



VisitPITTSBURGH

2016 ANNUAL REPORT

It's time to up our game.

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THE NEW MARKETING DEPARTMENT

In late 2016, VisitPITTSBURGH underwent a strategic realignment to capitalize on the strength of the organization's marketing, digital marketing and communications functions – combining these operations into a singular Marketing Department under the new position of chief marketing officer to produce best-in-class results.

VisitPITTSBURGH is dedicated to generating convention, trade show, sports events and leisure travel business for the Pittsburgh region. VisitPITTSBURGH is the official tourism promotion agency for Allegheny County and is an independent, nonprofit organization.



Chairman's Letter



THE TRAVEL AND TOURISM INDUSTRY CONTINUES TO PLAY A CRITICAL ROLE IN OUR CITY'S AND COUNTY'S REVIVAL. HOTEL TAXES GENERATED IN ALLEGHENY COUNTY IN 2016 WERE \$34.4 MILLION. OUR SUCCESS IN THE TRAVEL AND TOURISM INDUSTRY HAS LED TO MORE THAN 40,000 HOSPITALITY JOBS.

It is an honor to serve as the Board Chairman for VisitPITTSBURGH, an organization that I have long respected as being one of the top destination marketing organizations in the industry.

I would like to thank our previous chairman, Jamie Campolongo, for his counsel and friendship while I was vice chairman and now through my first year as chairman. I would also like to thank our board of directors, who are some of the most highly-respected and experienced members of our business community.

While VisitPITTSBURGH plays a critical role in promoting the Pittsburgh region, we are not alone in this endeavor. Many businesses, organizations, individuals, elected officials, sports teams and universities have helped Pittsburgh obtain its status as one of the "World's Best Places to Travel" in 2016, according to *Travel + Leisure*.

We again hosted many significant conventions, meetings and sports events in 2016. The National League of Cities City Summit was a great opportunity to showcase Pittsburgh. The event allowed elected officials from across the U.S. to witness firsthand the results of Pittsburgh's transformation from the steel city they read about in history books to the stunningly beautiful city now better associated with technology, education, medicine, energy, banking and, of course, tourism.

While 2016 has been a great year, **It's Time to Up Our Game** so we remain a top travel destination. I am confident that VisitPITTSBURGH President and CEO Craig Davis and staff will continue to work with our partners, elected officials and other organizations to keep Pittsburgh in the positive spotlight and to drive visitation. In 2017, we will strengthen our relationship with the Pittsburgh International Airport and other partners to focus on increasing the number of both domestic and international visitors.

Thank you for your support of VisitPITTSBURGH's efforts, and I look forward to working with all of you in promoting our beautiful city in 2017.

A handwritten signature in black ink, appearing to read "Eric DeStefano".

Eric DeStefano

President's Letter

Every year at this time, I have the opportunity to reflect on VisitPITTSBURGH's previous year's accomplishments, and every year I am reminded of how fortunate all of us at VisitPITTSBURGH are to be able to promote our incredible city. We know that if we can get people to visit Pittsburgh, the city will sell itself.

So thank you to all of our partners, elected officials and organizations that every day make Pittsburgh beautiful and great. A special thank you to all Pittsburghers who warmly welcome our visitors. We are often told by meeting planners that Pittsburghers are so friendly. And we agree!

While Pittsburgh remains an extremely hot city and was recently named the No. 4 Travel Destination in the World by *Harper's BAZAAR*, we must work even harder to stay ahead of the other destinations that also are receiving national and international recognition.

So this year, we recognize that **It's Time to Up Our Game!** We must work even harder for our partners, and I have challenged our VisitPITTSBURGH staff to look at every sales and marketing practice to determine how we can enhance our efforts to promote Pittsburgh. We want to embrace the best practices throughout our organization and ensure that we are doing everything we can to keep Pittsburgh in the most positive light.

To jump start this mission, in 2016 we combined our Marketing, Digital Marketing and Communications operations into one Marketing Department. While all three departments had been producing great work, we felt that combining all of this talent and creativity into one department will capture synergies and produce best-of-class results.

As our reigning Stanley Cup Champions Pittsburgh Penguins can attest to – it is harder to stay on top than getting there. So I ask you to join us in upping our game and helping to drive our city and county to greater heights.



**WE UNDERSTAND, RESPECT
AND COMPLETELY EMBRACE
OUR ROLE TO HELP PROMOTE
AND DRAW PEOPLE TO VISIT
PITTSBURGH FOR THE FIRST
TIME OR TO COME BACK TIME
AND TIME AGAIN. IN 2016,
NEARLY 298,000 ROOMS
WERE BOOKED FOR 2016 AND
FUTURE YEARS – ONE OF OUR
BEST YEARS ON RECORD.**

A handwritten signature in black ink that reads "Craig T. Davis". The signature is written in a cursive, flowing style.

Craig T. Davis

Convention Sales

2016 marked another incredibly successful year for booking meetings and conventions in Pittsburgh. The Convention Sales team booked nearly 298,000 room nights for future meetings and conventions, helping to ensure strong years to come.

2016 was also notable for a number of new hotels, including the Embassy Suites and the Drury Plaza Hotel opening in the downtown business district. With these additions, the total number of hotel rooms downtown comes to over 5,000 – providing additional options for meeting planners when considering Pittsburgh as a destination.

