G20 Pittsburgh Summit may have done more to replace outdated notions of Pittsburgh than any other event. The Department received an Award of Merit for its G20 public relations efforts from the Public Relations Society of America. Here are just a few sample headlines that were published in high-profile publications:

- “Prime Pittsburgh” – Los Angeles Times (Sept. 20, 2009)
- “Pittsburgh, City of Renewal” – The Atlantic (Sept. 24, 2009)
- “Summit Spotlights ‘Steel City’s Extreme Makeover’” – National Public Radio (Sept. 23, 2009)
- “Reinvented ‘Steel City’ Chosen for G-20 Summit” – Pravda (Sept. 23, 2009)
- “Pittsburgh Showcases Green Economy at G20 Summit” – Reuters (Sept. 20, 2009)
- “Pittsburgh’s Heart of Steel Still Beats Amid Transformed City” – USA Today (Sept. 21, 2009)

In addition, the department again continued its aggressive pursuit of publicity for the city and the region. In 2009, 67 writers came to see for themselves. (That’s not including the 3,500+ journalists who came to Pittsburgh to cover the G20 Pittsburgh Summit in September alone!) Themed press tours included an Arts & Cultural Press Tour, Pittsburgh Outdoors and a Culinary Press Tour of Pittsburgh and Its Countryside. All told, VisitPittsburgh staff made more than 300 proactive story pitches to regional, national and international press.

The Marketing & Communications team also continued its role as manager for all VisitPittsburgh publications. Publications produced in 2009 included the Official Guide to Pittsburgh, Play in Pittsburgh and Its Countryside, Forrest Wood Cup – Pittsburgh and Its Countryside Discount Coupon Book, Reunion Planning Kit and others. VisitPittsburgh was recognized with an Award of Honor in the 2009 Golden Triangle Awards program for the Official Visitors Guide publication. The awards program, which recognizes Pittsburgh’s best communication professionals, was sponsored by the Pittsburgh Chapter of the International Association of Business Communicators.

Throughout the year, advertising plans to market the destination to both visitors and the meetings and conventions industry were in a state of constant flux, due to the State’s budget instability. However, the department continued to do more with less, and successfully executed an abridged advertising plan for both the tourism and convention sales markets.

By the Numbers:

- Hosted 67 travel writers
- Received over $12 million in advertising equivalency for the “Pittsburgh Transformation” story
- Proactively made more than 300 story pitches to media outlets

“Few inland cities have a more spectacular setting than Pittsburgh – with a Downtown set on a peninsula surrounded by three rivers and overlooked by restaurants clinging to the side of a towering mountain.”

Essentially America
Twitter, Facebook, YouTube and Flickr... VisitPittsburgh is in the mix.

Indeed. VisitPittsburgh became more active than ever in the Social Media universe in 2009. A Social Media Team, made up of more than a dozen staff members, was established to enhance VisitPittsburgh’s presence in the viral universe, which allowed us to take advantage of the many free tools available today.

Using Twitter and Facebook, VisitPittsburgh is keeping all our Followers and Fans up to date on the steady stream of events happening in and around the region. VisitPittsburgh first signed into Twitter in March of 2009 and reached just over 1,000 followers and posted 1,790 “tweets” in 2009. Similarly, the Facebook page for VisitPittsburgh went live in May 2009. The launch of the page coincided with the Pittsburgh Penguins playoff schedule and gained 1,395 fans within the first two weeks leading up to the Pittsburgh Penguin’s Stanley Cup win. By the close of 2009 the number of Fans doubled, and 510 postings resulted in 2,635 interactions, equating to nine interactions per post.

VisitPittsburgh also took full advantage of media sharing sites YouTube and Flickr. VisitPittsburgh’s Two-Minute Tours are hosted and produced by staff members and posted to VisitPittsburgh’s YouTube channel for distribution. The tours feature some of the best things to see and do in Pittsburgh. Twelve videos were produced in 2009, including Kennywood, Pittsburgh Zoo & PPG Aquarium, Duquesne Incline and The Scarehouse. The popularity of the online videos is growing, with the Two-Minute Tours receiving more than 14,600 views. Flickr, a photo sharing site, was used to share some of the breath-taking views of Pittsburgh as well as some of the noteworthy events of the year, including downtown scenes during the G20 Pittsburgh Summit. Over 200 photos received 1,300 views.

