

**Burson•Marsteller**

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PITTSBURGH

"SOMEPLACE SPECIAL"

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## INTRODUCTION

With the passage of more and more taxes, smoking bans and restrictions and the continuing assault on smokers in the media and in day-to-day life across the nation, Philip Morris asked Burson-Marsteller to revisit the decline in the social acceptability of smoking and to devise a new approach to slowing or halting the decline.

In April, at a meeting in Tarrytown, NY, a team from Burson-Marsteller, joined by Guy Smith of Philip Morris U.S.A., developed the framework of a program.

The strategy, as it has been refined through the development of this program, is to package a wide array of marketing and educational techniques and apply these in a limited market associated General Contractors of America

**Bakery Confectionery & Tobacco Workers**

**Union -**

**(Spoke out against**

**Sam Papa**

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.secondarily, and integral to accomplishing the principal goal, the strategy is to identify and encourage restaurants and public facilities to accommodate smoking and non-smoking individuals on a footing that recognizes and respects both as valued customers/patrons/taxpayers.

The original play envisioned testing programs in a number of cities. As the program was being developed, it was decided in consultation with Guy Smith that a more effective approach would be to bring substantial resources to bear on a single city where results can be better measured. As the value of individual activities are assessed, successful sub-programs can readily be repackaged for other cities, or for a broader national program.

1. Make smokers feel more comfortable about smoking.
2. Limit smoking bans and stricter laws, where possible.
3. Test creative and strategic approach in narrow market so program can be broadened.

#### Communications Strategies

1. Use the concept of "accommodation" of both smokers and non-smokers to:
  - a. Enable smokers to feel more comfortable
  - b. Get all constituents to participate

2. Encourage, even facilitate, "models" of accommodation but take control on behalf of smokers.
3. Make smoking environments places where people want to be.
4. Create value-added programs to make smokers feel special.
5. Broaden a base of allies who, recognizing that accommodation is working, oppose stricter laws.

PITTSBURGH MARKET ANALYSIS

A smoking ordinance has been in effect in Pittsburgh since April 1988. The Pittsburgh City Council passed the ordinance November 24, 1987, less than a week after the council had deadlocked on the issue. The swing vote was Sophie Masloff, then a council member, and now the current mayor.

Chamber of Commerce, labor unions and some restaurant owners opposed the need for any type of smoking regulation.

The current ordinance, however, is considerably less restrictive than the original smoking legislation proposed by its sponsor, Councilman Mark Pollack.

Because the ordinance is not regarded as excessive, many of those Pittsburgh business and restaurant officials surveyed by Burson-Marsteller report that they are not having major problems dealing with the new legislation. There is a concern by some individuals, primarily restaurant owners, that the ordinance should not be made any stricter.

Current Ordinance

The city ordinance bans smoking in buses and other public transportation and in retail stores (excluding those areas not open to the public). At sports arenas and convention halls, smoking is restricted to designated areas. Theaters may designate part of the lobby for smoking, but nowhere else. Smoking is banned in taxicabs unless the driver and passengers agree that smoking is allowed.

Workplace: Employers with 25 or more employees are required to have a written smoking policy. Employees have the right to designate their work area as non-smoking. The employer is responsible for providing "smoke-free" areas for non-smoking employees, however, the ordinance states that the employer is not required to incur any costs or make any structural changes to comply with the law.

Restaurants: Restaurants with a seating capacity of 50 or more or food sales of 80 percent or more must set aside 20 percent of their seats for non-smoking customers. A number of restaurants, which have alcohol sales of more than 20 percent, are taking advantage of the loophole in the law and are not designating a specified number of seats as non-smoking.

Penalties: Those individual smokers who fail to comply could be fined from \$50-\$500 and jailed for up to 72 hours.

Employers, owners, managers and operators are not in violation if they are in compliance and an individual smokes in a non-smoking area. The Department of Public Safety's Bureau of Building Inspection is responsible for compliance.

Burson-Marsteller Pittsburgh Research

In August and September, the Pittsburgh office of Burson-Marsteller conducted both quantitative and qualitative research with the major audiences for this program: corporations and businesses; restaurants; cultural and entertainment facilities; unions; city and municipal governments; architectural and environmental firms; travel and booking agencies; and the general public (smoking and non). We also talked to a number of individual sources who can be helpful to the successful implementation of a program.