HIGHLIGHTS

- Booked 598 meetings, conventions and sporting events worth an estimated direct spending of \$205 million
- Sold 297,906 room nights for 2016 and future years
- Contributed 252,017 rooms to the overall room night consumption for Allegheny County in 2016
- Hosted 539 meetings, conventions and sporting events, attracting 436,562 attendees
- Hosted 41 events in the David L. Lawrence Convention Center, accounting for 211 usage days
- Exhibited in 27 trade shows and industry conferences
- Continued the “Bring It Home” Campaign – designed to encourage local members of associations to bring their national meetings to Pittsburgh – assisted in booking 281 meetings
- Hosted 162 customers through individual site and FAM visits and conducted 1,609 face-to-face appointments with meeting planners

TRADE SHOW PARTICIPATION

- Amateur Athletic Union
- American Society for Association Executives Annual Meeting
- American Bus Association
- Association Forum Chicagoland Holiday Showcase
- Collaborate Marketplace
- Conference Direct Annual Meeting
- Connect Marketplace
- Council on Engineering and Scientific Studies Executives Mid-Winter Meeting
- Destination Marketing Association International Destinations Showcase
- GMIC Annual Conference
- HelmsBriscoe Annual Business Conference
- HPN, Goba Annual Partners Conference
- IMEX
- Meeting Planners International WEC
- National Association of Sports Commissions
- National Coalition of Black Meeting Planners Fall Meeting
- National Sports Forum
- NCAA Convention
- Nursing Organization Alliance
- Olympic SportsLink
- Ontario Motor Coach Association
- PASAE, Educational Summit & Expo
- Professional Conference Management Association Annual Meeting
- Rejuvenate Marketplace
- Religious Conference Management Association
- Springtime in the Park
- TEAMS Conference & Expo



NOTEWORTHY

The Convention Sales Department, together with the Sports Development team, exceeded their room-night booking goal in 2016 – booking 297,986 room nights vs. a goal of 273,750 room nights – for 105 percent performance. This marks the fourth consecutive year that the sales team has exceeded its booking goal, having booked over one million rooms during this period.

“The historically industrial town is suddenly cool, attracting hipsters from around the country... The rivers provide options for planners to create unique experiences for attendees—from cycling along the shore and kayaking around Point State Park, to enjoying a river dinner cruise.”

Smart Meetings



TOP 10 CONVENTIONS BOOKED IN 2016 (BY ROOM NIGHTS)

	ACCOUNT NAME	EVENT NAME	ROOMS NIGHTS
1	American Federation of Teachers	2018 Convention	11,208
2	International City/County Management Association	2024 Annual Conference	9,478
3	Microscopy Society of America	2021 Annual Meeting	7,252
4	Anthrocon	2018 Annual Convention	6,365
5	EPA – Office of Brownfield Redevelopment	2017 National Brownfields Training Conference	4,780
6	AIGA The Professional Association for Design	2018 Design Conference	3,764
7	American Society of Mechanical Engineers	2018 Int'l. Mechanical Engineering Congress & Expo	3,437
8	American Numismatic Association	2020 World's Fair of Money	3,345
9	American Farm Bureau Federation	2017 AFBF Fusion Conference	3,300
10	National Association of Sporting Goods Wholesalers	2018 Annual Conference & Expo	3,178

Sports Development

The inaugural year of the Sports Development Department has continued the legacy of success started as a vertical market in 2005. The team exceeded its goal by 21 percent, finishing the year at a record 73,969 booked rooms for future years. Over the past year, the team participated in the activation of more than 55 events, accounting for 92,549 hotel rooms consumed in the Pittsburgh market.



Photo by Jeff Bennett

A departmental priority was placed on implementing many of the recommendations outlined in the Pittsburgh Event Strategy. These included the adoption of the sports marketing brand “SportsPITTSBURGH,” development of an objective event evaluation model, and assembly of a targeted list of major sports events that support the community’s economic and social development objectives.

The SportsPITTSBURGH team took proactive steps to position the community as a frontrunner for major sports events. Local community leaders were connected with committee members and influencers within the National Collegiate Athletic Association and the National Football League. Subsequently, Pittsburgh submitted aggressive bid proposals for 70 NCAA National Championships and continues to lobby planners to host the NFL’s most prestigious events.

Finally, due to the expanded efforts of the Sports Development Department, the team was able to add a permanent, full-time Sports Marketing Manager. The value of this addition is evident in the increased quality and quantity of the projects completed in 2016.



Partnered with nine local universities, two athletic conferences and eight sports facilities, to submit 70 bids to be the host for NCAA Championships throughout the 2018-19 and 2021-22 academic years.



Pittsburgh named
nation's 3rd best sports city
based on sports' teams
performance, ticket prices
and number of sports bars.

– WalletHub

SPORTS DEVELOPMENT HIGHLIGHTS

Booked 73,969 room nights, over 66 events, in sports-related meetings and events, for future years

Hosted 55 events, contributing 92,549 consumed hotel room nights

Instituted marketing programs and on-site activation plans to increase awareness of the USA Karate National Championships & Teams Trials and the Atlantic 10 Conference Men's Basketball Championship taking place in Pittsburgh
Partnered with the EQT Pittsburgh Three Rivers Regatta and LionHeart Event Group to successfully bid on 2017 Red Bull Flutag

Partnered with the Steel City Roller Derby to bid on the Women's Flat Track Derby Association's International Play-Offs
Collaborated internally to develop the Races Campaign highlighting races happening in Pittsburgh, including the Pittsburgh Marathon, Pittsburgh Vintage Grand Prix, USA BMX Stars N Stripes National Series

Hosted an event in collaboration with Visit Milwaukee and Travel Portland, during the National Association of Sports Commissions Symposium for event

planners representing their National Governing Bodies

Collaborated with Hoop Group, to relocate the annual Pittsburgh Jam Fest to the David L. Lawrence Convention Center centralizing the tournament with 24 courts under one roof

Hosted field trips with local stakeholders to evaluate the feasibility of hosting the following high-profile events in the Pittsburgh area: NCAA Women's Final Four, NCAA D1 Men's Wrestling Championships, NCAA Men's Frozen Four, NFL Draft and NFL Super Bowl
Debuted the SportsPITTSBURGH video, targeting event planners, highlighting the diversity of sports participation, venues and activation available in the region

Presented at the Smart Cities & Sport Conference; organized for representatives of cities, regions and countries around the world interested in learning more about effective and smart strategies that connect sport and cities

Attended National Association of Sports Commissions, Connect Sports Marketplace and TEAMS Conference



Photo by Kaitlyn MacKay

Photo by Bill Stoler





Pittsburgh is *the* sports town.

