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A CASE STUDY OF THREE CITIES:
REVITALIZATION THROUGH PUBLIC RELATIONS

By

Rebecca Acevedo

A Thesis

Submitted in partial fulfillment of the requirements of the
Master of Arts Degree
of
The Graduate School
at
Rowan University
May 12, 2000

Approved by _____
Professor

Date Approved July 6, 2000

MINI-ABSTRACT

Rebecca Acevedo

**A Case Study of Three Cities: Revitalization through Public Relations
2000**

**Thesis Advisor: Dr. Suzanne Sparks FitzGerald
Masters of Arts--Public Relations**

Cities in America area spending millions of dollars to revitalize themselves creating an economic boost for the area.

A study was conducted to examine the role public relations plays in a revitalization program and the tactics that were most successful in seeing the revival to fruition. Findings proved that public relations is vital to redevelopment of a city, especially to attract tourism and businesses to the region. It also showed that branding, cultural activities and media relations were the primary tactics needed in a successful revitalization public relations campaign

ABSTRACT

Rebecca Acevedo

A Case Study of Three Cities: Revitalization through Public Relations, 2000

Thesis Advisor: Dr. Suzanne Sparks FitzGerald

Masters of Arts--Public Relations

This study was conducted to determine if public relations played a vital role in revitalizing major cities. It also tested which tactics were implemented in public relations campaigns to create awareness and draw tourism to the revitalized area. The study used Baltimore, Philadelphia and Pittsburgh as its case studies.

The study involved a review of related secondary research of articles and interviews with public relations professionals who worked for various cities. Primary research involved a content analysis of random articles from 1989 through 2000 from the major papers in each city, in-depth interviews with public relations directors, and intercept surveys from Baltimore and Philadelphia. Percentages through coded responses assessed the resulting data: findings revealed that public relations was necessary to assist a city in its revival process. Since many cities have limited budgets advertising played a small role in assisting with promoting the "new" town. Branding, cultural activities, media relations and special events were tactics in most of the public relations campaigns. During different stages of the revival, various tactics were implemented to help a city achieve its redevelopment goals.

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Chapter I

Introduction

Importance of the Issue

The image and development of a city directly affects its economy and the quality of life of its residents. Cities must attract companies, employees, tourists, universities, etc. to expand their financial bases and keep them viable in a competitive market. The downtown area is usually the focal point of any business or individual considering living or working within the city. Many cities have focused on this area for most of their revitalization projects. However, according to Erin Einhorn, *Philadelphia Daily News* reporter on downtown development, revitalizing a city goes much deeper than just turning a profit. Urban specialists agree that big business alone is the not the answer. Einhorn believes that the real focus should not be on profit, but rather on tourism. She states, “The question of whether the central business districts of this country can again become vibrant places to live, work, shop, and do business speaks to the daily encounters of the city residents and the ability of the cities to attract more people.”

According to *Marketing News*, in 1998 the tourism industry in the United States raked in \$502 billion in total revenue. Many cities, such as Baltimore and Boston, have invested millions of dollars to revive their downtown area. They have built hotels, restaurants and convention centers, all aimed at attracting people to the city in hopes of someday turning a profit and creating a stable market. However, how can a major city feel the economic impact of tourism and new businesses if across the nation people retain a poor, old or non-existent image of that city?

Most cities have to work with tight marketing, advertising or tourism budgets and can not afford to upgrade their reputations. For example, according to Armstrong 1999, Pennsylvania

only spends \$9 million a year to promote itself and that includes national and international advertising.

Cities and states invest millions in urban redevelopment. For example, the Urban Redevelopment Authority of Pittsburgh proposed a \$440 million complex for its downtown area. Tom Barnes, *Pittsburgh Post-Gazette*, found that the state of Pennsylvania would provide additional tax incentives and other incomes totaling \$24 million for that project. Washington D.C. and Boston are both investing in new multi-million dollar convention centers. However, without successful marketing and public relations strategies, these development projects may be a financial burden to the city instead of an economic boost.

Advertising campaigns are expensive and reach a certain target area. According to Kathleen Schmidt, *Marketing News*, most cities can not afford major advertising campaigns, nor is money the only obstacle they encounter. Branding a city is much more difficult than that of a tangible product. Giving a face-lift to a major metropolitan area is more than repackaging with an eye-catching label. It must find specific tactics to promote its new image.

Schmidt stated, "For more and more of these regions, promotional marketing is filling the bill, proving an effective-and-cost-effective-way to draw visitors."

Some city agencies have turned to a combination of advertising and public relations to market themselves. They have repositioned themselves and increased their bottom lines by focusing on major developments. For example, to attract tourists to Cleveland, the city has promoted its Rock and Roll Hall of Fame. To draw meeting planners and conventioners, Philadelphia touts its Convention Center. In fact, *Fund Raising Management* found that the Pennsylvania Convention Center Authority reported that the "convention center has contributed 182.2 million and 4,159 jobs to the region's economy." *Fund Raising Management* reported that

Cleveland spent over \$37 million in 1988 to renovate the State and Palace Theaters. The city gained \$40 million dollars per year in new revenue from this venture.

Cities with limited budgets found public relations very lucrative. According to *Marketing News* 1999, the city of Nashville, along with the Grand Ole Opry and a mere \$500 budget, used an essay writing contest on a local radio station to regionally promote the Opry. The promotion was such a success on the local level, it caused the campaign to expand to five national markets.

Schmidt believes various cities talk-up their “rags to riches” stories. They market these stories to attract people to their “new” city .

This researcher found that many major cities can not afford traditional advertising. However, analyzing prosperous cities’ public relations strategies and tactics will help other major cities promote themselves to increase revenue through tourism and industry.

How does a city change or improve its image or entice conventioners to their city? Do they all use promotions, branding, media relations or special events? Which tactics are cost effective and beneficial? This study will allow other public relation practitioners to apply and alter various techniques to enhance their programs to promote their city as a tourist market.

Problem Statement

This researcher plans to answer the question how does an urban city undergoing redevelopment use public relations to market itself for tourism? The words redevelopment, renaissance or rebirth will define any city physically restructuring its downtown area. The city has already renovated and constructed buildings, altered landscapes, lured businesses and implemented a marketing campaign to sell its new image. But what role does public relations play in the city's renaissance to draw tourist and conventions to the city?

Delimitation:

This study will not focus on how or why a city decided to undergo a transformation. It will not focus on government or political influences or other reasons for restructuring. This researcher will concentrate on revitalized downtown areas since this is the central draw for most cities. This researcher will not interview or survey all city agencies and private organizations that handle marketing or tourism for the various cities. The convention and visitors bureau will act as a major source of information. The research will focus on a 10-year period in which all three cities, Baltimore, Philadelphia, and Pittsburgh developed themselves and implemented a marketing plan.

Purpose:

Many cities lose or gain revenue based on their image and vital downtown area. In order to thrive in the millenium, cities must find new ways to bring money into the economy. According to Roger Ahlbrandt, *Long Range Planning*, global competition and restructuring of companies has caused change in many regions. These cities lose businesses, taxes, jobs and even their foundation at times. Public relations play an important role in assisting cities to change and grow. What good is a new convention center if it lack conventioners. Restructuring a city is a difficult task and public relations builds the credibility of an image for a city that advertising can not.

