



**BIGGER, BETTER,
BEST!**

ANNUAL REPORT 2017

VisitPITTSBURGH 

BIGGER, BETTER, BEST!

MISSION

Creating economic growth by promoting Pittsburgh as a leading travel destination.

VISION

Life would not be complete without visiting Pittsburgh.



In 2017, Pittsburgh was named **America's Most Underrated City**, and was ranked number **4 out of the 17 best places to travel in the world** by *Harper's BAZAAR*.

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VisitPITTSBURGH™



ERIC DESTEFANO
CHAIRMAN OF THE BOARD

VisitPITTSBURGH will continue to position Pittsburgh as a premier travel destination for organizations, events and individuals from all over the world. Together, we will work to be Bigger, Better, Best in 2018.

Chairman's Letter

It has been an honor to serve as the Board Chairman for VisitPITTSBURGH, which remains one of the top destination marketing organizations in the industry.

It was a distinct pleasure working with the other VisitPITTSBURGH Board Members, a talented and committed group of diverse and experienced individuals, from various businesses, who have joined together because they share a desire to promote our city and region with world.

As word continues to spread about our wonderful city and region, we will continue to see more and more travelers from across the globe coming to Pittsburgh. Our reputation for innovative businesses, advances in medicine, a vibrant arts community and only-in-Pittsburgh attractions have made Pittsburgh a must-visit destination internationally.

2017 was another great year for VisitPITTSBURGH. We again hosted and booked significant conventions and trade shows. And thanks to our Pittsburgh bid team and

SportsPITTSBURGH's hard work, Pittsburgh was awarded 22 NCAA events that will start this year and continue through 2022.

The Pittsburgh International Airport continues to add direct flights, thereby opening new markets for business opportunities. In addition, we were named host of the 2019 PCMA Convening Leaders Conference, an exceptionally prestigious and coveted event, which will bring in over 4,000 attendees including more than 2,500 meeting planners.

Under the leadership of President and CEO Craig Davis, working in concert with elected officials, committed partners and dedicated staff, VisitPITTSBURGH will continue to position Pittsburgh as a premier travel destination. Together, we will work to be **Bigger, Better, Best** in 2018.

Thank you for your support of VisitPITTSBURGH and its endeavors. I look forward to working with all of you in promoting this great city and region in 2018.

Eric DeStefano

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

President's Letter



CRAIG T. DAVIS
PRESIDENT & CEO

Last year I said, “We know if we can get people to visit Pittsburgh, the city will sell itself.” Together, with the help of our dedicated elected officials and amazing partners we attracted visitors from all over the world, which assisted VisitPITTSBURGH in securing impressive meetings, conventions and sports events for 2018 and years to come.

First, I want to thank all of you who help VisitPITTSBURGH. We work hard to attract events and visitors by showing off our fantastic city. And we could not do it without the support of our partners and elected officials.

Our promise to you is not to rest on our successes, but to think **BIGGER**, to create more effective ways to promote our region and attract visitors nationally and internationally through unique marketing campaigns, press tours and more. Our marketing collaborative designed to bring international travelers has limitless potential. It’s an opportunity

to introduce new visitors to our region. We will strive every day to be **BETTER** than our competition. And with your help, we will certainly show the world what we already know... our city and region is the **BEST** place to visit.

In 2017, VisitPITTSBURGH, Convention Sales and SportsPITTSBURGH, booked over 331,000 rooms for 2017 and future years. While proud of that, we realize there is work still to be done. Our hotel community is growing, our partners are growing, and we want them all to be successful. That will take real teamwork. Just like our local sports teams have shown, great achievements occur when we all do our parts and work together.

And, do you want to know what’s great about all of this? We can do it! We have the talent. And we have the best city and region.

Our goals are great, but, together, so are we!

Craig T. Davis

Our promise to you is not to rest on our successes, but to think **BIGGER**, to create more effective ways to promote our region and attract visitors nationally and internationally through unique marketing campaigns, press tours and more.

BIGGER, BETTER, BEST!

**BIGGER, BETTER,
BEST!**



ATTRACTED

483

**FUTURE
Meetings
Conventions
& Sporting Events**

SERVICED

225

**Meetings
& Events**

BOOKED



331,357

Room Nights



**for the years 2017-2024
finishing the year**

114%
of projection

GARNERED

\$760 million

Advertising Impressions

GENERATED

\$24 million

in AD VALUE

Through Publicity



RECRUITED
81 New Partners
Generating **\$1.42 million**
in Partnership Income



HOSTED
552 Meetings
Conventions
& Sporting Events



Welcomed
685,184
Attendees
Generating
\$225 million
in Direct Spending



1
million +
ENGAGED with
VisitPITTSBURGH.com

GAINED
18,000 New
Social Media
FANS & FOLLOWERS



#LovePGH

Convention Sales

2017 was an extremely productive year for booking meetings, conventions and sporting events in Pittsburgh. The Convention Sales team booked over 244,000 room nights for future events, ensuring that Pittsburgh will continue to be a popular meetings destination for years to come.

A significant highlight of 2017 was Pittsburgh being selected to host the 2019 Convening Leaders convention held by the Professional Convention Management Association (PCMA). PCMA selected Pittsburgh to host this premier industry event based on the renaissance the city is currently experiencing. Over 4,000 attendees, including more than 2,500 meeting planners and association executives, will descend on Pittsburgh in January 2019 to experience for themselves why Pittsburgh is a first-class meeting destination.

