

Building an Outdoor Recreation Culture in the Pittsburgh Region

**For
Sustainable Pittsburgh**

06-537

November 27, 2006

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inc

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Background and Methodology

Background and Objectives

A collaboration of outdoor recreational activities providers lead by Sustainable Pittsburgh is committed to promoting outdoor recreational culture in the Pittsburgh region. These entities view outdoor recreational activities as key contributors to the local economy and quality of life.

The group has expressed that they are facing a series of challenges including underutilization of programs due to a perceived lack of awareness and cohesive branding of the outdoor recreational lifestyle.

In an effort to begin to address the challenges, Sustainable Pittsburgh was interested in gathering relevant outdoor recreation activities providers in a strategy meeting to discuss and brainstorm ways to promote and build awareness of the outdoor recreation culture in Pittsburgh. One of the potential outcomes of the strategy meeting is the eventual development and execution of a branding campaign to raise awareness of recreational amenity options and the entities that provide outdoor recreational programming.

At the invitation of Sustainable Pittsburgh, a group of outdoor recreation providers convened on November 8, 2006 at the Three Rivers Rowing Association Millvale Boathouse to develop a collaborative vision, craft a value proposition including key messages, determine target audiences and begin to establish a unified voice for the outdoor recreation culture movement. Campos Inc was contracted to craft an agenda in the form of a discussion guide with brainstorming exercises and to facilitate the strategy meeting. Campos Inc completed the facilitation and has provided in this document a top-line review of the concepts discussed as well as the development of a broad and preliminary strategy for promotion of an outdoor recreation culture movement in the Pittsburgh region.

A potential next step for Sustainable Pittsburgh and the outdoor activity providers is to craft a request for proposals with the intention of establishing a partnership with a marketing communications firm that will be responsible for

Background and Methodology

developing and executing a branding and media campaign to express the value proposition and key messages appropriate to specific target audiences about outdoor recreational options in the Pittsburgh region.

The Outdoor Recreation Strategy Meeting was held on November 8, 2006 at the Three Rivers Rowing Association Millvale Boathouse from 12:30 – 3:30 PM. The following individuals participated in the discussion:

Scott Bricker
Bike Pittsburgh

Erik Lingren
Venture Outdoors

Water Burlack
Student Conservation Association

Cathy Lewis
Sprout Fund

Richard Butler
Three Rivers Rowing Association

Paul Pelmon
Center for Healthy Hearts and Souls

Linda Dickerson
501(c) 3

Court Gould
Sustainable Pittsburgh

Holly Hippensteel
Carnegie Mellon

Kim Adams
Sustainable Pittsburgh

The objectives of the Outdoor Recreation Strategy Meeting included the following:

- To explore the group's perceptions of the current state of outdoor amenities usage and awareness in the Pittsburgh region
- To conduct an external environmental scan with regard to key influences that impact the ultimate success of branding / promoting outdoor recreational amenities culture
- To identify target audiences that may have a proclivity to be receptive to learning about / adopting a recreational outdoor amenities lifestyle

Background and Methodology

- To explore and prioritize desired outcomes of a recreational outdoor recreational amenities campaign
- To facilitate consensus-building toward a shared understanding of a future-based vision and converge on creative solutions

Methodology

The Strategy Meeting Agenda including the following topics for discussion and accompanying exercises. The group was encouraged to actively participate and provide forthright input using creative thinking.

- I. Welcomes and Introduction
- II. Explore perceptions of the current state of outdoors recreation in Pittsburgh via Projective Collage-Building Exercise
- III. Environmental Scan: Identify strengths, trends, conditions and the opportunities and challenges they present: (PAIRS)
- IV. Future-based Visualization and Exploring Potential Outcomes via a collage depicting how group envisions the outdoors recreation culture in five years
- V. Crafting an Identity and Key Messaging
- VI. Adjournment

Caution

Discussion group methodology is not intended to provide statistical precision. Ideas and hypotheses presented in this report should be verified or disproved through subsequent quantitative research.



Executive Summary

Introduction

In today's networked world, every interest, entertainment option, leisure activity and destination has to compete with every other option for its share of consumers, investment, time, respect and attention. This competitive environment is a reality of our times. How a particular entity stakes out and communicates its distinctive value largely decides which entities succeed in attracting people and investment.

There is often a common misconception that branding is a communications campaign, a tagline, visual identity or logo. It is actually a strategic process for developing a long-term vision that is relevant and compelling to key audiences. Ultimately, the strategy's goal is to influence and shape perceptions of a culture by identifying and communicating the core promise it makes to key audiences and developing and consistently communicating the core, positive attributes of a culture.

In this document, Campos Inc attempts to reveal and underscore key value descriptors as articulated by the selected group of individuals who participated in an Outdoor Recreation Strategy Meeting on November 8, 2006. The recommendations should be considered as a broad preliminary strategy that will require more thinking and discussion on the part of committed parties who are interested in promoting a wider awareness and adoption of the outdoor recreational culture and lifestyle in the Pittsburgh region.