As a result of this research, public relations practitioners will have a functioning set of techniques to use as a guide for their programs. They will have a broad range of tools that have

been proven successful and beneficial. This researcher expects certain communications techniques will help revitalize a city and will attempt to uncover those essential techniques.

Hypothesis I:

It is expected that the use of public relations helps to revitalize a city and thus draw tourism and economic growth to the area. The redevelopment of major cities has given cities more options to increase their economic development. New restaurants, hotels and cultural activities have brought both business and tourism into downtown areas giving cities new life. According to Marketing News (1999), marketing a city creates special challenges because it is not a tangible object. Recently, numerous regions have turned to promotions providing a cost-effective way to draw visitors.

Hypothesis II:

It is expected that publicizing cultural activities will help revitalize a city. Through secondary research, this researcher found that cultural activities such as theatre, history, music, food, sports, dance and art attract tourists and give conventioners and other business people a reason to visit and spend money in a city. According to the *Philadelphia Business Journal*, Philadelphia's historic nature helped the city to attract the National Rifle Association's (NRA) annual convention, which brought 40,000 conventioners to the city. The NRA's spokesperson said in an interview with the *Journal* "you look to cities with something in addition to adequate facilities." Elizabeth Zielinski, meeting planner, also stated that Philadelphia's historic nature is a draw as well as the city's other cultural attractions.

Hypothesis III:

It is expected that special events/promotional marketing will help revitalize a city. Special events through promotional marketing bring regional visitors into the area. Many repeat tourists are those looking for weekend activities within driving distance. In 1994, *Marketing News* reported the Downtown Baltimore Show, a marketing and public relations campaign, used merchandising programs and special events to increase awareness about the area. A *Marketing News* survey showed “77% reported favorable impressions of Baltimore, 5% higher than before the show. Forty-four percent of participating businesses have reported more customers than usual on a typical weekend.”

Hypothesis IV:

It is expected that positive media relations will help revitalize a city. Including good media relations strategies in a revival plan will create credibility for a city and spread the message of its new image to the masses. For example, in 1996 *Fortune Magazine* ranked Philadelphia third, Pittsburgh ninth and Baltimore twelfth on its twenty best cities for work and family. The annual poll is read nationally and is highly regarded by many individuals and businesses. This ranking reached millions of readers creating credibility for their new image, and positioning these cities in a higher standing than others.

Hypothesis V:

It is expected that branding/image marketing will help revitalize a city. For years, the branding of a product has proved successful. Branding creates loyalty and repeat business for a product. Before a city can sell its events and activities, it must first sell itself. A city’s reputation

and image creates lasting impressions above all. For instance, Philadelphia has tried to brand itself as a convention city. It has found significant success. The *Philadelphia Daily News* quoted Mayor Rendell as saying, “when I was elected mayor {1992}, we were the 38th convention city in the country...Last year {1998}, we had more conventions than Washington and Boston combined.” The paper also wrote that according to the Pennsylvania Economy League, the Center has generated more than \$1.8 billion in economic activity throughout the region since its inception. This signifies the importance of branding to a redevelopment project.

Procedure:

This researcher conducted an analysis of downtown Baltimore, Pittsburgh and Philadelphia and their public relations strategies before and during their rebirth, which spans from 1989-2000. These three cities were good case studies because they have undergone or are going through extreme redevelopment and image alterations. This researcher focused on how public relations improved the images of these cities, which helped to revitalize them.

This researcher looked at eastern metropolitan cities because they have similar markets and objectives. The techniques studied incorporated current practices and tactics implemented during and after the revival.

Several research methods were used to examine the question, "how does an urban city that has undergone revitalization use public relations to market itself?" Qualitative and quantitative methods were developed to collect data. The methods employed were in-depth telephone interviews, a content analysis of local newspapers, online resources, library databases, and intercept interviews.

The in-depth telephone interviews were conducted with public relations staff members from the Convention and Visitor's Bureaus (CVB) of each city. Information for the content analysis was garnered from the local newspapers of each city from 1989-2000. The secondary research came from local newspapers and national magazines, which discussed the improvements that were made and their economic impact on the city. About a 100 intercept interviews were completed in Philadelphia and Baltimore in order to consult with residents and visitors about their past and present image of each city.

Terminology:

- **Bottom-line**—the net profit of a company.
- **Branding**—creating image or marketing to a certain group of people to build a loyalty.
- **Convention and Visitors Bureau (CVB)**—an agency that lures conventions and tourism to a city.
- **Cultural activities**—programs designed to lure people into the city related to the art, dance, theatre, music, sports, or ethnicity.
- **Intercept interviews**—sampling people at random to get an idea about a concept. This usually consists of three-five questions.
- **Media relations**—working with reporters and editors to share the company’s message with a particular audience through television, print, radio and electronic means.
- **Press kit**—package for the media that includes all the materials and information on a particular event or company.
- **Revival**—the transformation a city has undergone by redeveloping an area through business, economical, cultural or marketing efforts.
- **Special event**—any event used to gather individuals for a specific purpose.

Chapter II

Review of Related Literature

With tourism expanding and downtown areas booming, this author determined what public relations tactics, if any, contributed to the revitalization of three cities. In recent years, several cities such as Pittsburgh and Philadelphia have sought to draw visitors and conventioners. Conventions and tourism are prosperous industries packed with economic rewards.

Researching public relations tactics will assist other cities throughout the United States to implement similar public relations techniques combined with marketing and advertising plans in order to increase tourism and conventions; therefore benefiting from an influx of dollars to the city's economy.

Before beginning the study, this researcher conducted a search of related literature. This study included an Internet search of web sites and browsers, databases, newspapers, brochures, annual reports and interviews.

The investigation started with a search of the databases and archives at the Rowan University and LaSalle University libraries as well as the Free Library of Philadelphia. This researcher used Proquest, ABI-Inform, NJ VALE, Philadelphia Inquirer CD-ROM, Ask Jeeves, and Info track.

Key terms included: revitalization, rebirth, public relations, tourism, downtown revivals, urban redevelopment, marketing and travel. The author also reviewed old brochures, newsletters and annual reports in the government section of the Main Branch of the Philadelphia Library.

Since limited information was obtained, the author conducted telephone interviews with representatives from the cities of Pittsburgh, Baltimore and Philadelphia. These people included city representatives and press secretaries. Pittsburgh and Baltimore did not have a city representative's office. Tourism was headed by a separate agency or from the Mayor's office. However, all recommended that the researcher conduct interviews with the public relations department at the convention and visitors bureau, as well as visit tourism web sites. This researcher also found that all of the representatives agreed--tourism increased the economy.

A personal interview was conducted with Phyllis Polk, City Representatives Office, City of Philadelphia. She discussed how Philadelphia's public relations expanded during the 1990s through special events such as the "Cook and the Book" which brought national recognition, media attention, and visitors to Philadelphia. She also discussed the differences in the city representative's role before 1985; very few events were held, and the office functioned more as a public information facility. Ms. Polk felt that the constant change of mayor and the role of that office also were a major factor in which the city was marketed. For example, Mayor Rendell was a big proponent of tourism so he helped to create a separate organization, the Greater Philadelphia Marketing Corporation.

She believed the rebirth happened in part for economic reasons, the development of the city, and Mayor Edward G. Rendell. The Mayor felt it was necessary to change the image of the city, and he believed that Philadelphia could become a tourism destination. Through press releases, media kits, and Mayor Rendell as spokesperson, the city moved forward. Complete with this new information, this researcher decided to focus on two areas of public relations - media relations and special events.