TOP 5 PITTSBURGH SPORTS EVENTS BOOKED IN 2016* (BY ROOM NIGHTS)

GROUP NAME	EVENT NAME	ROOM NIGHTS
1 National Hockey League	2017 NHL Stadium Series - Pittsburgh Penguins vs Philadelphia Flyers	10,935
2 Atlantic Coast Baseball	2017 Cap Classic	3,960
3 Pittsburgh Vintage Grand Prix	2017 Vintage Grand Prix	3,420
4 USA BMX	2017 Stars N Stripes Nationals	3,061
5 Atlantic Coast Baseball	2017 Louisville Wood Slugger Wood Bat World Series	2,601

TOP 5 PITTSBURGH SPORTS EVENTS HOSTED IN 2016* (BY DIRECT SPENDING)

GROUP NAME	EVENT NAME	DIRECT SPENDING (in millions)
1 United States Golf Association	2016 US Open	\$130.00**
2 Pittsburgh Three Rivers Marathon Inc.	2016 DICK'S Sporting Goods Pittsburgh Marathon	\$12.97
3 Pittsburgh Vintage Grand Prix	2016 Vintage Grand Prix	\$11.23
4 Hoop Group	2016 Pittsburgh Jam Fest	\$4.48
5 Atlantic Coast Baseball	2016 Cap Classic	\$3.91

* Reflective of events supported by SportsPITTSBURGH

** Direct spending figure provided by USGA



Convention Services

2016 marked another eventful year for the Convention Services Department. Service assignments increased by 24 percent over the previous year. While many of the events were of a smaller stature, the volume of attendees increased considerably as the department welcomed 46 percent more attendees to the Pittsburgh area than last year.

Convention Services positively impacted visitors' experiences through the use of well-trained, front-line PittsburghHosts Ambassadors during notable events, including the U.S. Open and the National League of Cities City Summit. The department also provided a staffed welcome booth at the David L. Lawrence Convention Center or hotel welcome table for 34 additional events.

In addition, the distribution of 44 *Planning Bulletins* ensured that larger events received the recognition and staffing levels they deserved, as visitors dined in many of the city's restaurants and shopped at retail stores throughout the area. All told in 2016, more than 5,100 guests were referred by the Welcome Booth staff to partner establishments. The Housing Services team booked nearly 16,000 room nights and generated more than \$2.4 million in revenue for hotel partners.

TOP 10 CONVENTIONS HOSTED IN 2016 (BY DIRECT SPENDING)

ACCOUNT NAME	EVENT NAME	DIRECT SPENDING (in millions)
1 Association for Iron and Steel Technology	AISTECH 2016 - Steel's Premier Technology Event	\$7.73
2 Anthrocon	2016 Annual Convention	\$6.9
3 Pittsburgh Japanese Cultural Society	2016 Tekko	\$4.96
4 National League of Cities	2016 City Summit	\$3.83
5 Rubber Division, American Chemical Society	2016 International Elastomer Conference	\$2.87
6 American Dental Hygienists Association	2016 Center for Lifelong Learning at the 93rd Annual Session	\$2.69
7 Delta Sigma Theta Sorority	2016 Eastern Regional Conference	\$1.6
8 The Steelworkers	2016 USW Health, Safety and Environment Conference	\$1.56
9 Hart Energy	2016 DUG EAST	\$1.24
10 Code and Supply	2016 ABSTRACTIONS	\$1.11

HIGHLIGHTS

Actively serviced 18 city-wide conventions and 155 smaller meetings and events

Managed hotel reservations for four city-wide conventions and events, processing 4,787 reservations (15,975 room nights) and generating \$2.44 million for hotel partners

Provided 1,755 hours of on-site registration assistance

Provided welcome booth or hotel information table for 36 groups and referred 5,110 attendees to partner restaurants

Promoted Pittsburgh by participating in attendance builders for eight major upcoming events

Issued 44 *Planning Bulletins* to the community in advance of incoming conventions and events

Convened six pre-convention meetings between key stakeholders and meeting planners
Developed service plans for 157 events

Organized and hosted 37 planning site visits

Provided 117 partner business referral leads to meeting planners
Provided welcome messages at Pittsburgh International Airport for 110 events

Provided PittsburghHost “ambassadors” for two events



NOTEWORTHY

Seventy percent of the larger events hosted in 2016 were associated with groups that hosted events in Pittsburgh in the recent past. This astounding percentage of repeat business for Pittsburgh is testament to the high level of service that planners and attendees have come to expect in Pittsburgh.



Communications

The Communications team remains committed to telling the Pittsburgh story to the world through strategic public relations initiatives.



In 2016, the team strengthened its track record of securing positive news coverage among local, regional, national and international media. Working with travel writers, television producers and key influencers, the Communications Department was successful in placing stories in such prestigious outlets as *The New York Times*, *USA Today*, *The Washington Post*, NBC Sports, Expedia, CNBC, *The Daily Telegraph*, Canadian TV and Yahoo! News.

In addition to planning itineraries for and hosting visits by nearly 100 domestic and international press, the department helped coordinate national and international media efforts related to a multitude of Pittsburgh coverage featured during the U.S. Open broadcast. The team also coordinated a Pittsburgh TV shoot for Canadian talk show superstar Marilyn Denis, which featured her Pittsburgh weekend during an hour-long episode. Together, these audiences added up to millions of viewers who had the opportunity to see unprecedented Pittsburgh highlights.

It is also important to increase visibility for VisitPITTSBURGH and its mission within the local community. Thus, the department serves as the go-to source for economic impact of conventions and tourism, solidifying VisitPITTSBURGH's role as an effective marketing/sales organization for the Pittsburgh region. As part of the organization's local awareness efforts, the team arranges and provides interviews to local media on the impact of large conventions or sports events among other issues. Other local awareness initiatives involve monthly spots on KDKA Radio touting the latest happenings.



