

ANNUAL REPORT

2013

TOURISM BUILDS COMMUNITY



## LETTER FROM THE CHAIRMAN

It has been a pleasure and an honor to serve as Board Chairman for VisitPITTSBURGH for the last two years. During this period, the organization has shown much resilience and strength, while demonstrating success. I've watched as Craig Davis took over the reins of the organization, and I've been nothing but impressed by the work of his team. Their commitment to the community by being fully engaged and responsive, while simultaneously bolstering key relationships with members of our local and state government, will have long-term positive impacts for VisitPITTSBURGH.

From my perspective, I am thrilled that the organization has been rebuilt – and even rebranded – into one that is solid, highly motivated and increasingly more visible throughout the community. I know that VisitPITTSBURGH will continue to nurture these important community and government relationships as the staff prepares to take the organization to the next level.

2013 was not without challenge though. But with a combination of a lot of hard work and a bit of luck, the year ended much stronger than we had anticipated. The soft booking pace for meetings and conventions for 2013 came about as a result of the recession, but through persistence and perseverance, the VisitPITTSBURGH sales team was able to fill in a lot of the gaps with smaller pieces of business.

And, we caught some lucky breaks, too. The Pittsburgh Pirates made for an exciting season of baseball and the city cheered as the team made it deep into the season, delighting Bucco fans everywhere. And, who could forget The Rubber Duck Project? Another 2013 highlight, thanks to the Pittsburgh Cultural Trust.



During the Pittsburgh Pirates' 2013 winning season, nearly \$200 million was generated for the local economy by ticket buyers. It's also worth noting that 19 percent of PNC Park patrons came from a distance of 100 miles or more – which strengthened our hotel statistics. No doubt that our professional sports teams bring tremendous economic value to the city and there's simply no better place to watch Major League Baseball than in Pittsburgh at PNC Park. I can personally attest to that!

As I step down as chairman, I do it knowing full well that this organization has built up its reputation with a heightened sense of purpose and a sharpened clarity of mission. I know the best is yet to come for VisitPITTSBURGH and Pittsburgh. And, I am simply honored to have played a role in its history. 🏆

A handwritten signature in black ink that reads "William T. Cagney".

William T. Cagney

## LETTER FROM THE PRESIDENT & CEO



2013 marked a year of unprecedented activity and engagement for VisitPITTSBURGH, while getting back to the basics of running an efficient, effective and transparent organization.

Throughout the year, VisitPITTSBURGH's leadership team met with elected officials at the city, county and state levels. The goal? To demonstrate the significant role that travel and tourism plays in terms of economic contributions to the region. We are steadily gaining respect for the economic impact this industry has on the region's fiscal bottom line. And somewhat akin to the famous adage from the baseball film, *Field of Dreams* – "If you build it, they will come" – I've been reiterating our own mantra for the travel and tourism industry: "Tourism Builds Community."

It does, indeed. The touchstone message of "Tourism Builds Community" is best exemplified by recognizing our 630-plus hospitality partners, our valued strategic partners, and our elected government officials, along with VisitPITTSBURGH's esteemed board of directors and our friends and colleagues at the world-class David L. Lawrence Convention Center. Together, we are building a community that is more respected and more valued than ever before. And, I am sincerely grateful to be a part of this.

I'm absolutely thrilled that we were able to secure – with the help of our partners at CONSOL Energy Center and the Pittsburgh Penguins – the prestigious 2014 P&G Gymnastics Championships.

In addition to this high-profile event, we also successfully booked the Connect Marketplace for 2015. Connect is the biggest trade show for Collinson Media and Events; this trade show will bring 650+ meeting planners to Pittsburgh, and is an excellent opportunity to show off our city to this important audience.

I'm also proud that our staff is engaged with the community, serving in leadership roles for a variety of local organizations that are doing good work. It's just another example of how tourism is building community here.

One of the best measures of how well a city is performing is by examining hotel occupancy. The bottom line is that for the fifth consecutive year, Pittsburgh closed out 2013 as the destination with the highest hotel occupancy rate within its competitive set. Pittsburgh remains above the U.S. average and its competitors when it comes to average daily rate, too!

I also want to give my thanks for the leadership of Bill Cagney, a friend who has been an engaged and vocal supporter of our mission during his tenure as board chairman. We are so appreciative of his watchful eye on this organization as an excellent steward of the tax dollars we receive, and of his eagerness to help in every facet to advance our mission. A big, heartfelt thank you, Bill!

Going forward, VisitPITTSBURGH will continue to serve as exemplary stewards as we promote the city as a mighty, beautiful destination for visitors and conventions. Our new branding will address our attributes head on. And, thanks to new developments, we will have an even bigger reason to get the word out, as 800 more hotel rooms come on line by 2015. Our focus is to fill them up, keep the other hotels full and maximize all of our opportunities. 🏰