Some of the highlights and trends follow:

Smoking in the Workplace

Almost all of the large corporations in Pittsburgh told us that smoking is a non-issue, but some medium-sized companies acknowledged that smoking had been an issue in the workplace.

Middle-sized companies indicated there were problems, but many of them had been solved through the cooperative attitudes of the employees themselves. Some said they would be interested in information or help in improving ventilation and air quality. These companies cover the spectrum, from service organizations and universities to industrial companies and professional firms.

All of the large corporations surveyed said they had written smoking policies and that they had few or no complaints or problems. Most of the human resources people surveyed were cooperative, although a few were hostile to the questions.

We suspect the reason that major companies are quite happy with the ordinance is that non-smokers are controlling the situation, and the companies want to keep it that way. They don't want to do anything to encourage smokers. One said, "Basically smokers feel like second-class citizens. But that is not a business problem. It's a social and moral one." Another said "Societal pressures and fewer smokers are hindering smokers from complaining."

One respondent candidly told us that companies would rather not encourage a smoking workforce for several reasons. One is that some companies feel that smokers have greater absenteeism. Another is that insurance companies are offering health premium discounts for non-smokers. He also said that he has increasingly seen a trend of anti-smoking CEOs who impose bans in the workplace.

The research also found that before the ordinance was passed, several businesses announced a smoking ban in all of their buildings. Several companies were already smokeless, including Bell Telephone and General Nutrition. The PPG chairman announced late in 1988 that his entire downtown building will now be smokeless. Westinghouse reportedly plans to go smokeless in its headquarters building on August 1, 1989, in the interest of "wellness" and health care costs.

The Chamber of Commerce and certain labor unions indicated they would be our allies with the business community in some programs. We have contacted the USW, SEIU, Pennsylvania Society of Professional Engineers, Teamsters, Building Trade Council and others. The Building Trades Council is interested in the ventilation issue and said it might support a model program if it meant retrofitting existing buildings or new construction.

Smoking in Restaurants

Restaurants, for the most part, have not had many complaints, and most have smoking and non-smoking sections.

The pattern of response indicates that the city's restaurants were sympathetic to the needs of both smokers and non-smokers; most were already accommodating. By and large, restaurant owners viewed smokers as better customers because of their spending habits. While the Western Pennsylvania Restaurant Association is weak, it can still serve as an organizing point for some of our efforts. As with corporations, however, restaurant smoking policies are affected by the personal smoking habits of the owners.

Most have found a loophole in the law which exempts restaurants if their liquor sales are over 20 percent. Some restaurant owners were not aware of this, but those who were feared a stricter ordinance that would require all restaurants to provide a non-smoking section.

We contacted the owners of some new restaurants that will be opening in Pittsburgh that can potentially serve as models for our program.

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Specifically Damian Soffer, already the owner of several Pittsburgh restaurants, plans to open Ciao, Ciao Bambino in 1989. He is very interested in funding for state-of-the art ventilation.

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The majority of these restaurant owners contacted said they would not be interested in material we might provide (ashtrays, table signs, etc.) if it had brand identification.

#### Cultural/Historical Areas

At least one key cultural institution, the new Benedum Center, presents a major problem for smokers who are required to go into a cold outer lobby for a cigarette. (Heinz Hall, on the other hand, has an excellent set-up to accommodate smokers and non-smokers.) The Benedum has had many complaints from smokers and recognizes that this is a problem.

In discussions with the Pittsburgh Cultural Trust (the group responsible for running the Benedum), we found that they are already discussing the renovation of a room connected to the theatre. The room has the potential of being a very attractive smokers' lounge, with huge arching windows and enough room for a bar and cocktail tables.

The problem is funding. Architectural drawings have not yet been developed but a ballpark estimate of the cost of renovation is \$250,000.

Sports Arenas

The two major sports arenas in Pittsburgh are Three Rivers Stadium and the Civic Arena. Three Rivers is an open-air stadium, so it is not covered by the ordinance. In the Civic Arena, smoking is permitted in the corridors, which creates some unpleasantness and complaints. A smokers' lounge is not practical because of the size and configuration of this facility, but improved ventilation systems are a possibility.

Special Smoker Tours/Promotions

A total of ten travel and booking agencies, tour bus companies and others have been contacted regarding special tours and special discount promotions for smokers. Most feel that putting together such packages is a viable option and unlike anything they are now doing.