The Communications team hosted 11 members from the International Food, Wine & Travel Writers Association. Besides the great publicity that resulted, the group loved Pittsburgh so much that it's on the short list to host the 2018 Annual Conference.



HIGHLIGHTS

Generated 1,356 story placements, resulting in more than \$35.9 million in advertising equivalency value

Hosted six themed press tours, resulting in coverage valued at \$12.9 million in advertising equivalency:

- Taste of Pittsburgh Culinary Tour
- Art Press Tour
- Pittsburgh Golfs
- Pittsburgh is Kidsburgh
- Pittsburgh Rejuvenation
- International Food, Wine, Travel Writers Association

Provided communications and/or public relations support for numerous events and conferences, including Anthrocon, Alpha Phi Omega, International Elastomer Conference, National League of Cities, Hoop Group 2016 Pittsburgh Jam Fest, Pittsburgh Vintage Grand Prix and USA Karate National Championships

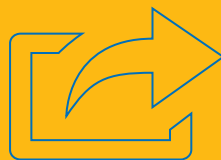
KEY COMMUNICATIONS FACTS

Generated in ad value **\$36** Million

Hosted Journalists **99**



Responded To **150** Media Inquiries



Supplied **976** Images to **89** Media Outlets



Supplied **1,190** Images to **67** Convention Planners

Issued **43** Press Releases



Made **201** Direct Story Pitches



Marketing

The City of Pittsburgh celebrated its Bicentennial in 2016 and the Marketing Department embraced the commemoration with the birthday serving as a focus throughout the year. It launched with its annual *2016 Official Visitors Guide to Pittsburgh*, which served as a one-of-a-kind historical timeline for the tourism and hospitality industry. In addition, promotions of partner events were included as part of the Bicentennial celebration.

Major art exhibitions at The Andy Warhol Museum and The Frick Pittsburgh helped spur additional cultural tourism to the city. Leisure travel advertising focused on family-friendly and visual arts as major campaigns, as well as specific opportunities to promote Pittsburgh's image and brand. Other campaigns included outdoor recreation, Pittsburgh Marathon, Pittsburgh Pirates, June festivals, the holidays and fall festivals, including the re:NEW Festival, VIA Festival and Thrival Innovation + Music Fest.



The department also managed advertising campaigns for the Convention Sales Department and Sports Development, including print and digital messaging for these targeted markets.

An effort to market Pittsburgh overseas was developed with the Allegheny County Airport Authority, Pittsburgh Technology Council and Allegheny Conference on Community Development – with events in London and Munich.

Customer service activities included planning for the new welcome center at the David L. Lawrence Convention Center, diversity and guest service training and a concerted effort with Pittsburgh International Airport to advance frontline customer service activities.

HIGHLIGHTS

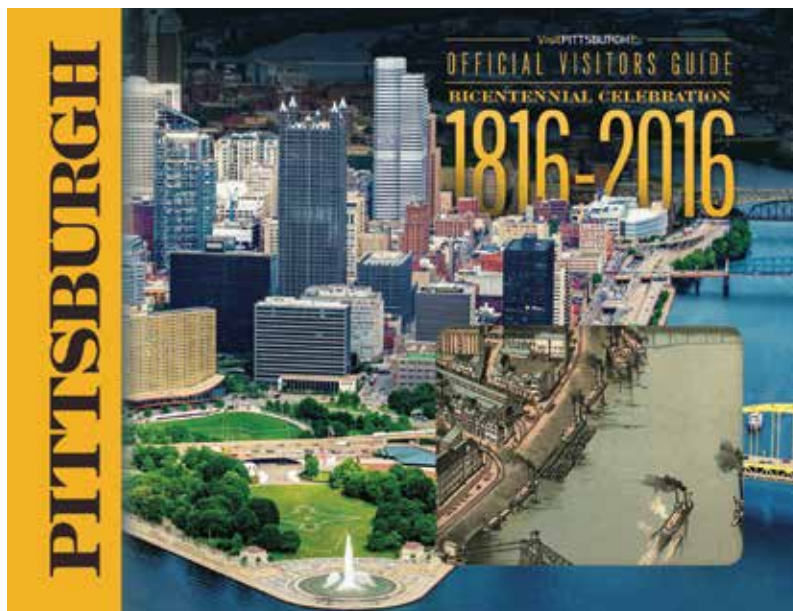
Increased the exposure of Pittsburgh as a travel destination by generating 413 million paid media impressions
Generated nearly \$2.4 million worth of advertising value through video, web/mobile, print, radio, TV, direct mail, e-mail, outdoor/signage and promotions to leisure travelers
Campaigns were targeted in Erie, Cleveland and Columbus, Washington, D.C., New York, Philadelphia and Toronto
Increased the number of tourism inquiries made about Pittsburgh to 2.6 million, up 30 percent
Tracked more than 820,000 out-of-town visitors attending top attractions, up more than 20 percent over 2015

Welcomed more than 412,000 visitors to eight affiliated welcome centers, 82 percent from out of town
Made available more than 300,000 partner brochures to visitors
Created nearly 600,000 pieces of VisitPITTSBURGH collateral, including the *2016 Official Visitors Guide*, *PLAY* magazine, Coupon Brochure, International Welcome Brochure, Lure Brochure and maps
Presented six customer service training programs through the PittsburghHosts campaign
Conducted 14 on-site promotions at WELCOME PITTSBURGH Information Center & Gift Shop



HIGH IMPACT CAMPAIGNS

- Convention Sales
- Mighty. Beautiful. Pittsburgh.
- DICK's Sporting Goods
- Pittsburgh Marathon
- Dollar Bank Three Rivers Arts Festival
- Experience the Arts (Performing)
- Fall Festivals
- Holiday Happenings
- Indulge in Pittsburgh Art (Visual)
- JazzLIVE International Festival
- Outdoor Adventure
- Pittsburgh Branding
- KidsBURGH®
- SportsPITTSBURGH
- Authentic. Iconic. Legendary.



