



TRAVELER

PITTSBURGH

CLEAN &
GREEN

ARTISTIC,
ENTREPRENEURIAL,
HIGH TECH & HIP

VisitPittsburgh
2011 Annual Report

BEST of THE WORLD

Must-See Places for 2012



EXTREME METROPOLITAN MAKEOVER

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

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A Letter from the Chairman

Doris Carson Williams



The three years I have served as Board Chairman for VisitPittsburgh have been exciting, demanding and completely fulfilling. From the unforgettable G20 Pittsburgh Summit in 2009, to the November 2011 National Geographic Traveler article that named Pittsburgh as one of the “Best of the World – Must See Places for 2012,” the experience has been incredibly rewarding.

The numerous accolades and feature articles that continue to showcase the city illustrate how impressions of Pittsburgh have dramatically improved. This is due, in part, to the efforts of the entire staff of VisitPittsburgh, which works diligently and passionately to market Pittsburgh to the world.

The hard work is paying off. The Marketing & Communications department hosted 132 journalists and broadcast media in 2011. All told, more than 1,000 positive stories were published – worth the equivalent of \$9 million in advertising. Articles in outlets such as the Miami Herald, AAA World and American Style magazine are just a few of those published as a result of hosting the Society of American Travel Writers conference last June.

A quick look at how Pittsburgh stacks against its competitors in hotel consumption is yet another reason to celebrate and to acknowledge the efforts of the Convention Sales team. Convention bookings in 2011 will lead to \$229 million in direct spending for future years. And, as corroborated by Smith Travel Research, 2011 marked the highest occupancy in 10 years! And, the Convention Services Department continued to garner awards for its excellent service in providing support for event managers and conference attendees.

The Tourism & Cultural Heritage department again saw great success with its niche advertising campaigns directed to Cleveland and Columbus. Cleveland visitation rose 15 percent and Columbus to 71 percent – clearly demonstrating the success of the marketing strategy. And, the Partnership Development department brought in \$1.3 million in advertising sales, sponsorship and event registration.

I have been extremely proud to have been a part of VisitPittsburgh team, and I'm confident that their great work will continue to bring visitors and recognition to Pittsburgh and the region.

Thank you.

A handwritten signature in black ink that reads "Doris Carson Williams". The signature is fluid and cursive.

A Letter from the President & CEO

Joseph R. McGrath

It gives me great pleasure to report that Pittsburgh is getting the recognition it deserves. This is clearly evident with the many accolades bestowed upon the city in 2011 – “Number one family fun destination,” “one of the most affordable cities in the world,” “one of the best cities for kayaking,” “America’s Most Livable City,” just to name a few.

Certainly the high water mark came in November when National Geographic Traveler named Pittsburgh as one of the world’s 20 must-see destinations for 2012. For Pittsburgh to be included among the world’s most outstanding destinations speaks volumes about the city’s impressive transformation over the last 30 years. Or, as National Geographic Traveler magazine called it, an “extreme metropolitan makeover.”



While I’ve been here for the last 22 years of Pittsburgh’s “makeover,” I can say with confidence that even better days are ahead for our city and our region. I have no doubt that Pittsburgh will continue to garner even more exceptional accolades as our evolution continues.

And, as an organization that “markets Pittsburgh to the world,” I am also proud to say that this recognition is due, in part, to the efforts of the talented VisitPittsburgh staff. This is a staff that is dedicated, energetic, creative and empowered. There is a complete commitment to delivering the best possible product to the organization’s specific audiences.

VisitPittsburgh will continue to publicize these accolades regionally, nationally and internationally. We will share these newsworthy messages through aggressive public relations efforts, and disseminate them with pride through focused marketing initiatives to leisure tourists and the meetings and convention industry.

I remain excited about what the future holds for the Pittsburgh region.

Sincerely,

A handwritten signature in black ink, appearing to read "Joe McGrath".



