



THE OFFICE OF THE MAYOR-ELECT
BUILDING A NEW PITTSBURGH

SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Pittsburgh Marketing
Subcommittee Chairperson(s)	Jim Hart
Title of recommendation	<p>Recommendation #1.</p> <p>Develop a strong, central, professional marketing capacity within City government by creating a new position that reports directly to the Mayor:</p> <p>Chief Marketing Officer, City of Pittsburgh,</p>
Describe the recommendation	<p>We believe the Peduto administration has a once-in-a-lifetime opportunity to reinvent the City of Pittsburgh.</p> <p>And we also believe it has the policy agenda and managerial skills to do so.</p> <p>But, if it ever hopes to change the misconceptions among key audiences that undermine the City's appeal and limit its future, this administration will have to become much more focused and disciplined than its predecessors when it comes to marketing.</p> <p>It will have to develop and implement a comprehensive, highly-coordinated campaign that promotes a single, simple, consistent, and emotionally compelling new vision of Pittsburgh to <i>all</i> audiences.</p> <p>To do so will require a dedicated, full-time, professional marketing manager who works from within the Mayor's office, not from a separate department or departments.</p> <p>Key tasks for that position will include: budget creation and management, development of funding streams, conduction of a marketing audit, creation of RFP's, selection of</p>

	<p>suppliers, and implementation of a nationwide re-branding campaign with coordination of collaborative involvement by many partners & stakeholders.</p> <p>Initial steps will include: creation of position description, posting on Talent City website, and candidate selection.</p> <p>The successful candidate will need extensive experience in project management, budget and resource development, direction of branding and communications professionals, and the use of marketing analytics.</p>
<p>Is this an immediate or long term recommendation?</p>	<p>Immediate. It's important that this effort begins at the same time as the new administration. Each department and entity in city government must participate in the branding strategy.</p>
<p>How will this address our challenges or reach our goals?</p>	<p>The Mayor-Elect has made many statements referring to a "New Pittsburgh," so it is critically important to begin defining what that means, ASAP.</p> <p>A coordinated marketing and communications program can not only help create and support "early wins," it can also help speed development of regional confidence in the new administration, its executive team, vision, and agenda.</p> <p>The bottom line is: more effective marketing will help convince more people to consider Pittsburgh for jobs, business opportunities, and tourism – while inspiring a new surge of civic pride among current area residents.</p>
<p>What are the obstacles to implementation?</p>	<p>Lack of central budget and marketing structure within city government. The need to coordinate branding and messaging not only within city government, but with other entities that have independent investments in doing so (VisitPittsburgh, Allegheny Conference, URA, etc.)</p>
<p>Who needs to be involved?</p>	<p>Mayor, Chief of Staff, City executive leadership team, leadership from other City and Regional entities, and a newly created advisory team of marketing professionals that can provide advice, strategy, and resources.</p>
<p>What city resources need to be invested?</p>	<p>(See Marketing Subcommittee recommendation #2, suggesting funding sources for city marketing.)</p>

	Commitment and support from all levels of leadership and management within city government.
What will be different if the recommendation is adopted?	All city, department, agency, stakeholder, and partner marketing and communications will project the same, unified message about the benefit of living, working, doing business in, and visiting Pittsburgh. And that will not only improve marketing effectiveness, it will improve ROI.
Describe any background materials that you consulted	Many years of marketing, advertising, PR, and general communications experience distilled by the members of the Marketing Subcommittee; plus consideration of other city/ regional marketing efforts.
Have other cities implemented this recommendation?	“I Love New York.” “Virginia is for Lovers.” “Las Vegas -- What Happens Here Stays Here”
Are there any other considerations?	N/A

We request that each recommendation be submitted by the subcommittee Chairperson to Kevin Acklin and your Committee Chair by **5:00 pm on Friday, December 27.**

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(Please use one report for each subcommittee recommendation)