BIGGER, BETTER, BEST! NOTEWORTHY

VisitPITTSBURGH exceeded its room-night bookings goal in 2017 – booking 331,357 room nights vs. a goal of 289,006 room nights. This marks the fifth consecutive year that the Convention and SportsPITTSBURGH sales teams have exceeded its booking goal, having booked almost 1.4 million room nights during this period.

HIGHLIGHTS

- Booked 431 meetings and conventions.
- Sold 244,586 room nights for 2017 and future years.
- Hosted 498 meetings and conventions attracting 89,905 attendees.
- Hosted 43 events in our partner organization, the David L. Lawrence Convention Center, accounting for 217 usage days.
- Exhibited at 22 trade shows and industry conferences.
- Created 225 new contacts as we continued the Bring It Home campaign, designed to encourage local members of associations to bring their national meetings to Pittsburgh.
- Hosted 145 customers through individual site visits and FAM tours conducting 1,569 face-to-face appointments with meeting planners.



The David L. Lawrence Convention Center hosts many of VisitPITTSBURGH's national conventions, trade shows and meetings.



Trade shows bring in thousands of visitors to the city.



Attendees stroll down the Convention Center's River Walk to the water's edge for great sunsets and city views.

TOP 10 CONVENTIONS BOOKED IN 2017 *(BY ROOM NIGHTS)*

EVENT NAME	ROOMS NIGHTS
Professional Convention Management Association 2019 PCMA Convening Leaders	15,664
American Postal Workers Union 2018 Biennial Convention	12,084
Teachers of English to Speakers of Other Languages 2022 Annual March North American Convention	8,835
Insurance Accounting & Systems Association 2024 Educational Conference and Business Show	7,000
Society of Actuaries 2021 Annual Meeting & Exhibit	6,825
METALCON 2019	5,472
National Association for Music Education 2019 Eastern Division Meeting	4,480
Society of Environmental Toxicology and Chemistry SETAC North America 43rd Annual Meeting	4,436
Independent Jewelers Organization 2019 Summer Semi-Annual Buying Show	3,879
2020 MS&T Materials Science & Technology Conference & Exhibition	3,627

**Through the hard work of Convention Sales and SportsPITTSBURGH, over 331,000 rooms were booked for 2017 and future years.*

Destination Services

In 2017, the former Convention Services Department was renamed Destination Services, merging tourism & visitor services and convention services operations into one team. This change allows for a more consistent customer service experience for all guests visiting Pittsburgh.

To better and more conveniently engage with our city's guests, the department launched its own Twitter account in the first quarter of 2017. Using the handle @WelcomePGH, members of the Destination Services team are able to digitally greet convention-goers and leisure visitors while encouraging them to request additional details using the hashtag #AskPGH.

A second WELCOME PITTSBURGH Information Center and Gift Shop location opened in the East Lobby of the David L. Lawrence Convention Center in May 2017, joining the flagship shop on the first floor of Fifth Avenue Place. Both locations offer a large variety of brochures to assist visitors in their exploration of the city and an assortment of city-spirited merchandise, providing the perfect souvenir to take home.



VisitPITTSBURGH welcomed more than 554,000 visitors to our nine welcome centers in 2017.

HIGHLIGHTS

- Actively serviced 225 events.
- Promoted Pittsburgh by participating in attendance builders for eleven major upcoming events.
- Issued 37 Planning Bulletins to the community in advance of incoming conventions and events.
- Convened seven pre-convention meetings between key stakeholders and meeting planners.
- Developed service plans for 130 events.
- Organized and hosted 40 planning site visits.
- Provided 108 partner business referral leads to meeting planners.
- Provided welcome messages at Pittsburgh International Airport for 107 events.
- Assisted 93 wedding groups with Pittsburgh information.
- Assisted 24 family reunions with Pittsburgh information.
- Welcomed more than 554,000 visitors (81% from out of town) to nine affiliated welcome centers, a 34% increase from 2016.
- Conducted three customer service training programs through the PittsburghHosts campaign.
- Conducted 18 on-site promotions at the WELCOME PITTSBURGH Information Center and Gift Shops.
- Managed hotel reservations for four city-wide conventions and events, processing 6,674 reservations (24,090 room nights) and generating \$4.1 million for hotel partners.
- Provided 1,564 hours of on-site registration assistance.
- Referred 5,135 event attendees to partner restaurants.

BIGGER, BETTER, BEST! NOTEWORTHY

The Destination Services Team assisted 28% more events in 2017 than in 2016; and 96% of the meeting planners responding to post-event surveys indicated that the services they received exceeded their expectations.

TOP 10 CONVENTIONS HOSTED IN 2017 (BY DIRECT SPENDING)

EVENT NAME	DIRECT SPENDING (in millions)
Anthrocon 2017 Annual Convention	\$7.77
Society of Manufacturing Engineers RAPID + TCT 2017	\$6.19
National Service Committee of the Catholic Charismatic Renewal 50th Anniversary Jubilee Conference	\$5.78
Tekko 2017	\$4.82
2017 MS&T Materials Science & Technology Conference & Exhibition	\$4.37
Coalition for Christian Outreach 2017 Annual Jubilee Conference	\$2.64
Pennsylvania Association of School Business Officials 62nd Annual Conference	\$2.28
Brownfields 2017 National Brownfields Training Conference	\$2.23
Society of American Military Engineers 2017 Small Business Conference	\$2.11
Communications Workers of America 76th CWA Convention	\$1.98



Families love traveling to Pittsburgh, or KidsBURGH, for our many kid-friendly attractions.