A Challenging Environment

It is important to note that bringing the outdoor recreation culture to the forefront of what marketers refer to the "mind-space" of residents of Pittsburgh and its environs is an aspiration with many challenges that include history, learned behaviors, conflicting perceptions and a possibly unengaged population. While Pittsburgh's geography and natural resources seem to present vast opportunities for an aggregate engagement in outdoor recreational pursuits, the population, by many accounts, tends to be generally averse to embracing a healthy vigorous outdoor lifestyle. An example of support for this hypothesis includes the notion that Pittsburgh is listed among the "Top 10 Unhealthiest Cities" according to a popular Men's Health Magazine. Additionally, as a region, it appears that Pittsburgh has yet to understand or recognize the value of its

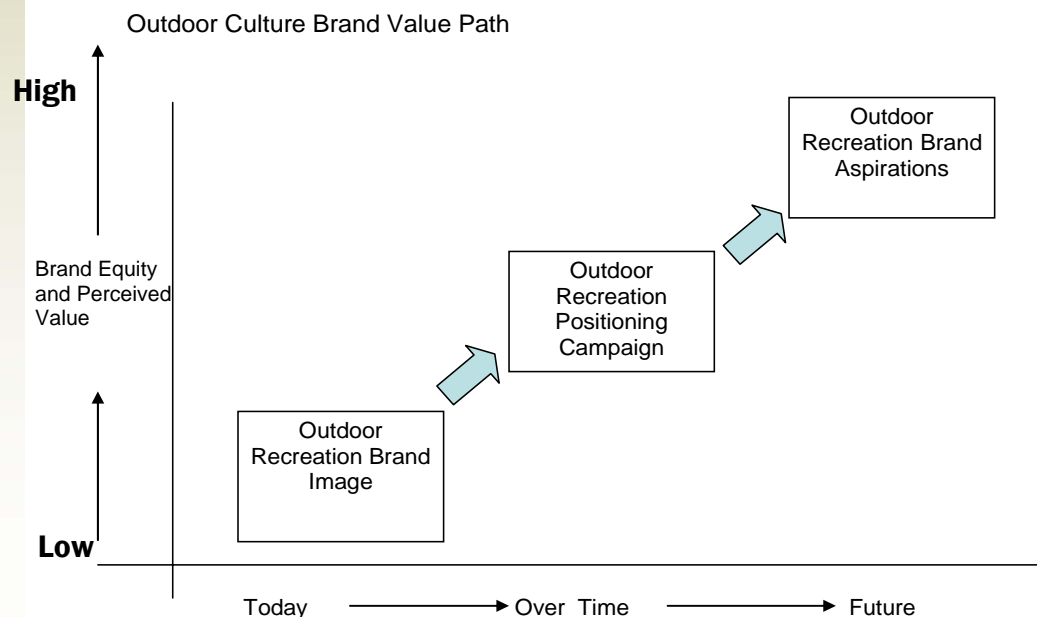
Executive Summary

outdoor amenities. In its 2004 Southwestern Pennsylvania Economic Indicators Report, Sustainable Pittsburgh, the sponsoring organization of his project, states:

“Finding a way to measure our “quality of life” and access to amenities is important for our region. While we attempt to draw new talent and businesses to the region, we need to know how many of our current residents are taking advantage of and have access to the various natural, recreational and cultural outlets in the area. Our lack of an indicator suggests that we have not yet, as a region, really understood the value of these amenities.”

Recreational Opportunities, p.75-76

It should be understood that any undertaking to bring outdoor recreation activities and amenities to the forefront of the Pittsburgh region’s mind-space will be a long-term investment and an exercise in public education and diligent perseverance. While it is important to influence the Pittsburgh region’s perceived value of outdoor recreation, a marketing campaign alone will not change Pittsburgh’s misperceptions and/or lack of interest in outdoor recreational activities. Changing long-held perceptions, attitudes and behaviors and elevating the perceived value of an outdoor recreation brand will require a long-term culture-shaper strategy.



Long-Term Culture-Shaper Strategy

The “culture-shaper” concept goes beyond an awareness-building campaign. Changing culture means changing behaviors; for the outdoor recreation culture, this implies participation, advocacy and commitment to an outdoor lifestyle. In addition to an awareness campaign, Pittsburgh region residents and visitors must first be invited to take advantage of outdoor activities, persuaded to continue usage and finally, convinced to adopt an outdoor activity lifestyle. Because leisure time, effort and disposable income investment is also involved, Pittsburgh residents are also be asked to *forgo* some activities they are participating in now. This forgoing of current leisure activities is the primary reasons that perceived brand value and promise is so important over time as illustrated in the Outdoor Culture Brand Path diagram.

The following are overarching concept steps to increasing brand equity and “shaping” culture:

1. **PROMOTE OUTDOOR CULTURE:** Brand outdoor lifestyle with a professional marketing partner who will be responsible for the identity, look and feel of an outdoor culture brand.
2. **OFFER WAY FOR RESIDENTS TO “PRACTICE” THE CULTURE** though repeated trial.
3. **PROVIDE A “CONDUIT”** to connect with opportunities for trial of outdoor activities (such as a Pittsburgh region outdoor activity Web site portal)
4. **PROMOTE THE “CONDUIT.”**
5. **FIX A LONG-TERM (36 MONTH) TIMEFRAME** to measure progress and outdoor culture brand equity.