Website

The VisitPittsburgh website continues to evolve in an effort to enhance the Web experience for both the general user and for persons with disabilities. Many changes implemented in 2009 were a result of an in-depth usability study and the recommendations that followed. Some of the most significant and visible changes involve simplifying navigation, enhanced partner listings and functionality, more vibrant colors and streamlined page layout.

The value and importance of the website continues to expand. It is a growing asset and regarded as a primary advertising source for many of VisitPittsburgh’s partners. In 2009, partner listings were viewed more than 450,000 times and visitors clicked through to partners’ websites 54 percent of the time. In conjunction with the success of the partner listings, advertising opportunities continue to increase in value as we further optimize the site. Click-through and impressions for each advertising campaign continue to be tracked using a third-party Interactive Advertising Bureau (IAB) certified platform.

By the Numbers:

- Site visits increased by 11 percent to 476,500 and search engine referrals increased 31 percent to 284,922
- Partner listings viewed over 450,000 times
- 10,668 Official Visitors Guides were downloaded, saving in printing and mailing costs

Visitpittsburgh.com Keyword Rankings*  
<table>
<thead>
<tr>
<th>Keyword</th>
<th>Google</th>
<th>Yahoo</th>
<th>Bing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pittsburgh</td>
<td>1</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Pittsburgh Conventions</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Pittsburgh Vacation</td>
<td>1</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Pittsburgh Attractions</td>
<td>2</td>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>

*December 2009
Finance & Administration

The Bottom Line

From a funding perspective, 2009 was quite a challenge, as nearly all of VisitPittsburgh’s funding sources were below budgeted levels. Much of the shortfall was a direct result of state funding cuts, which were beyond VisitPittsburgh’s ability to control. In spite of these challenges, VisitPittsburgh was able to control spending, allowing the organization to finish the year on a positive note.

Throughout 2009, VisitPittsburgh managed cash in effective ways. At year end, the operating cash position was in excess of $3.1 million and expenses were 14 percent below budget.

State funding is falling at an alarming rate and no relief is on the horizon. State grant funding in 2009 was reported at less than $750,000 – in spite of VisitPittsburgh’s history of providing a strong return on investment for the state.

As a result of funding cuts, VisitPittsburgh implemented numerous cost-saving measures, including:

• Hiring and salary freeze
• Auditing our computer system and eliminating unneeded files, resulting in 37 percent savings for network back ups
• Reduced connectivity costs by installing a Terminal Services connection for remote connections to the network
• Cancelation of non-essential programs, including the annual golf outing
• Reduction of printed materials and conversion to all electronic pre-mailers and invitations

In a major effort to reduce costs going forward, VisitPittsburgh signed a lease for new office space. A thorough analysis provided opportunity for significant cost savings, while increasing building services and amenities. In addition, complementary space is being provided for a new street-level Welcome Center. The move – which is expected to save substantial operating costs – will take place in June 2010.

On the Human Resources front, a comprehensive review of our Employee Handbook was implemented and successfully completed.

VisitPittsburgh, in partnership with Highmark, implemented Year 2 of our Lifestyle Returns Wellness Program. This cost-effective strategy champions a healthy workplace and lifestyle, lowering utilization rates and controlling health care insurance costs. Our wellness program was remarkably successful in 2009, with 71 percent of staff participating. As part of the program, three on-site health and wellness programs were offered: Personal Nutrition Coaching; 10,000 Step Challenge, a 12-week walking program; and a stress management class.

VisitPittsburgh’s commitment to its employees and to the region extends beyond what we do to promote it. The organization remains active in the Pittsburgh community. Again this year, the Human Resources Department spearheaded several Corporate Social Responsibility initiatives, including:

• United Way Day of Caring, where staff volunteered a day at the Chartiers Community Mental Health & Retardation Center in Carnegie. About a dozen staff members cleared a steep hillside of weeds and vegetation, cleaned up butterfly garden and power-washed a deck.
• Our 2009 United Way Campaign raised $9,173 for the 2009 campaign, a 2 percent increase over the 2008 campaign, with 78 percent staff participation. VisitPittsburgh employees are generous and giving, volunteering their time, talent and financial assistance to support community needs.
• January 2009 Martin Luther King Hospitality Food Drive resulted in 4,823 pounds of food benefitting the Greater Pittsburgh Community Food Bank. The MLK Food Drive was awarded the Community Service Award Finalist, Spirit of Hospitality Awards from the Pennsylvania Tourism & Lodging Association.
Sources of Funding