  
Craig T. Davis

## BIG NUMBERS



26,391

PEOPLE DOWNLOADED  
THE 2013 OFFICIAL VISITORS GUIDE  
TO PITTSBURGH

109

FAMILIARIZATION  
TOUR GUESTS HOSTED

\$201

MILLION  
VALUE OF 590  
MEETINGS & EVENTS BOOKED

335,300

WALK-INS  
TO OUR WELCOME CENTERS

\$1.5

MILLION IN ADVERTISING  
VALUE PLACED

2,118

ATTRACTION TICKETS  
SOLD

137

SITE VISITS CONDUCTED

79

JOURNALISTS HOSTED



\$268,288

COMMITTED TO  
"PROMISES MADE" FUND

11

MILLION OVERNIGHT  
STAYS IN OUR REGION IN 2012

204

PEOPLE ATTENDED  
VISITPITTSBURGH  
SOCIAL MEDIA EDUCATION SERIES

1,100

PARTICIPANTS IN 20  
NETWORKING EVENTS

69

EVENTS  
SUPPORTED THROUGH  
MARKETING INITIATIVES

\$6.3

MILLION WORTH  
OF POSITIVE PUBLICITY  
GENERATED

\$114,000

RECEIVED  
IN IN-KIND SERVICES

## THE PITTSBURGH BRAND

### Pittsburgh. Mighty. Beautiful.

**VisitPITTSBURGH** initiated a thorough re-branding initiative in the fall of 2012. We dug deep and performed an in-depth market analysis from inside and outside the box.

**Intelligence** was gathered through brand research in early 2013. Along with the opinions of key local stakeholders, we asked past, present and potential visitors (including convention planners and residents from competitive cities) what they thought of Pittsburgh as a travel destination. We used the findings of marketing consultants, Garrison Hughes, to identify brand platform, including the brand's purpose, values, positioning, personality and promise.

We found that what differentiates us in the **eyes of visitors** is that Pittsburgh offers a **surprising** and **unexpected experience**, with **natural beauty, unique terrain** and **diverse offerings**. Those who have been to Pittsburgh recently see us as we are, not what we used to be. And those who still think of Pittsburgh as the "Steel City" say our history of heavy manufacturing makes us approachable, **down-to-earth** and unpretentious.

So we thought about how to best position today's Pittsburgh as a **place to visit**, whether to do **business** or **have fun**. And this, in turn, impacted how VisitPITTSBURGH would present itself.


Words like **energetic, transformed, forward-thinking** and **progressive** came to mind. So did things like re-invented, re-invigorated, relevant and surprising.

After an exhaustive brand research process, we formulated Pittsburgh's positioning statement: "Pittsburgh offers an authentic character all its own, and a genuine, hard-working and welcoming sense of community that have transformed us into one of the most surprisingly **beautiful, progressive** cities in **America**."

Following the research phase, the strategy and creation of the new brand for both Pittsburgh tourism and VisitPITTSBURGH were put in place. Community input was sought, and a tagline developed. We **embraced** our **history** and **recognized** the **transformation** that has occurred in Pittsburgh with the new tagline: "**Pittsburgh. Mighty. Beautiful.**"

With these thoughts guiding us, we worked with a talented Pittsburgh designer, Paula Lysy, who helped us create a new logo that respects the past but firmly places us at the heart of today's Pittsburgh. The **icon** represents **strength**; the **colors, sustainability**; the **curves, architectural assets**. The **blue (rivers)** and **green (land) elements** are like a hand holding the golden bridge in place; the bridge also reminds us of steel mill smoke stacks.

By the end of 2013, brand standards, protocols and implementation were in place. The first re-branded materials debuted in October – the marketing brochure dubbed "The Lure Brochure," so named to reflect the goal of "luring" meetings and conventions to Pittsburgh.

Going forward, you'll see this new look for both Pittsburgh and VisitPITTSBURGH through brand messaging incorporated into our marketing programs, our advertisements, our publications – just about everything we do. We hope you agree this **new look** is **MIGHTY** and **BEAUTIFUL**. 

Effectively selling Pittsburgh as a **perfect meeting, convention and sporting events destination**



## RESULTS

- Sold 252,249 room nights for 2013 and future years
- Booked 590 meetings and conventions; direct spending for these events valued at \$201 million
- Contributed 250,863 rooms to the overall room night consumption in Allegheny County in 2013
- Booked 48,565 value season (slow season) room nights for 2013 and the future
- Capitalized on growth of the Marcellus Shale and other energy-related programs; booked 10 new corporate meetings in the energy market segment, totaling 6,549 room nights
- Bring It Home Campaign, designed to encourage local leaders of state and national associations to bring their meetings to the greater Pittsburgh area, resulted in booking 329 meetings, representing 122,605 room nights and a direct spending estimate of \$96.4 million
- Hosted 246 customers through site visits and familiarization tours

“ I love Pittsburgh! Everything about it: The history, the character, the people, the venues, the food, the love of sports, etc. I could go on and on but you get the idea. ”

– AHI Meeting Services

## PARTICIPATED IN THESE TRADE SHOWS & CONFERENCES:

- American Society of Association Executives
- CONNECT
- Pennsylvania Society of Association Executives
- Religious Conference Management Association
- Rejuvenate

## MAINTAIN MEMBERSHIPS IN:

Allegheny County Labor Council  
 American Society of Association Executives  
 Council of Engineering & Scientific Societies  
 Green Meetings Industry Council  
 Christian Meetings and Conventions Association  
 Destination Management Association International  
 International Association of Exposition Management  
 Meeting Professionals International  
 National Association of Sports Commissions  
 National Coalition of Black Meeting Planners  
 New York Society of Association Executives  
 New Jersey Society of Association Executives  
 Pennsylvania Society of Association Executives  
 Professional Convention Management Association  
 Religious Conference Management Association  
 Society of Government Meeting Planners  
 Three Rivers Area Labor Management Committee