NOTEWORTHY

For the annual Kidsburgh marketing effort, the Marketing team headed to Columbus, Ohio, for a whirlwind surprise-and-delight campaign. Titled “Hello Neighbor” and espousing the philosophy of Fred Rogers in that we are all neighbors, the staff attended major family attractions and events throughout Columbus to directly connect with potential visitors and invite them to Pittsburgh.

Digital Marketing

Aggressive and well-curated social media marketing efforts set the tone for 2016 enhancements to VisitPITTSBURGH's most visible, strategic marketing advocacy platform – VisitPITTSBURGH.com.

With a mobile-driven mindset and brand-aware oversight of all of VisitPITTSBURGH's digital channels, the Digital Marketing Department applies forward-thinking website functionality, modern multimedia design principles and nimble content dissemination ideas in its ongoing efforts to reach the widest audience. It shares VisitPITTSBURGH's well-crafted message in a multitude of complementary ways. That message is VisitPITTSBURGH's brand promise.

In 2016, the Digital Marketing Department's day-to-day tasks included the design and implementation of inspiring positive Pittsburgh creative content showcasing a variety of marketing, public relations and direct sales efforts. In today's mobile and social media-driven world, it should come as no surprise that the department continued to develop and maintain VisitPITTSBURGH's overall digital presence with a keen sense of marketing convergence. The team worked collaboratively with all VisitPITTSBURGH departments and across all digital marketing channels to purvey the over-arching message: 'You really should visit Pittsburgh.'

Through diligent research and after years of utilizing separate CRM and CMS systems, the Digital Marketing Department selected a single database provider for both website and customer data. With an anticipated launch in late summer of 2017, a newly conceived and fully responsive web presence for VisitPITTSBURGH will be created using the CRM and CMS tools provided by Tempest. This launch will mark the first time VisitPITTSBURGH's internal and external collective data has been fully integrated.

KEY WEBSITE STATISTICS FOR 2016



1,752,037 Total Web Users
2,229,222 Total Website Sessions

HIGHLIGHTS

Enhanced the team's "digital first" position regarding all VisitPITTSBURGH advertising and marketing materials

Actively promoted #LovePGH as the official hashtag of VisitPITTSBURGH throughout all marketing channels

Created several brief video segments to populate the #LovePGH YouTube channel

Rebranded the existing "Social Media Education Series" events with new focus to become "Be DIGITAL Pittsburgh." As a part of this update, the Digital Marketing team held another successful social media focused, all-day digital marketing event in June 2016

Implemented the second stage of a comprehensive social media action plan leading to:

- 9.8K new Twitter followers
up 22.3% YoY
- 5.8K new Facebook fans
up 14.1% YoY
- 4.2K new Instagram fans
up 177.3% YoY

The most engaged Facebook post of 2016 reached 107K people with more than 2.5K likes

1:57  **AVERAGE TIME ON WEBSITE (MINUTES)**

AVERAGE WEBSITE PAGES VISITED PER SESSION

 **2.32**

Partnership Development



The Partnership Development Department continued to serve as trusted advisors to the hospitality and business community in the region. A successful strategy was applied to prospective and existing partners with adaptable advertising and marketing options that resulted in 2016 being a blockbuster year for Partnership Development. Partners were provided with a roadmap on how to maximize partner benefits at all levels.

And the efforts paid off: The team achieved 105 percent of its goal and brought in \$1.59 million in sales. Advertising, co-op and dues sales income exceeded expectations and contributed to overreaching the goal.

**NEARLY 90 PERCENT
OF VISITPITTSBURGH
PARTNERS PLAN TO RENEW
THEIR MEMBERSHIP,
INDICATING A HIGH RATE
OF SATISFACTION AMONG
PARTNERS.**



Prime education and networking events were held throughout the year that enlightened partners via digital marketing, organizational education and social events. The department hosted 21 successful partner events, including the State of the Industry Hotel Forum where national industry experts provided insight on the local hotel landscape and offered up advice on how to thrive as it continues to evolve.

Signature events held within the year were executed flawlessly and had record attendance. VisitPITTSBURGH's

2016 Annual Meeting at the David L. Lawrence Convention Center was well received. PrimeTime networking events enabled us to introduce our partners to new restaurants, including Culture and Matteo's, as well as exclusive venues such as Penn Society.

The department ran publications, web and co-op advertising campaigns throughout the year which realized increased participation in these marketing initiatives. All told, 86 new partners joined VisitPITTSBURGH in 2016 – an all-time high.

HIGHLIGHTS

- Recruited 86 new partners
- Attained a 92 percent partner retention rate
- Generated nearly \$1.59 million in partnership income
- Retained corporate partnership base to 29 investors with the addition of the following corporate partners: Booking.com, Chevron, Robert Morris University and Visit Monroeville
- Hosted 21 networking events, attracting 1,786 attendees
- Planned and hosted the Third Annual Hospitality Icebreaker Event in collaboration with 10 industry associations
- Collected 50 toys at the Holiday PrimeTime and Toy Drive at the Embassy Suites Pittsburgh Downtown to benefit Treasures for Children



NOTEWORTHY

In November, Partnership Development hosted its Annual Corporate Breakfast at the newly renovated Cambria Hotel & Suites Pittsburgh - Downtown. WTAE's Sheldon Ingram (and VisitPITTSBURGH board member) served as the emcee, highlighting the change in Pittsburgh from his 1992 arrival in the city to present day. Ninety corporate partners attended and received perspective on ways to increase their presence with conventioners and visitors.

In 2016, the
Human Resources
Department continued
to design strategies that
support and engage employees
while enhancing the organization's
overall performance.



Human Resources

VisitPITTSBURGH's success is a direct correlation to the talented staff and the strategies that drive organizational value, thus significant attention was paid to key areas, including compensation, salary administration, recruitment and retention, onboarding, wellness, work-life balance, performance and talent management, and coaching and professional development.