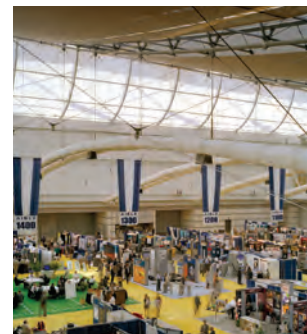
"Both Pittsburgh and VisitPittsburgh delivered. Exceptional place. Exceptional hosts."
– Society of American Travel Writers

Convention Sales Activities

- Booked 243,678 room nights for 2011 and beyond
- Booked 538 meetings and conventions for 2011 and beyond, up from 472 in 2010; direct spending for these events valued at \$229 million
- Booked 49 David L. Lawrence Convention Center events, comprising of 202 usage days and an estimated direct spend totaling \$122 million
- 2011 consumed room nights of 227,384
- Hosted 269 customers through familiarization tours and site visits
- Bring It Home Campaign – which encourages local leaders of national organizations to bring meetings to the Greater Pittsburgh area – brought in 285 meetings and conventions for current and future years
- Bring it Home Campaign resulted in 110,000 room nights booked and direct spending estimated at \$92 million

Pittsburgh Hotel Statistics from Smith Travel Research

- Overall RevPAR (revenue per available room) increased 8.2% over 2010
- Overall occupancy rate of 68.2 percent was the highest in the our competitive set and significantly above the national average of 60.1 percent
- 2011 marked the highest occupancy rate in over 10 years



TOP 10 GROUPS BOOKED IN 2011*

1. **Veterans of Foreign Wars of The United States** - 2015 Annual National Convention - 9,465 room nights
2. **National Hockey League** - 2012 NHL Draft Entry - 9,301 room nights
3. **National Catholic Educational Association** - 2014 Convention & Expo - 8,725 room nights
4. **Communications Workers of America** - 2013 Annual Convention - 6,675 room nights
5. **American Association of Immunologists** - 2014 Annual Meeting - 6,105 room nights
6. **NCAA** - 2013 Frozen Four - 6,000 room nights
7. **Association for Iron and Steel Technology** - 2019 AISTECH - 5,793 room nights
8. **Competitor Group** - 2013 & 2014 Rock n Roll Marathon - 5,200 room nights (each year)
9. **One Young World** - 2012 OYW Summit - 4,900 room nights
10. **Anthrocon** - 2014 Annual Convention - 4,825 room nights

* By number of room nights

TOP 10 GROUPS HOSTED IN 2011*

1. **National Rifle Association** - \$23.8 million
2. **NHL Winter Classic** - \$22 million
3. **Mennonite Church USA** - \$9.7 million
4. **National Veterans Wheelchair Games** - \$7.4 million
5. **American Society for Quality** - \$6.1 million
6. **Anthrocon** - \$5.7 million
7. **Women of Faith** - \$5.6 million
8. **Longwall USA** - \$5.2 million
9. **East Coast Volleyball** - \$4.6 million
10. **International Parking Institute** - \$3.9 million

* By estimated direct spending

In the Spotlight

More than 300 volunteers participated in volunteer training for the National Veterans Wheelchair Games, held in Pittsburgh August 1-6. The Local Organizing Committee, along with the VA Pittsburgh Healthcare System, Guest Service Solutions and VisitPittsburgh provided training sessions to sensitize volunteers to the needs of veteran athletes and their entourages. The training was made possible through a grant to VisitPittsburgh from the FISA Foundation.



“Approaching the city from the Fort Pitt road tunnel is breathtaking... You’ll see why a *New York Times* writer described it as a city with a truly grand entrance.”

– *Business Traveler Magazine*

Convention Services

- Provided award-winning service to 175 meeting planners
- Managed hotel reservations for five city-wide conventions and events, processing 22,011 room night reservations which generated nearly \$3 million in room revenue for partner hotels
- Convened 20 pre-convention meetings between meeting planners and key stakeholders
- Promoted upcoming Pittsburgh conventions by participating in attendance builders for six major conventions
- Provided 952 hours of on-site registration assistance
- Provided complimentary restaurant information booth/hotel information table to 21 groups
- Issued 34 Convention Planning Bulletins to partners
- Created customized maps for seven events

“An amusement mecca named Kennywood has enchanted since 1898, and it survives in white paint-and-calliope glory that Coney Island only possesses in very long memories.”