Building Awareness and Generating Trial of the Outdoor Recreational Culture

In order to determine if any future activities designed to build awareness are effective, it is advised that a baseline of awareness be established through an awareness study. The work of building awareness and outdoor recreation amenities usage is a more complicated endeavor. The outdoor recreation group

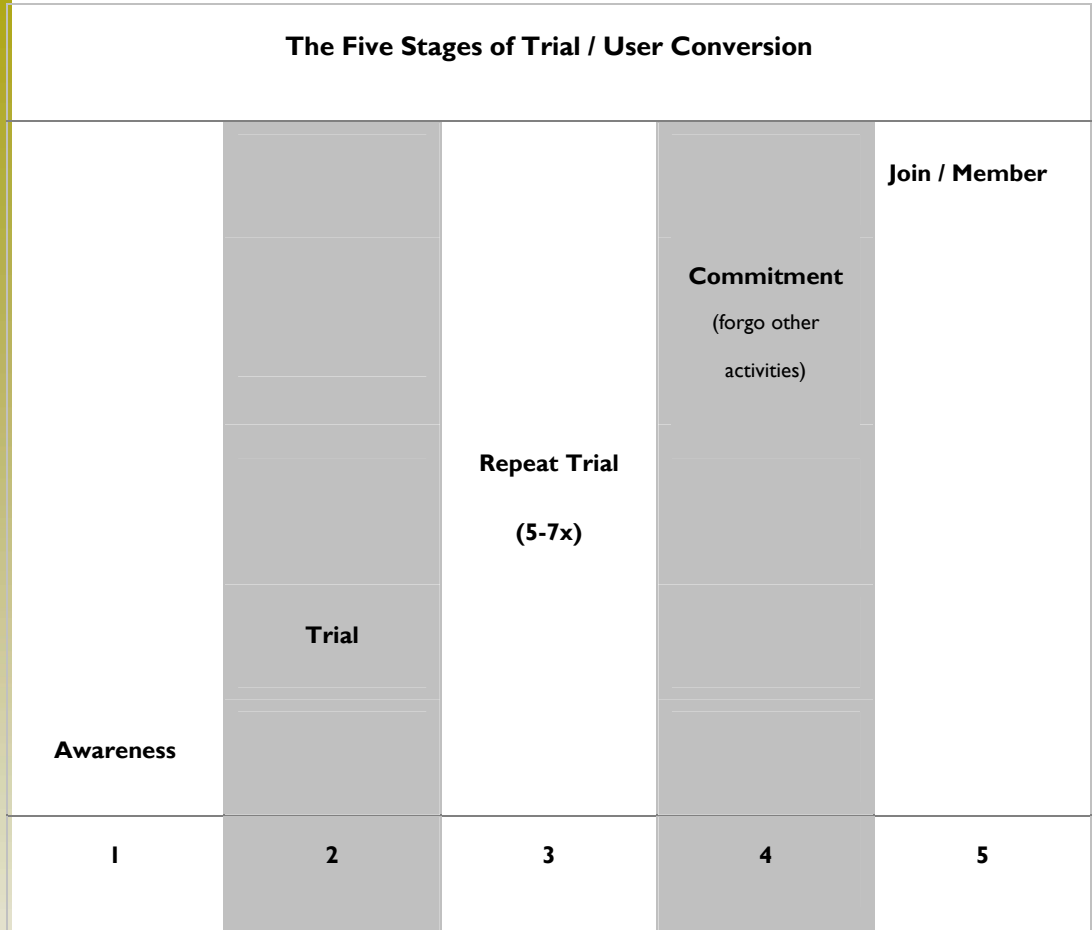
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expressed a desire to build awareness *and* usage. Furthermore, the Sustainable Pittsburgh Southwestern Pennsylvania Regional Indicators Report also states that there must be a measure that reveals “*how many people are taking advantage of these amenities, and which of them are in particular demand.*”

To have an impact on usage, residents and visitors to the Pittsburgh region must first become aware of outdoor activities available, and then determine that they will *try* the activity. If they enjoy the activity and it proves relevant to their lifestyle (i.e. it fits in their schedule, they can do it with their kids etc) they may try it again. It is likely that a new user will try an activity five to seven times before they commit to the activity-- purchase gear, arrange their schedule to include activity, join/ affiliate with an organization.

Initiating this “trial” period may present the greatest challenge to the outdoor recreation providers. As revealed in the Environmental Scan exercise, the conduit between “awareness” and “trial” has been elusive. Outdoor recreation options have historically been considered as “exclusive” and not for the working population. These perceptions will have to be addressed and overcome. Effective messaging to motivate trial might include ways for the Pittsburgh non-user Pittsburgh to visualize himself / herself in the outdoor activity. The group indicated that Pittsburgh residents often deem rowing, biking and hiking as “affluent” activities that they do not participate in.

The key to building a momentum in shaping an outdoor recreation culture is to motivate repeated trial. Repeated trial is also contingent on a new user experiencing a positive interaction with the outdoor organization that provides the programming. It is important that outdoor activity providers turn their attention inward as well to ensure that user satisfaction and positive customer interaction complements a new outdoor activity trial experience.



In order to spur trial, residents and visitors of the Pittsburgh region must not only be made aware of the outdoor recreation activities available to them, but given a simple non-threatening way to try the activity. If motivated by a media message, most non-users will have difficulty transferring the call to action to pursuit of an activity— many may not even be sure about the type of activities that are available to them. Campos Inc recommends providing would be adopters with a non-threatening easily accessible “place to go” or “conduit” for further information about the wide array of outdoor activities available in the Pittsburgh region.

The outdoor recreation group is interested in shifting culture (Culture-Shapers). In order to begin this endeavor, it is first important to understand how the culture-shift will manifest itself. The most reasonable way to measure a culture

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shift is in **activity** and a marked increase in the numbers of people engaging in particular activities. In this case, activity is biking, hiking, urban gardening etc.

Campos Inc recommends the outdoor recreation culture group create a campaign around an informational outdoor activity PORTAL in the form of a shared Web site that can be promoted via a branded media campaign. The Web site would “link” the reader to various outdoor recreation options. Content delivery should concentrate on a regional approach with links to individual outdoor recreation providers’ specific sites.

