



*Prepared for:
Pittsburgh Steelers Sports Inc*

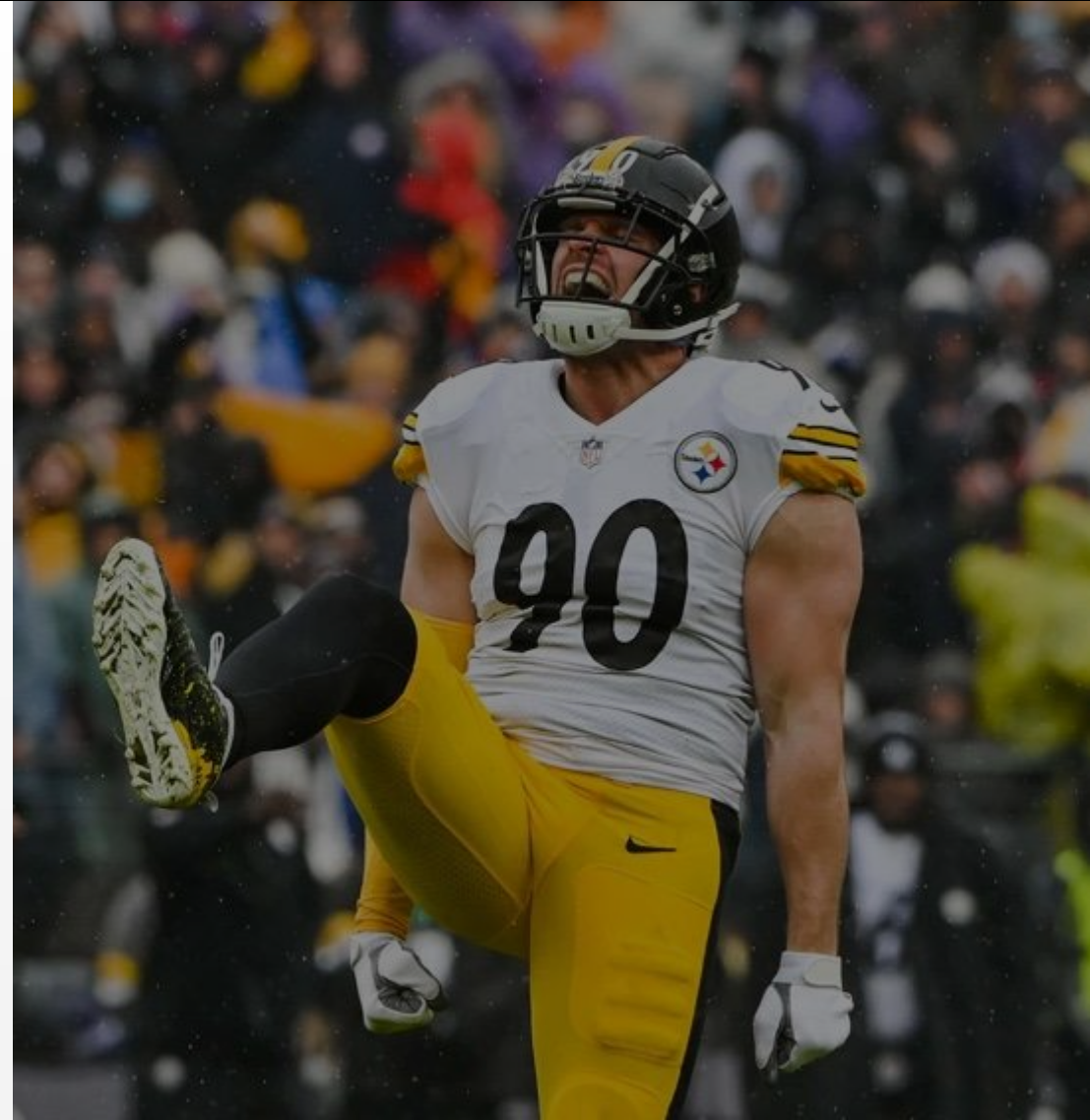
Economic, Fiscal and Geospatial Impacts of Pittsburgh Steelers & Acrisure Stadium

September 2024



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Section 1  Executive Summary

We found that the Steelers have a significant economic impact on Pittsburgh and beyond

From an economic impact standpoint...

\$2.6B

Direct or indirect contributions to the City of Pittsburgh over 4 years

\$3.4B

Direct or indirect contributions to Allegheny County over 4 years

\$3.1B

Direct or indirect contributions to the State of Pennsylvania over 4 years

3,000+

Jobs supported by the Pittsburgh Steelers in the community

\$139.8M

In Tax revenues contributed to the state and local governments over 4 years

In terms of your fans and your impressions...

Downtown Pittsburgh

Steelers fans spend most of their time in downtown Pittsburgh and most frequently visit hotels, convenience stores, and quick service restaurants

Impressions¹

Total impressions for the city are valued at ~**\$42M** per season with social media driving **\$15M** across platforms and TV viewership driving **\$27M** in media value

Credit Card Spending

Steelers fans spend **\$61M** on average during game weeks, a **14% increase** from non-game weeks, and primarily focus their spending on retail, dining, and travel (e.g., hotels)

North Shore Pittsburgh

There is a 16% increase in average spend in the North Shore around Acrisure Stadium on Steelers game weeks



1. Impressions calculations only includes nationally televised Steelers home games and Steelers owned social media posts from the Steelers main accounts & digital media

Economic and Fiscal Impact of the Steelers

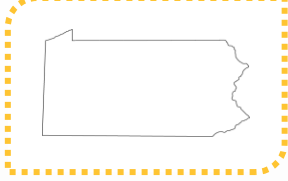
2017-2019 and 2022



City of Pittsburgh



Allegheny County



Commonwealth of Pennsylvania

Total Sales (Output)

- **\$2.6B** in total sales (output) within the City
- Direct Output: **\$1.9B**
- Indirect/Induced Effects: **\$0.7B**

- **\$3.4B** in total sales (output) within the County
- Direct Output: **\$1.8B**
- Indirect/Induced Effects: **\$1.6B**

- **\$3.1B** in total sales (output) within the State
- Direct Output: **\$1.5B**
- Indirect/Induced Effects: **\$1.6B**

Tax Revenue

- **\$33.1M** to the City government through incremental direct economic activities

- **\$4.8M** to the County government through incremental direct economic activities

- **\$12.7M** to the State government through incremental direct economic activities

The total incremental tax contribution to the state and local governments (including the incremental indirect and induced effects) was \$139.8M

Employment and Labor Income

- Annual Employment: **3,090**
- Labor Income: **\$1.6B**

- Annual Employment: **3,210**
- Labor Income: **\$1.9B**

- Annual Employment: **3,070**
- Labor Income: **\$1.6B**

Notes:

- 1) Financial figures presented in nominal dollars covering the 2017-2019 and 2022 period and reflect spending multipliers sourced from IMPLAN input-output models unless otherwise noted.
- 2) City, County, and State estimates on sales, employment and labor income are not mutually exclusive and therefore cannot be added.
- 3) City, County, and State economic and fiscal impact on output, tax, employment, and labor income exclude direct output and related indirect and induced impacts which are not incremental to the City, County, and State, respectively.
- 4) Including all fan spend, whether incremental to the City, County, and State or not, the gross direct tax impact of the Steelers was **\$64.2 million**, **\$7.3 million**, and **\$51.1 million** to the City, County, and State, respectively. The total gross tax contribution to the state and local governments (including the gross indirect and induced tax effects) was **\$279.3 million**.