Among the articles, this researcher identified three issues related to the purpose of the study: redevelopment, tourism, and the influence of marketing and public relations.

Redevelopment of Downtown Areas.

Over the past 25 years, downtown areas across the United States have undergone a change. Many cities became lost as the industrial era changed into a service-oriented economy. Cities were almost forced to revitalize if they planned to flourish in the coming decades. To make their changes known many cities have turned to tourism and public relations. Buildings were erected, while cultural and sporting activities took on new meaning, and retail and hotel chains established residency. This occurred to foster economic growth for the city. According to *Fortune* (1996), "urban decay and a loss of blue collar jobs had turned downtown Baltimore into a shell of its former self, but masses of urban renewal projects, started in the 1980s, such as the widely praised Inner Harbor, have helped put Baltimore back on the map." A study done by *Destination Downtown* in 1999 concludes that downtown areas across the United States are undergoing a transformation because Americans have a desire to work, reside and play downtown.

Cities have responded to the desire by reviving the area. In 1999, according to the *National Real Estate Investor*, "Detroit will build a \$500 million 9.2 acre project to revitalize the main street of downtown. It will offer restaurants, stores, and entertainment." Detroit is not alone in its redevelopment. The San Jose Redevelopment Agency committed \$8.1 million for the Children's Discovery Museum in 1990, \$15.9 million in 1991 for a new wing for the San Jose Museum of Art, \$21.9 million in 1998

toward the new San Jose Repertory Theatre and, in 1999, \$32 million for the Mexican Cultural Heritage Gardens and Plaza.

Many of the redeveloped cities have profited from their renaissance while others had mixed reviews. For example, according to the 1998 *Pittsburgh Journal*, "the International Council of Shopping Centers estimated that in Indianapolis while the new Circle Center project brought \$43 million in new spending into downtown, it also diverted \$66 million in spending from suburban malls." In addition, the 1999 *National Real Estate Investor* reported that the cost of rebuilding usually exceeds what developers hope to make in rent. To help ease the financial burden, many redevelopment programs offer tax incentives and government funding. *The Economist* (1996) uncovered that cities are offering tax increment financing, "which allows the city to finance economic development by tapping into the future tax revenues it is expected to generate." The city issues bonds to developers that are later paid off by new tax revenues from rising property values.

In 1999, Black Enterprise wrote:

What's old is new again. Areas once cast aside as economically depressed are now perceived as potential gold mines. As a result, big business is returning to inner-city neighborhoods in a big way. Over the next 10 years, in fact, some financial experts project that real estate in these once all but abandoned communities could be a \$100 billion market (pg. 5).

Many analysts say certain criteria must be included in a city's revival if it is going to be successful. *Successful Meetings Magazine* (1998) listed the following as a guideline of what must be included during to have a fruitful renaissance:

1. Location
2. Transportation/airports

3. Big Business
4. Accommodations
5. Dinning/Shops
6. Recreation/Entertainment
7. Sports
8. Support Services

The *Philadelphia Daily News* also reported "national retail experts say a downtown rejuvenation can work if it becomes a 'unique destination,' with a combination of stores not found elsewhere."

Fundraising Management (1998), found that if cities hope to present themselves as a "Big League" city, they must have a range of quality attractions and activities. For example,

This has been evident in the jousting among cities to upgrade their image by attracting and keeping major league baseball, basketball, football and hockey franchises. While the dollars generated by these activities are of importance to the well-being of American cities, there are aspects other than their dollar potential that, while not easily measured, are equally important to the growth and well being of our cities and their citizens (pg.39).

Cities that have undergone a renewal with goals in mind such as tourism or "business hub" have felt an economic impact. In 1996, *Fortune Magazine* ranked Philadelphia as one of the best places to live stating:

Not long ago Philadelphia was a town with stunted buildings and vaunted families. Today office towers are filling up with a new breed. 'Companies have brought professional managers to the city,' says Nicholas DeBenedictis, chairman and CEO of Philadelphia Suburban Corp. 'And the good news is that they're staying...they like the city. They like the shore. They like Philadelphia (pg.127).

Redeveloped Pittsburgh was ranked ninth in the same study:

Once upon a time, Pittsburgh was all soot, steel, and Steelers. But the smokestacks have given way to glass towers as the city has gone from working class to classy. It has a first-rate symphony and opera as well as an active theatre community...The airport, third, largest in the U.S. with 575 flights daily to 113 cities, is only 15 mile from downtown (pg. 130).

In 1994, *Fund Raising Management* found that after the metropolitan New York area instituted a redevelopment of the arts, the local economy increased by 14% or \$9.8 billion. The impact of revitalization can also be seen in Pittsburgh according to the 1998 *Economist*. Retail Space increased by eight percent from 1990-1997. The Palmer House Hilton has seen its highest occupancy rate since 1924. In addition, higher institutions have flocked to the area bringing more than 40,000 students with them.

Importance of Tourism

Tourism has boomed nationally and internationally over the last 10 years. Companies require more conventions, while individuals and families have the means for leisure vacations. Redeveloped cities have profited from the boom. Tourism is growing so rapidly that Internet sites can barely keep-up. For example, according to *Crain's Cleveland Business Magazine* (1999), travel business is the second largest sell on the Internet. It is second only to computers, and some sites have seen as many as 50,000 visitors in a matter of months.

The *Philadelphia Daily News* reported in 1997 that 46.3 million foreigners vacationed in the United States the previous year and that those individuals spent \$84 billion. They also found that according to the U.S. Commerce Department, domestic travelers spent \$386 billion. Conventions have also brought money into the economy. The paper stated that the convention center in Philadelphia brought \$182.2 million and

over 4100 jobs to the economy of that region in 1998. Mexico uses tourism to boost its economy. Seventy-eight percent of its economy is derived from tourism. In 1998, 2.7 million people visited Mexico with an economic impact of \$2 billion according to *Hotel & Motel Management* (1999).

Even when people are on business trips, they find time to tour a city. Association Management found that "according to a 1998 survey by Travel Industry of America 46 percent of the 199.8 million U.S. adult travelers included a cultural, art, heritage or historic activity while on trip." Rick R. Prickett, director of cultural tourism, San Diego Convention & Visitor Bureau believes that combining business and travel is a new trend that began in 1995 with the White Houses Conference on Travel Tourism.

Many cities across the world are finding that tourism can provide a big boost to their budgets. According to the *International Journal of Contemporary Hospitality Management* (1995), "the tourism industry is of economic importance to a large portion of the countries throughout the world." They added that it also influences government and the social structure of a destination and therefore tourism policies and plans should be carefully researched. For example the *International Journal of Contemporary Hospitality Management* (1995), stated, "In Greece the tourism industry is of vital importance to the economy, and if the annual growth rate of 12.2% is to be sustained, the adoption of a strategic interdisciplinary and integrated tourism marketing planning process is necessary." *The Journal of Travel Results* (1999) reported that in Washington D.C. more than \$748 million was generated by tourism. In addition, the report suggested that tourism ranks among recognized industries have a direct link to a city's economy.

Visitors' demand on a city produced higher earnings and employment than 75 percent of other industries.