Broad Strategy Recommendations: Ten-Step Plan

1. Determine which entities best represent outdoor recreation opportunities to Pittsburgh region residents and visitors
2. Establish a collaborative among entities that agree to common long-term goals (36 months) regarding outdoor recreation culture in the Pittsburgh region.
3. Appoint / hire collaborative professional coordinator to oversee long-term project.
4. Fix a timeline to the goals pursued by collaborative. Campos Inc recommends at least 36 months.
5. Determine the most effective and efficient means for collaborative to speak to shared audiences
6. Appeal to interested and able parties (i.e. foundations, corporations) to fund and support development and promotion of communication collaborative communication vehicle.
7. Engage a professional marketing partner to assist collaborative in developing and refining vehicle of communication to audiences
8. Develop strategic partnership matrix to engage regional officials, influencers and opinion-leaders and inform them of pursuits of collaborative.
9. Publicly launch communications vehicle with event (including above influencers, opinion leaders and other potential advocates) and launch subsequent communications campaign as crafted by professional marketing partner.
10. Measure and track inquires spurred by communication vehicle. This metric is critical for future improvement / expanded services funding. Furthermore, individual outdoor recreation provider entities will be challenged to continue to improve and expand their services through additional exposure and inquiry)

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On a final note, it is important that additional relevant parties be included in the ongoing outdoor recreation discussion. Citiparks, the Office of the Mayor, the Jewish Healthcare Foundation's Working Heart's Program, Community Design Center of Pittsburgh, Pedal Pittsburgh, Port Authority's Rack n' Roll Program, The Allegheny Trail Alliance, Friends of the Riverfront, Pittsburgh Parks Conservancy and others are all important voices to include in this long-term endeavor. It is recommended that Sustainable Pittsburgh take the initial lead on the project as it is critical that one entity drives the preliminary work focus to build momentum and continuous progress, which will be crucial in the first 12 months of the project.



***Outdoor Recreation Strategy Session
Key Findings***

Envisioning the Future: Collage-Building Exercises

Select two images that represent how you perceive outdoor recreation culture in the Pittsburgh region currently.

One of the salient themes of the collage is diversity. Diversity is important in the membership of the outdoor recreation organizations and also in the variety of outdoor recreation offered. It also demonstrates the open-mindedness of the organizations' leaders that anybody can and should take part in outdoor recreation.

Another interesting theme that arises is the act of connecting/disconnecting with nature. There are several references to people using outdoor recreation as a way of getting out of their cars and buildings and reconnecting with nature.

A third theme is the complexity of outdoor recreation. These images when viewed from far away looked like a dot, but when viewed from a closer perspective are complex interwoven lines like that of a fingerprint. This speaks to the general perception versus the reality. The people and organizations that offer and sustain outdoor recreation are complex and deal in a complicated environment.

A final theme offered is that outdoor recreation is in a tenuous position. There is not a sense of immanent disaster communicated, but instead the imagery offered spoke to a continuous set of challenges that will be overcome.

Images that are not present that the group noted are the lack of any older adult imagery and the lack of any financial imagery. These are notable because the large numbers of older adults in the region are not represented as a current part of the outdoor recreation images. The lack of financial imagery may speak to the leaders' focus on their vision and purpose, as opposed to day to day operations.

Select one image that represents how you perceive outdoor recreation culture in the Pittsburgh region five years in the future.

The primary collage theme for the future is a new connection with a new organization member. Diversity is again represented in the imagery but in more vibrant and boisterous tones. There is still a sense of everybody, this time colored with a loud and proud attitude.

There is imagery of energy, release, freedom and leaping expressed throughout the collage. This imagery speaks to an explosion of energy and activity centered on outdoor recreation. A sense of bustling activity is conveyed in a well integrated system of urban outdoor recreation.

There is also childhood imagery present. Images of parents and children taking part in, understanding and learning about outdoor recreation are present. It's the aim to have outdoor recreation become part of everyone's childhood passed on from parent to child.

Environmental Scan Outcomes

The objective of the Environmental Scan was to identify strengths, trends, conditions and the opportunities and challenges they present. Participants broke into pairs and offered their comments and perceptions in seven categories representing environmental conditions that present an impact or influence on the long-term success of developing an outdoor recreation culture in the Pittsburgh region. Subsequent to offering their input, each participant awarded three votes per category to indicate the concept they believed to be more important. The following list records the group's input. The numbers indicate the number of votes awarded to each

Politics, Legislation, and Regulation

6 – Pork rules, powerful win.....need a recreation lobby/voice
(lobbyist/advocates)

3 – Lack of awareness of what's here among elected(s)

3 – Lack of priority given other needs & demands outdoors

2 – Outdoor recreation is expensive investment

2 – Infrastructure change

2 – Insurance liability

2 – Recreation seen as soft US jobs

2 – Inspiration from Pittsburgh visionaries and officials also from other cities

1 – Terms, change in administrations – Hard to get attention/build awareness

1 – We need political vision

- New legislation/change needed * trails, alt. transportation
- Integrated into policy (ed. Health-youth transportation)
- PNC – utilities – railroads
- Fragmented municipalities
- Young people in politics
- Positivism – “can do” attitude from politicians
- Have cooperative attitude

- County wide park system (vision to be largest....)
- Youngest mayor
- Organizational redundancy
- Who you know small town mentality

Politics Legislation, Regulations Conclusions and Recommendations

The reoccurring environmental factor offered for outdoor recreation in the political realm is a lack of awareness and representation. Statements such as, “We need a voice politically,” and “We have no advocates/lobbyist,” speak to this feeling of under-representation. There is a general sense that important key influencers (i.e. legislators, local government officials and community leaders) in the area are unformed about recreation in South Western Pennsylvania. Factors that further contribute to this are fragmented municipalities throughout the region, turnover among political representatives, and a general lack of priority assigned to outdoor recreation.