Cheers to VisitPITTSBURGH exceeding the 2017 projected number of conventions hosted.



Destination Services assisted 24 family reunions in 2017.



Finance and Operations' streamlining at VisitPITTSBURGH included converting to Cloud-based software Nexonia.

Finance & Operations

In 2017, the Information Technology staff were deeply entrenched in transitioning our Customer Relationship Database (CRM) to a new, updated version to support the needs of the new website.

The team worked diligently to update the Business Rules that define and guide the entry and tracking of information within the CRM system as well as all other databases at VisitPITTSBURGH. The updated Business Rules were applied to all database systems in use at VisitPITTSBURGH including the accounting software.

Extensive office renovations were made over the summer and early fall of 2017. These changes provided an increased number of offices and work spaces. As part of the renovations, network wiring throughout the office was upgraded and increased WiFi capabilities in the conference rooms. In addition, new conference room furniture and presentation equipment were purchased and installed. The room layout changes created a more flexible and useful meeting space.

The Finance team was busy throughout 2017 streamlining operations. Corporate credit card processing was converted to an online product called Nexonia that has improved the tracking and processing of a significant amount of organizational spending.

The conversion of all bank accounts to Dollar Bank was completed, as was the

transfer of the revolving line-of-credit.

The Finance Committee conducted an extensive review of the investment portfolio and while VisitPITTSBURGH did not change service providers, it did make a number of changes to the accounts, which will improve returns and simplify the structure of the accounts. Since there were significant changes made in the structure of the Marketing Department, Finance reviewed and updated the department cost centers represented on the financial statement to better reflect the new structure. This change will be implemented in 2018.

During the year, VisitPITTSBURGH was also required to apply for recertification of our Industry Certification under the Destination Marketing Accreditation Program (DMAP). This rigorous program certifies that we are operating under industry best practices. The recertification was approved in December of 2017.

SOURCES OF FUNDING	2017	2016
Membership Investment	677,171	673,785
Allegheny County Hotel Room Tax Revenue	9,717,072	9,846,702
Restricted Grants and Revenue	306,480	34,677
Advertising and Sponsorships	884,033	809,743
Contributions in Kind	56,694	103,982
Participation Fees	243,672	20,000
Merchandising Income	98,818	96,136
Convention Services	92,325	113,412
Interest Income	162,192	146,132
Net Realized Gain on Investments	420,065	76,984
Other Revenue	9,046	9,076

Total Support and Revenue	\$12,667,568	\$11,930,629
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Visitor spending in Allegheny County is over \$5 billion a year.



Pittsburgh continues to be a welcoming and friendly city.

EXPENSES	2017	2016
Convention Sales	3,778,118	3,582,664
Sports Initiatives	812,543	775,314
Convention Services	1,119,123	1,037,795
Tourism and Cultural Heritage	2,704,302	2,660,916
Website	636,549	559,068
Communications	745,635	699,624
Membership Development/Services	935,717	891,252
Management/Operating	948,036	854,787
Special Opportunity	393,605	135,706

Total Expenses	\$12,073,628	\$11,197,126
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HIGHLIGHTS

- Implemented Cloud-based software Nexonia to improve American Express processing.
- Completed a \$500,000 renovation to the VisitPITTSBURGH offices, which included the addition of new offices, upgraded network wiring, new network switches, new conference room furniture and A/V equipment.
- Improved automation for registration and transfer of data between the CRM system, the website and the accounting system.
- Reviewed and updated the investment portfolio, which posted increases of over \$475,000 during the 2017 calendar year.

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BEST!
NOTEWORTHY**

Under the Destination Marketing Accreditation Program, VisitPITTSBURGH's recertification was approved.

INDUSTRY & COMMUNITY INVOLVEMENT

- Allegheny Conference on Community Development – Airport Working Group
- Allegheny County Airport Authority Forecast Committee (focus group)
- American Society of Association Executives
- Association Forum of Chicagoland
- Center for Victims*
- Cultural Tourism Alliance*
- Destination & Travel Foundation*
- Destination Greater Pittsburgh*
- Destinations International*
- Destination Marketing Accreditation Program*
- Doors Open Pittsburgh
- Event Service Professionals Association
- Greater Pittsburgh Arts Council*
- Greater Pittsburgh Dignity and Respect Council
- Greater Pittsburgh Hotel Association*
- Insights Association
- JazzLive Pittsburgh International Festival
- Kidsburgh® Advisory Committee
- Leadership Pittsburgh
- Marketing Research Association
- Meeting Professionals International*
- Music City Planning Group
- National Association of Social Workers
- National Association of Sports Commissions
- National Coalition of Black Meeting Planners
- Pennsylvania Public Utility Commission Motor Carrier Enforcement Chief – Pittsburgh Taxi & Limo Ad Hoc Group
- Pennsylvania Sports*
- Pennsylvania Association of Travel and Tourism (PATT)
- Pennsylvania Society of Association Executives
- Pittsburgh Cultural Trust – Marketing Advisory Committee
- Public Relations Society of America – Travel and Tourism Section
- Pittsburgh Arts Research Committee (PARC)
- Pittsburgh Cultural Trust – First Night Advisory Board
- Pittsburgh Emerging Arts Leaders
- Pittsburgh Human Resources Association*
- Pittsburgh Rotary
- Pittsburgh Society of Association Executives*
- PittsburghTODAY Regional Economic Indicators Committee
- Pittsburgh Urban Magnet Program
- Professional Convention Management Association
- Religious Management Conference Association
- Senator John Heinz History Center – Marketing Committee
- SKAL International Pittsburgh*
- Society of Government Meeting Planners
- Southwestern Pennsylvania Researchers Roundtable
- Society of Human Resource Management
- Task Force for Arts, Culture and Creative Industries
- Theatre Historical Society of America
- Travel & Tourism Research Association (TTRA) Personal Volunteerism
- ACH Clear Pathways*
- Allegheny Green Web Collaborative
- Alpha Kappa Alpha Sorority, Inc.*