## PARTICIPATED IN THESE TRADESHOWS FOR THE GROUP TOUR MARKET:

- American Bus Association
- Heartland Travel Showcase
- International POW WOW
- PATT Group Tour Sales Mission
- Ontario Motor Coach Association

TOP 10 GROUPS BOOKED IN 2013*		ROOM NIGHTS
USA GYMNASTICS	2014 USA Gymnastics National Congress & Trade Show and P&G Gymnastics Championships	6,457
ANTHROCON	2016 Annual Convention	6,365
COLLINSON MEDIA & EVENTS	2015 Connect Marketplace and Connect Sports Marketplace	5,660
THE STEELWORKERS	2015 USW Joint Safety and Health Conference	5,385
PITTSBURGH MARATHON	2014 Dick's Sporting Goods Pittsburgh Marathon	4,927
THE STEELWORKERS	2013 USW Joint Safety and Health Conference	4,914
NATIONAL COUNCIL OF TEACHERS OF ENGLISH	2019 Conference on College Composition and Communication	4,620
EAST COAST VOLLEYBALL INC	2015 East Coast Championships	3,860
UNITED STATES SUBMARINE VETERANS INC	2015 USSVI National Convention	3,515
AMERICAN INSTITUTE OF PHYSICS	2017 Conference on Magnetism and Magnetic Materials	3,328

\* By room nights

TOP 10 GROUPS HOSTED IN 2013*		DIRECT SPENDING
NATIONAL COLLEGIATE ATHLETIC ASSOCIATION	2013 Men's Ice Hockey Championships Frozen Four	\$11.6 million
PITTSBURGH MARATHON	2013 Dick's Sporting Goods Pittsburgh Marathon	\$8.3 million
ANTHROCON	2013 Annual Conference	\$6.3 million
AMERICAN ASSOCIATION OF PETROLEUM GEOLOGISTS	2013 Annual Convention and Exhibition	\$6.0 million
LUTHERAN WOMEN'S MISSIONARY LEAGUE	2013 Biennial Lutheran Women's Missionary League Conference	\$5.6 million
HART ENERGY	2013 DUG EAST	\$5.5 million
ASSOCIATION FOR IRON AND STEEL TECHNOLOGY	AISTECH 2013	\$5.5 million
PENNSYLVANIA ASSOCIATION OF SCHOOL BUSINESS OFFICIALS	Annual Meeting 2013	\$5.3 million
JOINT COUNCIL OF EXTENSION PROFESSIONALS	Galaxy IV Conference 2013	\$4.3 million
PENNSYLVANIA INTERSCHOLASTIC HOCKEY LEAGUE	2013 America's Showcase	\$3.5 million

\* By direct spending



### HOTEL FACTS AND FIGURES, 2013

For the fifth consecutive year, Pittsburgh closed out the year as the destination with the highest occupancy rate within its competitive set. And, Pittsburgh remains above the U.S. average and its competitive set when it comes to average daily rate. 🚢



“So surprised with all that **Pittsburgh** has to **offer**. The **walkability** amazed me, and I **love** all of the **unique restaurants** and **venues** that are **available**. **Great city pride** with a **down-to-earth feel**.”

– Collinson Media & Events

## 2013 MAJOR LODGING STATISTICS

STATISTIC	PITTSBURGH	COMPETITIVE SET AVG.	UNITED STATES
HOTEL OCCUPANCY	66.1%	62.2%	62.3%
AVERAGE DAILY RATE	\$112.59	\$96.23	\$110.35
REVENUE PER AVAILABLE ROOM	\$74.40	\$60.03	\$68.69

Source: Smith Travel Research, VisitPITTSBURGH

**Committed to excellent service**  
to ensure **successful** events

## CONVENTION SERVICES

### HIGHLIGHTS

- Received the 2013 Award of Excellence from *Corporate & Incentive Travel* magazine and the 2013 Pinnacle Award from *Successful Meetings* magazine
- Actively serviced 18 city-wide conventions and 113 smaller meetings and events
- Exceeded client expectations, demonstrated by the 93 percent service score on evaluations
- Managed hotel reservations for three city-wide conventions and events, processing 3,400 room reservations which generated \$1.5 million in revenue for partner hotels
- Promoted upcoming Pittsburgh conventions by participating in attendance builders for five major conventions
- Issued 42 *Planning Bulletins* to community in advance of incoming conventions and events
- Provided 2,500 hours of on-site registration assistance
- Convened nine pre-convention meetings between key stakeholders and meeting planners
- Provided restaurant booth and hotel information table for 25 groups; referred 2,837 guests to partner attractions or restaurants
- Provided PittsburghHosts “ambassadors” for seven events



“Thanks so much for all you did

and the **efforts** of VisitPITTSBURGH to make

our Lutheran Women’s Missionary League

Convention a **success**. I have heard many

**favorable comments** from our **attendees**

about the staff throughout Pittsburgh

giving **exceptional service**. All of this

**extraordinary service** brought to the

forefront **Pittsburgh – WOW!**”