Direct Spending

The estimated direct spend resulting from the Steelers and Acrisure Stadium served as the basis for calculating the economic and fiscal impacts to the City, County, and State. Direct spend levels calculated were adjusted as necessary to limit the analysis to expenditures which occur and remain in the local market and are funded by nonlocal sources which can be considered incremental to the City, County, and/or State.

Direct Spend Activities

Spending in the City, County, and/or State resulting from the Steelers and Acrisure Stadium was considered for the following activities to the extent such expenditures occurred in the local market (City, County, and/or State) and were funded by nonlocal sources.

- Facility operations – event operating costs as well as expenditures related to venue operations.
- Tenant operations – player costs as well as expenditures related to team operations and business operations.
- Event organizers & visiting teams – accommodations, food service, ground transportation, professional services, and other miscellaneous expenditures.
- Event attendees – accommodations, food service, food stores, retail sales, entertainment, rental car, ground transportation, and other miscellaneous out-of-venue expenditures.

Local Sources: Substitution Effect

Event spending by local attendees has been assumed to be entirely displaced, or shifted from other local expenditures, and therefore excluded in the analysis along with the portion of operating expenditures of the Club and Stadium otherwise funded by local sources. This concept, known as the substitution effect, assumes any spending by or as a result of local sources would have occurred in the local economy in some form if not spent on activities generated by the Steelers or Acrisure Stadium. For example, if a local resident did not spend money to attend a professional sporting event, it is conservatively assumed that he or she would have spent all that money on another form of purchase in the local economy. Therefore, since such spending is not considered new to the local economy, it has not been included in the estimates presented in this Report.

Professional Sports Operating Expenditures

Adjustments to direct spend sources were also applied, as appropriate, to reflect the fact that a portion of the initial spend immediately leaves the local economy. For example, player salaries, the largest expense of a professional sports franchise, typically do not fully impact the local economy as players (and their families) often do not reside in the local area year-round and are likely to put a substantial portion of their salary into savings or nonlocal investments. Therefore, the majority of player salaries, and portions of other expenditures, were not included in our direct spend estimates.

Valuation of Social Media and TV Viewership Impressions Over the Course of an NFL Season

Platform	Viewers / Followers	Estimated Impressions	Media Value
TV Broadcasts ¹	54.8M	822.5M	\$26.9M
Facebook ²	5.9M	795.6M	\$5.7M
Instagram ²	3.5M	237.6M	\$1.9M
X (Twitter) ²	3.7M	864.0M	\$5.6M
YouTube ²	0.2M	16.8M	\$0.1M
TikTok ²	1.9M	86.4M	\$0.5M
Digital Media ³	0.1M	34.0M	\$0.8M

Between TV viewership, social media presence, and digital advertising, the Steelers **generate exposure for the team and city that would cost ~\$42M** through paid advertising

1. Assumptions: i) average CPM between \$10 (preseason) and \$75 (playoffs) -40 ii) 10-20 meaningful mentions of Pittsburgh per home game based on minimum required number of commercial breaks for NFL games, one nationally broadcast playoff and preseason game per three years iii) only considered three nationally broadcast home games per season based on recommendation
2. Assumptions: i) average CPM varies by platform, typically between \$6 and \$8 as provided by the analytics team ii) Estimated impressions per platform per season calculated by provided the analytics team iii) does not include the entire Steelers social media ecosystem, only the Steelers main accounts. The satellite Steelers accounts add approximately 1.7M additional followers. iv) does not account for impressions generated via platforms not owned by the Steelers
3. Assumptions: i) average CPM for a website mention is estimated at \$25 as sourced from research ii) Estimated galleries, articles, and videos as well as average views per platform are provided by the analytics team

Pittsburgh Neighborhood Development

The Steelers are owners and investors in the Pittsburgh neighborhood economy. Acrisure Stadium has served as a catalyst for the formation of new mixed-use districts in previously underutilized submarkets adjacent to the central business core, specifically in the “North Shore” neighborhood. Development is ongoing and continues to bring new life to the area in a variety of ways.

Restaurants & Retail



Restaurants and retail stores **provide many benefits** to a neighborhood. **Tourists** and **locals** alike enjoy the convenience of shopping.

Entertainment



Entertainment, including venues and events, draws in spending to a neighborhood and also **adds to the community brand** of a neighborhood.

Business



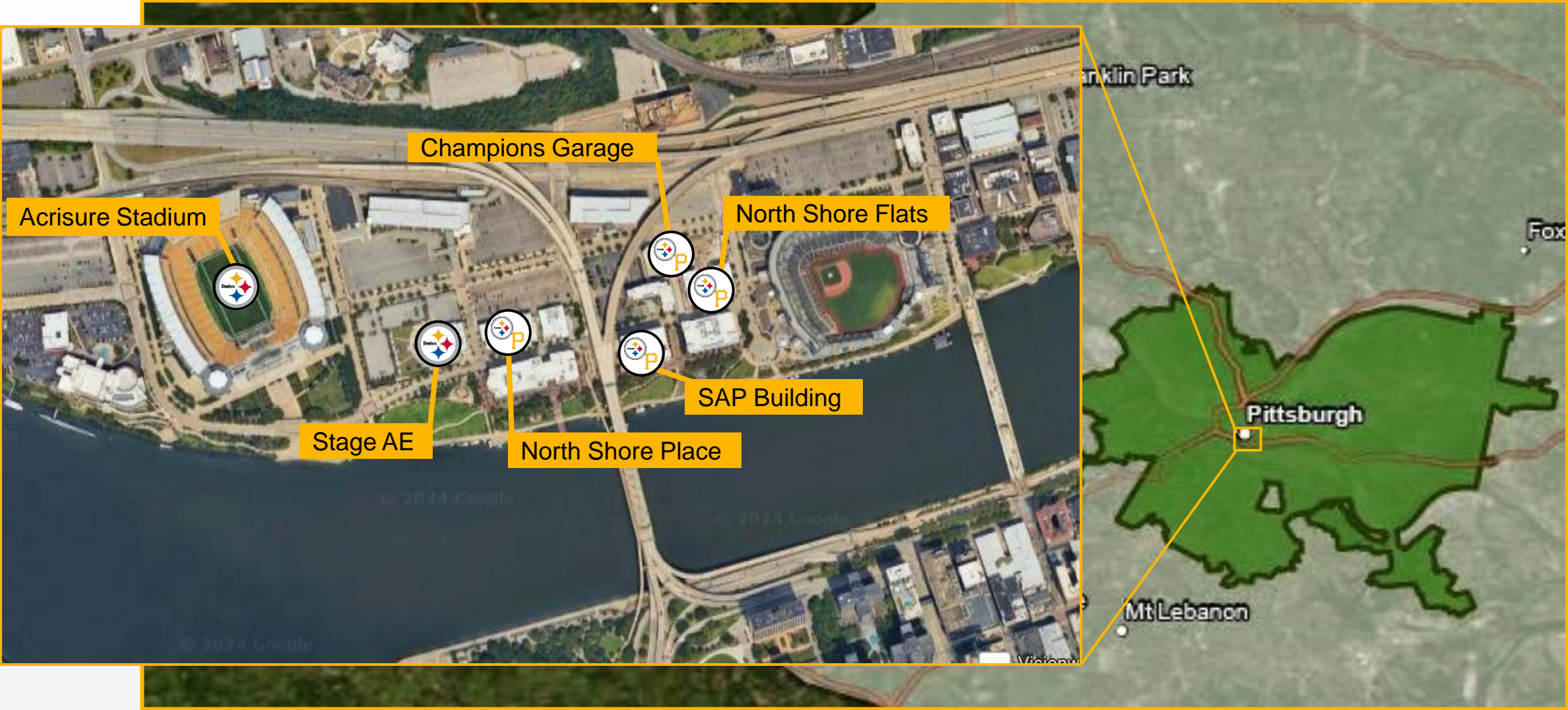
Investing in **office spaces** brings not only **jobs**, but also **inspires additional local spending** through transit, parking, and daily spending of employees.