VisitPITTSBURGH's community engagement includes many partner and not-for-profit organizations.



- Animal Friends
- Art All Night
- Catholic Charities*
- Children's Hospital of Pittsburgh – Pediatric Transplant Auxiliary
- Crohn's & Colitis Foundation
- Family House
- Friends of Sisters Place*
- Greater Pittsburgh Community Food Bank
- Humane Animal Rescue*
- Junior League of Greater Pittsburgh
- Lawrenceville Memorial Day Parade Committee
- Make a Wish of Greater Pennsylvania and West Virginia
- Operation Safety Net
- Doors Open Pittsburgh
- Pennsylvania Women Work
- Retrouvaille*
- Riverview School Board*
- Shippensburg University Alumni Association*
- Seeing Eye Dog
- St. Mary's & Allegheny Cemetery Association*
- St. Stanislaus Kostka School
- St. Vincent DePaul Society, Pittsburgh Chapter
- St. Victor Catholic Church, Pastoral Council
- Junior Achievement – Capital Campaign Marketing & PR Committee
- Junior League of Greater Pittsburgh
- Tickets for Kids Charities*
- The Urban League of Greater Pittsburgh Charter School*
- United Way of Allegheny County Women's Leadership Council
- Mary D. Ravita Scholarship Fund – Scholarship Committee
- WYEP-FM
- University of Pittsburgh School of Social Work Alumni Society
- United Way of Allegheny County Women's Leadership Council

**Board or Executive Committee member*



Making a positive impact on the Pittsburgh community remains a top priority to VisitPITTSBURGH.

Human Resources

In 2017, the Human Resources (HR) Department designed forward-thinking strategies that leveraged our organizational talent.

VisitPITTSBURGH's success and the achievement of our business plan and incentive goals are in direct correlation with our talented staff and strategies that drive value. The HR function includes executing strategies regarding talent acquisition, compensation, salary administration, health and welfare benefits, family-friendly workplace flexibility practices and on-boarding. The department also assures compliance with all federal, state and local regulations including the ACA, FMLA, ADEA, ADA, GINA, FLSA, EEO and AAO.

“Everybody can be great...Because anybody can serve. You only need a heart full of grace.”
- Martin Luther King Jr.



VisitPITTSBURGH employees volunteer and give back to many community organizations.

HIGHLIGHTS

- VisitPITTSBURGH's employee handbook was rewritten with the new HR branding and design created by our in-house team. It was reviewed and approved by our legal counsel. Our attorney closely reviewed our Code of Conduct, Whistleblower and Conflict of Interest policies, along with practices that reflect our commitment to diversity and inclusion, and a workplace free of harassing and bullying.
- Our attendance and time-off platform was automated. All users and managers were trained and sessions were recorded for future use. A report is provided semi-monthly that interfaces with payroll. We customized our platform for allocation of costs for our on-call employees.
- We aggressively marketed the renewal of our health and welfare benefits, and conducted an independent audit, transitioning away from Highmark Medical Insurance as our provider and going with Cigna Medical Insurance, level funding model. However, effective July 1, we again contracted with Highmark who provided VisitPITTSBURGH with substantial rate relief. \$150,000 of savings were passed along to our employees. Highmark and our broker facilitated open discussions with our staff, particularly with regard to our high deductible plan and featured health-savings account.
- VisitPITTSBURGH renewed our insurance with United Concordia Dental and VSP Vision; our contract with Cigna Life Insurance is through 2019.
- Executing our salary and compensation program is an ongoing strategy. Targeted equity adjustments were implemented, as planned.
- For the third consecutive year, VisitPITTSBURGH was recognized by the *Pittsburgh Post-Gazette* as one of “Pittsburgh’s 2017 Top Workplaces,” based on employee responses to a survey conducted by Workplace Dynamics.
- For the seventh consecutive year, VisitPITTSBURGH was recognized as one of the “2017

BIGGER, BETTER, BEST! NOTEWORTHY

Our timesheet process was automated for all full-time non-exempt hourly employees and for Destination Services on-call staff, enhancing efficiency and providing data management and reporting capabilities.



Cultivating a friendly and unified staff environment helps structure the employee work-life balance and increases morale.

Healthiest Employers of Western Pennsylvania,” by the *Pittsburgh Business Times*.