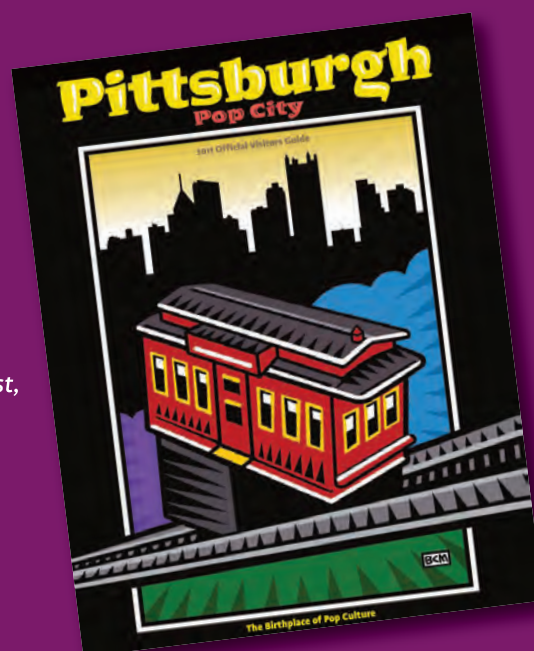
– New York Post

In the Spotlight

In June, the eyes of the travel industry were focused on Pittsburgh, as VisitPittsburgh had the honor of hosting members of the Society of American Travel Writers. The SATW Northeast Chapter and SATW Atlantic Caribbean Chapter met jointly for the first time, bringing 40 vetted and accomplished travel writers and 40 public relations professionals to experience the city. This presented an outstanding opportunity for positive exposure for Pittsburgh. Numerous articles were produced as a result of the conference, including placements in *AAA World*, *Miami Herald* and *The Washington Times*.

Marketing & Communications

- Generated nearly 1,012 story placements, resulting in \$9 million in advertising equivalency value
- Hosted 132 travel writers/broadcast media
- Organized three press tours, including culinary, LGBT and Society of American Travel Writers
- Issued 54 press releases and media advisories
- Published and distributed 2011 *Official Visitors Guide to Pittsburgh*, three issues of *Play* and new *Outdoor Adventure Map*
- Promoted several high-profile events including the NHL Winter Classic and National Veterans Wheelchair Games
- Communicated to partners and key stakeholders through Buzz and Partner Pieces e-newsletters
- Supplied Pittsburgh images to 210 groups and media outlets, including *New York Post*, *Fodor's*, *CNN* and *Delta Sky magazine*



Tourism & Cultural Heritage (TCH) Initiatives & Results

- Marketed Pittsburgh to Cleveland and Columbus, Ohio, through six advertising campaigns:
 - Pittsburgh, the Birthplace of Pop Culture, featuring artwork by Burton Morris
 - Kidsburgh, promoting 11 family attractions
 - Pittsburgh Is Art in partnership with the Greater Pittsburgh Arts Council
 - Get Healthy in Pittsburgh, sponsored by Highmark
 - Pittsburgh After Dark, with Rivers Casino
 - Pittsburgh and Its Countryside, a nine-county region within southwestern Pennsylvania
- Successfully attracted visitors from Ohio:
 - Cleveland ranked 2nd in total inquiries (up from 3rd) and Columbus ranked 6th (up from 15th)
 - As a percentage of total out-of-town visits, Cleveland visitation rose 15%; Columbus rose 71%
 - One third of all overnight business generated by TCH came from Cleveland and Columbus
- Generated a total of \$1.2 million in media value, nearly a 2:1 ratio in net dollars spent to media gained
- Generated nearly 70.5 million media impressions on behalf of Pittsburgh and its attractions
- Announced opening of "The Welcome Center at the Duquesne Incline," new satellite Welcome Center

"Talk about a one-stop shop for information! While I was there browsing, a young Australian woman was asking for directions, how to figure out what buses to take to her various destinations, where the train station is, and what the exchange rates are. She got all the help she needed."

– From a visitor in the
WELCOME Pittsburgh
Information Center and
Gift Shop

In the Spotlight

VisitPittsburgh teamed up with LEGOKidsfest in June, LEGO's first visit to Pittsburgh, which resulted in a sold-out show with over 27,000 visitors from six states.