Airport Smoking Lounge

A new airport terminal is scheduled to open at the Greater Pittsburgh Airport by 1992. The opportunity here is to get in on the development stage to discuss the inclusion of well-ventilated airport lounges for smokers. It is also possible to work with the existing terminal for the same purpose. The prototype being developed for JFK Airport may serve as a model.

Indoor Air Quality Seminar

Several architectural or environmental firms were interested in further discussions about hosting air quality seminars, including Burt Hill, the largest in the city. We also hope through the Tobacco Institute to have access to Gray Robertson of Fairfax, Virginia, who conducts seminars and counsels on air quality to organizations around the world.

In addition, we are aware of the work Bestype Consulting Corporation is doing for the Tobacco Institute. Its seminars focus on timely workplace issues -- indoor air quality, video display terminals and workplace smoking. This broader approach is credible, but we will need to determine the reactions to cost.

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Politics and the Smoking Issue

A new mayor will be elected in Pittsburgh in 1989. Current Mayor Sophie Masloff, who as a council member was the swing vote in favor of the smoking ordinance, is expected to run for mayor.

Masloff attributed her change of vote on the smoking issue to a call from her doctor. Tobacco lobbyists, however, contend that her conversion came after a talk with then Mayor Richard Caliquiri, who had already announced to the public that he was dying from a rare disease that affects the heart. Masloff was later Caliquiri's choice to succeed him.

The primary will be held in April and the election in November. There is no clear front runner at the present time; in fact, it looks like the race will be packed with candidates. We must be careful in our attempts, therefore, to eventually gain mayoral support of the program.

Meanwhile, Mark Pollack, the city councilman who sponsored the smoking ordinance, is expected to be looking to tighten the restrictions next year, specifically the restaurant loophole referred to earlier.

Politics Outside Pittsburgh:

In our survey of borough and township councils in the areas surrounding Pittsburgh, we found only two which said they are considering imposing a smoking ordinance: Monroeville borough and Scott Township.

On the state level, a watered-down smoking bill was passed on November 16, 1988, but it allows Pittsburgh to keep its tougher ordinance. The bill does not specifically spell out a mandate for smoke-free areas in public places. It applies to government buildings, schools, workplaces, theatres, museums, auditoriums, arenas and restaurants with more than 75 seats, but it appears to leave methods of controlling smoke up to proprietors and managers.

Media Coverage

The smoking ordinance issue was covered fairly extensively in the media when the ordinance passed and again when it took effect. Many letters to the editors, both pro and con, were published and one newspaper, The Pittsburgh Post-Gazette, took an editorial stand in favor of the ordinance. Also, a local TV station broadcast an editorial on its employee smoking policy, and even went so far as to scroll lists of companies who instituted smoking restrictions in the workplace, inviting more companies to do the same.

Emotions varied on the issue, with some outspoken smokers taking extreme exception to the law. But the media reported that most smokers took the new restrictions in stride. "They didn't expect much of a change because so many buildings had no-smoking signs and most smokers were accustomed to looking around for signs before lighting up," one newspaper reported.

Since the ordinance took effect in April, nothing has appeared in the media about the smoking issue with the exception of a Pittsburgh Press editorial taking the position that the statewide smoking ordinance should have more teeth in it. We do not feel the media is friendly on this issue and we should be cautious about how we approach it to obtain publicity.

PERIPHERAL INFORMATION

We also were in contact with a freelance lobbyist who worked for the Tobacco Institute against the Pittsburgh ordinance. He will be helpful with unions and other special interest groups.

Some of the attitudes of the general public have already been mentioned in the media analysis. There is no question that smokers in this city feel like second-class citizens or as one long-time smoker said, "lepers." Smokers as a group, with the exception of a few hardcore, vocal ones, appear not willing to fight for their rights. Many of them are quitting, persuaded by health arguments and societal pressures. Those who are not appear to be resigned to play by the rules of non-smokers.

We believe, based on our research, that we must be very careful in creating or recognizing segregated places for smokers least they be seen as "places for the afflicted," as one respondent put it. In addition, smokers are not especially interested in being involved in activities that label them as smokers. Therefore, we must work to make the club portion of the program more attractive to smokers by making them feel better about themselves as a group and providing incentives for them to listen.

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As it is elsewhere, smoking is a very emotional subject here. It is clear that the business community wishes the issue to remain dormant by having non-smokers dominate workplace policy. Smokers generally are not inclined to fight for their rights. However, there are pockets of support and ways to demonstrate that smoking is socially acceptable, that smokers are mainstream.