- Several staff members were recognized for their achievements and performance. Mary Emili and Wendy Lachendro were recognized as Unsung Heroes. Miranda Peto was recognized as our Rookie of the Year.
- VisitPITTSBURGH earned the 2016 United Way Campaign – Silver Circle Performance Award, honoring organizations for exceptional fundraising.
- Our 2017 United Way Campaign collected \$14,365, exceeding our goal by \$1,015, with 80 percent staff participation.
- On October 18, our 17th Annual United Way “Day of Caring”

team volunteered at the Greater Pittsburgh Community Food Bank in Duquesne, PA. Twenty volunteers packed pasta, which was delivered to local food banks and other locations.

- January 2017 was our 14th annual Hospitality Food Drive, honoring the legacy of Dr. Martin Luther King Jr. Our virtual campaign collected \$700 benefitting the Greater Pittsburgh Community Food Bank.
- Recruitment was busy; seven full-time campaigns were executed. We hired a National Sales Director for the SMERF market; Director, Multi-Media Design & Production; Marketing Manager; Visitor Services Representative; Senior Director of Communications; Domestic & International Group Sales Director

and Communications Coordinator. Two temporary staff were hired, in Marketing and Sports, effective January 2018. Three on-call employees joined our team as registrars and welcome center staff. Finally, we hosted nine interns representing eight area universities.

- Statistical analysis of our recruitment campaigns validates that we successfully exceed the target percentage of women and minorities available in our recruiting area, and project a workplace culture that welcomes women, minorities, veterans and individuals with disabilities.
- VisitPITTSBURGH filed a 2016 return with the IRS, and provided the required 1095-B and 1095-C forms to eligible staff.

- The Personnel Compensation Committee approved the 2018 merit budget and incentive compensation goals, 2017 six-month and year-end incentive payouts and audits.
- On July 1, we launched our Year 11 wellness program, branded “Fitness Fun in Double One,” partnering with Mediterranean Wellness for an outcome-based program that tracks and verifies all activities and exams.
- Our 2017 Friday Jeans Day for Charity collected \$8,150. Forty-five charities were sponsored, and the \$8,150 was donated exclusively by our employees.

Marketing

2017 was the first year of the new Marketing Department as we transitioned from three departments (Marketing, Digital Marketing and Communications) into one cohesive and collaborative unit. If the first year is any indication of future years' results, VisitPITTSBURGH's marketing efforts will be raising the bar on best practices and campaigns both domestically and internationally.

Early in the year, Marketing team members developed the *Mighty. Beautiful. Third Word* campaign, which engaged Pittsburghers throughout the year and helped to market our vibrant city. The team also produced several creative social media campaigns, such as *Hey Cleveland*, to promote Pittsburgh as a great destination as well as a legendary sports town.

Our biggest accomplishment occurred when two teams of Marketing staff members worked

on creating ad campaigns that would drive hotel visitation during shoulder seasons. Their combined efforts resulted in the *Experience Pittsburgh* ad campaign that will be rolled out in 2018.

As a digitally focused organization, the Marketing team at VisitPITTSBURGH realizes that our website is our primary marketing tool. With the help of Tempest and the hard work of our staff, the website was and is now a brilliant, responsive and engaging site for visitors and locals alike.



Stunningly beautiful and responsive, the new VisitPITTSBURGH website made its debut mid-2017.

BIGGER, BETTER, BEST! NOTEWORTHY

The staff members of the new Marketing Department combined their creativity and skills to develop the successful *Mighty Beautiful Third Word* campaign. It was the first time Pittsburghers were asked to fill in the third word, and they answered the challenge with unique and Pittsburgh appropriate words. The Third Word video welcomed future attendees to the 2019 PCMA conference in Pittsburgh during this year's conference in Nashville.

Marketing worked with Convention Sales on a new eye-catching advertising campaign.



The Marketing team hosted six press tours and 91 writers from around the country and the world. The ad equivalency for all of the media coverage that Marketing assisted with was an impressive \$24 million.

2017 was the first year of the international marketing collaborative with our partners at the Allegheny County Airport Authority, the Idea Foundry and Butler and Washington counties. Working with marketing agencies in the U.K. and Germany, the collaborative has shared the Pittsburgh story with international media and tour operators. More than 100 articles from international writers were posted. In 2018, the collaborative will begin marketing to

China in anticipation of their first charter flights to and from Pittsburgh.

At the end of the year, the Marketing Department worked with Expedia, creating a campaign that pushes Expedia customers to book rooms with the 10 participating Pittsburgh hotels. In the first month, more than 1,700 rooms were booked.

Finally, Be Crazy Creative and Create WOW moments are two of the department's *Six Pillars of Success*, and the team is already building on those pillars for 2018 to create a strong foundation, clear mission and unified voice.

6 Pillars of Success for the Marketing Department

Extend Marketing Beyond Marketing!

To ensure that the marketing and advertising ideas of our internal and external partners are heard and their needs are met, we have to treat our partners as valued clients and teammates. Great ideas are often the collaboration of several parties.

Be Crazy Creative!

We need to strive for the initial reaction of “What are you, crazy?” when we pitch campaign or social media ideas. That will mean we are way outside the box or way outside of ordinary. It will also mean that we are putting ourselves in the position to be the first to innovate.

Create WOW Moments!