Twenty percent of all attendees at the event came from outside the Pittsburgh region. The Tourism & Cultural Heritage Department created a niche for LEGO within the Kidsburgh campaign, providing media exposure in television, radio, print, web and social media. LEGO provided on-site exposure at Kidsburgh Korner, including interactive activities and giveaways from numerous VisitPittsburgh partners.

The event proved so successful that LEGOKidsfest booked a return visit for 2012!



In the Spotlight

In June, VisitPittsburgh conducted an all-day Social Media Forum at the Wyndham Grand hotel. Speakers at the "Tweet, Like & Be Social" event included social media staff from attractions and partners, including ScareHouse, Idlewild and Point Park University, and covered topics from ROI to Apps, to marrying traditional and social media plans. About 60 people participated in the Forum.

VisitPittsburgh.com Website Activity

- Hired David J. Atkins as the new Executive Director of Digital Marketing, responsible for all interactive marketing strategies
- Traffic increased to 837,352 site visits - a 48 percent increase
- Search engine referrals increased to 580,757 - a 50 percent increase
- Usability upgrades included online ticketing enhancements and hotel booking improvements
- Enhanced the visitpittsburgh.mobi to feature mobile coupons, event calendar, Google mapping, photos and more

Social Media Activity

- Conducted four social media-based contests
- Posted 2,875 tweets with 5,000+ Twitter followers
- Posted 209 Facebook Wall posts and grew fan base to 6,120
- Created 10 short videos to VisitPittsburgh's YouTube channel
- Photos uploaded to Flickr
- Organized a one-day social media training workshop for Partners





“Call it the Cinderella City. Like the fairy tale heroine, Pittsburgh has scrubbed away its ashes, the industrial grime and smog of its past steel-making days, to emerge as an American beauty – and a great town for visitors.”

– The Miami Herald

Partnership Development & Events

- Hosted 15 networking events, attracting 1,200 attendees
- Worked with partners and advertisers to develop custom packages
- Secured \$1.5 million in sales, for current and future year programs, a 12 percent increase over the previous year
- Organized the Allegheny County Executive Candidate’s Forum focusing on the travel and tourism industry with candidates for office
- Offered “Affinity Programs” to VisitPittsburgh partners for savings from Direct Energy, Coldwell Banker, ServiceMaster of Greater Pittsburgh and Traveler’s Service Company
- In an effort to be more environmentally responsible, Partner renewal invoices were sent electronically

Collaboration

- Partnered with the Delta Foundation of Pittsburgh for a first-of-its-kind “Pittsburgh Pride Press Tour” – hosted nine writers from around the country during PrideFest
- Organized a flash mob with hospitality partners to pull off a Steelers’ “Renegade Dance” during the run for the Super Bowl
- Partnered with the Allegheny Conference on Community Development on press tours and “Best of the World” marketing campaign

Industry & Community Involvement

- Joe McGrath, VisitPittsburgh President & CEO, was elected Board Chairman of the Pennsylvania Association of Convention and Visitors Bureaus (PACVB)
- Craig Davis leads the PACVB task force to create a public/private partnership for state tourism marketing and is chair-elect of the Destination & Travel Foundation
- Jason Fulvi is chair of the Sales and Marketing Committee for Destination Marketing Association International
- Jennifer Hawkins is a board member of the National Association of Sports Commissions and Women in Sports and Events
- VisitPittsburgh staff members serve on boards and advisory committees of numerous organizations, including the August Wilson Center for African American Culture, Catholic Charities of Pittsburgh, Cancer Caring Center, Greater Pittsburgh Community Food Bank, Holy Family Foundation, Lawrenceville Corporation, Leadership on Board, Pittsburgh Habitat for Humanity, Pittsburgh Human Resources Association, Pittsburgh Technical Institute, Pittsburgh Urban Magnet Project, Riverview School District, Rotary Club, Tickets for Kids Foundation, Venture Outdoors and Western Pennsylvania Diversity Initiative



Operations' Highlights

- Contracted with new vendor that offered real time online tracking of inventory and delivery
- Set up three additional restricted reserve funds for Promises Made, Capital Asset purchases and a special reserve to fund opportunities that arise outside the normal operating budget