Though it may seem that outdoor recreation should occupy a larger portion of influencers’ attention, the burden of articulating the value and importance of a healthy outdoor recreation culture lies on the shoulders of the organizations whose missions are directed toward promoting outdoor recreation lifestyles. The participating organizations have an enthusiastic, talented pool of advocates already present within their membership. The directors and member of outdoor organizations are both capable of and responsible for bringing the importance of outdoor activity to the socio-political foreground.

It is recommended that an advocacy task force comprised of executive directors and members collaborate to identify key influencers in the Pittsburgh region and seek face-time with each. The principle goal of the task force would be to entreat the interest of, and perhaps “convert” influencers into advocates and even members of outdoor recreation organizations by providing information, meeting face to face, and inviting them to partake in outdoor activities available in the Pittsburgh region. Without the active petition of outdoor recreational organizations, it is unlikely that these influencers will take up the outdoor culture cause on their own accord, due to the plethora of special interests that appeal to their attention. It is critical that a case be made that asserts how an outdoor recreation lifestyle can benefit their constituencies.

Demographics

7 – Redefine image – “youthful” as opposed to young

5 – “WDVE” mindset, “dumbing-down” our people

3 – PA in Top 10 of unhealthy States

3 – Student population

2 – Education and experience

2 – Demo of negativism that we need to turn around

1 – Influence of Catholicism

1 – Reality of the SES (social economic state)

1 – Financial (wealth-poor)—divide growing

- Fragmentation
- Oldest people
- Gender
- Build Pittsburgh pride in more than our football, hockey and baseball teams

Demographics Conclusions and Recommendations

With regard to demographics, the group’s consensus is that South Western Pennsylvania has an aging population with a growing disparity between the wealthy and the poor. Furthermore, the group expressed a perception that there is a mindset in the region that may be an obstacle to embracing an outdoor recreational lifestyle. This mindset is described as unengaged or “dumbed-down”. There are also several indicators that the region is generally unhealthy, such as Pennsylvania being rated a top-10 “unhealthy state”.

The predominance of an older and/or unengaged population that may not be amenable to an ambitiously healthy lifestyle may be a symptom of a parochial culture that remains somewhat culturally stagnant as a result of the homogenous nature of the regional population. Save a severe economic event, population demographics rarely shift in a five year period. The challenge of invigorating an older and/or unengaged population with limited disposable

income must be addressed with ingenuity. It is the challenge of the outdoor recreation organizations to identify population segments that demonstrate a proclivity to respond to outdoor recreation opportunities and allocate marketing and media expenditure to the targets that are most likely to respond. Increasing the numbers participating in outdoor recreational activities through targeted promotion is the most effective way to build momentum and affect aggregate cultural change over time.

Community Issues and Conditions

- 5 – Open access for all-- if you live in Pittsburgh you have access to outdoors.
- 5 – Think beyond the Steelers
- 4 – Community leadership & amenities (connect three rivers)
- 4 – Mayor & other politicians are getting behind the idea of “green.” Capitalize on linkages between “green” and outdoor recreation
- 3 – Must promote a positive & active image of Pittsburghers
- 3 – Make inactive seem/feel they are in minority
- 3 – Water ways are perceived as dirty (Bass Master Returns?)
- 3 – Lack of safe outlets in neighborhoods
- 2 – “Distance” perception (bridges)
- 2 – Transportation
- 2 – Cultural stigmas
- 2 – Lack of awareness in minority communities
- 2 – Pets
- 1 – Bring all sectors into the conversation
- 1 – People who have dire needs do not have time to think about outdoor recreation
- 1 – Tipping point is nearing

I – Economic community understands the power of attracting/retaining outsiders to our region via outdoor recreation

I – Unions and churches

I – Organized recreation vs. independent (soccer vs. bike ride)

I – Obesity

I – Lack of interactivity/play due to solo nature of computers and TV

I – Lack of physical activity in schools & after school programs

I – Recreation vs. passive outdoor natural spaces

- Connecting community-conservation-commerce
- Disparity gap – schools
- Neighborhood affinity
- Gear (sexy equipment & bodies)
- Taught to stay away from rivers and woods
- Lazy aging population

Community Issues Conclusions/Recommendations

There are several positive community factors that currently exist. The most important factor is accessibility. Outdoor recreation in the Pittsburgh region is logistically accessible to most neighborhoods. Pittsburgh possesses an extensive park system and three rivers-- open and accessible to all communities.

Another positive factor is the growing affinity for green energy, buildings and green public spaces from community leaders. The group cited a direct relationship between outdoor recreation and “green” as an opportunity. It may be hypothesized that the green movement could spur additional interest and curiosity in outdoor activity trial.

Some of the challenges cited dealt with lack of minority awareness, lack of safe outlets in urban neighborhoods, and transportation. Minority awareness is low because urban communities deal with cultural stigmas of outdoor recreation. Since childhood, many individuals are taught to stay away from the rivers and

woods because they are dangerous. This stigma continues throughout adulthood and is passed along to their progeny. The lack of safe outlets and transportation are causal of one another. The reason some neighborhoods lack safe outlets is because there is a general lack of perception of what exists outside the neighborhood borders. The transportation issues this region faces contribute to the isolated mentality, by not offering a robust public transportation system that can quickly and efficiently bring people from urban neighborhoods to places of recreation.