Subcommittee Name	Pittsburgh Marketing
Subcommittee Chairperson(s)	Jim Hart
Title of recommendation	<p>Recommendation #2.</p> <p>Create a Collaborative Funding Stream for Pittsburgh Marketing</p>
Describe the recommendation	<p>The Marketing Subcommittee recommends that the City develop a broad-based collaborative funding system to encourage all stakeholders to participate in supporting the new Pittsburgh marketing program.</p> <p>The plan should target diverse sources from both the public and private sectors, not only to solicit contribution, but also to invite “buy-in” to the City’s marketing objectives and initiatives.</p> <p>Collaborative Marketing of this kind is a rapidly-growing practice that enables compatible entities to promote themselves and their interests by combining resources with others to reach a common goal.</p> <p>All appropriate governments, corporations, economic development organizations, institutions, foundations, and prospective partners should be encouraged to participate in the effort.</p> <p>Such participants should be offered some immediate reward, like co-op messaging and media buys, sharing of customer survey information, etc.</p> <p>But the real focus should be kept on the long-term value proposition: that a more attractive Pittsburgh will create greater business and cultural development for all entities, both profit and non-profit – and will result in improved</p>

	resources for the general public as well.
Is this an immediate or long term recommendation?	The need is immediate. Execution is medium to long-term.
How will this address our challenges or reach our goals?	In order to achieve the game-changing marketing and branding objectives outlined in our other recommendations, the City will need to increase both funding and “buy-in.” This recommendation provides a way to do so.
What are the obstacles to implementation?	Slow economy. Scarce resources. Competitive, rather than collaborative agendas. Suspicion that this is just another thinly-veiled attempt to grab public and private money to subsidize big local corporations, venture capitalists, and political supporters.
Who needs to be involved?	The Mayor, his cabinet, department and authority heads, thought leaders among the profit and non-profit communities, etc.
What city resources need to be invested?	The Chief Marketing Officer, City of Pittsburgh and staff; the URA, other City development executives.
What will be different if the recommendation is adopted?	The transformational effort that will be required to re-position, re-brand, and re-market Pittsburgh on a national and global scale will require significant funding and widespread participation. This recommendation provides a means to pursue both
Describe any background materials that you consulted	Collaborative marketing efforts in general.
Have other cities implemented this recommendation?	Don't know.
Are there any other considerations?	

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Subcommittee Name	Pittsburgh Marketing
Subcommittee Chairperson(s)	Jim Hart
Title of recommendation	<p>Recommendation #3.</p> <p>Conduct A Marketing Audit of Pittsburgh To Define Objectives, Audiences, Benefits, Competitors, etc</p>
Describe the recommendation	<p>Engage a professional consultant to conduct an in-depth review and analysis of all the factors necessary to market the City successfully.</p> <p>A. Collect and distill the results of all the marketing research done over the past 25 years for the City, County, State, Neighboring Governments, Regional Organizations, Foundations, Institutions, Interest Groups, and Competitors.</p> <p>B. Convene the top decision-makers in the new administration, review the conclusions of that research, solicit their opinions, and reach consensus on the following.</p> <ol style="list-style-type: none"> 1. What are Pittsburgh's Key Marketing Objectives? 2. What are its Key Offerings? 3. Key Audiences? 4. Key Benefits? 5. Key Competitors? 6. Key Advantages? 7. Key Differentiations? 8. Key Partners? 9. Current Positioning? <p>C. Use the results to develop recommendations for:</p> <ol style="list-style-type: none"> 1. New Positioning for the City (and Region) 2. New Branding 3. New Audience Priorities (Multicultural) 4. New Messaging

	<p>5. New Marketing/Communications Strategy</p> <p>D. Test and refine these recommendations with representative members of the City's Key Audiences.</p> <p>E. Review and refine all of the above with representative members of the City's major Stakeholders and Prospective Marketing Partners.</p> <p>F. Distill the findings of this process into a formal Marketing/Communications Audit Report that can be provided as guidance to Professional Branding Experts.</p>
Is this an immediate or long term recommendation?	The need is immediate (and urgent). The process will take 2 to 3 months.
How will this address our challenges or reach our goals?	Pittsburgh has been unable to market itself effectively for years because it has not established a clear and compelling new <i>identity</i> . A process of this kind, empowered by the Mayor's Office, is the only way to <i>define</i> that identity.
What are the obstacles to implementation?	Hard work. Conflicting agendas. Short-term thinking. Desire for immediate gratification. Lure of flash over substance. Unwillingness to do heavy mental lifting.
Who needs to be involved?	A professional outside consultant and research team. The top 5-to-10 decision-makers in the new administration. And the Chief Marketing Officer for the City -- a person <i>in</i> the Mayor's Office (<i>not</i> in a department or departments) who is appointed to manage and coordinate the marketing/communications process for the whole City.
What city resources need to be invested?	Provide a meeting facility, engage a consultant and research team, appoint a dedicated Chief City Marketing Officer, and schedule group meetings with the administration's decision-makers (on evenings and weekends, if necessary).
What will be different if the recommendation is adopted?	When the process is finished, the City will finally have a clearly focused Marketing/Communications Strategy, and will thus be able to develop <i>transformational</i> repositioning, rebranding, and consistent, compelling, highly productive marketing executions.
Describe any background	40 years of experience developing marketing programs for