Human Resources' Highlights

- A comprehensive audit of human resource policies, facilitated by an outside consultant, was successfully conducted
- 76 percent of staff participated in Wellness Program
- 2011 turnover rate was 6 percent, well below the 14-15 percent industry average, validating the organization's productive work environment and work/life policies

The Bottom Line

- Increased the board-designated reserve level to over \$3.1 million
- Revenue was just under \$10 million
- Generated \$1.3 million in Partnership dues, advertising, sponsorship and event registration income
- Secured \$151,958 worth of in-kind donations
- The new WELCOME Pittsburgh Information Center and Gift Shop, in its first full-year of operation, generated \$35,000+ in merchandise sales, an increase of 218 percent over 2010

"It's like this once ugly industrial duckling has emerged to become America's Homecoming Queen."

– MSNBC





In the Spotlight

In the November 2011 issue of *National Geographic Traveler*, Pittsburgh was named among the “Best of the World – Must See Places for 2012.”

“Its mourning for its industrial past long concluded, this western Pennsylvania city changed jobs and reclaimed its major assets: a natural setting that rivals Lisbon and San Francisco, a wealth of fine art and architecture, and a quirky sense of humor,” reads the “Pittsburgh: Extreme Metropolitan Makeover” article.

As a result, VisitPittsburgh’s Board of directors approved the funding of a \$250,000 national and international marketing campaign to capitalize on this high-profile accolade. This recognition – like the G20 Pittsburgh Summit – provides a tremendous platform to continue to enhance the city’s and region’s reputation.

Corporate Social Responsibility

- Participated in Day of Caring for 11th consecutive year; seven VisitPittsburgh volunteers helped the Three Rivers Rowing Association improve the finish line site for the Head of the Ohio Rowing Regatta
- 2011 Hospitality Food Drive collected 7,621 pounds of food for the Greater Pittsburgh Community Food Bank, exceeding 2010 collection by 1,121 pounds
- Raised \$10,131 for the 2011 United Way campaign, a nearly 3 percent increase over 2010 with 79 percent staff participation
- Together with the Association on Quality and Improvement, VISIT Milwaukee and Travel Portland, built 30 bikes and donated to children from the Pittsburgh Boys and Girls Club
- Partnered with Salvation Army for the “Treasures for Children” toy drive at VisitPittsburgh’s prime-time Holiday Celebration

VisitPittsburgh Awards & Recognition

- Recipient of the 2011 Healthiest Employer Award from the *Pittsburgh Business Times*, recognizing VisitPittsburgh’s commitment to creating a healthy workplace
- Recipient of the 2011 Gold Service Award from *Meetings & Conventions* magazine
- Recipient of Outstanding Service Award from *Corporate & Incentive Travel, Insurance & Financial Meetings* magazine and *Association Convention & Facilities*
- Recipient of a Certificate of Appreciation from the Salvation Army for participation in the Treasures for Children Program
- Karen Fisher, VisitPittsburgh’s Vice President of Finance & Operations, was a finalist for the *Pittsburgh Business Times*’ CFO of the Year Award
- Recipient of the 2011 Psychologically Healthy Workplace Best Practices Honor, one of nine North American organizations selected by the American Psychological Association

“Life’s most persistent and urgent question is: **What are you doing for others?**”

- Dr. Martin Luther King

2011 Financials

Sources of Funding	2011	2010
Membership Investment	\$503,713	\$493,111
Allegheny County Hotel Room Tax Revenue	7,924,251	7,036,528
Commonwealth of Pennsylvania Tourism Promotion Grant	0	343,859
Commonwealth of Pennsylvania Regional Marketing Initiative Grant	286,152	301,600
Other State Grants	50,000	63,387
Restricted Grants and Revenue	19,031	12,900
Advertising and Sponsorships	762,151	752,348
Contributions in Kind	151,958	86,636
Participation Fees	59,025	20,355
Merchandising Income	52,695	32,984
Convention Services	70,947	69,471
Interest Income	13,175	7,592
Other Revenue	9,494	9,611
Total Support and Revenue	\$9,902,592	\$9,230,382
Expenses		
Convention Sales	\$2,825,899	\$2,884,865
Convention Services	725,657	698,248
Tourism and Cultural Heritage	2,301,165	2,197,049
Regional Marketing Initiative	315,388	337,513
Website	398,066	363,477
Communications	664,470	537,392
Membership Development/Services	728,838	740,284
Management/Operating	889,927	841,749
Total Expenses	\$8,849,410	\$8,600,577