Residential



Residential spaces are an important part of economic viability. The combination of restaurants, retail, entertainment, and jobs make a neighborhood **desirable to live in.**

North Shore Neighborhood



Source: Steelers, PwC Research

Community and Development Impacts



The positive/stabilizing presence of the Steelers in the Pittsburgh market can be expressed not only in the form of attributed economic output, but also across a number of qualitative areas of impact, which have been identified and aggregated through limited case studies of the Steelers organizations as well as select other sports communities in North America.



Community Programs



Capital Investment



Local Sourcing Initiatives

Community Program Highlights



Youth



Education



Health & Wellness



Other Local

Steelers in the Community		
<p>Youth Football Programs</p> <ul style="list-style-type: none"> Steelers Youth Football Camps: Most recently sold out with 800 kids participating from twenty-one states. Steelers Youth Mini-Camps: Children in grades 1-8 enjoy football drills and fun games Steelers Youth Football Co-Captains: Two local youth football players selected each Steelers home game as "Co-Captains" Youth Football Teams at Training Camp: Teams participate in a skills clinic & meet and greet with Steelers 	<p>Flag Football Programs</p> <ul style="list-style-type: none"> Steelers Girls High School Flag Football Program: Expanding, currently seventeen area high schools involved Girls Flag Jamboree: Each event provides over one hundred girls the opportunity to participate in flag football. NFL Flag Football Spring Season: Free NFL Flag Football offered to youth tackle football organizations in the spring. NFL Flag Super Regional Tournament: Winners are sent into the National Championship Tournaments. 	<p>High School Football Programs</p> <ul style="list-style-type: none"> Steelers Showcase Game of the Week: Highlights the impact and passion of high school football Steelers 11-ON: Most recently, twelve teams competed in skills development contests, 7-on-7, and linemen competitions to compete for the 11-ON trophy. Steelers All-Peer Team: During the 2022 season, recognized eleven local high school football players who make a positive impact on their team, in their school, and in their communities. Their school received a \$1,000 donation
<p>Social Justice Film Series</p> <ul style="list-style-type: none"> The annual social justice film series brought together hundreds of students to have discussions around leadership, social justice movements, and activism. After each discussion, the players and students watched a social justice film together. 	<p>Art Rooney Memorial Scholarship</p> <ul style="list-style-type: none"> The scholarship annually provides a grant to a North Catholic High School student and funds the Pittsburgh Promise scholarships for two students graduating from Pittsburgh high schools who are residents of the North Side. Since its inception, the scholarship has awarded grants to more than 90 local students. 	<p>USA Football Coaches Certification</p> <ul style="list-style-type: none"> Most recently, more than 175 coaches earned their 2023 certification in coaching and health & safety measures. The Steelers and USA Football are committed to providing positive, healthy experiences for young athletes and their families.
<p>Rock Steeler Style</p> <ul style="list-style-type: none"> The Steelers largest philanthropic event, benefiting UPMC Sports Medicine Concussion Program, Cancer Bridges, & the Chuck Noll Foundation. Players, their families, and models highlighted the season's latest fashion trends in a night of fun and philanthropy. 	<p>Annual Huddle for the Holidays</p> <ul style="list-style-type: none"> This event provides necessities to over 400 families throughout Western Pennsylvania, including books, haircuts, health care resources, winter coats, shoes, socks, and toys. In addition to this, families received groceries to support them through the holiday season. 	<p>American Heart Association</p> <ul style="list-style-type: none"> The Steelers, the NFL and the American Heart Association (AHA) partner on the Play 60 Challenge, a health and fitness program that incorporates physical activity for middle school students into daily classroom and after-school activities.
<p>Social Justice Matching Fund</p> <ul style="list-style-type: none"> Supported over 65 organizations since 2018 and committed to youth development, food access, criminal justice, community and police relations, equity and inclusion education, and housing. In 2022 alone, \$517,400 in donations coming from the organization and individual players, including \$100,000 from defensive captain Cameron Heyward. 	<p>Heroes Night Out at Acrisure Stadium</p> <ul style="list-style-type: none"> For 14 years, this event has honored the military with a night of football drills with players, and dinner in the stadium. Guest organizations include Veterans Place, Veterans Breakfast Club, RISE Veterans, Operation Troop Appreciation, and the VA Hospital. 	<p>Meeting at the 50-Yard Line</p> <ul style="list-style-type: none"> In partnership with the Neighborhood Resilience Project, this project aims to work with high school students to discuss issues they are facing in the community. Steelers players can share their experiences and how they stayed on a positive path during some of the most difficult times in their lives.

PwC used advanced Geospatial Analytics to Evaluate the Economic Impact of the Steelers

How did we apply geospatial analytics?

We sourced geo-coded spend & mobility data for a **representative sample of Steelers fans who opted in** to be tracked across the 2022 season to evaluate trends in fan spending behaviors **before and after attending games** at Acrisure to determine the economic impact Steelers games have on the city of Pittsburgh

What can we learn from geospatial analytics?