We are in the tourism business and one way to differentiate our great city from others is to create those special moments that visitors will remember long after they have returned home. These moments should also have other DMOs asking, “Why didn’t we think of that?”

Don't Waste a Word!

As marketers and communicators it is important that our writing is tight, creative and impactful across print, digital, video as well as with our public speaking. Let's not waste a single word.

Think Digital First!

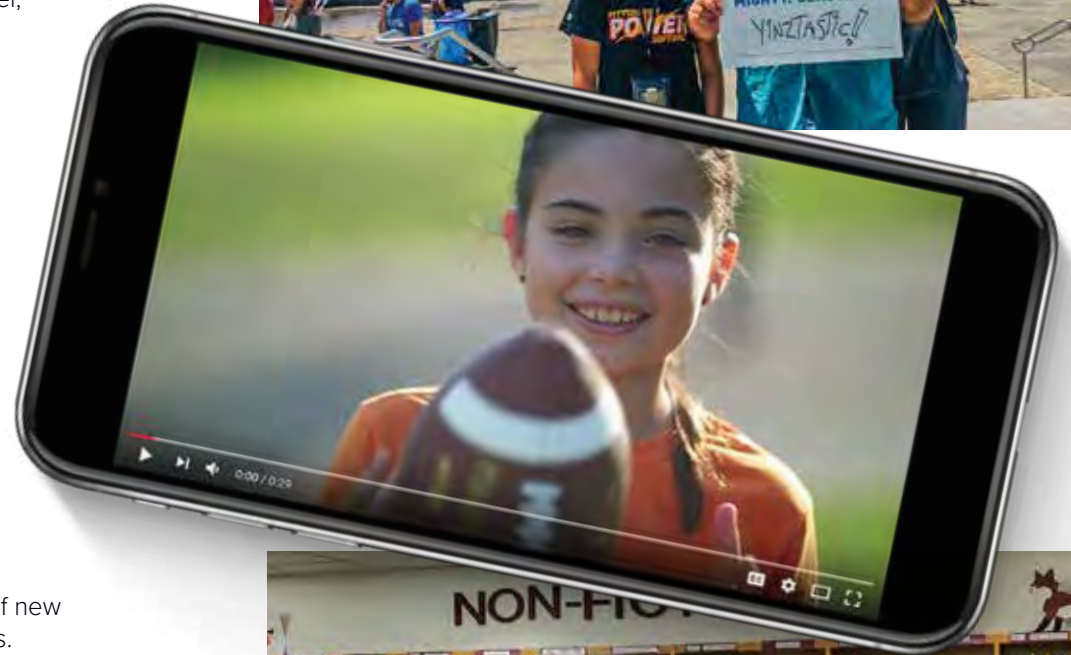
While not all marketing is yet digital, it is getting close. So we need to think digital first when we are developing new campaigns and plans and encouraging our clients to think digital first.

Have a Seat at the Table!


It is especially important for the Marketing Department to have a seat at the tables where important decisions are being made about our city and region so that we are in the know about new opportunities to promote Pittsburgh. It is also important to have our “Finger on the Pulse” by staying aware of events, initiatives and trends on the rise.

HIGHLIGHTS

- Successfully redesigned and implemented the VisitPITTSBURGH website.
- Launched and effectively implemented 11 high-impact major marketing campaigns:
 - An overall Pittsburgh campaign
 - *Mighty. Beautiful.*
 - Pittsburgh Marathon
 - KidsBURGH
 - Three Rivers Arts Festival
 - Pittsburgh JazzLive International Festival
 - Outdoor
 - EQT Pittsburgh Three Rivers Regatta
 - Pittsburgh Pirates
 - Visual Arts
 - First Night Pittsburgh
- Integrated new media platforms into campaign efforts including Expedia, TravelSpike and Taboola driving significant, engaged traffic to the website.
- Developed and implemented successful social media campaigns including *Mighty. Beautiful.*, 25 Days of Pittsburgh and the Snowman Shuffle.
- Successfully executed onsite activations at local events including the Pittsburgh Marathon, Pittsburgh PrideFest and OpenStreetsPGH.
- Brought Pittsburgh back into the spotlight for international travel, specifically in the U.K., Germany and Iceland.
- Hosted 91 total writers.
- Hosted WOW air press tour – hosted 27 European journalists in first year of initiative.
- Hosted the KidsBURGH press tour for the first time in November. Thanks to this group of writers, #LovePGH trended No. 1 on Twitter.
- Adopted new, key website vendors and the integration of new digital marketing technologies.
- Grew the #LovePGH blog including monetization of select posts and a robust guest/community blogging program.
- Conducted well attended and highly informative Be Digital Educational Series events.
- Rolled out “Why is Pittsburgh Special?” school program for 3rd, 4th and 5th graders.



The creativity of the new marketing department was visually evident with its Third Word campaign, “Hey Cleveland” social media spot and its “Why is Pittsburgh Special?” school program.



Partnership recognizes the value our partners hold in not only bringing in visitors, but ensuring they have the best Pittsburgh experience possible.

Partnership Development

The Partnership Development department provided partners with insight on how to maximize their partnership in 2017. The first VIP corporate event was held, and the amount of corporate partners increased to 30.

All partners were informed on how to update listings, the advantages of native ads, and were provided with additional important information that pertains to the new VisitPITTSBURGH website. Partners were connected with contacts within and outside of VisitPITTSBURGH via meetings and partner events. All partner activity resulted in an influx of revenue via print and web advertising, event registration, sponsorship dues and partnership dues.