materials that you consulted	everything from the Fortune 500 to High-Tech Start-Ups.
Have other cities implemented this recommendation?	We can only assume so. Pittsburgh is a half-billion-dollar business, large enough to be on the Fortune 500. Most executives who run an entity that size use such processes.
Are there any other considerations?	Yes. We believe this is a once-in-a-lifetime opportunity. So the only real consideration is whether the new administration can at long last marshal the time, funding, and discipline necessary to market the City professionally. Or whether it, too, will feel forced to short-cut its way to poorly focused and ineffective communications, and thereby lose this opportunity for another generation.

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Subcommittee Name	Pittsburgh Marketing
Subcommittee Chairperson(s)	Jim Hart
Title of recommendation	<p>Recommendation #4 <i>Engage Professional Branding Experts to Develop A Transformational Re-Branding Campaign For the City of Pittsburgh (and the Region)</i></p>
Describe the recommendation	<p>To achieve the “New Pittsburgh” that the Mayor-Elect aspires to will require the single greatest effort to redefine and re-brand the City in its history.</p> <p>The Marketing Subcommittee therefore recommends that the administration issue a nation-wide RFP to secure the services of world-class professional branding experts (with multicultural marketing experience) to re-brand Pittsburgh in a manner that will last for generations to come.</p> <p>For years now, Pittsburgh has continued to land at or near the top of national “Best Places to Live” lists. In most cases, this appears to happen almost by accident, and it continues to come as a surprise to many.</p> <p>The Subcommittee believes that the advent of this new administration provides a once-in-a-lifetime opportunity to to change the outdated but deep-seated perceptions created by Pittsburgh’s past, and claim the well-deserved title of “Greatest City in the Country” to live in.</p> <p>The problem is simple. Too many key audience members have low expectations about the City and its offerings. That’s because previous administrations have failed to reset those expectations.</p> <p>The only way to do so is to totally redefine, re-position, and</p>

	<p>re-brand the City among those key audiences.</p> <p>As noted, that will require a comprehensive marketing and communications campaign that must be developed and managed in the most professional way possible – by a dedicated officer on the Mayor’s staff, using highly-experienced top-quality outside suppliers.</p> <p>The end result must stir a powerful emotional response in any and all who experience it, and deliver a whole new impression of the city to both outsiders and residents alike.</p> <p>It’s time for Pittsburgh to step up to the Major League plate and finally show the world who we really are.</p>
<p>Is this an immediate or long-term recommendation?</p>	<p>Immediate need. Mid-term execution. Long-term results. The new administration should begin immediately to execute this initiative, to help brand and promote their “new beginnings,” “fresh start” policy agenda. .</p>
<p>How will this address our challenges or reach our goals?</p>	<p>Building a “New Pittsburgh” will require a major re-branding effort to help define the city’s new identity with a world-class message. This re-branding effort will not only reset expectations for all audiences, but combine with the administration’s policy building-blocks for a diverse 21st Century Global City (People, Education, Technology, Jobs, etc.), to make those expectations come true.</p>
<p>What are the obstacles to implementation?</p>	<p>Budget, process, regional “buy-in,” and consistent, coordinated implementation from start to finish.</p> <p>Key audiences outside the City still have deeply-rooted perceptions of Pittsburgh as a “smoky old mill town,” known only for making steel. So we’ll have to leverage that authenticity, but turn their outdated thinking upside down by communicating that the Steel City has a new, 21st Century “edge.”</p>
<p>Who needs to be involved?</p>	<p>This effort will require highly visible Mayoral leadership and guidance by the new City administration, in partnership with the County Executive and County administration.</p> <p>The City should also assemble a diverse, well-qualified selection committee to help review all branding supplier proposals and award the contract to the winning candidate.</p>