Using this data, we were able to compare fan activity and spend on gamedays and non-gamedays in Pittsburgh to **measure the increase in economic activity correlated with Steelers games** and identify differences in spending behaviors

1. Note that fans had to opt-in to be tracked and only those fans that had explicitly opted-in are included in the geospatial analysis as a representative sample



Our analysis across opted-in Steelers fans identified the **economic uplift that the Steelers provide** to the city of Pittsburgh over one season

\$61M

Average Fan Spend per Week during Home Games

14%

Increase in Average Spend in Pittsburgh on Game Weeks

16%

Increase in Average Spend Around Acrisure on Game Weeks



Section 1  Study Overview

Study Areas

The purpose of this study was to calculate the economic and fiscal impacts on the City of Pittsburgh (“City”), Allegheny County (“County”), and Commonwealth of Pennsylvania (“State”) economies generated by the Pittsburgh Steelers (“Steelers” or “Club” or “Organization”) and Acrisure Stadium, formerly known as Heinz Field prior to 2022, (“Stadium”) for the time period of calendar year 2017 through 2019 and calendar year 2022.

City of Pittsburgh & Allegheny County Boundaries



Impacts Analyzed

Impact Types

Direct Spend

Estimated first round of spending in the City, County, and State by nonresidents and nonlocal businesses generated by incremental activity resulting from the Club and Stadium as well as resident and local business spending in the City, County, and State which would otherwise occur outside the local economy but for the Club as well as events at the Stadium.

Indirect Spend

Additional expenditures by suppliers that provide goods and services to the "direct" industries, and which occur in either the City, County, or State economy.

Induced Effects

Household spending in either the City, County, or State economy of personal income earned either directly or indirectly from the Club or Stadium activity.

Total output

Economic concept akin to sales or revenue which reflects direct spending as well as the indirect and induced effects of direct spending.

Employment

Full-time and part-time jobs resulting from the direct, indirect and induced spending generated by activity resulting from the Club and Stadium.

Labor Income

Wages and salaries, benefits, and proprietors' income resulting from the direct, indirect, and induced spending generated by activity resulting from the Club and Stadium.

Taxes

Local (within City and County) and State tax receipts created by the direct, indirect, and induced spending generated by activity resulting from the Club and Stadium.

Study Approach

Estimated impacts and economic contributions have been expressed in terms of output, employment, labor income, and taxes for the time period of calendar years 2017 through 2019 and 2022.

Study findings were based on direct spending and impact models developed by PwC. Inputs and underlying assumptions to the direct spending model were based on historical information provided by the Steelers.

Industry sources and our expertise in the field were used to refine inputs and assumptions, as appropriate, and fill in gaps in information provided by the Club, as needed, to complete the direct spend model. Inputs and assumptions to the direct spend model were not based on a detailed market study by PwC nor involved primary research such as a survey of event attendees regarding geographic origin and spending patterns. Therefore, model results should be considered preliminary and subject to further diligence and refinement. As events and circumstances frequently do not occur as expected, there may be material differences between model assumptions and actual results. PwC disclaims responsibility and liability for model assumptions and predicted outcomes.

Impact model results were computed based on direct spending results and spending multipliers sourced from IMPLAN input-output models for the City, County, and State.

Direct Spending

The estimated direct spend resulting from the Steelers and Acrisure Stadium served as the basis for calculating the economic and fiscal impacts to the City, County, and State. Direct spend levels calculated were adjusted as necessary to limit the analysis to expenditures which occur and remain in the local market and are funded by nonlocal sources which can be considered incremental to the City, County, and/or State.

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Local Sources: Substitution Effect

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Professional Sports Operating Expenditures

Adjustments to direct spend sources were also applied, as appropriate, to reflect the fact that a portion of the initial spend immediately leaves the local economy. For example, player salaries, the largest expense of a professional sports franchise, typically do not fully impact the local economy as players (and their families) often do not reside in the local area year-round and are likely to put a substantial portion of their salary into savings or nonlocal investments. Therefore, the majority of player salaries, and portions of other expenditures, were not included in our direct spend estimates.

Indirect Spending & Induced Effects

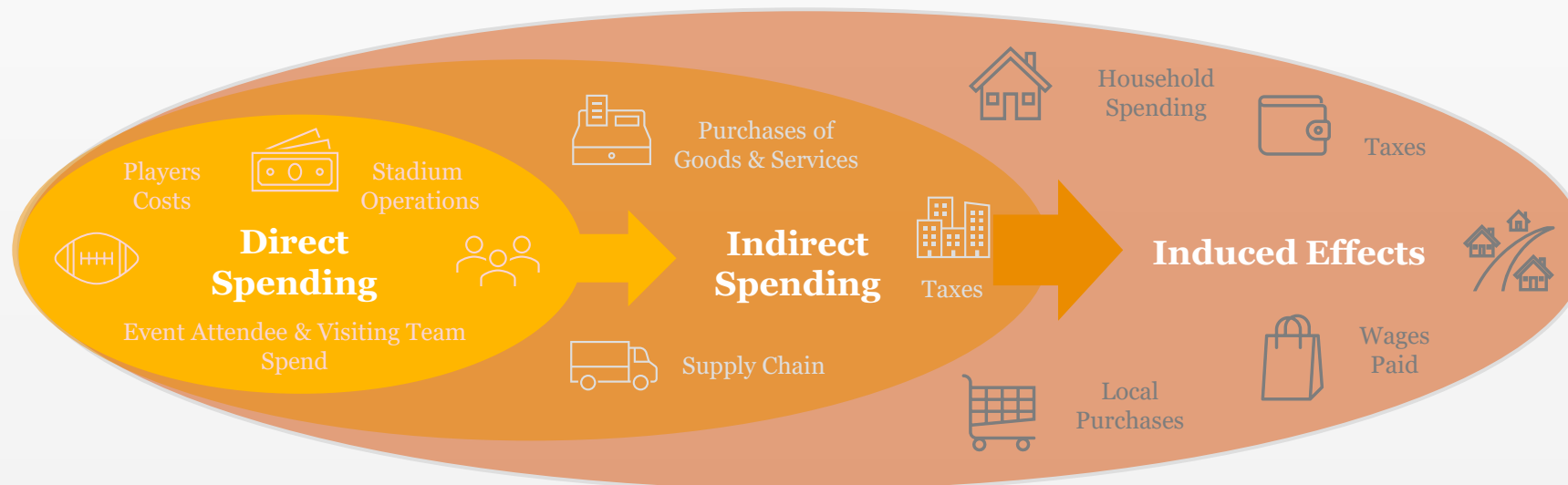
The indirect and induced effects of the incremental direct spend generated as a result of the Steelers and Acrisure Stadium were also calculated to reflect the “ripple” effect as the initial dollars are recirculated locally.

Indirect Spending & Induced Effects

Indirect spending was also considered, based on IMPLAN spending multipliers, to acknowledge additional expenditures by suppliers that provide goods and services to the "direct" industries, and which occur in either the City, County, or State economy.

Further, induced effects were computed, through the IMPLAN spending multipliers, to reflect household spending in either the City, County, or State economy of personal income earned either directly or indirectly from the Steelers or Acrisure Stadium activity.