To overcome the lack of awareness in urban communities, it is recommended that outdoor recreation be brought to them. One of the challenges outdoor recreation advocates will encounter is presenting a relevant value proposition to the communities. One possible entry to increasing urban awareness may be an educational route in the form of visibility at urban community fairs such as an Outdoor recreation booth and hosting “How to” sessions at community recreation facilities, after school programs and summer day camp options. In order to attract urban community members, the negative stigma of the outdoors may have to be addressed and overcome through education by the advocates.

The opportunity of capitalizing on the bridge between “green” and outdoor recreation is of paramount importance. There is an opportunity to position the Pittsburgh region as a “green city”. Collaboration with local officials and the VisitPittsburgh organization may help move the region in that direction. Highlighting outdoor recreation as a pivotal regional attraction may engage a new crop of visitors. Positioning the Pittsburgh region as a place that offers its inhabitants open access to a multitude of top-notch recreation activities can attract and retain “green” minded people.

Competition/Collaboration

10 – Common interest seen in growing the pool (users, amenities, etc.)

4 – Fighting for same \$, holding on to your fiefdom

4 – Cultivate with other sectors i.e. healthcare

3 – Disconnect between funders; push for collaboration/mergers and organizational interest in doing so

3 – Competing for peoples' leisure time w/ entertainment resources – HAVE MEDIA RESOURCES

2 – Success based on collaboration

2 – Customer sees experience & not necessarily the organization – easy choice

1 – We compete with other sectors

-
- Nonprofits recognize more and more that partnering works and is in their interests
 - Finite resources (\$, time); who gets them?
 - Increased collaboration in some arenas
 - Separate boards (mission driven)

Competition/Collaboration Conclusions and Recommendations

The primary factor cited is that all outdoor recreation organizations have a common interest of growing the pool of users. There are several opportunities for these organizations to collaborate with one another as well as other sectors such as education and healthcare.

Some challenges that are cited include overcoming TV/Computer dependency as entertainment, and the massive marketing dollars sunk into those medium versus what an outdoor recreation organization can muster. Outdoor recreation also competes with community and school backed organized sports like football, baseball, etc. Another source of competition stems from the region's professional sports franchises, especially the football team. These sports franchises are perceived to dominate the minds of the region's people, and when people think of sport and activity they only think Pirates, Penguins, Steelers.

Collaboration among the outdoor recreation organizations is vital to developing a cohesive message for the region. The leaders of these organizations must understand that they share a common goal and borrow from one another's

expertise and talent. Partnering with the healthcare sector will immediately introduce thousands of people to Pittsburgh's outdoor recreation opportunities. Outdoor activities such as rowing, hiking, biking, etc. would align very well with *Highmark Lifestyle Returns*SM. These activities should be listed as healthy options for employees.

Another collaboration effort which can be pursued would be with coaches of organized sports. Coaches are constantly challenged with ways to build teamwork and leadership amongst their players and outdoor recreation offers a unique way of building those assets. The coaches' message will resonate more with their players once they remove the team members from the environment from which they feel most comfortable, the field. Much of the same team building doctrine can be borrowed from the organizations that currently host business team building exercises.

With regard to the competition outdoor recreation organizations must try to level the playing field by getting their message in front of their target audience where they are currently spending their time and/or money. Comcast serves cable television to the greater portion of the region and offers an In Your Town On-Demand channel which highlights the region's features. Collaboration efforts with Comcast should be pursued to have an outdoor recreation spot in this section. Also, there should be a cohesive net presence which offers similar services as the current Venture Outdoors website. This website should include a list of all of the organizations which makeup the outdoor recreation community in the area with links and information about each.

The region is enthralled with its professional sports franchises. There is great opportunity to use these professional sports venues for marketing and awareness campaigns. The professional football and baseball stadiums highlight the region's rivers. The spectators could have their interest piqued by activity on the waterways. If there were to be rowing races or practice going on during a Pirate's game there would be 20,000+ fans looking on from the stadium, taking in an outdoor activity they don't normally see. Organizations could sponsor hikes, rows or bike rides along a trail or waterway to the stadiums or arena for a game. Also, inviting professional athletes to come try the equipment or challenge themselves to another activity would be an opportunity for collaboration. Athletes are constantly looking for new ways to challenge

themselves and they would make great spokesmen for an activity which they enjoy.

Economy and Funding

11 – Opportunity: low cost of living; elected officials need to see the relationship between the outdoors and economic growth

7 – Need to quantify \$ impact of recreation “industry”...an opportunity

6 – Competing for entertainment/recreation \$\$\$

2 – People strapped for cash

2 – Complexity in measuring impact beyond just counting heads (outputs vs. outcomes) and total economic value

1 – Talent attraction/retention link to recreation is fast growing

- Fragmentation of city, state, county, foundation, corp.
- Working class culture
- New is sexy
- Changes in workforce focus/jobs
- Foundations/corporations who believe in the endeavor
- Easy to pull cash out of parks (funding shortcomings in city budget)
- Outdoor people aren’t seen as good credit risk (like artists)

Economy and Funding Conclusions and Recommendations

The low cost of living and the ability for outdoor recreation to help drive the region’s economy presents the largest opportunity for outdoor recreation. Outdoor recreation is challenged by the region’s myriad of non-profits all representing their case to financiers and politicians. There are finite resources the non-profits, including outdoor recreation, compete for.