The key strategy of this program is to demonstrate smokers are welcome in Pittsburgh by demonstrating that Pittsburgh accommodates both smokers and non-smokers. At the conclusion of this program, we intend to hold Pittsburgh up as a model city which treats smokers fairly and has made great strides in eliminating polarization of smokers and non-smokers.

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The strategy was tested in a focus group of smokers which almost unanimously agreed that having the two groups (smokers and non-smokers) come to some terms makes them feel more comfortable about smoking. They rejected anything that carried a "fighting back" or "winning them over" tone. In fact, smokers really only felt comfortable about their smoking when they felt non-smokers were also given assurances about their comfort. (Focus group summary attached at end of program).

Therefore, the creative theme of this campaign is:

Accommodation -- A New Sign of The Times.

These institutions that now make accommodations for both smokers and non-smokers, or can be persuaded to do so, will be recognized. For that purpose, and as a symbol of the entire Pittsburgh program, we have created a logo. A major campaign will introduce the logo and the theme. Smokers will be informed of its significance through direct communication. Ultimately, the symbol will stand alone, as the antithesis of the strident no-smoking signs that are now seen everywhere.

We will identify or create model environments in the city -- in restaurants, places of business, cultural institutions, sports arenas, the airport. In some cases, grants may be needed to create these environments or to upgrade existing ventilation systems since air quality is a major issue. Other incentives for participation are built into the program.

Smokers will be made aware of the program and its progress through direct communications. The program also contains certain privileges for smokers, including special event incentives for them on Great American Smoke-Out Day, 1989, which will launch the club aspect of the program.

We will build support with political and other allies by demonstrating that accommodation is working and by convincing them that this is a positive for the city of Pittsburgh.

At the same time, we will continually monitor the political environment to determine if we need to mobilize support against initial legislation or stricter legislation.

Pittsburgh is a test city for various approaches to gaining social acceptability. As specific elements of the program prove successful, those elements can be rolled out in other cities or nationally.

We expect that it will take 18 months to build a groundswell of support for the program and to develop sufficient "models." A Council for Model Environments will be created to judge those organizations and institutions that best exemplify the spirit of accommodation. At the conclusion of the program, we propose a celebration/recognition for the movers and shakers that will gain national recognition for the city because of its accomplishment.

The celebration/recognition for political, business and community leaders will be a SUMMIT held at the Summit Hotel at which awards will be given to those in the community who best personify the willingness to make smokers and non-smokers welcome. Leaders from other cities will be invited to hear presentations on how this was accomplished. Pittsburgh as a model city will then be communicated locally and nationally.

Measurement of the success of the program can be accomplished both quantitatively and qualitatively. First, we can determine through opinion research with smokers if they feel better and more comfortable about being a smoker in Pittsburgh. The SUMMIT itself will be a measure of our success, as will participation by various groups in the program elements.

MULTI-TRACK PROGRAM

To accomplish the goals, Burson-Marsteller envisions a multi-faceted program, most of which will be simultaneously implemented:

1. Program Launch
2. Direct to Smokers
3. Model Environments
4. Ally Development
5. Model City Celebration

DIRECT TO SMOKERS

Create Positive Dialogue with Smokers

- Develop special Pittsburgh newsletter patterned on PM Notebook section of Philip Morris Magazine
- Educate on meaning of symbol
- ° -- Make smokers aware of where they can be comfortable smoking, where they are "welcome"
- Dedicate special edition of PM Magazine to the Pittsburgh model
- Survey readers of PM Plus Newsletter near end of program to see if they feel better about being a smoker

Make Smokers Feel Special

- Develop "PM Plus", membership package, which gives smokers access to discount coupons, newsletters and special guidebook.
- Make available through existing newsletter, distribute at tobacco stands and retail outlets.
- Add special premium catalogue for smokers.

Build Into Smoker's Club

- Expand mailing list by putting registration forms in cigarette samples and at P.O.P.
- Create name that implies special, i.e., PM Plus Welcome Card
- Formalize by issuing membership cards which include continuation of all elements mentioned plus privileged ticket travel packages plus free admission to select PM events.
- Launch on Smoke Out Day. Arrange for cardholders to receive a free drink with card at Pittsburgh restaurants.