Cities turn to tourism when they need to create revenue. According to *Hotel & Motel Management* (1998), "although the city of Atlanta will lose more than \$100 million when its biggest trade show pulls out, the tourism industry is already mapping out strategies to offset the loss." Tourism and trade annually generate more than \$3 billion in revenue for Atlanta.

At the start of the tourism surge, *The Plain Dealer* (1993) gave this comprehensive description of tourism and its benefits:

Used be that vacation destinations just sat back and waited for the tourists to come. No more. Competition has heated up. Income from travel is in the billions of dollars, making it one of the largest industries in the world. And everybody wants a piece of the action: Las Vegas, Singapore, Paris, Tanzania...Ohio. Tourism is growing. Personal travel is a hot item as Americans have caught the wanderlust that has driven vacationing to Europe for centuries. Travel a luxury? Most educated people, at all economic levels, consider travel a right, a necessity of life...Meanwhile, in the highly competitive battle for money spent by travelers, tourism officials are busy trying to persuade editors to publish articles about their destination (pg. Travel 1J).

Tourism has provided a boost to the many revitalized cities whether it is through leisure travel, conventions or business travel. With cities offering more events and activities to keep visitors interested, tourists are spending more money and increasing a city's bottom line. However, with many cities vying for the same dollar, how does a city share its message that it is a destination town?

Importance of Public Relations

To promote the redevelopment of cities and "the city" as a tourist attraction, many convention and visitors bureaus as well as tourism organizations turn to public relations and marketing. Public relations was especially used when agencies had to work with small budgets or they wanted to establish credibility. The *Plain Dealer* (1993) found that "the key to credibility for a destination is to decide its best assets and to publicize them accurately." The *Philadelphia Daily News* agrees: Promoting the city's treasures to the right people in the right way is a key to getting people to stay around once they've seen Independence Hall. The payoff could be prosperity and jobs." *PR Quarterly* (1999) reported that the British Tourism Association (BTA) decided not to attract more tourists, but to obtain those individuals who know what they want to see. BTA Chairman said, "BTA looks at this country through the eyes of its visitors and we will continue to promote it in light of what appeals to them." According to *Marketing News* (1999), using marketing and public relations increased favorable impressions of Baltimore by 5%. Forty-four percent of businesses participating in the communication campaign reported that they had more customers during this time than usual.

One of the most popular forms of publicity has been media relations. Cities invite travel writers and the news media to the city so they can share their experiences with an audience. *Marketing News* (1996) wrote that one of major reasons Cleveland was able to become the "Comeback City" was because of a strong redevelopment effort, recreation activities and positive media coverage. In Philadelphia, "the city identified interest to blacks and ran familiarity tours for travel agents and travel writers for black publications.

They created a buzz that helped make the city a top tourist destination for African-Americans, the U.S. Commerce Department reports."

Many cities use various types of public relations. *PR Quarterly* (1999) wrote:

"One of the greatest challenges that face the BTA is producing appropriate materials that will attract the many types of tourists, such as the young or retired travelers, and at the same time catering to the different nationalities, cultures and preferences. This is successfully achieved by creating various publications of different themes, styles and languages, from pocketsize brochures covering the main attractions of London, to larger publications and articles on the latest trends and fashions of Britain.

According to *Hotel & Motel Management* (1999), the Chicago needed a way to promote itself as a quality destination. It chose to use a direct marketing video with custom packaging and distributed it in a single box as a thank you to travel writers. The campaign was such a success that the city planned to manufacture and distribute 10,000 videos to other meeting planners, hotel operators and to other promotional venues.

Successful Meetings Magazine (1999) found that most convention and visitors bureaus offer promotional literature and videos. They have photo libraries via CD-ROMs to show off areas and collateral materials in various languages and brochures.

Promotions are also gaining ground as a valuable tactic. *Fortune Magazine* (1999) reported that the McGillcuddy Company was willing to pay any municipality \$100,000 who was willing to change their name to the company's brand name for four years. The promotion received tons of press coverage and sales are up. According to *Marketing News* (1999), "Overall spending for promotions in marketing rose to an all-time high in United States of \$85.4 billion in 1998, compared with \$79.4 billion the year before, according to *Promo Magazine's* 1999 Annual report of the U.S. Promotion Industry." According to *Ad Week* (1999), The New Orleans Tourism Marketing

Corporation has added \$1 million to its \$5 million budget to extend its summer campaign beyond its usual audience. The Philadelphia Center City Newsletter/Annual Report stated that during 1997 the Greater Philadelphia Marketing Corporation spent \$3.8 million in advertising to increase overnight stays.

The biggest challenge public relations professionals face in promoting redevelopment areas is changing the image people have of a city or promoting the city as a brand. In Cleveland, its improved image has helped the city convince businesses to locate to the area. According to *Marketing News* (1999) to convince prospective businesses, the Cleveland Chamber of Commerce gives tours to executives. Pittsburgh made it a point to try to shed its industrial image. Pittsburgh focused its efforts on promoting their progressive personalities and their various cultural sites and events.

The City of Philadelphia's first goal in 1986, according to its midterm report, was to enhance its image. The poor image was impacting the city's development and sales efforts. Thirteen years later the *Philadelphia Business Journal* (1999) reported that travel and conventions had increased in Philadelphia. One meeting planner said, "Philadelphia did the most fabulous promotional videotape that I've ever seen a city do, featuring views of the 'new Philadelphia' complete with pitches from famous Philadelphians, including Bill Cosby." She credited this video as the reason she chose to hold her convention there. According to *PR Quarterly* (1999), "Britain struggles to overcome its image of a novice industry--it's not a country where everyone knows everyone. To boost its image, a logo was created that reflected all parts of the country." Ken Robinson, chairman of the Tourism Society, told *Marketing Week* that England should be sold as a brand. "The fact that England represents a great diversity of regions doesn't mean to say that it should not

be promoted. No one would argue, for example, that Brittany isn't different to South of France and yet France is promoted as a brand," said Robinson. *Marketing News* (1999) pointed out another country trying to improve its image is Belfast. The country's Convention and Visitors Bureau wants all business in the country to present a brand message about the city. It has launched a direct marketing campaign targeting its own tourism industry in an effort to shed the city's image of violence.

Summary

Clearly, because tourism has increased with the use of marketing and public relations these tools play a vital role in helping to promote a redeveloped area. But which tactics have been the most beneficial to a city? Which public relations strategies markets the redeveloped city and its tourism options. This thesis will test which four tactics most effectively market a redeveloped city.

Chapter III

Procedures

This researcher used several methods to examine the issue how an urban city that has undergone revitalization uses public relations to market itself. Combinations of qualitative and quantitative methods were developed to collect data. Methods employed were online resources, library databases, intercept interviews, in-depth telephone interviews, and a content analysis of local business journals.

Philadelphia, Pittsburgh and Baltimore were used as three sample case studies to support the research question. This researcher also searched the web site of the convention and visitors bureau of each city in order to perform a longitudinal study to collect quality data. Baltimore underwent its renaissance in the 1980s. Philadelphia began its rebirth in the early 1990s, and Pittsburgh has recently entered into another revitalization period. In addition, these cities public relations practices are timely and applicable to many major cities on the east coast.