Sources of Impacts





Section 2 Key Inputs for Analysis

Annual Event Activity

Acrisure Stadium hosts the Steelers and an annual calendar of recurring and nonrecurring special events and other facility rentals. More than 1,100 events with over 4.5 million attendees were held at Acrisure Stadium over the four-year period analyzed.

The event activity at Acrisure Stadium includes a mix of Steelers games, as well as other sports, concerts, and other ticketed events. The Steelers accounted for 4% of events and 57% of attendance at Acrisure Stadium over the four-year period (2017-2019 and 2022).

Event Activity Levels

	2017	2018	2019	2022
Event Days				
Steelers	12	12	12	11
Pitt Football	7	7	7	8
Concerts	1	3	1	1
Other Public Events	3	6	1	2
Private Events	250	255	241	273
Total	273	283	262	295
Total Attendance				
Steelers	667,000	666,000	600,000	633,000
Pitt Football	254,000	208,000	304,000	385,000
Concerts	40,000	144,000	75,000	46,000
Other Public Events	125,000	47,000	37,000	26,000
Private Events	65,000	68,000	68,000	60,000
Total	1,151,000	1,134,000	1,084,000	1,150,000

- 1) Figures may not sum due to rounding.
- 2) "Other Public Events" include activity such as FanFest, Family Shows, Western Pennsylvania Interscholastic Athletic League (WPIAL) football, and professional or federation soccer exhibition matches.

Event Attendee Profiles

The geographic origin of event attendees and their estimated per capita spend outside Acrisure Stadium in the City, County, and/or State has been assumed to vary by event type.

Event Type	% Nonlocal Attendees		
	2017 – 2019 and 2022 Activity		
	City	County	State
Steelers	79%	63%	29%
Pitt Football	80%	58%	23%
Concerts	85%	72%	54%
Other Public Events	63%	35%	12%
Private Events	63%	35%	12%

- 1) Figures presented based on 2017-2019 and 2022 activity and represent assumed percentage of event attendees that do not reside in City, County, and State.
- 2) “Other Public Events” include activity such as Pitt FanFest, Western Pennsylvania Interscholastic Athletic League (WPIAL), and professional/federation soccer exhibition matches.

Attendee Origin	Average External Spending Per Capita			
	2017	2018	2019	2022
State – Inside County (Outside City)	\$33	\$36	\$37	\$43
State – Outside County	\$91	\$94	\$97	\$106
Outside State	\$180	\$185	\$192	\$205

- 1) Figures presented above exclude in-venue expenditures that are included elsewhere in the impact analysis.
- 2) Figures presented represent the estimated weighted average incremental per capita expenditure across all event types.
- 3) Per capita spend by City residents is not shown and is not considered in the analysis in recognition of the substitution effect described above.
- 4) Nonlocal attendee length of stay in the local market has been assumed to vary by event type and the attendee’s geographic origin ranging from an average of 1 day to 1.75 days.

Annual Operating Expenditures

Local expenditures of the Steelers and Acrisure Stadium within the City, County, and State over the four-year period were \$411 million in the City, \$779 million in the County, and \$903 million in the State; 89 percent, 80 percent, and 67 percent of which were assumed to be funded by nonlocal sources (incremental) to the City, County, and State, respectively.

The estimated operating expenditures of the Steelers and Acrisure Stadium were adjusted to account for dollars spent outside the City, County, and/or State on nonlocal goods and services or otherwise immediately transferred outside the local economy, such as player salaries as well as league dues and revenue sharing.

Expenditures retained locally were then further adjusted to reflect only the portion of operations funded by nonlocal sources, which could be considered incremental to the respective market and not otherwise subject to the substitution effect.

(\$ in millions)	2017	2018	2019	2022	Four-Year Total
City					
Local Operating Expenditures	\$ 87	\$ 87	\$ 75	\$ 162	\$ 411
% Funded by Nonlocal Sources	88%	88%	88%	90%	89%
Incremental Operating Expenditures	\$ 76	\$ 76	\$ 67	\$ 146	\$ 365
County					
Local Operating Expenditures	\$ 184	\$ 178	\$ 179	\$ 238	\$ 779
% Funded by Nonlocal Sources	80%	79%	80%	82%	80%
Incremental Operating Expenditures	\$ 147	\$ 140	\$ 143	\$ 196	\$ 626
State					
Local Operating Expenditures	\$ 213	\$ 212	\$ 217	\$ 262	\$ 903
% Funded by Nonlocal Sources	67%	65%	67%	70%	67%
Incremental Operating Expenditures	\$ 142	\$ 138	\$ 146	\$ 184	\$ 610

Notes:

- 1) Figures presented include operating expenditures of the team, facility, facility vendors, and event organizers.
- 2) Figures presented exclude out-of-venue expenditures by nonlocal event organizers, visiting teams, and event attendees that are included elsewhere in the analysis.

Attributed Direct Spend

The total estimated direct spend in the local market over the four-year period that has been attributed to the Steelers and Acrisure Stadium is \$686 million, \$894 million, and \$782 million in the City, County, and State, respectively.

The operating direct spend attributed to the combined enterprise represents the difference between the activity level resulting from the Steelers and Acrisure Stadium and a baseline level of activity that could reasonably be assumed to be realized in the market without the team and venue.

Notes:

- 1) Dollar amounts are presented in millions. Figures may not sum due to rounding.
- 2) City, County, and State estimates are not mutually exclusive and therefore cannot be added.
- 3) "Other Incremental Expenditures" include out-of-venue expenditures by event organizers, visiting teams, and event attendees.
- 4) "Market Baseline" includes any event activity effects that could reasonably be assumed to be realized in the market without the team and venue. It is assumed that these events would be hosted at other existing venues within the local market.
- 5) Spend by local fans and operating expenditures funded by local sources are assumed to be entirely displaced and were therefore excluded in the direct spend analysis and figures presented.

Source: PwC Analysis

(\$ in millions)		2017	2018	2019	2022	Four-Year Total
City						
Incremental Operating Expenditures	(A)	\$ 76	\$ 76	\$ 67	\$ 146	\$ 365
Other Incremental Expenditures	(B)	\$ 102	\$ 110	\$ 105	\$ 130	\$ 447
Incremental Direct Spend		\$ 178	\$ 187	\$ 172	\$ 276	\$ 813
Market Baseline	(C)	\$ 28	\$ 29	\$ 32	\$ 38	\$ 126
Attributed Direct Spend	(A + B - C)	\$ 150	\$ 157	\$ 140	\$ 238	\$ 686
County						
Incremental Operating Expenditures	(A)	\$ 147	\$ 140	\$ 143	\$ 196	\$ 626
Other Incremental Expenditures	(B)	\$ 84	\$ 92	\$ 87	\$ 110	\$ 372
Incremental Direct Spend		\$ 230	\$ 232	\$ 230	\$ 306	\$ 998
Market Baseline	(C)	\$ 22	\$ 24	\$ 27	\$ 31	\$ 104
Attributed Direct Spend	(A + B - C)	\$ 208	\$ 208	\$ 204	\$ 275	\$ 894
State						
Incremental Operating Expenditures	(A)	\$ 142	\$ 138	\$ 146	\$ 184	\$ 610
Other Incremental Expenditures	(B)	\$ 54	\$ 59	\$ 54	\$ 70	\$ 237
Incremental Direct Spend		\$ 195	\$ 198	\$ 200	\$ 254	\$ 847
Market Baseline	(C)	\$ 13	\$ 16	\$ 17	\$ 19	\$ 65
Attributed Direct Spend	(A + B - C)	\$ 182	\$ 182	\$ 183	\$ 235	\$ 782



Section 3  Economic & Fiscal Impacts

Annual Total Output

The indirect and induced effects of the Steelers and Acrisure Stadium direct output suggests the overall sales (output) impacts to the City, County, and State economies totaled \$2.6 billion, \$3.4 billion, and \$3.1 billion, respectively, over the four-year period.