It is important to quantify how much economic and social improvement is created by outdoor recreation. The primary focus should be on social improvement. There is a relationship to talent retention and outdoor recreation that should be demonstrated to the region’s leaders.

Emerging Technologies and Approaches

8 – Lack of media understanding of E-commerce, blogs, [ALL 8 DOTS HERE]
Craig's list-virtual communities

6 – Seamless outdoor recreation opportunities need to be a click away

5 – Tech workers recreate so if we are too attract them we need to connect them to outdoors

3 – Place based recognition (theater district)

I – Web/Playstation*negative

I – “Outdoor” page of Post Gazette all about shooting animals

I – Maps and online mapping technology

I – Collaboration of players

I – Information commons for dissemination

- Web as communication tool
- Technical support
- Connections between recreation sites
- Recreation equipment getting more expensive
- Recreation providers could use tech. example – text messaging

Emerging Technologies and Approaches Conclusions and Recommendations

There is a general lack of understanding among outdoor recreation leaders about how best to utilize new and emerging technologies to best serve their purposes. These organizations want to target tech savvy individuals but do not know how best to connect with them.

The key to utilizing technology will be to offer a unified on-line presence. There has to be one place people recognize as the authority on outdoor recreation. This website will link to all of the individual organizations websites. It should be created with the intention of inviting people to come try these activities. Trial is the key step between clicking on a website and joining an organization. Interested people should be presented with information on how to “try an

activity.” Other technologies such as blogs, virtual communities, etc. should be explored and utilized within the bounds of this unified messaging.

Cultural/Social Trends

5 – Recreation is cool/hip

4 – Health conscious growing

2 – Young are getting active (political and recreational)

2 – Engrained/institutional racism

1 – Intercultural interaction

-
- Stigma growing regarding smoking
 - More “types” of folks are getting active
 - Pittsburgh culture is becoming less formal
 - Willingness to go downtown
 - Homogenous community
 - “Stop on the bridge and look

Cultural Trends Conclusions and Recommendations

Health consciousness is growing throughout the population. Recreation is quickly becoming cool, hip and sexy among a motivated youth that is getting active politically and in the outdoors.

Outdoor recreation can play a large role in keeping people healthy. A major challenge to garnering large scale acceptance will be to overcome biased perceptions by the working class population. If outdoor recreation is looked upon by outsiders as aloof and expensive then some people will be hesitant to take part. Outdoor recreation organizations can overcome this by becoming a part of the community. Representatives should be present at community fairs, recreation halls etc. teaching and raising awareness. This will in turn demonstrate the open arms attitude which each organization offers the region’s people whatever their race, religion or financial status.

Key Messaging

Through the Envisioning portion of the Strategy Meeting,, participants were asked to brainstorm a series of questions as though it is five years in the future. The exercise is designed to reveal Key Messaging, Key Audiences and potential communications platforms.

One thing we do really well

Connect people to activity

- Have bike lanes
- Use our rivers and parks
- Come up with fun programs and activities
- Use our natural resources well
- Present outdoor recreation opportunities to everyone, every day in many ways
- Market and advertise and reach exactly who we intend to
- Advertising
- Tell our stories in ways that stick
- Communication We have sex appeal
- Advertise reflect on Rivers
- Communicate the opportunities

RELATING RECREATION AND THE ECONOMY WELL

- Outdoor Recreation entities employ many people
- Change perception of outdoor and recreation as “soft” economic development
- Attract outsiders
- People come to Pittsburgh specifically for outdoor recreation opportunities
- Throw a great national outdoor festival
- Make \$
- Support tourism and conventions

COLLABORATE

- Share resources
- Common messages
- Community outreach

EDUCATION

- Educate people on outdoor lifestyle opportunities
- Change attitudes

- Inspire our users to be proponents / advocates
- Make Pittsburgh look good
- Pgh's List of Outdoor recreation opportunities is known nationwide
- Pittsburgh is one of the US's healthiest cities
- We are proud of our Get Fit City image
- Get Fit not fat
- Show value to many consumers
- Connect with Health programs

We DO want people to think of us as

- Healthy
- Pittsburgh is a healthy place to live work and play
- The source for fitness
- A city that embraces green living
- What they aspire to be embody
- Creative and Fun
- Cool
- The thing to do
- Culturally, outdoors is what we do
- Exciting
- Value added and relevant
- Go to Pittsburgh for outdoor fun
- The place to be, fight for identity
- In touch
- The future killer-opportunity for the region's niche

CULTURE

- Outdoor recreation in Pittsburgh presents a seamless face
- Professional
- Progressive
- Critical

POLITICAL AND ECONOMIC

- Critical
- Worth doing
- Wise Investment
- An economic engine

ACCESSIBILITY

- Easy to access
- Best park system
- Safe, fun, easy, accessible
- Easy for those who want easy
- Challenging for more aggressive users

We DON'T want people to think of us as

- Dirty/ non progressive
- Out of touch
- Grip less
- Exclusive, uninviting, snobbish
- Only as granola hippies although they are definitely welcome
- Enviro- weenies
- Fast lazy unhealthy
- Beer, Pretzels, Steelers
- Boring
- Fluff
- All chain stores non local stores
- Not economically realistic / clueless
- Overdeveloped
- Inefficient or redundant
- Niche-oriented (We are integrated throughout Pgh culture)
- Only for the _____
- Inaccessible