VisitPITTSBURGH's salary and incentive compensation was reviewed by an independent compensation consultant, and findings and recommendations were approved by the Executive and Personnel Compensation Committees. The consultant's findings stated that VisitPITTSBURGH's compensation program is market competitive, while a few equity adjustments were implemented for targeted staff. The consultant also noted that the incentive compensation program is well designed and administered and that goal setting, revisions and approval processes meet best practices. Following an outside review and analysis, vacation policy and benefits were enhanced.



In 2016, VisitPITTSBURGH was in full compliance with all aspects of the Affordable Care Act. As an applicable large employer, VisitPITTSBURGH filed a 2015 return with the IRS, and provided the required documents to eligible staff.



The forward-thinking human resources strategies are paying off: For the second consecutive year, VisitPITTSBURGH was recognized by the *Pittsburgh Post-Gazette* as one of Pittsburgh's 2016 Top Workplaces.

Human Resources

HIGHLIGHTS

Three full-time campaigns were executed and the following were hired: Director, Tourism & Cultural Heritage; Director, Marketing Research; and Visitor Services Representative

In addition, three temporary staff were hired; one on-call employee; and seven interns, representing five universities

After completion of a thorough benchmarking process, VisitPITTSBURGH renewed its medical insurance with Highmark, United Concordia Dental and VSP Vision – offering eligible employees a choice of two plans. To enhance organizational succession planning, Profile assessments that measure performance potential based on job competency and career interest were completed by targeted staff, and coaching reports shared with supervisors.

For the sixth consecutive year, VisitPITTSBURGH was recognized by the *Pittsburgh Business Times* as one of the 2016 Healthiest Employers of Western Pennsylvania.



VisitPITTSBURGH remains fully committed to the Equal Employment Opportunity and Affirmative Action Program; statistical analysis of recruitment campaigns validates that the organization successfully exceeded the target percentage of women and minorities available in the recruiting area, and projected a workplace culture welcoming women, minorities, veterans and individuals with disabilities. The Personnel Compensation Committee approved the 2017 merit budget and incentive compensation goals, 2016 six-month and year-end payouts and incentive audits.

On July 1, Year 10 – “Celebrate and Be Zen in Ten” of the voluntary wellness initiative was launched.

Staff that complete all requirements will receive a TBD premium discount. On-site programming includes biometric screening, flu shot clinic and 10,000 Step Challenge. In May, a VisitPITTSBURGH Day was hosted at PNC Park for the Pirates vs. Chicago Cubs. Staff enjoyed the game and spectacular views of the city from the “all you can eat” seats. Numerous staff were recognized for their achievements and performance. Craig Davis was recognized by the *Pittsburgh Business Times* (PBT) in April as a “Most Admired CEO and Top Executive.” The PBT also recognized Karen Fisher in November as one of the “CFOs of the Year.” On the internal front, Michelle Grew was named “Rookie of the Year” and Bob Foley received the “Unsung Hero” award.

CORPORATE SOCIAL RESPONSIBILITY

2016 January Hospitality Food Drive honored the legacy of Dr. Martin Luther King, Jr. New for 2016 was the “virtual” campaign. Collectively \$786 was raised, achieving 79 percent of the \$1,000 goal, including a \$200 donation from VisitPITTSBURGH. All proceeds benefited the Greater Pittsburgh Community Food Bank.

In 2016, VisitPITTSBURGH earned the 2015 United Way Campaign – Silver Circle Performance Award, honoring organizations for exceptional fundraising. The 2016 United Way Campaign collected \$13,088, exceeding the goal, with 83 percent of staff participating.

In October, the 16th annual United Way Day of Caring team volunteered at the Greater Pittsburgh Community Food Bank in Duquesne, Pa. The VisitPITTSBURGH team of 18 volunteers packed 586 boxes with an assortment of treats and fresh produce.

JEAN’S DAY TO BENEFIT CHARITY

In 2016, VisitPITTSBURGH’s Friday Jeans Day for charity donations from staff totaled \$10,277. Each staff member has the opportunity to select a charity that is particularly meaningful – and team members wearing jeans on those Fridays contribute a minimum of \$5 to that designated charity. Here is the list of charities that benefited in 2016:

Allegheny Cemetery Historical Association	New Voices Pittsburgh
American Cancer Society	Oglala Lakota College Department of Nursing
Autism Society of Pittsburgh	Our Clubhouse
Autism Speaks	The Pajama Program
Blind and Vision Rehabilitation Services	PanCan
Breast Cancer Research Foundation	Penn State THON
CANDLE, Inc.	Peyton Walker Foundation
Catholic Charities	Pittsburgh Action Against Rape
Center for Victims	Pittsburgh Cures Sarcoma Foundation
Children’s Hospital of Pittsburgh	The Seeing Eye Dog
Crisis Center North	Shatterproof
Crohn’s & Colitis Foundation	Sister Friend
DePaul School for Hearing & Speech	Sisters Place
Family House	Spectrum Charter School
Four Diamonds	St. Jude’s Children’s Hospital
GTECH Strategies	Team Tassy
Homeless Children’s Foundation	Tickets for Kids Charity
The Mentoring Partnership of Southwestern PA	ToonSeum
MLK Food Drive	Western Pennsylvania Humane Society
Myasthenia Gravis Association of Western Pennsylvania	Westmoreland Walks
	UNICEF (ZIKA Virus)

**“THE TIME IS ALWAYS RIGHT TO DO WHAT IS RIGHT”
– MARTIN LUTHER KING, JR.**

Finance & Operations

The Finance & Operations team continues to maintain the solid infrastructure that supports the overall mission of VisitPITTSBURGH. During calendar year 2016, several important infrastructure projects were completed. The phone system, the Network File Server, enterprise-wide Customer Relationship Management and our anti-virus software were all upgraded. All of these systems are critical to servicing the mission of VisitPITTSBURGH. The lease at the Fifth Avenue Place offices was extended through August 2026. This extension allows the staff to begin working on a much needed office redesign to accommodate the numerous operational changes including SportsPITTSBURGH.