Secondary Research

Most of the secondary research was found in library databases such as ProQuest, Lexis Nexus and ABI-Inform. This researcher also searched each cities main web site and the web pages of the convention and visitors bureaus. Current and back issues of the *Philadelphia Inquirer*, *Philadelphia Daily News*, *Baltimore Sun*, *Pittsburgh Gazette*, *Philadelphia Business Journal*, *Pittsburgh Business Journal*, *Baltimore Business Journal*, and other dailies were reviewed online. At the library, old brochures, annual reports and

newsletters were also read. *PR Journal*, *PR Quarterly*, *Successful Meetings* were other secondary sources.

Intercept Surveys

Eighty-seven random self-select people were sampled through intercept interviews in the downtown area of Baltimore and Philadelphia from December 1999 through January 2000. Four interviewers spoke with various people at the Inner Harbor in Baltimore and at the Liberty Bell in Philadelphia. The interviewers were given implicit instructions and notes. This study was employed to give the researcher an idea of the image of the city before and after the revitalization period.

Intercept Questions:

1. Are you a resident, visitor or tourist of ----- (enter city name)
2. Did you feel positive, negative or neutral about this city 10 years ago?
3. What do you think of the city now? Has it improved, not improved, stayed the same, or other.
4. Do you think the city is better now than before? Why?
5. Why did you choose to visit/live (circle) ----- (enter city name)

Telephone/ In-depth Interviews (appendix A)

This researcher chose to interview the director of public relations of the convention and visitors bureau of each city and other related city tourism agencies. After doing preliminary interviews with the public relations director of the city representatives' office and the press secretaries of various cities, this research found that public relations

members from tourism agencies, such as the CVB, could provide more specific and detailed information for the 1989-1999 time frame. This researcher selected individuals who practiced public relations during each city's "rebirth" and whom had a broad knowledge of the city's public relations programs. Due to location and time, most of these interviews were done over the telephone. This researcher contacted the interviewee via email and telephone to inform them of the study, ask for their participation, and set an interview time. Each interview lasted about 45 minutes to an hour, and all interviewees were asked 26 questions. Questions were geared toward budget issues, image of the city, special events, different communication tactics and promotional marketing before and after the renaissance.

Content Analysis

This researcher chose to study the two major papers from each city to compare the positive and negative coverage of the city before and after the renaissance. Papers from 1989-2000 were selected through a search of the archives using the key words *rebirth*, *revitalization*, *renaissance* and *downtown*. This researcher analyzed 35 articles from the major newspapers in Baltimore, Philadelphia and Pittsburgh, which included *Pittsburgh Gazette*, *Baltimore Sun* and *the Philadelphia Daily News*. The articles were reviewed in categories of positive, neutral, and negative during the period of past, present or post renaissance. This will help demonstrate the image of the city at the various periods. Three different coders read the articles and were asked to place them as in the various categories in order to ensure intercoder reliability.

Data Analysis

This researcher used percentages and basic math formulas to gather data for the content analysis and intercept surveys. The primary data resulting from the three studies are presented in Chapter 4. This data, plus the secondary research, is the basis for the author's recommendations and conclusions regarding the necessary tactics to promote a revitalized city. Chapter 5 discusses observations and results.

Chapter IV

Research Findings

An exploratory study was conducted to examine the use of public relations tactics when revitalizing a city. The study tested the general use of public relations when marketing a city that has undergone a renaissance, and measured the effectiveness of special events, branding, media relations and promoting cultural activities to the renewal process. Triangulation of research was incorporated using qualitative personal interviews and an intercept study plus a quantitative content analysis of local papers in the areas studied. This is a basic study intended to assist city public relations practitioners to prepare strategies and tactics.

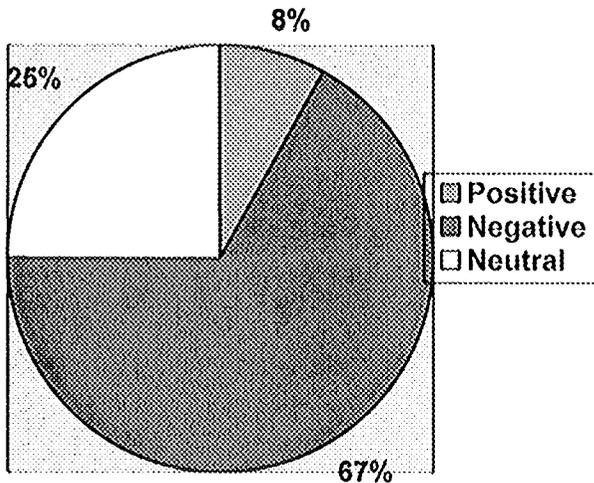
Hypothesis I:

It is expected that the use of public relations helps to revitalize a city and thus draw tourism and economic growth to the area.

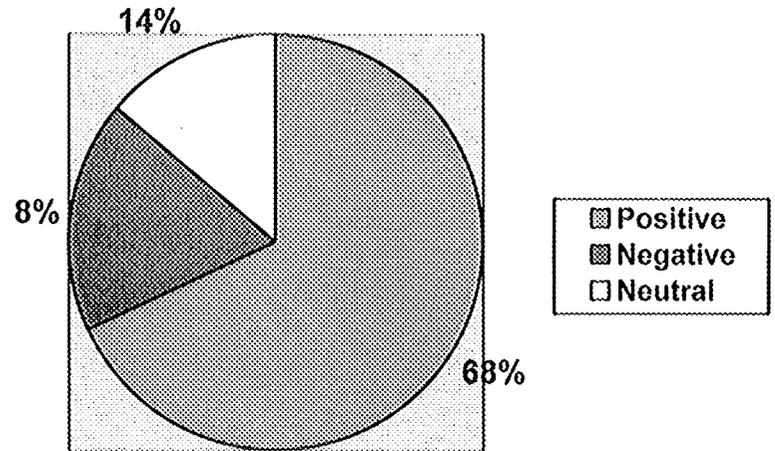
Content Analysis

To determine if public relations does benefit the revitalization period of a city, a content analysis was conducted on the major newspapers in Baltimore, Philadelphia and Pittsburgh. Each of these cities has gone through revitalization at least once or was undergoing another one. The papers examined were the *Baltimore Sun*, *Baltimore Business Journal*, *Pittsburgh Gazette*, *Pittsburgh Business Journal*, *Philadelphia Daily News* and the *Philadelphia Business Journal*. In total, 34 papers were examined and coded. The researcher divided the newspapers in to two categories: early or pre-

**Content Analysis Tone of Articles
Before Revival/Figure 1**



**Tone of Articles After Revival/
Figure 2**

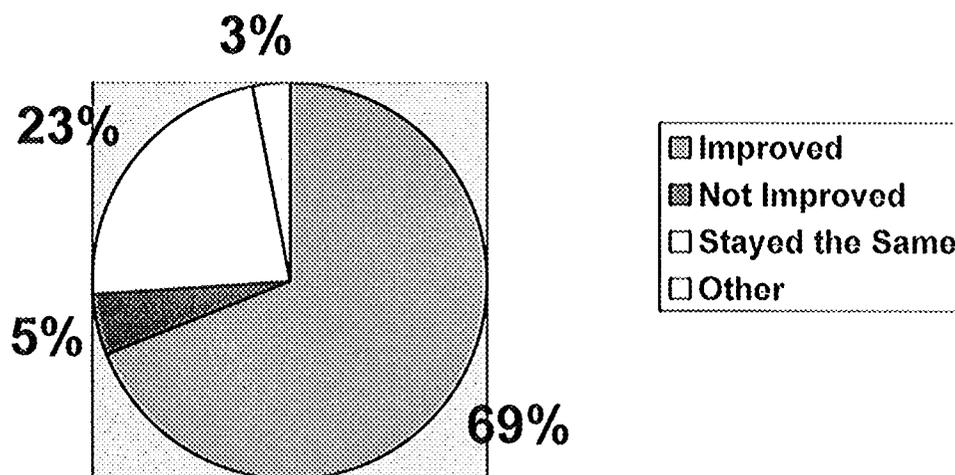


renaissance and late to post renaissance. As Figures 1 and 2 show, during the early period 67% of the papers were negative about the three cities and 25% were neutral. Once implemented, the coverage was 68% positive and only 18% negative.