Partnership Development recruited 81 new partners to join VisitPITTSBURGH in 2017, which increased the overall partner count to 669 total partners.

Also in 2017, Partnership Development hosted 22 events including the Hospitality Networking event, which introduced partners to our international and diversity initiatives. At the event, a representative from the Pittsburgh International Airport provided

examples of how we collectively work in the international arena to attract international visitation to Allegheny County, and Vibrant Pittsburgh shared the ways that we collaborate on attracting diverse conventions and meetings to Pittsburgh. These events provided recommendations and aided in employment recruitment for Vibrant Pittsburgh.

BIGGER, BETTER, BEST! NOTEWORTHY

Increased corporate partnership base to 30 investors with the addition of the following corporate partners: Bechtel Plant Machinery, Inc., Carnegie Mellon University, Comcast Business and CNX.



VisitPITTSBURGH Partner Peoples Gas sponsored the 2017 Be Digital event. People's President & CEO Morgan O'Brien welcomed guests.

HIGHLIGHTS

- Recruited 81 new partners.
- Attained an 89 percent partner retention rate.
- Planned and hosted the State of the Industry Hotel Forum II; 96 VisitPITTSBURGH partners attended.
- Increased corporate partnership base to 30 investors with the addition of the following corporate partners: Bechtel Plant Machinery, Inc., Carnegie Mellon University, Comcast Business and CNX.
- Carnegie Mellon University upgraded to a Tourism level partner.
- Hosted 22 networking events, attracting 1,786 attendees.
- Planned and hosted the first Hospitality Networking event in collaboration with the Allegheny County Airport Authority and Vibrant Pittsburgh.
- Planned and hosted the first Corporate Partner VIP event at Dollar Bank.
- Collected 104 toys at the Holiday PrimeTime and Toy Drive at Red, the Steakhouse to benefit the Western PA Salvation Army's Treasures for Children.
- Generated nearly \$1.42 million partnership income.



Vice President of Partnership Development, Dawn Holden, and her team work diligently to engage current and attract new partners.



Working closely with our partners, including 81 new partners in 2017, allows VisitPITTSBURGH to extend our reach and spread a positive impression of Pittsburgh.

SportsPITTSBURGH

In 2017, SportsPITTSBURGH continued to build on our successes from 2016. The annual room night goal was exceeded by 30%, finishing the year at a record 86,771 rooms booked for years 2017-2022. The team participated in the activation of more than 54 events, accounting for 71,309 hotel rooms utilized in the Pittsburgh market.

Central to the 2017 strategies was increasing hotel room night consumption. Emphasis was placed on recruiting events that fit the community's criteria for success: high visitation, national and international media exposure and opportunities for local participation and engagement.

SportsPITTSBURGH promoted the city of Pittsburgh to media,

event owners and attendees as a legendary sports city with a history of iconic moments, athletes and events. Many of these events, which are special and unique to the Pittsburgh community, were showcased in our marketing campaigns, particularly our *Authentic. Iconic. Legendary.* campaign. The message proved successful when SportsPITTSBURGH

was awarded "2017 Sports Marketing Campaign of the Year" by industry expert, National Association of Sports Commissions.

The Pittsburgh Vintage Grand Prix received the Champions of Economic Impact in Sports Tourism award from *Sports Destination Management*, and Patrice Matamoros, CEO of P3R and race

director of the Pittsburgh Marathon, was named a Connect Sports Game Changer. She was nominated by SportsPITTSBURGH to showcase people and organizations who have elevated Pittsburgh's sports tourism industry through innovation and precise execution.

Along with national and international promotion, the team worked to bring more local attention and attendance to the events supported by SportsPITTSBURGH. A partnership was established with the extremely popular DK Pittsburgh Sports, which included event spotlights throughout the organization's app and website. These spotlights were so unique and exciting that they ultimately resulted in the publishing of six articles and photo-journals featuring events like Red Bull Flugtag, W Bowl, Dirty Dozen and Quidditch Regionals.

To broaden the depth of our messaging to local residents, stakeholders, event owners

SportsPITTSBURGH team strikes a pose with a mock Flugtag craft in front of an original backdrop created by Pittsburgh's renowned artist Baron Batch.



and event attendees, SportsPITTSBURGH prioritized the development of branded social media platforms. By the end of 2017, the team had significantly increased engagement on Facebook, Twitter, LinkedIn and Snapchat. This accomplishment has provided new opportunities to engage with an extremely targeted audience of users who are interested in information about sports and events being hosted in our region.



Pittsburgh Bid Committee discusses the value of hosting NCAA Championships in the region. Representatives from Bethany College, Presidents' Athletic Conference, Saint Vincent College, Carnegie Mellon University, Clarion University, Slippery Rock University, Robert Morris University, Duquesne University and the University of Pittsburgh were part of the committee.