	<p>Ultimately, success will require the coordinated, collective efforts of regional businesses, chambers of commerce, non-profits, municipalities, and advocacy organizations.</p> <p>And, in keeping with our recommendation #2 above, The City should create some special forum for involvement by those entities that participate in the proposed Collaborative Funding Stream.</p>
What city resources need to be invested?	<p>An effort of this scale will require not only City resources but regional assets as well. This shared investment will help develop a unified regional buy-in on the project from start to implementation.</p> <p>Of course, the success of this proposal will require a comprehensive approach – one that integrates the re-branding effort with all the other policy activities in the new administration’s plan for Pittsburgh. So there should be a visible alignment in strategies between this initiative and the other plans the City will undertake.</p>
What will be different if the recommendation is adopted?	<p>The current outdated misconceptions about Pittsburgh will be changed. A new, positively-charged level of expectation will be reset among all key audiences. And all aspects of recruitment – from business, to residential, to tourism – will greatly benefit from the result.</p>
Describe any background materials that you consulted	<p>See: “I Love NY” campaign “Virginia is for Lovers” campaign “What Happens Here” campaign</p>
Have other cities implemented this recommendation?	<p>Some examples: NY- “I Love NY” Las Vegas- “What Happens in Vegas Stays in Vegas” London- “Mind the Gap” Virginia- “Virginia is for Lovers” CA- “Visit California”</p>
Are there any other considerations?	<p>It’s time to Think Big!</p>

Recommendation presented by Mitch Kates, Michele Fetting, Bill Slivka; Pittsburgh Marketing Subcommittee.

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(Please use one report for each subcommittee recommendation)

Subcommittee Name	Pittsburgh Marketing
Subcommittee Chairperson(s)	Jim Hart
Title of recommendation	<p>Recommendation #5</p> <p>Develop a Region Wide Coalition To Implement The Re-Branding Campaign</p>
Describe the recommendation	<p>There are already many disparate marketing initiatives in process for the City, County, and Region (Visit Pittsburgh, Imagine Pittsburgh, VitalPittsburgh, etc.).</p> <p>Once the new City re-branding campaign begins, it will be important to align and involve those entities and anyone else concerned with the marketing of our region.</p> <p>To do so, we recommend that the City form a coalition based on a council or committee of such stakeholders, chaired by the Chief Marketing Officer for the City of Pittsburgh. This would provide a forum for the City to use in encouraging these other entities to “Co-Brand” their own initiative with the City’s, and develop cooperative marketing partnerships.</p> <p>We obviously can’t interfere with the campaigns of these other marketing entities, but if we engineer our re-branding campaign carefully, with co-op marketing and messaging in mind, we should be able to persuade many such entities to join us in delivering the same message across the region and the country.</p> <p>This would greatly reduce the costly, self-defeating confusion and cognitive dissonance that the current clutter of conflicting messages causes, which seriously undermines the City’s and the region’s marketing efforts.</p>

Is this an immediate or long-term recommendation?	Immediate need. Mid-term execution. Long-term results.
How will this address our challenges or reach our goals?	Such a coalition will help get all major regional marketing initiatives on the same page, and encourage them to collaborate, instead of competing and cannibalizing each other's effectiveness.
What are the obstacles to implementation?	Egos. Turf wars. Conflicts of interest. Complexity of managing consistent, coordinated implementation.
Who needs to be involved?	Any entity, profit or non-profit, involved in marketing the City, County, or Region in any way, including: Governments Institutions Foundations Businesses Interest Groups
What city resources need to be invested?	Funding. Facilities. Management.
What will be different if the recommendation is adopted?	The current chaos of conflicting messages will be simplified and rationalized. And that alone will create a clearer image and better understanding of what Pittsburgh has to offer all key audiences.
Describe any background materials that you consulted	Research of similar initiative for other cities, including: Chicago, Palm Desert, Reno, Rapid City, Oakland, CA, etc.
Have other cities implemented this recommendation?	Yes.
Are there any other considerations?	