(\$ in millions)	2017	2018	2019	2022	Four-Year Total
City					
Direct Output	\$ 447	\$ 456	\$ 466	\$ 573	\$ 1,942
Indirect/Induced Effects	\$ 156	\$ 159	\$ 162	\$ 200	\$ 677
Total Sales (Output)	\$ 603	\$ 615	\$ 628	\$ 773	\$ 2,619
County					
Direct Output	\$ 408	\$ 416	\$ 427	\$ 535	\$ 1,786
Indirect/Induced Effects	\$ 376	\$ 384	\$ 393	\$ 493	\$ 1,646
Total Sales (Output)	\$ 783	\$ 800	\$ 820	\$ 1,028	\$ 3,432
State					
Direct Output	\$ 340	\$ 347	\$ 357	\$ 458	\$ 1,503
Indirect/Induced Effects	\$ 353	\$ 360	\$ 371	\$ 476	\$ 1,561
Total Sales (Output)	\$ 694	\$ 707	\$ 728	\$ 935	\$ 3,063

- 1) Financial figures presented in millions of nominal dollars and reflect spending multipliers sourced from IMPLAN input-output models.
- 2) City, County, and State estimates are not mutually exclusive and therefore cannot be added.
- 3) City, County, and State impacts exclude direct output and related indirect and induced impacts that are not incremental to the City, County, and State, respectively.

Annual Economic Impacts

Total labor income directly or indirectly provided by the Steelers over the four-year period for the City, County, and State ranged from \$1.6 billion to \$1.9 billion and the average number of jobs directly or indirectly supported by the Steelers over the four-year period ranged from 3,070 to 3,210.

(\$ in millions)	2017	2018	2019	2022			Four-Year Total/Avg
				Direct	Indirect/ Induced	Total	
City							
Sales (Output)	\$ 603	\$ 615	\$ 628	\$ 573	\$ 200	\$ 773	\$ 2,619
Labor Income	\$ 402	\$ 408	\$ 370	\$ 371	\$ 84	\$ 455	\$ 1,634
Employment	3,020	3,080	2,840	2,970	430	3,400	3,090
County							
Sales (Output)	\$ 783	\$ 800	\$ 820	\$ 535	\$ 493	\$ 1,028	\$ 3,432
Labor Income	\$ 457	\$ 465	\$ 422	\$ 348	\$ 181	\$ 529	\$ 1,873
Employment	3,120	3,180	2,940	2,620	980	3,600	3,210
State							
Sales (Output)	\$ 694	\$ 707	\$ 728	\$ 458	\$ 476	\$ 935	\$ 3,063
Labor Income	\$ 382	\$ 389	\$ 377	\$ 301	\$ 182	\$ 483	\$ 1,631
Employment	2,870	2,900	2,890	2,040	1,570	3,610	3,070

- 1) Financial figures presented in millions of nominal dollars and reflect spending multipliers sourced from IMPLAN input-output models.
- 2) City, County, and State estimates are not mutually exclusive and therefore cannot be added.
- 3) City, County, and State impacts exclude direct output and related indirect and induced impacts which are not incremental to the City, County, and State, respectively.
- 4) Results for years 2017 through 2019 represent total impacts. 2022 figures represent a total as well as a breakout of direct and indirect/induced.
- 5) Employment four-year total reflects average number of jobs over the four years, not a total across all four years.

Annual Fiscal Impacts

The incremental tax revenues generated by the Steelers and Acrisure Stadium event activity over the four-year period totaled an estimated \$33.1 million for the City government, \$4.9 million for the County government, and \$12.8 million for the State government. Indirect and induced tax contributions to state and local governments were an additional \$89.1 million over the four-year period.

(\$ in thousands)	2017	2018	2019	2022	Four-Year Total
City					
Nonresident Sports Facility Usage Fee	\$ 921	\$ 903	\$ 1,065	\$ 534	\$ 3,424
Ticket Surcharge	\$ 2,159	\$ 2,220	\$ 1,861	\$ 1,997	\$ 8,237
Amusement Tax	\$ 3,118	\$ 3,109	\$ 2,567	\$ 2,842	\$ 11,636
Parking Tax	\$ 1,465	\$ 1,569	\$ 1,500	\$ 1,523	\$ 6,057
Payroll Expense Tax	\$ 805	\$ 875	\$ 1,079	\$ 1,005	\$ 3,764
Total City	\$ 8,468	\$ 8,676	\$ 8,072	\$ 7,902	\$ 33,118
County					
Sales Tax	\$ 653	\$ 684	\$ 623	\$ 797	\$ 2,757
Alcoholic Beverage Tax	\$ 374	\$ 391	\$ 326	\$ 512	\$ 1,602
Lodging Tax	\$ 127	\$ 131	\$ 122	\$ 117	\$ 497
Total County	\$ 1,153	\$ 1,207	\$ 1,071	\$ 1,426	\$ 4,856
State					
Sales Tax	\$ 2,358	\$ 2,415	\$ 2,133	\$ 2,901	\$ 9,807
Lodging Tax	\$ 759	\$ 789	\$ 732	\$ 701	\$ 2,980
Total State	\$ 3,118	\$ 3,204	\$ 2,864	\$ 3,602	\$ 12,787

- 1) Financial figures presented in thousands and nominal dollars.
- 2) Results are based on figures provided by Steelers and are otherwise calculated based on activity and appropriate effective tax rates.
- 3) Additional tax revenues, such as Income Tax, may be realized, but such sources were deemed immaterial given characteristics of the market and therefore not quantified.
- 4) City, County, and State effects are mutually exclusively and therefore may be added.
- 5) Indirect and induced tax contributions to the City, County, and State governments were \$89.1 million over the 2017-2019 and 2022 period.
- 6) Combined, the incremental tax revenues for the City, County, and State governments directly or indirectly generated by the Steelers and Acrisure Stadium event activity over the four-year period was \$139.8 million.