HIGHLIGHTS

- Booked 86,771 room nights, 52 sports-related meetings and events for future years.
- Hosted 54 events, contributing 71,309 hotel room nights.
- Instituted marketing programs and onsite activation plans to increase awareness of the A10 Men's Basketball Championship, DICK's Sporting Goods Pittsburgh Marathon, EQT Pittsburgh Three Rivers Regatta and Red Bull Flugtag.
- In collaboration with the City of Pittsburgh, P3R, Pittsburgh Riverhounds, PA West Soccer, Duquesne University and Heinz Field, submitted a bid for the 2026 FIFA World Cup.
- Hosted a press conference at PPG Paints Arena to announce the NCAA awarding 22 preliminary and championship events to Pittsburgh and its nine host institutions, from 2018-2022.
- Developed SportsPITTSBURGH's PR and Media Communications Plan to effectively promote and maximize the *Authentic. Iconic. Legendary. Pittsburgh* brand at upcoming events.
- Hosted a Three-City Collective client event with Visit Milwaukee and Travel Portland, during the National Association of Sports Commissions Symposium.
- Nominated the Pittsburgh Vintage Grand Prix (PVGP) for a 2017 Champions of Economic Impact in Sports Tourism award from *Sports Destination Management*. PVGP won the award.
- Nominated Patrice Matamoros, CEO of P3R, as a Connect Sports Game Changer. Ms. Matamoros received the accolade.
- Attended the following to evaluate the feasibility of hosting these high-profile events in the Pittsburgh area: NCAA Women's Final Four, NCAA DI Men's Wrestling Championship, NCAA Men's Frozen Four, NCAA DI Women's Volleyball Championship, NFL Draft and USA Volleyball Girls 18's Championships.
- Increased SportsPITTSBURGH's Facebook following by 494 percent and Twitter following by 73 percent as part of an effort to promote events and activities to the local community. Launched SportsPITTSBURGH's LinkedIn page as a platform to engage with event planners.
- Attended National Association of Sports Commissions Symposium & 4S Summit, Smart Cities & Sport Summit, Connect Sports Marketplace, Connect Sports Executive Board Meeting and TEAMS Conference.
- Hosted owners of nationally-based events during the NHL Stadium Series and Red Bull Flugtag.

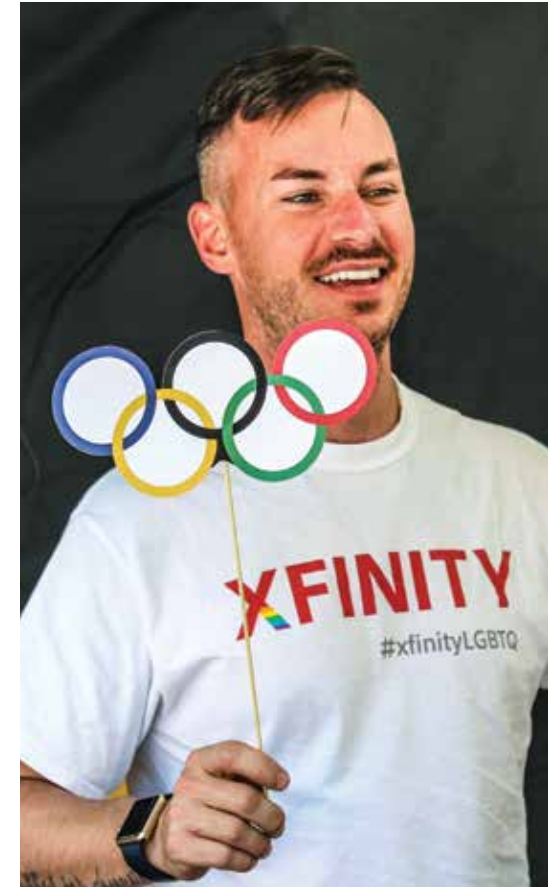
TOP 5 PITTSBURGH SPORTS EVENTS BOOKED IN 2017* (BY ROOM NIGHTS)

GROUP NAME	EVENT NAME	ROOM NIGHTS
National Collegiate Athletic Association	2019 Division I Men's Wrestling Championship	9,341
P3R	2018 DICK's Sporting Goods Pittsburgh Marathon	8,446
National Collegiate Athletic Association	2018 Division II Fall Festival	5,821
NIRSA: Leaders in Collegiate Recreation	2023 Annual Conference & Expo	5,293
East Coast Volleyball, Inc.	2018 East Coast Championships	4,370

TOP 5 PITTSBURGH SPORTS EVENTS HOSTED IN 2017* (BY DIRECT SPENDING)

GROUP NAME	EVENT NAME	DIRECT SPENDING (in millions)
Red Bull North America, Inc.	2017 Flugtag	\$15.13
P3R	2017 DICK's Sporting Goods Pittsburgh Marathon	\$13.86
Pittsburgh Vintage Grand Prix, Inc.	2017 Pittsburgh Vintage Grand Prix	\$12.87
National Hockey League	2017 NHL Stadium Series Pittsburgh	\$12.55
Hoop Group	2017 Pittsburgh Jam Fest	\$6.63

* Reflective of events supported by SportsPITTSBURGH



Staff promoted annual Olympic Day celebrations during Open Streets in Market Square.

**BIGGER, BETTER,
BEST!
NOTEWORTHY**

In April, the NCAA awarded Pittsburgh with 22 NCAA preliminary and championship events, starting 2018 through 2022. Pittsburgh was awarded more NCAA events than any other city. This announcement reflects how the Pittsburgh Bid Committee – which included nine universities, two athletic conferences and nine sports facilities – approached the bid process as a community effort to reintroduce the NCAA to Pittsburgh.

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