<table>
<thead>
<tr>
<th>Source</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnership Investment</td>
<td>$468,895</td>
<td>$486,248</td>
</tr>
<tr>
<td>Allegheny County Hotel Room Tax Revenue</td>
<td>6,371,653</td>
<td>7,028,516</td>
</tr>
<tr>
<td>Commonwealth of Pennsylvania Tourism Promotion Grant</td>
<td>580,632</td>
<td>1,095,336</td>
</tr>
<tr>
<td>Commonwealth of Pennsylvania Regional Marketing Initiative Grant</td>
<td>1,094,310</td>
<td>1,300,000</td>
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<tr>
<td>Other State Grants</td>
<td>145,000</td>
<td>459,000</td>
</tr>
<tr>
<td>Restricted Grants and Revenue</td>
<td>100,473</td>
<td>386,635</td>
</tr>
<tr>
<td>Advertising and Sponsorships</td>
<td>766,606</td>
<td>817,517</td>
</tr>
<tr>
<td>Contributions in Kind</td>
<td>118,553</td>
<td>686,114</td>
</tr>
<tr>
<td>Participation Fees</td>
<td>49,647</td>
<td>192,090</td>
</tr>
<tr>
<td>Merchandising Income</td>
<td>13,823</td>
<td>53,724</td>
</tr>
<tr>
<td>Convention Services</td>
<td>65,726</td>
<td>89,779</td>
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<tr>
<td>Interest Income</td>
<td>13,948</td>
<td>30,622</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>175,445</td>
<td>13,516</td>
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<tr>
<td><strong>Total Support and Revenue</strong></td>
<td><strong>$9,964,711</strong></td>
<td><strong>$12,621,097</strong></td>
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</tbody>
</table>

Expenses

<table>
<thead>
<tr>
<th>Initiative</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convention Initiatives:</td>
<td></td>
<td></td>
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<tr>
<td>Convention Sales</td>
<td>$3,190,854</td>
<td>$3,567,530</td>
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<tr>
<td>Convention Services</td>
<td>716,868</td>
<td>849,021</td>
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<tr>
<td>Tourism Initiatives:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cultural Tourism</td>
<td>2,040,277</td>
<td>3,008,636</td>
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<tr>
<td>Regional Marketing Initiative</td>
<td>677,601</td>
<td>1,158,752</td>
</tr>
<tr>
<td>Website</td>
<td>419,984</td>
<td>409,362</td>
</tr>
<tr>
<td>Communications</td>
<td>621,002</td>
<td>683,132</td>
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<tr>
<td>Partnership Development/Services</td>
<td>760,884</td>
<td>869,956</td>
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<tr>
<td>Management/Operating</td>
<td>867,700</td>
<td>889,276</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$9,295,170</strong></td>
<td><strong>$11,435,665</strong></td>
</tr>
</tbody>
</table>

**Travel Matters Rally**

Hundreds of business leaders and hospitality employees joined together at the “Travel Matters Rally” in Pittsburgh in May. The rally was organized to raise awareness about proposed state funding cuts to the travel and tourism industry by up to 60 percent.

Rally attendees filled out postcards addressed to legislators, detailing why the travel and tourism industry is important to them. Hundreds of postcards were collected and sent to Pennsylvania state legislators in an effort to demonstrate the importance of hospitality-related jobs in the region.
2009 VisitPittsburgh
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International Union of Operating Engineers, Local 95

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University of Pittsburgh

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General Manager
David L. Lawrence Convention Center

**Honorary**

The Honorable Dan Onorato
Chief Executive
County of Allegheny

Brad Penrod
Executive Director/CEO
Allegheny County Airport Authority

The Honorable Luke Ravenstahl
Mayor
City of Pittsburgh
2009 VisitPittsburgh Staff