Section 4  Community Impact

Community and Development Impacts



**ACRISURE
STADIUM**



The positive/stabilizing presence of the Steelers in the Pittsburgh market can be expressed not only in the form of attributed economic output, but also across a number of qualitative areas of impact, which have been identified and aggregated through limited case studies of the Steelers organizations as well as select other sports communities in North America.



Community Programs



Capital Investment



Local Sourcing Initiatives

Community Program Highlights

Steelers in the Community



Youth



Education



Health & Wellness



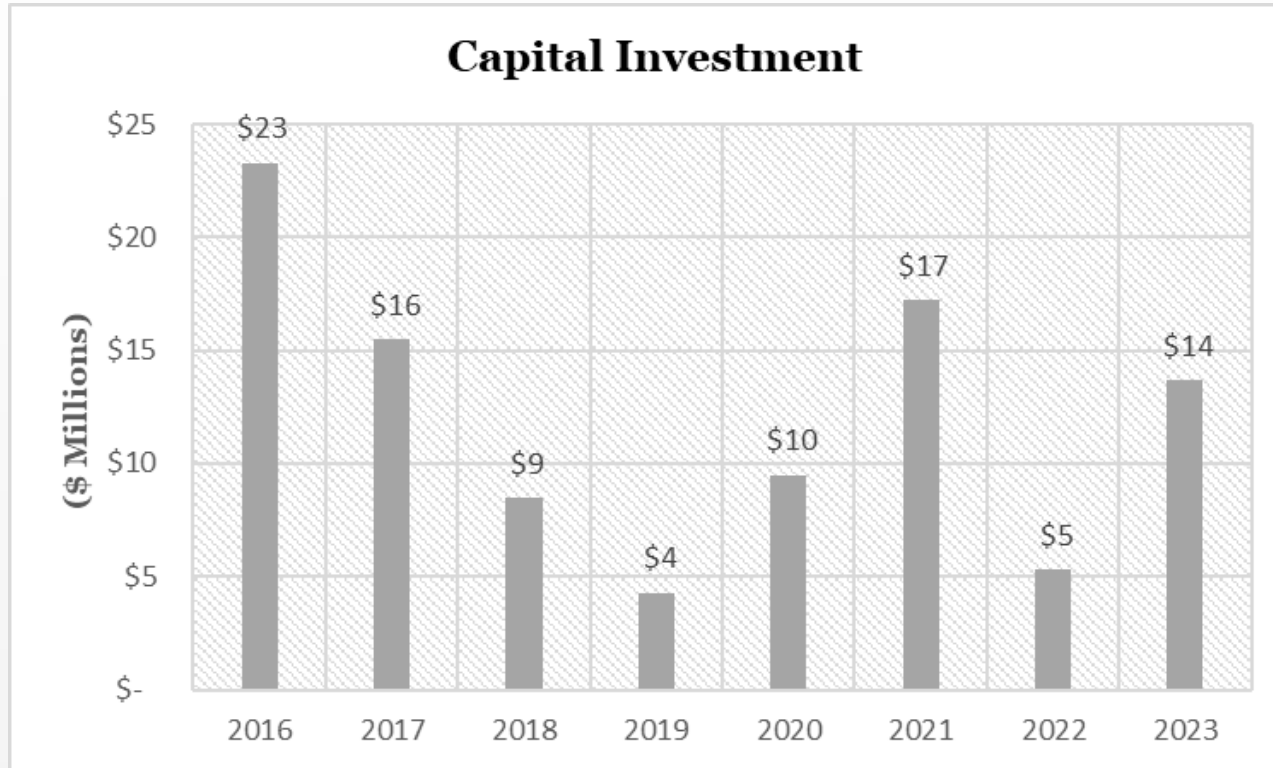
Other Local

Steelers in the Community		
<p>Youth Football Programs</p> <ul style="list-style-type: none"> Steelers Youth Football Camps: Most recently sold out with 800 kids participating from twenty-one states. Steelers Youth Mini-Camps: Children in grades 1-8 enjoy football drills and fun games Steelers Youth Football Co-Captains: Two local youth football players selected each Steelers home game as "Co-Captains" Youth Football Teams at Training Camp: Teams participate in a skills clinic & meet and greet with Steelers 	<p>Flag Football Programs</p> <ul style="list-style-type: none"> Steelers Girls High School Flag Football Program: Expanding, currently seventeen area high schools involved Girls Flag Jamboree: Each event provides over one hundred girls the opportunity to participate in flag football. NFL Flag Football Spring Season: Free NFL Flag Football offered to youth tackle football organizations in the spring. NFL Flag Super Regional Tournament: Winners are sent into the National Championship Tournaments. 	<p>High School Football Programs</p> <ul style="list-style-type: none"> Steelers Showcase Game of the Week: Highlights the impact and passion of high school football Steelers 11-ON: Most recently, twelve teams competed in skills development contests, 7-on-7, and linemen competitions to compete for the 11-ON trophy. Steelers All-Peer Team: During the 2022 season, recognized eleven local high school football players who make a positive impact on their team, in their school, and in their communities. Their school received a \$1,000 donation
<p>Social Justice Film Series</p> <ul style="list-style-type: none"> The annual social justice film series brought together hundreds of students to have discussions around leadership, social justice movements, and activism. After each discussion, the players and students watched a social justice film together. 	<p>Art Rooney Memorial Scholarship</p> <ul style="list-style-type: none"> The scholarship annually provides a grant to a North Catholic High School student and funds the Pittsburgh Promise scholarships for two students graduating from Pittsburgh high schools who are residents of the North Side. Since its inception, the scholarship has awarded grants to more than 90 local students. 	<p>USA Football Coaches Certification</p> <ul style="list-style-type: none"> Most recently, more than 175 coaches earned their 2023 certification in coaching and health & safety measures. The Steelers and USA Football are committed to providing positive, healthy experiences for young athletes and their families.
<p>Rock Steeler Style</p> <ul style="list-style-type: none"> The Steelers largest philanthropic event, benefiting UPMC Sports Medicine Concussion Program, Cancer Bridges, & the Chuck Noll Foundation. Players, their families, and models highlighted the season's latest fashion trends in a night of fun and philanthropy. 	<p>Annual Huddle for the Holidays</p> <ul style="list-style-type: none"> This event provides necessities to over 400 families throughout Western Pennsylvania, including books, haircuts, health care resources, winter coats, shoes, socks, and toys. In addition to this, families received groceries to support them through the holiday season. 	<p>American Heart Association</p> <ul style="list-style-type: none"> The Steelers, the NFL and the American Heart Association (AHA) partner on the Play 60 Challenge, a health and fitness program that incorporates physical activity for middle school students into daily classroom and after-school activities.
<p>Social Justice Matching Fund</p> <ul style="list-style-type: none"> Supported over 65 organizations since 2018 and committed to youth development, food access, criminal justice, community and police relations, equity and inclusion education, and housing. In 2022 alone, \$517,400 in donations coming from the organization and individual players, including \$100,000 from defensive captain Cameron Heyward. 	<p>Heroes Night Out at Acrisure Stadium</p> <ul style="list-style-type: none"> For 14 years, this event has honored the military with a night of football drills with players, and dinner in the stadium. Guest organizations include Veterans Place, Veterans Breakfast Club, RISE Veterans, Operation Troop Appreciation, and the VA Hospital. 	<p>Meeting at the 50-Yard Line</p> <ul style="list-style-type: none"> In partnership with the Neighborhood Resilience Project, this project aims to work with high school students to discuss issues they are facing in the community. Steelers players can share their experiences and how they stayed on a positive path during some of the most difficult times in their lives.