– Marguerite Christman





## Telling the Pittsburgh story through strategic public relations

### HIGHLIGHTS

- Generated 1,609 story placements, resulting in more than \$6.3 million in advertising equivalency value
- Hosted 79 journalists
- Issued 58 press releases and made more than 100 direct story pitches
- Provided public relations support for numerous events and conferences, including NCAA Frozen Four, Anthrocon and Americans for the Arts
- Updated photo library with 139 professional photographs
- Responded to 249 media inquiries
- Supplied 598 photos to 41 media outlets and 546 photos to 36 conventions
- Hosted nine themed press tours:
  - Dinner and a Movie
  - Latino Press Tour, in collaboration with Vibrant Pittsburgh and Allegheny Conference on Community Development
  - LGBT Press Tour
  - Pittsburgh is Kidsburgh
  - Under the Radar
  - Pittsburgh is Art
  - Cleveland and Columbus Blogger Tour
  - Pittsburgh Remade, in collaboration with the Allegheny Conference on Community Development
  - Light Up Night
- Positioned VisitPITTSBURGH as a key economic development driver in the region
- Instituted a VisitPITTSBURGH Speaker's Bureau, with 22 presentations made
- Participated in Travel Media Association of Canada's 2013 Conference in Saskatoon, Canada
- Participated in Pennsylvania's Association of Travel & Tourism Media events in Toronto and Washington, D.C.
- Coordinated the Pittsburgh WOW! public relations collaborative with eight organizations

## Why Pittsburgh is Cool Again

Tweet 42
 Like 440

★★★★★ 4 RATINGS //

**TAGS**  
 City Tours

A world away from its dirty industrial past Pittsburgh has transformed itself into a destination. Find out how to make the me blooming U.S. hotspot.

STORY BY  
**SANDRA SCOTT**  
 FOLLOW: @samscoo134

**The Strip District**  
 The Strip was once home to factories and mills but has since been reinvented as the city's destination for trendy restaurants and specialty shops. Enjoy the classic Pittsburgh sandwich — any sandwich stuffed with French fries. And there is an amazing collection of ethnic restaurants to be found on the Strip. I took a culinary walking tour with Slough Eats and Elix, during which I sampled Polish pierogies, Parma sausage, Syrian hummus, Italian pastries and more.

“Why **Pittsburgh** is **hot** again – and why **you** should **visit**...  
 The formula for much of this **success** runs roughly like this:  
 Do what you **love**, do it **well**, find a **cool space**,  
 then **build a community** and nod to the past.”  
 –The Globe and Mail



“We stayed long enough to discover what a **cool** and **affordable town** it is.  
 About six hours from Long Island by car, it offers every **urban feature**  
 you can think of, **except snobbery**.”  
 – Newsday

“The Pittsburgh skyline  
– a scene right out  
of a Hollywood movie.”  
– Budget Travel Adventures

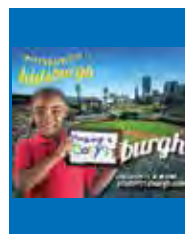


## Promoting Pittsburgh for meeting and tourism



## OUR CAMPAIGNS

Placed \$1.5 million worth of ad buys in direct mail, print, TV, web, billboard, radio and video advertising, and other promotions. Most of these campaigns were targeted in the Cleveland and Columbus, Ohio, markets. 📺



## HIGH-IMPACT CAMPAIGNS

- Pittsburgh is Performing
- Pittsburgh is Visual
- The Rubber Duck Project
- Kidsburgh
- June Events
- Great Allegheny Passage
- Pittsburgh Co-Op Media Campaign (with 10 partners)
- Pittsburgh Holiday Happenings
- Convention Sales
- Family Fun and Fall Foliage

## RESULTS

- Generated 147 million media impressions, an increase of 156 percent over 2012
- Increased volume of visitors from targeted markets by 11 percent (*Cleveland*) and 17 percent (*Columbus*)
- Welcomed 335,000 visitors to our seven affiliated welcome centers, the most since 2001 and an increase of 16 percent over 2012
- Increased room nights booked as a result of GetGo Fuel promotion by 54 percent
- Supported 69 Pittsburgh events, including the Pittsburgh's Cultural Trust's International Festival of Firsts and the Rubber Duck Project, the hosting of the Dollar Bank Three Rivers Arts Festival, Knit the Bridge, debut of new fountain at Point State Park and opening of the Great Allegheny Passage, among others
- Continued frontline hospitality staff training through PittsburghHosts programs, with four training programs held
- Initiated a "Show Your Badge" program for convention attendees to receive special deals at 38 partner restaurants, attractions, shops or tours
- Resurrected coupon program for leisure travelers to receive deals at 25 attraction venues

### THE PITTSBURGH CULTURAL TRUST'S RUBBER DUCK PROJECT

From duck decals and duck contests to special partner deals called “Quackages,” VisitPITTSBURGH rallied behind The Rubber Duck Project, brought to North America for the first time thanks to The Pittsburgh Cultural Trust and its Pittsburgh International Festival of Firsts. 🚢



#### At a Glance: Some ‘Quack Facts’

- The Pittsburgh Cultural Trust estimates that more than 1 million people saw The Rubber Duck Project, with a direct spending impact of tens of millions of dollars
- While The Rubber Duck project was moored, more than 477,000 people visited Point State Park
- VisitPITTSBURGH worked with hospitality and attraction partners to create “Quackages;” hotels, restaurants and attractions put together special discount offers related to the Duck
- WELCOME Pittsburgh Information Center and Gift Shop was a key distributor of rubber duck merchandise – during the first week of the Duck’s arrival, merchandise sales were up 550 percent over the same week in 2012

“

It is true that **Pittsburgh** used to be the pits...