People find us through

- Television
- Ads
- Online community
- TV Media Partners
- Pgh media are totally psyched about showcasing us
- We are constantly in the news
- Main stream major media
- Reading great stories in natl. magazines
- Word of Mouth the masses
- Each other
- They see us around

- Socials
- Walking outside
- The run into us- we are everywhere
- Outdoor social network

POTENTIAL COMMUNICATION SYSTEMS

- GO Guide
- Way finders
- Electronic Media
- One click: www
- Text messaging Radio
- RSS Feeds
- Pod casting

PLACES

- National events
- Teach others how (Cleveland Seattle)
- At the Alternative fuel gas station
- In a hotel drawer next to the Gideon's
- Farmers markets
- Healthcare programs
- Schools and colleges
- Requirements
- The IN thing
- School activities
- At the pedal paddle rowing club
- Bide to Pittsburgh
- Row to Pittsburgh
- Paddle to Pittsburgh

Target Audiences/ The people we serve are probably...

YOUNG AND OLD WITH TIME AND MONEY

- People with disposable income and time
- Young influencers
- Young and single
- New to the city
- Young employees
- Day time city workers

- New to the city (new residents)
- Retirees
- Empty nesters

SOCIAL SPECIAL GROUPS

- Alternative Lifestyle
- Urbanites
- Civically minded engaged
- New Urbanists
- People who want to make a difference

COMMUNITY LEADERS

- Pastors
- People who are physically challenged
- Downtown residents'
- DIYers
- Politicians
- People who are physically challenged
- Theatre goers
- Health-conscious folks
- New to the city
- Downtown residents—urban residents

STUDENT GROUPS

- Young City Youth
- Students
- Urban students
- Millenials
- Gen X

FAMILIES

- Youth Mothers Fathers
- Families with kids (12 and under)
- Convenience
- People who live near an outdoor opportunity
- People who are invited

Conclusions: Value Proposition, Target Audiences and Key Messaging

Value Proposition of Outdoor Recreation Group

The outdoor recreation providers provide value collectively as entities that connect people with outdoor activities. Collaboratively, they represent a myriad of outdoor recreation options better than any one entity by itself.

Value of Outdoor Recreation in Pittsburgh

Due to its geography and the accessibility of outdoor recreation options, the Pittsburgh region offers distinct outdoor recreation opportunities to residents and visitors.

Target Audiences

The Outdoor Recreation Culture and Lifestyle will likely attract young professionals and urbanities, families looking to pursue outdoor recreation together and older adults with disposable income and leisure time.

Key Messaging

The Outdoor Recreation group wants residents and visitors to know that ***“Pittsburgh embraces green living, is a healthy place to live, work and play, and is the place to go for outdoor fun.”***



Appendix

Request for Proposal Recommended Framework

I. Statement of Intention and Scope of Work:

_____ [Determine formulized entity] _____ seeks proposals for a comprehensive marketing and media plan that include branding / naming; graphic identity standards, comprehensive media plan and corresponding proposed budget communicating with key audiences, printed pieces, electronic media, etc.; and building/enhancing brand identity and awareness.

2. History/ Background of Outdoor Recreation Culture

3. Marketing Aspirations

- a. Value Proposition
- b. Key Message Platform
- c. Key Target Audiences
- d. Increase program usage
- e. Measure awareness (*establish baseline*)

4. Criteria for selection:

I. Experience / Qualifications

We are looking for evidence of experience with outdoor recreational activities or amenities or like lifestyle/cultural

II. Key Staff / Qualifications

III. Creative Approach

E.g. we are seeking firms that are capable of coloring outside the lines to achieve the desired objectives of the Outdoor Recreation Culture. Describe the approach you would take to branding the Outdoor Recreation Culture in the Pittsburgh region...

III. Capacity

E.g. we are seeking creative firms that are capable of producing/delivering a comprehensive branding campaign and media deployment strategy using the

Outdoor Recreation Culture value proposition and key messages as a foundation.

IV. Professional Fees for Branding and Media Plan Budget

E.g. we are looking for reasonable pricing. Please detail in your proposal the estimated cost of producing a comprehensive marketing plan that will meet our goals between _____, 2007 and _____, 2010.

V. Minority and Women Business Participation

E.g. To the maximum extent feasible, we seek to involve minority owned businesses in our work. Please detail how your firm can help us in meeting that goal.

4. Questions should be sent to _____ by _____. Answers will be posted by _____. All questions and answers will be shared with all recipients of the RFP.

5. Format: Proposals are to be provided in hard-copy and electronic format and sent to:

6. Deadline: Please respond by _____ to:



**Outdoors Recreation Strategy Meeting
Three Rivers Rowing Association
Millvale Boathouse
November 8, 2006
12:30PM – 3:30PM**

AGENDA

- 12:30 WELCOME AND INTRODUCTION**
- 12:45 PERCEPTIONS OF THE CURRENT STATE OF OUTDOORS
RECREATION IN PITTSBURGH**
- 1:15 ENVIRONMENTAL SCAN**
- 2:15 FUTURE-BASED VISUALIZATION EXERCISES**
- 3:00 CRAFTING AN IDENTITY**
- 3:30 AJOURNMENT**

Appendix

Strategy Meeting Group Sessions

The following are photographs from the Sustainable Pittsburgh Outdoor Recreation Strategy Meeting on November 8, 2006 at the Millvale Boathouse.



Environmental Scan Pairs in Brain-Walk Exercise





Environmental Scan Pairs in Brain-Walk Exercise





Group Work on Key Audiences and Messaging





Group Brainstorming



Molly