Intercept Surveys

Eighty-seven intercept surveys were conducted in front of Independence Hall in Philadelphia and at the Inner Harbor in Baltimore. Respondents were asked if they were tourists or residents of the city. They were also asked if they thought the city had improved, not improved, stayed the same or "other" in the past ten years. Respondents were then allowed to state why they had a certain opinion. As seen in Figure 3, sixty-nine percent of those surveyed said they thought the city had improved and 23% felt it had remained the same.

Intercept surveys testing perceptions of Philadelphia & Baltimore/ Figure 3



In-depth Interviews

In-depth-interviews were performed in each of the three cities. The researcher interviewed public relations professionals at the Baltimore Convention and Visitors Bureau, the Greater Philadelphia Marketing and Tourism Corporation (GMTC) and the Pittsburgh Convention and Visitors Bureau. Each agency was charged with using public relations to improve their city's image.

Nancy Heinz, director of communication, Baltimore Convention and Visitors Bureau felt that Baltimore was undergoing its second renaissance and that the city had improved over the past ten years. She stated that the city had gone from 9 million visitors in 1993 to 13 million by 1998 and that many visitors were now staying longer. Laura Robezzoli, acting director of communication, Pittsburgh Convention and Visitors Bureau felt that the renaissance program has been so successful that Pittsburgh is on its third. Both public relations professionals also said that their budgets had increased due to the

redevelopment program. Alexandra Weinberg, public relations coordinator, Greater Marketing and Tourism Corporation (GMTC) felt that public relations pushed the redevelopment along further. Originally, GMTC relied strictly on advertising and marketing, implementing a public relations department several months later. She said that the information provided through public relation messages has caused people to come back to the city of Philadelphia.

Therefore, the data collected does support the hypothesis that public relations helps to revitalize a city and to draw tourism and economic growth to the area.

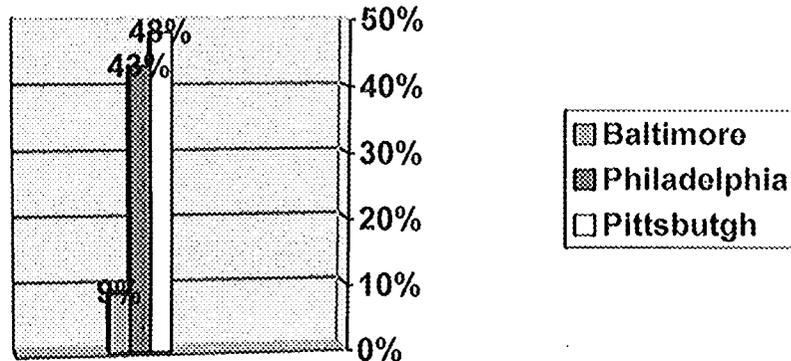
Hypothesis II:

It is expected that publicizing cultural activities will help revitalize a city.

Content Analysis

Of the three cities, Pittsburgh and Philadelphia focused on cultural promotions. As seen in Figure 4, cultural activities appeared in 48% of the Philadelphia articles and 43% of the Pittsburgh coverage.

Content analysis of cultural promotion as a tactic/Figure 4



Intercept Surveys

As part of the intercept interviews in Baltimore and Philadelphia, those who felt the city had improved were asked the open-ended question "why" they thought the city had improved. In Philadelphia, 45 percent of the respondents answered with a cultural activity such as a museum or a theatre. All of the public relations professionals stated that it is important to promote the cultural activities as an added benefit to the unique image of the city.

Therefore, the data collected does support this hypothesis.

Hypothesis III:

It is expected that special events/promotional marketing will help revitalize a city.

In-depth Interviews

During the in-depth interview with Ms. Heinz, Baltimore Convention & Visitors Bureau, she stated that promotions and special events were an integral part of the public relations plan. She said that Baltimore uses promotions with various radio stations to promote Baltimore as a romantic get-a-way. They had "romance weekends" and secure packaging with local hotels. However, the primary tactic used was television advertising. Both Philadelphia and Pittsburgh did mention that they used special events to attract visitors, but not as a primary tactic.

Intercept Surveys

Intercept interviews did not support this hypothesis. When individuals were asked why they thought Baltimore or Philadelphia had improved over the past ten years, only 18% of interviewees in Baltimore and 1% of respondents in Philadelphia mentioned special events.

Content Analysis

Special events did not appear often throughout the examination of the articles. Against the other tactics analyzed, special events came in third out five with 17%, only 2% higher than media relations, which was covered by 15% of the papers.

Table 1
TACTICS RANKING AS SUGGESTED BY
CONTENT ANALYSIS

TACTICS	% of Coverage
Image/Branding	38%
Cultural Activities	25%
Special Events	17%
Media Relations	15%
Other	4%

Therefore, the research did not indicate that special events was a tactic used in a public relations plan to revitalize a city.

Hypothesis IV:

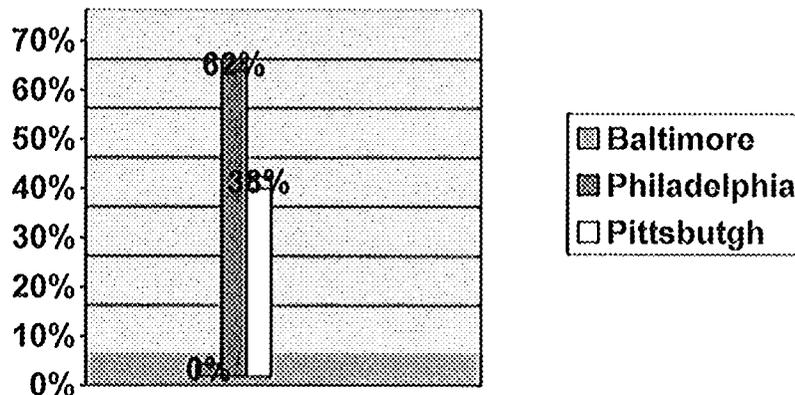
**It is expected that positive media relations will help
revitalize a city.**

Content Analysis

As seen in Table 1, media relations as a tactic was ranked the lowest of the four tactics proposed by this researcher. Table 1 indicated that only 15% of the articles analyzed mentioned media relations as part of the renaissance process. However, the content analysis study, which covered the renewal for over ten years, found that 47% of the overall media coverage was positive and 35% was negative.

As seen in Figure 5, of the articles that mentioned media relations, 62 % of them were Pittsburgh newspapers and 38% were from Philadelphia. The Baltimore newspapers analyzed did not refer to this tactics.