VisitPittsburgh

2011 Board of Directors

Officers & Executive Committee

Doris Carson Williams
Chairman

President

African American Chamber
of Commerce of Western
Pennsylvania

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First Vice Chairman

President & CEO

Prospera Hospitality Services

William T. Cagney

Second Vice Chairman

Business Manager

International Union of
Operating Engineers, Local 95

Jamie Campolongo

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CEO

Pittsburgh Transportation
Group

William B. Bodine, Jr.

Secretary

Director

Frick Art & Historical Center

Jeffrey W. Letwin

Past Chairman

Managing Partner Pittsburgh
Schnader Harrison Segal &
Lewis LLP

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Executive Director

Association for Iron & Steel
Technology

Connie M. Cibrone

Consultant

Jeffrey E. Cohen

Owner

Weiss Provision Company/
Smallman Street Deli

Frank Coonelly

President

Pittsburgh Pirates

Eric DeStefano

General Manager

Omni William Penn Hotel

Ann Dugan

Founder

Institute for Entrepreneurial
Excellence

Assistant Dean

Joseph M. Katz Graduate
School of Business
University of Pittsburgh

Byron Falchetti

Consultant

Mairead Hennessy

General Manager

Hyatt Pittsburgh Airport

Bryan N. Iams

Head

Strategic & External
Communications
Bayer Corporation

Reed D. Kimbrough

Manager

Corporate Diversity Programs
& Training
United States Steel Corporation

Carol S. MacPhail

Retired

Deloitte Tax LLP

Eric K. Mann

President & CEO

YMCA of Greater Pittsburgh

Joseph R. McGrath

President & CEO

VisitPittsburgh

Tom Michael

President

Larrimor's

Judith Hansen O'Toole

Director/CEO

Westmoreland Museum of
American Art

Ellen A. Roth, Ph.D.

President

Getting to the Point, Inc.

Timothy J. Zugger

General Manager

Doubletree Hotel & Suites
Pittsburgh City Center

Ex-Officio Status

Mark J. Leahy

General Manager

David L. Lawrence Convention
Center

Honorary

Brad Penrod

Executive Director and CEO
Allegheny County Airport
Authority

**The Honorable Dan
Onorato**

County Executive
County of Allegheny

**The Honorable Luke
Ravenstahl**

Mayor

City of Pittsburgh

VisitPittsburgh

2011 Staff

2011
Staff

Executive Staff

Joseph R. McGrath
President & CEO
VisitPittsburgh

Craig Davis
Vice President of Sales & Marketing

Karen Fisher
Vice President of Finance & Operations

David Atkins
Executive Director of Digital Marketing

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

Staff

Lisa Ashbaugh
Director of Convention Host Development

Vicki Battalini
Visitor Services Representative

Diane Cortese
Associate Director of Finance

Bob Foley
Systems Analyst

Ed Gaskill
Convention Report Coordinator

Kori Gassaway
National Sales Director
Chicago Office

Lynne Glover
Associate Director of Communications

Ellen Goldberg
Advertising Sales Director

Mont Handley
National Sales Director

Jennifer Hawkins
Sports Marketing Director

Brenda Hill
National Sales Director

Barb Hollie
Convention Services Assistant

Sara Holzer
National Sales Director

Laura Jackson
Visitor Services Representative

Colleen Kalchthaler
Tourism & Cultural Heritage Marketing Services Director

Vicki Kelley
Events Manager

Becky Kern
Assistant to Vice President, Finance & Operations

Jason Kolesar
Accounting Analyst

Sonya Maness
Sales Administrative Assistant

Susan McGrane
Publications Manager

Brenda Miller
Marketing Manager

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

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

Ashley Steckel
Partnership Development Coordinator

Julia Tonti
Corporate Marketing Director

Kristen Turner
Housing Manager

Jennifer Vacek
National Sales Director

Stephanie Vogel
Assistant to the President & CEO and Vice President, Sales & Marketing

Tom Yanosick
Manager IT & Building Operations