But it's a **prime example** of the **American attitude** that when the going gets tough, the **tough get going**. Today, Pittsburgh is **going places**...

With an **architecturally stunning downtown**

that's **framed** by the **merging** of **two rivers**, Pittsburgh is a **scenic delight**. ”

–The San Diego Union-Tribune

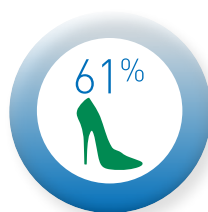


# LEISURE TRAVEL DEMOGRAPHICS

## INQUIRIES/VISITORS

52

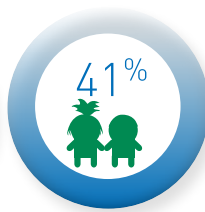
AVERAGE AGE



FEMALE



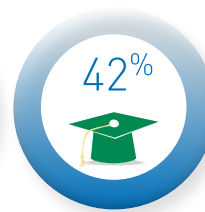
MARRIED



CHILDREN IN  
HOUSEHOLD



HOUSEHOLD  
INCOME OF \$75K+



BACHELOR'S DEGREE  
OR HIGHER

## TOP 5 MARKETS FOR INQUIRIES

22%

PENNSYLVANIA

19%

OHIO

6%

NEW YORK

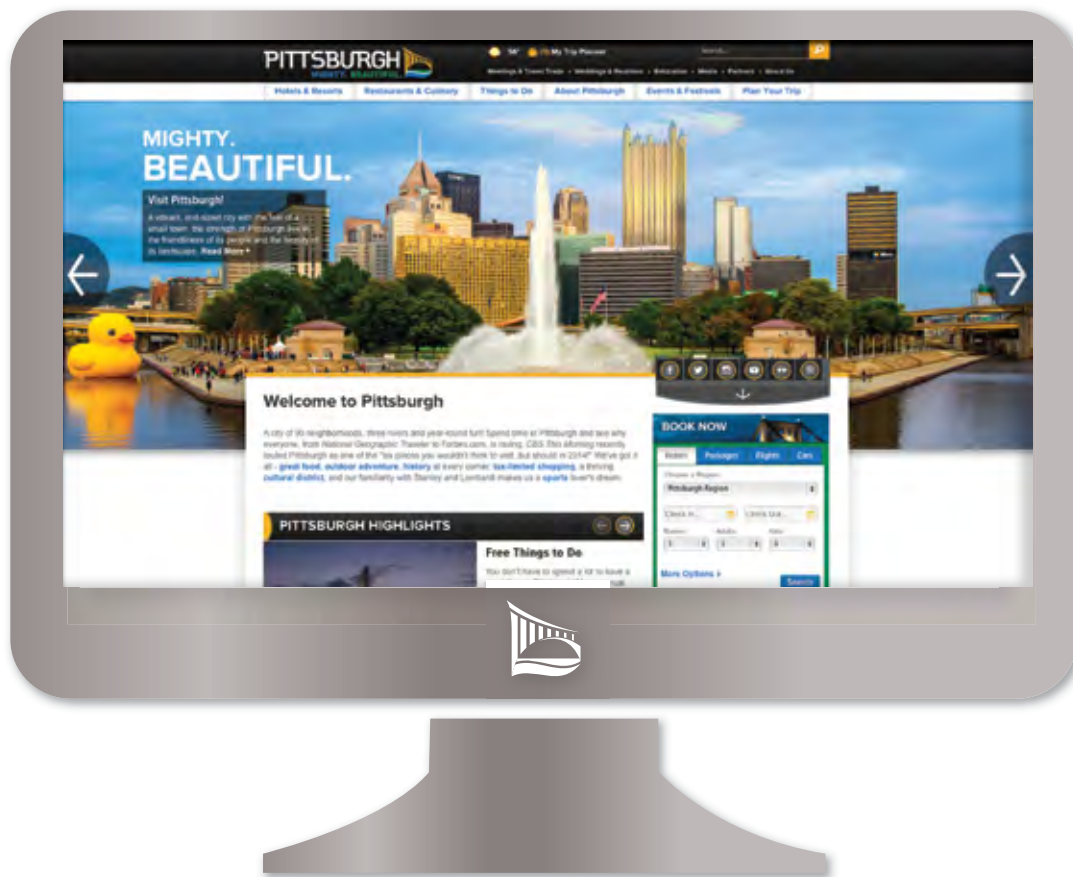
4%

ONTARIO, CANADA

3%

MICHIGAN






## HIGHLIGHTS

- Increased traffic to VisitPITTSBURGH.com to the 1.3 million mark, an increase of 31 percent over previous year
- Attracted 990,356 unique visitors
- Tracked 3.5 million page views
- Traffic to the VisitPITTSBURGH.mobi increased 36 percent
- Average time on website was 2 minutes and 59 seconds
- Tracked 26,391 downloads of the *2013 Official Visitors Guide to Pittsburgh*
- Executed 285 design jobs using in-house graphics department
- Produced three- and eight-minute videos introducing the new brand: "Mighty. Beautiful. Pittsburgh."