Content analysis on media relations as a tactic by city/Figure 5



In-depth Interviews

In addition, all of the public relations professionals said that they use media relations in their plans for promoting city renewal. Ms. Heniz decided to launch a public relations campaign using the media. Using the slogan, "Baltimore in Bloom," she assembled media kits in a flower pot and delivered them to the local media to create awareness and tell about ongoing activities. She also stated that she uses the local media to promote the benefits of tourism to the Baltimore community and government leaders. When asked about her best advice for a public relations department who has to market a redeveloped city, her primary recommendation was to tell a story to the target audience, promote the new image and media relations. Ms. Robezzoli also recommended media relations as a primary tactic. It was her only recommendation. She said that it was important to develop relationships with the media, especially the travel writers. She said that because of media relations, Pittsburgh acquired 60,000 impressions in 1999.

Ms. Robezzoli includes media relations in all her strategic public relations planning. To build the relationship with the media, she provides representatives with press kits, guide books, a visual library and different story angles. Ms. Weinberg said

that the Greater Philadelphia Marketing Corporation included national, regional and local media relations in its strategic planning.

Therefore, the data collected does support this hypothesis.

Hypothesis V:

It is expected that branding/image marketing will help revitalize a city.

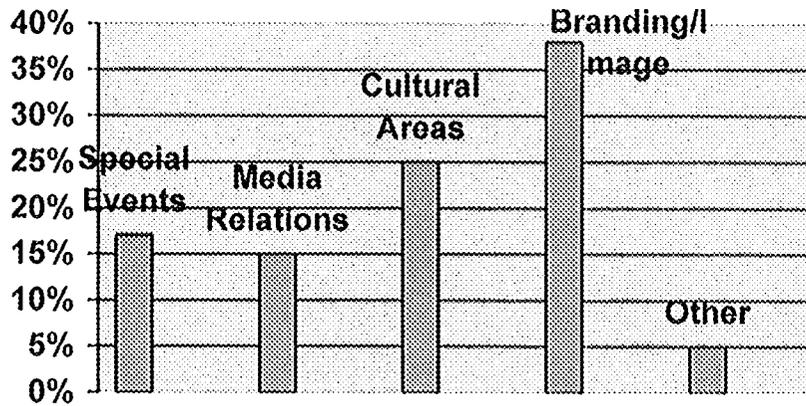
The content analysis of the major papers in the three cities, the intercept surveys in Baltimore and Philadelphia, and the in-depth interviews with the public relations professionals were again used to determine the importance of branding/image marketing in a public relations plan to revitalize a city.

Content Analysis

The content analysis also tested the results of four tactics: publicizing cultural activities, special events, and media relations and branding. The tactics were found in all the papers after the rebirth. Branding was mentioned 38% of the time, cultural areas was second with 25%, followed by 17% for special events and finally 15% for media relations. The final 5% was labeled as "other" which included niche marketing, tours, and advertising.

The content analysis also revealed that each city favored the branding tactic as revitalization tool. Branding appeared in 47 % of Philadelphia articles, in 31% of the Pittsburgh papers and in 22% of the journals in Baltimore. This shows that unlike the other tactics studied, branding played a significant role in the public relations plan.

Importance of Public Relations Tactics as Indicated by Content Analysis/Figure 5



Intercept Surveys

As part of the intercept interviews, respondents who felt the city had improved were asked the opened-ended question "why" ? Table 2 shows a list of reasons from both Baltimore and Philadelphia for why respondents believed that the city had improved. Thirty-eight percent cited the change in the image of the city as the primary reason for improvement. Other significant reasons for improvement were cultural sites, transportation and entertainment.

Table 2**Reason for City Improvement
(Philadelphia and Baltimore)**

TACTICS	% of Respondents
Image	36
Cultural Activities/sites	28
Transportation/parking	10
Entertainment	9
Special Events	6
Reduce Crime	3
Architecture	3
Mayor/Politicians	1

In-depth Interviews

During the in-depth interview, Ms. Robezzoli of the Pittsburgh Convention and Visitors Bureau, stated that a major goal for Pittsburgh was to change the image of the city, which had been branded a steel town. She said that the Bureau has pushed for an image change since the 1980s and that most of the eight million dollars in the budget goes toward promoting the city's new image to business and leisure travelers. Several strategies were incorporated into the city's redevelopment plan including: promoting cultural offerings, using slogans and visuals that showed the new Pittsburgh, and positioning the city as a safe and walkable town.

Baltimore also used branding/image as a strategic tactic. Ms. Heniz's best advice to public relations professionals marketing a city is to promote the change and image of a town and persuade visitors that they have to see the new Baltimore.

Therefore, the data collected does support that the image of a city plays a major role in a city's revitalization program.

General Findings

Pittsburgh was entering its third renaissance, Baltimore its second and Philadelphia was ending its first.

Approximately 25% of the articles after the revitalization referred to finding or creating something that was unique to a city. For example, Philadelphia has the history of the country to promote, Pittsburgh is trying to find its niche through art and style, and Cleveland is now known for the Rock and Roll Hall of Fame.

During the in-depth interviews, it was revealed that tourism still relies heavily on advertising. The three public relations professionals used radio or television advertising as part of their planning. Pittsburgh and Philadelphia both have advertising firms on retainers and Baltimore retains the service of a public relations firm.

All of the budgets had increased in the ten-year period to include public relations. In Philadelphia, the Greater Philadelphia Marketing and Tourism Corporations first focus was advertising and marketing. It was not until several months later that they added public relations. Baltimore's budget went from \$2 million to \$6.9 million in ten years and Pittsburgh's rose from \$2 million to \$8 million.

Therefore, cities must create a unique niche for themselves in order to compete with other tourism destination sites. After they find their unique selling points, they need to market themselves through a comprehensive public relations campaign.

Chapter V

Discussion

Cities across the country are spending millions of dollars revitalizing their downtown areas in the hopes of luring residents, businesses and tourists. While most attention and a review of available literature focused on how cities have "changed their images," they did not discuss how those cities went about changing their image or people's perception of the city. This study will allow all cities to enact certain public relations tactics to enhance their marketing campaigns and attract new dollars.

Summary and Implications

As a result of this research, public relations practitioners will have a functioning set of techniques to use as a guide for their programs through a range of tools that have been proven successful and beneficial. This researcher found certain communications techniques to help revitalize a city.

Through content analysis, in-depth interviews, and intercept surveys it was discovered that public relations did play a vital role in the revitalization of Baltimore, Philadelphia and Pittsburgh. All three cities lacked the funding to produce a full-scale advertising campaign so they turned to public relations to help them promote the city. The content analysis revealed that the three cities created a theme or promoted a unique attraction to help draw tourism to the area, which impacted the economy of those cities. For example, Baltimore used the Inner Harbor and the National Aquarium as their niche, whereas, Pittsburgh is trying to tout itself as the art capital of western Pennsylvania. Philadelphia promotes its historical attributes. Overall, intercept surveys in Philadelphia

and Baltimore supported that people's perceptions about these two cities improved because of promotional efforts.

The content analysis also indicated that of the four tactics studied, branding/image marketing and cultural promotion were essential tactics to successful public relations campaigns throughout the revitalization period. However, in-depth interviews with public relations practitioners and employees of the convention and visitors bureau for each city, revealed that media relations played a major role in the redevelopment program. None of the research methods indicated the use of special events as an essential component to redevelopment plans.