MODEL ENVIRONMENT

Create Model Environments in Pittsburgh

Develop test cases in each of the following environments to provide "models" for program. Work with:

- New restaurant to create state-of-the-art accommodation environments (Ciao, Ciao Bambino)
- Existing restaurants which accommodate and provide recognition
- Existing businesses with smoking/non-smoking and environmental problems that are open to improvement
- Cultural institutions that will change to a model accommodation environment (Benedum)
- Existing airport facility as well as planned facility to develop smokers' lounges (wait for feedback from JFK prototype)
- Further explore interest in improving ventilation systems in Civic Arena

Recognize Restaurants/Other Facilities for Accommodation

- Sign on restaurants, etc. with direct mail kit which includes logo
- Post "seal" of approval in windows
- Use Guidebook inclusion as incentive
- Hold seminars on improvements in accommodations and air quality
- Provide attractive smoking/non-smoking signage, ashtrays, etc. (non-branded)
- Also distribute ashtrays (and matches) to bars
- Coverage in newsletter to PM Magazine list
- Offer co-op advertising to select restaurants to provide incentive to display and promote the welcome logo.

Provide Assistance for Workplace Accommodation

- Seminars on environment/air quality
- Attractive signage for individual offices
- Ventilation grant through Chamber or Building Managers  
and Owners Association
- Work with Chamber of Commerce, other resources to  
organize

Enlist Expert Designers/Engineers

- Develop coalition of architects/air quality engineers who become voice of authority on model environments
- Train experts to put on seminars, act as spokespersons
- Use expertise available through Gray Robertson
- Develop air quality/environment information kits

Create Pittsburgh Council for Model Environments

- Architects, others
- City leaders
- Set criteria for judging
- Promote it
- Select "model environs" to be celebrated at culmination

ALLY DEVELOPMENT

Coalesce Our Political Allies

- Make it politically attractive for them to be on board
- Convey economic clout of smokers
- Demonstrate the success of accommodation in Pittsburgh
- Convince them this is positive for the city
- Will get national recognition for accomplishment

Gain Support of Union and Other Business Allies

- Get unions on board regarding indoor air quality issue
- Gain access to businesses/firms through unions
- Gain support of Chamber for program and seminars

Monitor Political Scene

- Track mayoral race and try to align with Democratic and Republican candidates identified at primary (April)
- Gauge interest of City Council in making current ordinance stricter
- Watch Monroeville and Scott Township situations

-- Mobilize grass roots/business support there when/if  
necessary

CULMINATION

Build Groundswell of Support to Its Peak

- o All program elements culminate in big event
- o Probably 18 months to accomplish

A SUMMIT AT THE SUMMIT HOTEL (two hours from city)

- o Celebrate Pittsburgh as a model city of accommodation
- o Invite all who actively participated in program including: restaurant owners, business people, political and business leaders from Pittsburgh and surrounding municipalities
- o Invite leaders from other cities to hear how we did it
- o Present awards to those in each sector who best exemplify accommodation

Communicate Success

Locally

- Media coverage of THE SUMMIT

Nationally

- Feature in PM Magazine
- Package "models" of accommodation on video for use in problem cities
- Features in trade magazines
- Make program available to national associations, i.e., Restaurant, Personnel, Cultural

CORE COMMUNICATION TOOLS

SMOKER FRIENDLY ACCOMMODATION SYMBOL

The theme of accommodation must be memorable through the use of a strong graphic -- in essence, a symbol that quickly communicates to smokers that the environment is friendly to them, but at the same time does not offend non-smokers or make them feel that the facility or space is for smokers only.

The symbol will be distributed for display to those establishments which have successfully provided accommodation for both smokers and non-smokers (i.e. restaurants, hotels, theaters, taxi cabs, etc.)

Given its broad variety of uses, the graphic has a set of objectives all of its own:

- o Must convey positive image to smokers
  
- o Must be simple, yet successful in communicating smoking and non-smoking accommodation.

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- Must be visually appealing.

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- o Must be versatile enough to adapt to variety of applications.
- o Must be a mind-sticker that can eventually stand on its own without explanation.
- o Must have the potential for universal application outside of Pittsburgh.

(Reactions to four logo treatments by smokers and non-smokers focus group attached to the end of program).