“A world away from its dirty industrial past, Pittsburgh has transformed itself into a top travel destination.”  
—Travel + Escape

## Looking Back... And Going Forward

Much of 2013 was devoted to new website preparations. We investigated a variety of technologies, examined other travel and tourism sites, learned more about our audiences and developed a new site launching in 2014. 



# TWEET, LIKE & BE SOCIAL



BEING SOCIAL

## 3,400

RETWEETS ON TWITTER

## IN 2013

## 133,000

#1 MOST LIKED  
FACEBOOK POST IN 2013



#explorePGH

@VSTPGH

#lovePGH

Providing **strategic resources**  
and valuable **exposure** to local businesses

## PARTNERSHIP DEVELOPMENT

### HIGHLIGHTS

- Recruited 66 new partners
- Attained a 90 percent partner retention rate
- Achieved a sales performance goal of 103 percent
- Secured PPL EnergyPlus as a Strategic Partner
- Initiated business development through a restaurant campaign and a strategic alliance with hospitality partner organizations
- Expanded neighborhood marketing program
- Hosted 20 networking events, attracting 1,100 attendees
- Launched new convention welcome sign program for downtown restaurants and retail partners

*As a partner-based organization, VisitPITTSBURGH provides an opportunity to network with Pittsburgh's tourism and hospitality community. 2013 events included:*

- Coffee Talks
- PrimeTime and Official Visitors Guide Launch Party
- Social Media Educational Series
- Annual Meeting
- Partnership 101
- Tweet, Like + Be Social
- BizMix with Pittsburgh Business Times
- PittsburgHosts Training
- VisitPITTSBURGH Golf Outing
- Fall Forecast
- Corporate Breakfast
- Co-op Meetings
- Holiday PrimeTime





“A weekend in Pittsburgh is a revelation of amazing food, great art and loads of fun... If San Francisco and Chicago had a lovechild it would be this beautiful, vibrant city.”

– Chatelaine

Providing a **professional**, enjoyable  
and **engaging** workplace environment

## HUMAN RESOURCES



### HIGHLIGHTS

- Conducted nine successful recruitment campaigns
- Commissioned comprehensive review by outside consultant of executive pay practices and salary and incentive compensation programs to ensure that pay structures are in line with competitive set and local and national non-profit and for-profit organizations
- Reviewed and updated all organizational policies, including governance, office operations and human resources
- Recognized for the third consecutive year as one of the 2013 Healthiest Employers of Western Pennsylvania by the *Pittsburgh Business Times*
- Nominated as a finalist for the Alfred P. Sloan awards for Business Excellence in Workplace Flexibility
- Sponsored 12 interns from 11 institutions
- Sixty percent of staff participated in the Fit for Six Wellness Program