These findings may help other cities undergoing a revival to launch similar public relations campaigns.

Conclusions

The triangulated results helped produce the following conclusions:

I. Based on the research, no matter what stage of the redevelopment process, public relations played a role in pushing it forward. Thanks to the success of the revitalization program through public relations, many of the cities have had, or are launching, a second or third renaissance. Pittsburgh is launching its fourth renaissance and Baltimore is starting its second by focusing on promoting different aspects of the city or increasing the number of nights visitors stay overnight. All of the cities have seen their public relations budgets double or even triple due to the demand to build public relations efforts.

II. Cultural promotions were the second widely used tactic throughout public

relations planning. When incorporated with niche marketing, cultural promotions have drawn a large number of tourists to an area. The latest trend for promotions is for a city to establish a theme or cultural uniqueness about itself. Pittsburgh has developed campaigns around its cultural activities and has packaged them to target groups. Pittsburgh has used its museums, artists, theatres, etc. to change its "steel town" image. Using cultural relations as a key tactic in a public relations campaign has led to increased success, especially in the later stages of a renaissance program. Cultural promotions have relied on the success of branding and the improved image of a city prior to implementation. Another footnote about cultural promotions is that a city has to make sure that it lives up to the "theme" promotion and must have several attractions based on that theme, not just one.

III. Research results did not support that a special event was a primary tactic. Although some special events draw large numbers of visitors to a city, (such as Philadelphia's Welcome America) events required a lot of time and funds and perhaps these were the reasons they were not incorporated into the public relations planning.

However, Ms. Heinz, Baltimore Convention & Visitors Bureau stated that promotions and special events were an integral part of her public relations plan. The other two professionals also mentioned that their city had separate entities that handled special events. The researcher deemed that special events were considered a division outside of public relations for many of the cities, and this was why they could not be supported as a primary public relations tactic. Promotional events mentioned in the content analysis suggested events belonged to the marketing or advertising departments.

IV. Initially, based on the results of the content analysis, media relations did not appear to be a primary tactic for a revitalization program because only 15% of the articles suggested that media relations played a role in the redevelopment process. However, the use of media relations by the three cities varied dramatically, and caused it to appear to have a lower value. Sixty-two percent of Pittsburgh newspapers and 38% of Philadelphia's articles revealed that media relations was implemented during the renewal. None of the the Baltimore newspapers analyzed referred to this tactic. Baltimore began its revitalization in the late 1970s, which the content analysis did not cover. Review of early articles from Pittsburgh and Philadelphia suggested that media relations was vital during the early stages of redevelopment. Media relations appeared early in both Philadelphia's and Pittsburgh's renaissance. Ms. Heinz, Baltimore Convention & Visitors Bureau, also indicated that media relations was a major part of the campaign, and will play a major role in Baltimore's second renaissance. Therefore, this researcher concluded that media relations was integral to the early stages of the redevelopment process.

V. Both the secondary and primary research indicated that branding/image marketing was the most dominant tactic implemented throughout all the revival programs. Before tourists can visit a city, their negative perceptions of the city must improve. Branding was mentioned in 38% of the articles researched for the content analysis. Branding appeared in 47% of the Philadelphia articles, in 31% of the Pittsburgh papers and in 22% of the journals in Baltimore. The analysis revealed that cities built brand awareness through themes, logos and activities. Every city had a slogan to sell itself and these themes appeared in the majority of the articles. For example, Philadelphia

used "the city that loves you back" and Pittsburgh includes the words "new" or "modern" in all of its materials.

Recommendations and Limitations

The result of this study indicated that all cities should implement a public relations component to their revitalization program. Also, those who plan to continue to promote their city must increase their budgets to expand public relations efforts.

To obtain successful results, practitioners should include branding/image marketing and media relations tactics throughout their public relations campaigns. They should also promote cultural activities or other unique facets of the area. The most successful programs include these tactics and a combination of advertising and marketing tools.

This research began as an exploratory study to reveal the importance of public relations in a redevelopment program, and to create a basic public relations plan for other cities to follow. In this respect, the study accomplished its goal. However, this study only touched on four tactics that were successful. There are a myriad of techniques available to practitioners.

Although this study did reveal insights into public relations planning for a revitalized city, it is not without limitations. The in-depth interviews only sampled a small group of people and did not include or survey all city agencies or private organizations that handle marketing or tourism for the various cities. The convention and visitors bureau acted as a major source of information. The researcher could only focus the content analysis on an 11-year period, but Baltimore's revival spanned 30 years.

Pittsburgh has gone through more than one renaissance and Baltimore launched its second this year. In addition, due to time constraints, the researcher did not perform intercept surveys in Pittsburgh.

Although there may be limitations in this study, solid information and useful tactics, such as branding and cultural promotions, have been uncovered to implement a successful public relations campaign to assist the revitalization process.

Future Research

Following are suggestions for future research and further study. The researcher recommends replicating the study with a broader number of in-depth interviews and intercept surveys during the summer months, peak season for many of these cities, which may lend itself to a different view of the tactics. The researcher also recommends replicating the study using cities on the West Coast or in the South to test if the tactics are successful for other cities across the country. A study could be conducted in 2005 to evaluate the top tactics of that year and to compare them to the year 2000.

Finally, this study is a guide to other practitioners in outlining techniques to promote their city. As programs are implemented and technology changes, the role of public relations will change and adapt. Through studies like this one, public relations professionals can feel confident that the profession is indeed vital to the economic impact of society.

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Appendixes

Appendix A In-depth Interview

Appendix B Intercept Survey

Appendix A--Telephone Interview Questions

1. What is your title?
2. What is the size of your department?
3. Was it larger or smaller 10 years ago?
4. How long have you done PR for the city?
5. What is your background? (related experience)
6. Does the city have a PR firm on retainer?
7. If so what does it use it for?
8. Has Philadelphia changed over the past 10 years?
9. If yes, how has it changed (get specifics)?
10. Do you think the city has gone through a rebirth?
11. What role did marketing and public relations play in the change?
12. What was your PR strategy (plan) before the redevelopment?
13. Did it focus on tourism? If not what was its purpose?
14. What was your strategy during redevelopment
15. What was your strategy after redevelopment?
16. Which tactics proved most successful to attract tourist and conventioners? (If this doesn't apply, who was your target audience)
17. Did you use (check all that apply) in your strategy?
 - Press releases
 - Special events
 - Give-a-ways

- Celebrities
- Newsletters
- Brochures
- TV Ads
- Radio Ads
- Print ads
- Print articles
- Billboards
- Slogans
- Logos
- other

18. Did you market to current residents?

19. If so, how?

20. Did you involve the media in your planning?

21. If so, how?

22. Was your national campaign different from your Philadelphia campaign?

23. Did your budget change because of the redevelopment (increase or decrease)?

24. Average range of budget (Now & 1990)

25. Does your budget include advertising?

26. What is your best advice for a pr department who has to market a redeveloped urban city?

Appendix B- Intercept Survey

Intercept Questions:

1. Are you a resident, visitor or tourist of ----- (enter city name)

2. Did you feel positive, negative or neutral about this city 10 years ago?

3. What do you think of the city now? Has it improved, not improved, stayed the same, or other?

4. Do you think they city is better now than before? Why?

5. Why did you choose to visit/live (circle) ----- (enter city name)