**VisitPittsburgh Executive Staff**

Joe McGrath  
President & CEO  
VisitPittsburgh

Craig Davis  
Vice President of Sales & Marketing

Karen Fisher  
Vice President of Finance & Operations

Dennis Burrell  
Executive Director of Convention Services

Jason Fulvi  
Executive Director of Convention Sales

Mary Grasha Houpt  
Executive Director of Human Resources

Tinsy Lipchak  
Executive Director of Tourism & Cultural Heritage

Beverly Morrow-Jones  
Executive Director of Marketing & Communications

Lynne Popash  
Executive Director of Partnership Development

**VisitPittsburgh Staff**

Lisa Ashbaugh  
Director of Convention Host Development

Vicki Battalini  
Visitors Services Representative

Diana Besoiu  
Marketing Assistant

Diane Cortese  
Associate Director of Finance

Bob Foley  
Systems Analyst

Sara Fritz  
National Sales Director

Domenic Fusca  
Senior Advertising Sales Manager

Ed Gaskill  
Convention Report Coordinator

Kori Gassaway  
National Sales Director  
Chicago Office

Lynne Glover  
Associate Director of Marketing & Communications

Mont Handley  
National Sales Director

Jennifer Hawkins  
Sports Marketing Director

Meryl Hellring  
Tourism Sales Manager

Brenda Hill  
National Sales Director

Barb Hollie  
Convention Services Assistant

Colleen Kalchthaler  
Marketing Services Director

Vicki Kelley  
Assistant to the Vice President Sales & Marketing

Laura Kelly  
Partnership Development Coordinator

Paul Kemp  
Convention Services Manager

Jason Kolesar  
Accounting Analyst

Sonya Maness  
Sales Administrative Assistant

Earl McClain  
Inventory/Assistant Tenant Coordinator

Susan McGrane  
Publications Manager

Brenda Miller  
Marketing & Communications Administrative Assistant

Kristin Mitchell  
Public Relations Liaison

Shirley Mueller  
Convention Services/Housing Administrator

Asaka Narumi  
Web Marketing Manager

Judy Perry  
Receptionist

Karl Pietrzak  
Senior National Sales Director

Chuck Redslab  
Visitor Services Representative

Nancy Reynolds-Daniels  
Visitor Services Representative

Gail Schenone  
Housing Director

Kedy’Ky Sherrill  
Market Research Analyst

Joyce Simile  
Tourism & Cultural Heritage Administrative Assistant

Colleen Smith  
Associate Director of Partnership Development

Julie Stewart  
Events Manager

Jan Tagliaferi  
Assistant to the Vice President of Finance & Operations

Julia Tonti  
Corporate Marketing Director

Kristen Turner  
Housing Manager

Jennifer Vacek  
National Sales Director

Stephanie Vogel  
Assistant to the President & CEO

Tom Yanosick  
Manager IT & Building Operations
The Airmall at Pittsburgh International Airport once again placed first among U.S. airports in the food, shops and amenities category in a 2009 Conde Nast Traveler survey.

Lonely Planet travel guide suggests Pittsburgh as “one of the best U.S. made-over towns to visit.” The city ‘is a colorful, pedestrian-friendly place,’ with mentions of PNC Park, Andy Warhol Museum, Children’s Museum of Pittsburgh, Mattress Factory and various neighborhoods.

The staff at Peter Greenberg Worldwide chose Pittsburgh as one of their favorite destinations of 2009. Exploring the city as a tourist, this particular staff member was “truly amazed by how much the city has to offer.”

Pittsburgh was named no. 1 best sports city by Sporting News magazine. The rankings takes into consideration the number of teams in each city, the team’s won-lost records, playoff records, game attendance and fan ferocity.

British magazine, The Economist, ranks Pittsburgh the most livable city in the United States – and 29th worldwide. In The Economist’s report, 30-40 factors were considered under these five categories: stability, healthcare, culture, environment, education and infrastructure.

Away.com, the web’s best travel and vacation-planning resource, ranks PNC Park #2 on their list of “Top 10 Best Baseball Stadiums to Visit.” Dazzling everyone who walks in, the stadium provides a spectacular view from the seating bowl, especially down the third base line.

Frommer’s names Pittsburgh as a “First-Class Second City: Where To Go Instead.” Stating “Pittsburgh is a patchwork of interesting neighborhoods topped by hills and crisscrossed by rivers, with a surprising (to outsiders) artsy side. Pittsburgh’s mainstream museums include top-notch art, natural history and science museums; the home of Andy Warhol also has a museum devoted to his work. The Strip District features the cuisines of the sort of muscular European ethnicities one associates with Chicago and other blue-collar Midwestern towns.”

Walk this way...to Pittsburgh! The city ranks 10th in Prevention Magazine’s annual survey of the 25 Best Walking Places in America, and 3rd in the most miles of rails to trails, with 19 trails spanning 1,757.78 miles throughout the Pittsburgh region. The survey also factored the number of people who walk or ride mass transit to work, along with the total square mileage of parks.

Parents magazine ranks Pittsburgh Zoo & PPG Aquarium the 4th best zoo in the country for kids based on factors such as the number of exhibits for kids, stroller-friendly paths and restaurant and food options. The enormous Kids Kingdom, plentiful baby animals, an interactive meerkat exhibit and the combination of a zoo and aquarium were added bonuses.