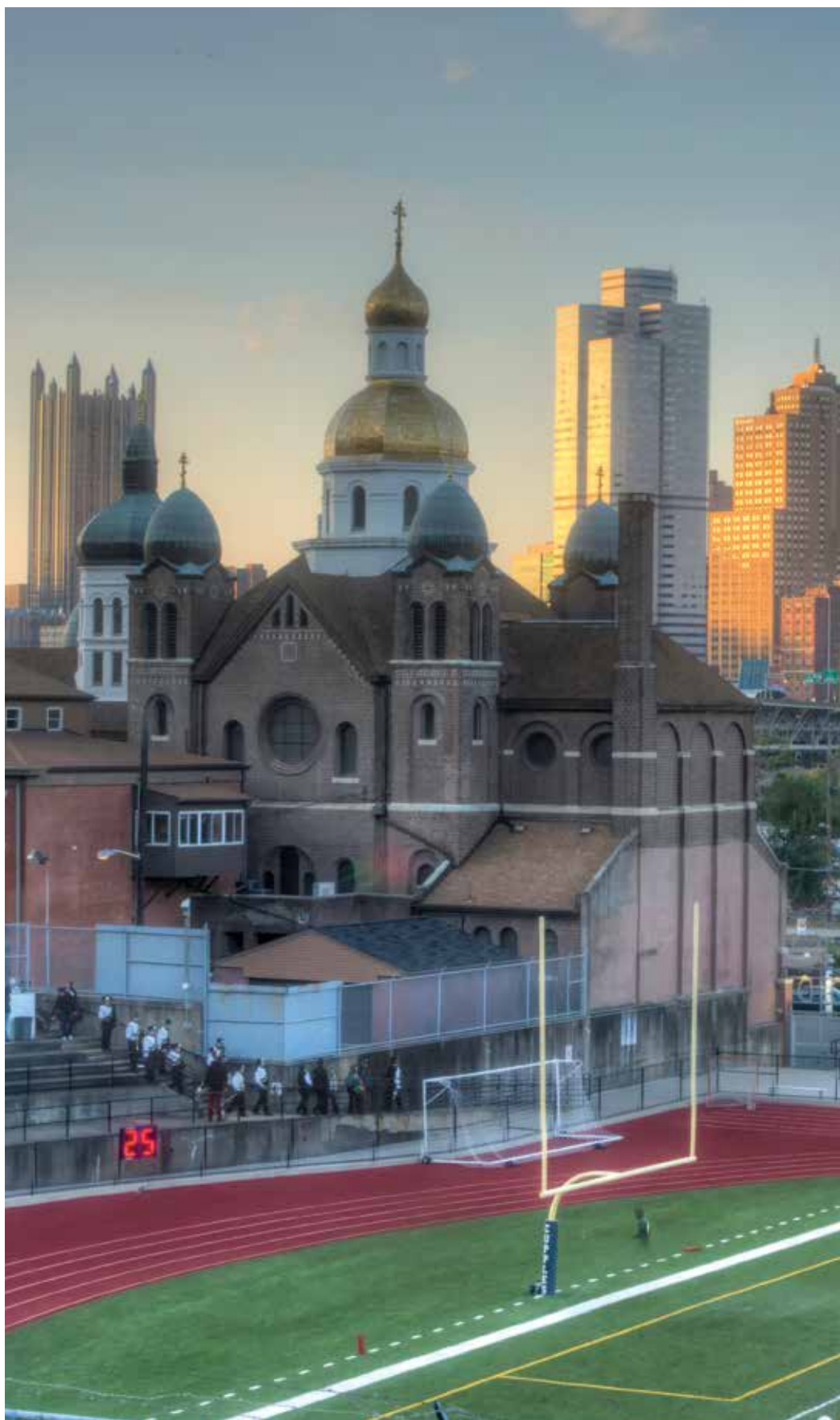
### CORPORATE SOCIAL RESPONSIBILITY

- Volunteered for the 13th consecutive year for United Way's Day of Caring; the VisitPITTSBURGH team committed one day to the Greater Pittsburgh Community Food Bank and packaged the equivalent of 7,600 meals
- Collected \$10,605 for the 2013 United Way Campaign with 73 percent staff participation
- Spearheaded annual Martin Luther King Food Drive and collected 2,086 pounds of food to benefit the Greater Pittsburgh Community Food Bank
- Collected 250 toys at Holiday PrimeTime event at The Priority
- Collected \$5,000 for various charities through monthly "Jeans Day" program



## HIGHLIGHTS

- Secured \$114,000 worth of in-kind services
- Implemented new anti-virus protection on the firewall
- Added \$268,000 to the “Promises Made” reserve fund to help secure future bookings
- Created new subcommittees – Partnership Development and Sports Marketing – on VisitPITTSBURGH Board to address strategic issues
- Created new bylaw change that institutes a line of succession for volunteer board leadership
- Managed \$100,000 grant program for online press room photos



## 2013 Financial Highlights

SOURCES OF FUNDING	2013	2012
Membership Investment	546,456	544,621
Allegheny County Hotel Room Tax Revenue	8,622,596	8,334,172
PA Regional Marketing Initiative Grant	—	29,752
Restricted Grants and Revenue	82,346	97,727
Advertising and Sponsorships	782,524	870,701
Contributions in Kind	114,247	82,499
Participation Fees	24,930	23,902
Merchandising Income	77,317	68,002
Convention Services	112,111	20,499
Interest Income/Gain/(Loss) on Investments	105,850	145,659
Other Revenue	9,990	9,874
<b>Total Support and Revenue</b>	<b>\$10,478,367</b>	<b>\$10,227,408</b>

EXPENSES	2013	2012
Convention Sales	3,658,830	3,401,680
Convention Services	904,423	896,066
Tourism and Cultural Heritage	2,356,249	2,183,390
Regional Marketing Initiative	—	28,016
Website	651,507	592,680
Communications	635,279	669,260
Membership Development/Services	766,720	755,896
Management/Operating	690,660	702,385
Special Opportunity	67,638	214,863
<b>Total Expense</b>	<b>\$9,731,306</b>	<b>\$9,444,236</b>

## INDUSTRY & COMMUNITY ENGAGEMENT

In 2013, VisitPITTSBURGH staff members held positions in the following organizations and committees, and are involved in numerous volunteer activities:

### INDUSTRY INVOLVEMENT

- African American Chamber of Commerce of Western Pennsylvania
- Allegheny Conference on Community Development
- Cultural Tourism Alliance
- Destination Marketing Association International (DMAI)
- DMAI Destination & Travel Foundation
- Destination: Greater Pittsburgh
- Event Service Professionals Association
- Indiana University of Pennsylvania – Hotel, Restaurant and Institutional Management Program
- Meeting Professionals International
- National Association of Sports Commissions
- Pennsylvania Association of Travel & Tourism
- Pennsylvania Association of Convention and Visitors Bureaus
- Pittsburgh Arts Research
- Pittsburgh Cultural Trust  
First Night Advisory Board
- Pittsburgh Cultural Trust  
Marketing Advisory Committee
- Pittsburgh Human Resources Association
- Pittsburgh Regional Alliance
- Pittsburgh Society of Association Executives
- PittsburghTODAY
- Professional Conference Management Association  
Medical Meetings Committee
- Public Relations Society of America
- Senator John Heinz History Center  
Marketing Advisory Committee
- SKAL International Pittsburgh
- Travel Media Association of Canada
- Women in Sports and Events (Pittsburgh Chapter)
- Women's Press Club