Financially, VisitPITTSBURGH experienced another solid hotel tax year and collections were higher than in any previous year. Operationally, the department completed several due diligence reviews of major systems in place at VisitPITTSBURGH. The result of the review included the transition to a new banking relationship, updated technology policies and procedures and a planned move to electronic processing of corporate credit card expense statements. Bylaws and corporate documents necessary for the set-up of SportsPITTSBURGH were also drafted and are ready to go once the new tax legislation has been finalized. To that end, countless hours were and will be spent in Harrisburg in an effort to facilitate this process.



With the lease extension, VisitPITTSBURGH will embark on a renovation of its 28th floor suite at Fifth Avenue Place.

HIGHLIGHTS

Worked closely with Allegheny County Airport Authority to aid in development of new international lift into Pittsburgh International Airport, which resulted in three new direct international flights from Canada, Iceland and Germany

Collaborated with David L. Lawrence Convention Center and Sports and Exhibition Authority and led charge to update the center's East Lobby and design and build the new welcome/retail center

Continued efforts to work with our professional lobbyist and legislators to secure dedicated funding to support a newly formed sports commission for Allegheny County

Communicated regularly with members of the

Southwestern Pennsylvania legislative delegation and Pittsburgh City Council regarding ongoing issues and progress in the visitor industry

Installed a new phone system organization-wide to improve overall service and better facilitate mobile functionality

Conducted the first State of the Industry Hotel Forum to update partners about current marketplace conditions

Executed an agreement with Fifth Avenue Place to extend office space lease to August 2026 – enabling the planning for a build out of the space to more efficiently accommodate operations

SOURCES OF FUNDING	2016	2015
Membership Investment	673,785	645,675
Allegheny County Hotel Room Tax Revenue	9,846,702	9,801,569
Restricted Grants and Revenue	34,677	31,835
Advertising and Sponsorships	809,743	827,057
Contributions in Kind	103,982	230,973
Participation Fees	20,000	30,099
Merchandising Income	96,136	90,982
Convention Services	113,412	112,050
Interest Income	146,132	141,614
Net Realized Gain (Loss) on Investments	76,984	(43,728)
Other Revenue	9,076	13,184
Total Support and Revenue	\$11,930,629	\$11,881,310

EXPENSES	2016	2015
Convention Sales	3,582,664	4,055,725
Sports Initiatives	775,314	0
Convention Services	1,037,795	955,009
Tourism and Cultural Heritage	2,660,916	2,555,165
Website	559,068	719,098
Communications	699,624	729,909
Membership Development/Services	891,252	876,189
Management/Operating	854,787	722,783
Special Opportunity	135,706	1,088,480
Total Expenses	\$11,197,126	\$11,702,358

INDUSTRY INVOLVEMENT

African American Chamber of Commerce of Western Pennsylvania*	Market Analyst Professionals	Pittsburgh Society of Association Executives*
Allegheny Conference on Community Development	Marketing Research Association	Pittsburgh Technical College
- Strategic Communications Committee	Meeting Professionals International	Pittsburgh Urban Magnet Program*
- Transportation and Infrastructure Committee	National Association of Social Workers	Point State Park Fountain Lighting Advisory Committee
American Society of Association Executives	National Association of Sports Commissions	Professional Convention Management Association
Coro Center for Civic Leadership	National Coalition of Black Meeting Planners	Public Relations Society of America – Travel and Tourism Section
Destination: Greater Pittsburgh*	Pennsylvania Public Utility Commission Motor Carrier Enforcement Chief – Pittsburgh	Religious Conference Management Association
Destination Marketing Association International*	Taxi & Limo Ad Hoc Group	Re:NEW Festival
Destination Marketing Association International's Destination & Travel Foundation*	Pennsylvania Restaurant and Lodging Association*	Senator John Heinz History Center (Communications Committee)
Dignity and Respect Council of Greater Pittsburgh	Pennsylvania Society of Association Executives	Society of Government Meeting Planners
Event Service Professionals Association	Pennsylvania Sports*	Society of Human Resource Management
Future Tenant Advisory Committee	Pennsylvania Women Work – 3 Cups of Coffee Mentoring Program	Strip District Neighbors*
Greater Pittsburgh Airport Authority Art Commission	Pittsburgh Arts Research Committee (PARC)	Theatre Historical Society of America
Greater Pittsburgh Arts Council*	Pittsburgh Bicentennial Celebration*	Toonseum*
JazzLive Pittsburgh International Festival	Pittsburgh Cares	Travel & Tourism Research Association
Kidsburgh Advisory Team	Pittsburgh Downtown Partnership	Travel Media Association of Canada
Leadership Pittsburgh	Young Leaders Council	Whiskey of America Museum Planning Committee
	Pittsburgh Human Resources Association*	

* Board or executive committee

COMMUNITY INVOLVEMENT

African American Chamber of Commerce of Western PA*	Red Cross Disaster Public Affairs Team
Alpha Kappa Alpha Sorority, Inc.*	Retrouvaille*
Animal Rescue League*	Riverview School District*
Art All Night	Shippensburg University Alumni Association
Catholic Charities*	SisterFriend, Inc.*
Center for Victims*	St. Paul of the Cross Retreat Center*
Children's Hospital of Pittsburgh (Pediatric Transplant Auxiliary)	St. Paul's United Methodist Church*
Dutilh United Methodist Church*	St. Victor Church*
Family House	Tickets for Kids Charities*
Greater Pittsburgh Literacy Council	Toonseum*
Ivy Charitable Endowment*	United Way of Allegheny County Women's Leadership Council
Knights of Columbus	University of Pittsburgh School of Social Work Alumni Society
Lawrenceville Memorial Day Parade Association	Urban Academy Charter School
Make-A-Wish	WYEP-FM
Oakmont United Methodist Church	
Our Lady of Grace School Athletic Association*	

* Board or executive committee



“With a beautiful skyline, excellent museums,
burgeoning theater and arts scenes
and a rich cultural heritage throughout
90 distinct neighborhoods, Pittsburgh’s newfound energy
is bound to surprise and entertain you.”