PHILIP MORRIS GUIDE TO PITTSBURGH

We will create a mini-guidebook to Pittsburgh that provides an overview of the places to go and things to see and do in the city, with an emphasis on where smokers will feel welcome. The language, while clearly geared to smokers, will not be offensive to mainstream non-smokers, to whom the guidebook will be available as well. Guidebook will include:

- o Upfront explanation of the symbol and where it can be found.
- o Listing of the best or most popular restaurants and brief analysis of their smoking/non-smoking policies, with symbol indicating those most accommodating.
- o Hints on finding way around Pittsburgh and profile on forms of public transportation and designated smoking policies (i.e. smokers should look for cabs displaying accommodation symbol).

- Listing of personal services (i.e. beauty salons, barber shops, etc.) and smoking policies.
- Cultural and entertainment listing including nightclubs, theatres, museums, sports arenas, etc.
- Representative sampling of the best and most interesting places to shop in Pittsburgh.

Guidebook will be made available to Pittsburgh newsletter subscribers, offered through Philip Morris Magazine and will be distributed at the airport, in hotels, through the Greater Pittsburgh Visitors and Convention Bureau, real estate packages, and various other channels used to reach visitors coming into the city.

DIRECT COMMUNICATIONS

Initial communication must be controlled, so that the proper messages are being communicated. To accomplish this, we have identified three channels of communication which must be developed and sustained:

- Newsletter to those smokers who we hope to eventually enlist as members of "PM Plus." Purpose of newsletter is to inform them of various aspects of the program as they unfold (i.e. generate awareness of accommodation symbol, highlight those restaurants which are most accommodating, announce special travel packages for smokers, etc.). Newsletter will not replicate Pennsylvania Smoker Newsletter, but instead will take the more upbeat approach of the PM Notebook section of Philip Morris Magazine.

- Occasional issues of PM Plus newsletter to participating and prospective restaurants and other facilities to provide ongoing communication and support for accommodation, as well as underscore economic clout of smokers. Editorial content, however, should provide helpful information beyond accommodation issue to generate readership and to lay groundwork for building alliance.
  
- In support of other elements of the program, we also see the need for special mailings to other target groups on a limited basis, such as invitations to special seminar or events, mailings of special information kits, etc.

COUPON BOOK

To create a sense among smokers of being "privileged," as well as to motivate smokers to purchase Philip Morris brand cigarettes, B-M will create a coupon savings book filled with offers from Pittsburgh restaurants, shopping and entertainment/leisure establishments.

The booklet can be distributed at point of purchase (provided through P-M distributors to retail outlets and tobacco stands) with any carton purchase of a PM brand cigarette, as well as offered through the newsletter with proof of purchase.

Coupon booklet also serves to:

- Reinforce relationships with restaurants, retailers etc., by providing them with business from smokers.
- Highlight those places that tend to cater more to smokers.
- Provide a communications vehicle to reach smokers beyond those on our mailing list.
- Create an incentive for smokers to become members of "PM Plus."

Restaurants, theaters, nightclubs, shops and retail establishments, and hotels, will be solicited to make special offers, discounts, etc. available in the booklet. In addition, we recommend that special Philip Morris premium offers also be included in the booklet, such as special lighters, cigarette holders, t-shirts, ashtrays, etc.

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ADVERTISING

Those elements that warrant advertising support include:

- Logo launch plus sustaining "welcome" campaign
- Introduce Pittsburgh's first state-of-the-air restaurant
- Introduce new Welcome Lounges at Benedum and airport
- Business or trade publication advertising to promote restaurant and workplace seminars on improving air quality and accommodation.

- o Press kits will be distributed, positioning Pittsburgh as a city that has successfully achieved accommodation, and promoting THE SUMMIT.
- o Those who served as the "model environments" for accommodation will provide insight to those attending THE SUMMIT on how accommodation worked for them.
- o Awards will be presented to those establishments who were able to best achieve accommodation.
- o Information kits and videotapes will be offered to those interested in improving accommodation in their own cities, workplace establishments, etc.

Nationwide Launch of Accommodation Concept

Air-Gineering Study

SPECIAL EVENTS

We recommend the creation of an event which can be used to showcase Pittsburgh as a model city of accommodation for smokers and non-smokers.

The Summit

We recommend creating an opportunity to invite leaders from outside the city to attend a SUMMIT meeting in Pittsburgh to learn how Pittsburgh was able to successfully accommodate the needs of smokers and non-smokers.

- Invitations will be developed and mailed to selected leaders, inviting them to attend THE SUMMIT.

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