### COMMUNITY ENGAGEMENT

- Achieva
- Catholic Charities
- Center for Victims
- Children's Hospital of Pittsburgh Foundation  
Transplantation Surgery Auxiliary
- Crohn's & Colitis Foundation
- Girl Scouts Western Pennsylvania
- Greater Pittsburgh Arts Council
- Greater Pittsburgh Community  
Food Bank
- Lawrenceville Corp.
- Lawrenceville Memorial Day Parade
- Make-A-Wish
- Pittsburgh Cares
- Tickets for Kids
- United Way Women's Leadership Council
- Urban League of Greater Pittsburgh
- Western Pennsylvania Humane Society
- WYEP

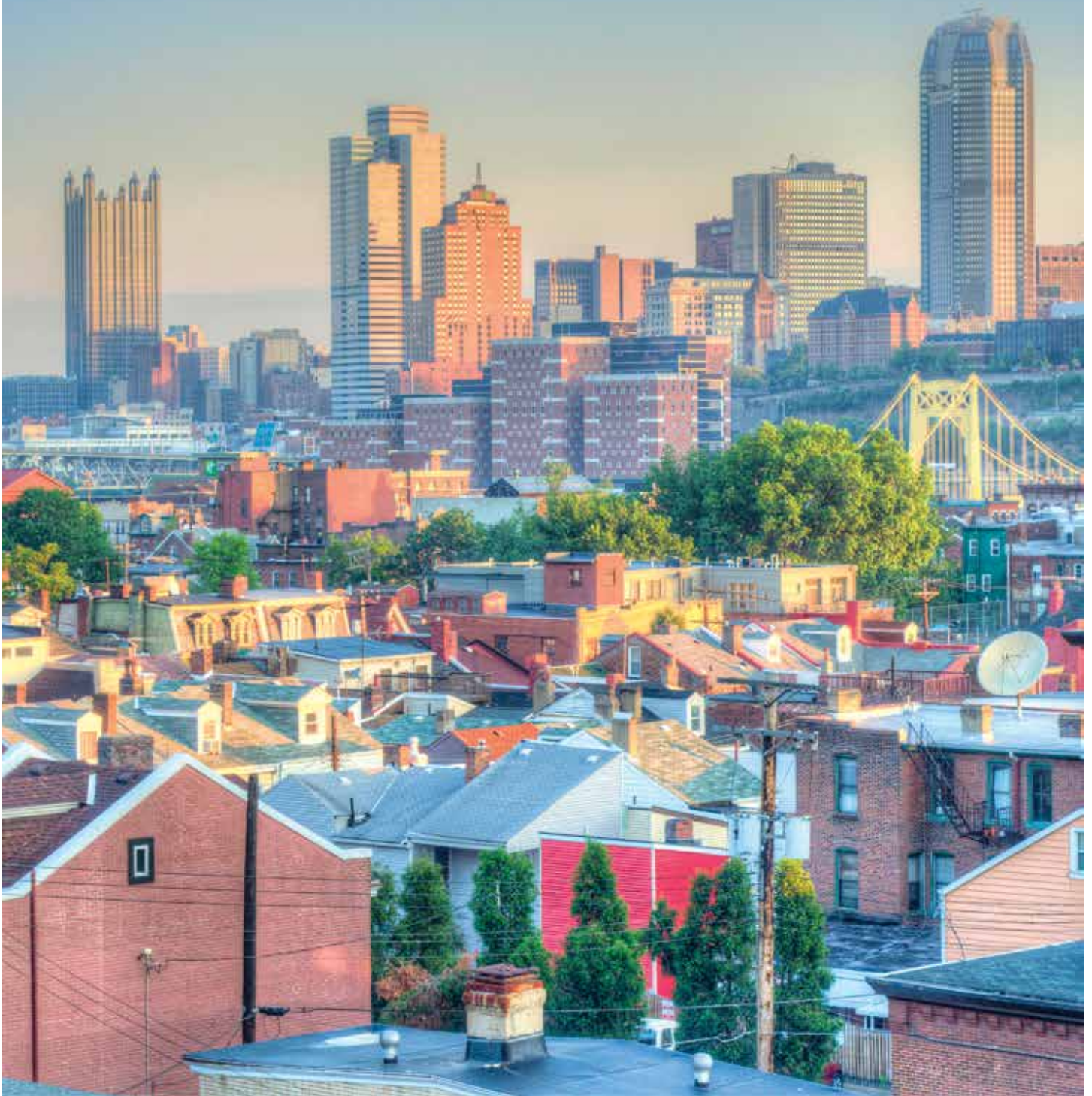




“Conclude the **night atop** the city by hopping in a cab and taking a **ride** on the **Duquesne Incline**, a **century-old cable car** that **scales Mt. Washington** for **800 feet** at a **30-degree angle** and offers **spectacular panoramic views of downtown.**”

—Vogue

“Delight in the city’s world-class art,  
luxury hotels, and ethnic neighborhoods alive  
with cafes and authentic grocery stores.”  
– Australian Times



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*\*as of Dec. 31, 2013*



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