— *U.S. News & World Report*

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VisitPITTSBURGH EXECUTIVE TEAM + STAFF*



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Mary Grasha Houghton
Vice President,
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Jennifer Hawkins
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Sports Development



Brenda Hill
Vice President,
Destination Services



Dawn Holden
Vice President,
Partnership Development



Tinsy Labrie
Vice President,
Tourism



Karl Pietrzak
Vice President,
Convention Sales

Molly Allwein
Digital Marketing Manager

Lisa Ashbaugh
Convention Host Development Director

Vicki Battalini
Visitors Services Representative at WC

Jaime Budesa
Senior Services Manager

Diane Cortese
Director, Accounting

Derek Dawson
Sports Development Director

Mary Emili
Receptionist

Bob Foley
Database Development Director

Kori Gassaway
National Sales Director, Chicago Office

Lynne Glover
Communications Director

Michelle Grew
Executive Assistant

Scott Hershberger
Director, Tourism Services

Barb Hollie
Destination & Visitor Services Manager

Sara Holzer
National Sales Director

Erica Just
Partnership Development Coordinator

Andrea Karkhanis
Director, Marketing Research

Vicki Kelley
Events Manager

Jason Kolesar
Accounting Analyst

Wendy Lachendro
Visitor Services Representative at WC

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Minnesota Office

Sonya Maness
Convention Sales Assistant

Kylie McCracken
Marketing Manager

Susan McGrane
Production Manager

Brenda Miller
Marketing Director

Joshua Mizerak
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Shirley Mueller
Services/Communications Administrator

Christine Musial
Partnership Development Manager

Asaka Narumi
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Michelyn Tinor
National Sales Director

Mackenzie Trunzo
Sales & Market Research Coordinator

Kristen Turner
Director, Convention Services

Jennifer Vacek
Director, Convention Sales

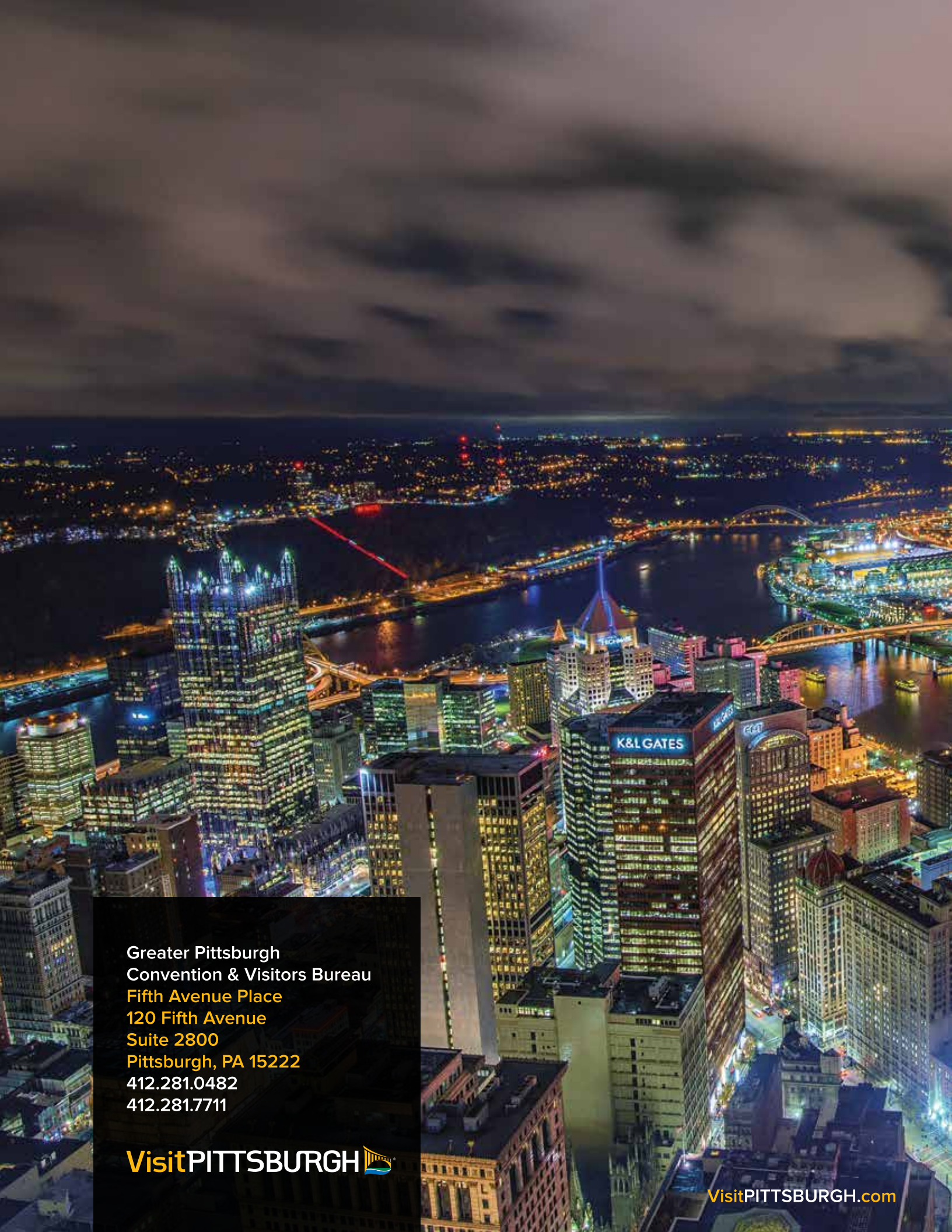
Josh Valasek
National Sales Director

Stephanie Vogel
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Kristin Wenger
Communications Manager

Tom Yanosick
Director, Information Technology

* As of March 16, 2017



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VisitPITTSBURGH 

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