Source: PwC Research, Steelers

Facility Capital Investment

The Steelers organization directly invested \$97 million in capital expenditures between 2016 and 2023.



1) Dollar amounts are presented in millions. Figures may not sum due to rounding.

Capital investment is the acquisition of physical assets by a company for long-term use. Capital investments include property, plant, and equipment ("PP&E"). Examples of capital investment categories include:

- **Land:** Often intended for development or expansion
- **Buildings:** Purchase of existing buildings for operations.
- **Assets Under Development:** Investment in the development and physical building of a new structure intended for operations.
- **Furniture and Fixtures:** Certain investments in and improvements to furniture and fixtures qualify as capital investments.

Minority and Women-Owned Businesses and Local Sourcing Initiatives

Local Sourcing Initiatives

The Steelers emphasize local sourcing to increase the percentage of investment retained and level of local impact generated; **more than 55 percent of their operating expenditures** were realized in the **local economy** over the four-year period 2017 through 2019 and 2022.

- Locally sourced materials and labor are used during construction and the ongoing operations of a sports facility through capital investments.
- The appropriate percentage of a development and/or operating budget allocated to local or state sourced materials and/or workforce generally varies depending on the market and relevant resources available.

Minority and Women-Owned Businesses

The Urban Redevelopment Authority of Pittsburgh (URA) requires a Minority and Women-Owned Business Enterprise (MWBE) plan in which all projects in excess of \$250,000 award 18% of total project costs to Minority Business Enterprises (MBE's) and 7% of total project costs to Women Business Enterprises (WBEs). The Steelers organization has voluntarily done more than required in building Acrisure Stadium, meeting the goal that 25% and 10% of contract amounts be directed toward MBEs and WBEs certified businesses, respectively, as set forth by the Sports & Exhibition Authority. This is well above the averages achieved in other representative examples of stadium and arena construction.

MBE & WBE Participation

Facility	Team	Year Built	MBE %	WBE %	Total %
Acrisure Stadium	Pittsburgh Steelers	2001	25%	10%	35%
Other Representative Examples					
Orlando City Stadium	Orlando City SC	2017	18%	6%	24%
T-Mobile Arena	Vegas Golden Knights	2016	n/a	n/a	22%
U.S. Bank Stadium	Minnesota Vikings	2016	12%	16%	28%
Barclays Center	Brooklyn Nets	2012	20%	10%	30%
BBVA Compass Stadium	Houston Dynamo	2012	n/a	n/a	30%

1) Data presented represents actual results in the case where both actual and budgeted data were available for a completed project.

2) Excludes spending requirements for other groups such as veteran businesses.



Section 5 Neighborhood Development

Pittsburgh Neighborhood Development

The Steelers are owners and investors in the Pittsburgh neighborhood economy. Acrisure Stadium has served as a catalyst for the formation of new mixed-use districts in previously underutilized submarkets adjacent to the central business core, specifically in the “North Shore” neighborhood. Development is ongoing and continues to bring new life to the area in a variety of ways.

Restaurants & Retail



Restaurants and retail stores provide many benefits to a neighborhood. **Tourists** and **locals** alike enjoy the convenience of shopping.

Entertainment



Entertainment, including venues and events, draws in spending to a neighborhood and also **adds to the community brand** of a neighborhood.

Business



Investing in **office spaces** brings not only **jobs**, but also **inspires additional local spending** through transit, parking, and daily spending of employees.

Residential



Residential spaces are an important part of economic viability. The combination of restaurants, retail, entertainment, and jobs make a neighborhood **desirable to live in.**

North Shore Neighborhood



Source: Steelers, PwC Research

North Shore Place

North Shore Place – North Shore I and II

These office and restaurant buildings were constructed in 2013- 2014. The Steelers own 43% of these buildings. The remainder of the ownership is split between the Pirates (43%) and Continental Development Corporation (14%).

- 130,000 sq. ft.
- The Steelers lease 90% (approximately 28,000 sq. ft.) of the second floor of Building I, which is used to house several back-office departments of the Steelers.
- North Shore Place initially had 3 restaurants in 2016, added a 4th in 2017 and grew in 2018 to the 5 restaurants that exist today



Source: Steelers, PwC Research

Stage AE & Champions Garage

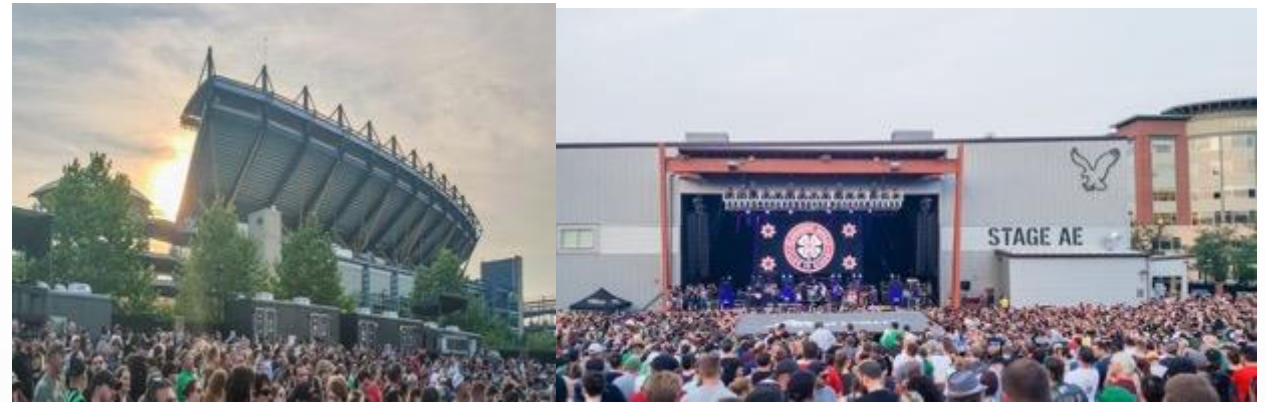
Stage AE

This entertainment facility opened for business in 2010. It operates indoors and outdoors and hosts a variety of music and entertainment events per year. The Steelers own 50% of the property partnership and 50% of the operating partnership. Stage AE is operated by AEG/Promowest, a nationally recognized entertainment operator.

- 180,000 sq. ft.
- **200 events** per year on average

	2019	2020	2021	2022	Total
Tickets sold	160,800	15,000	82,500	125,000	383,300
Number of events	147	16	65	169	400

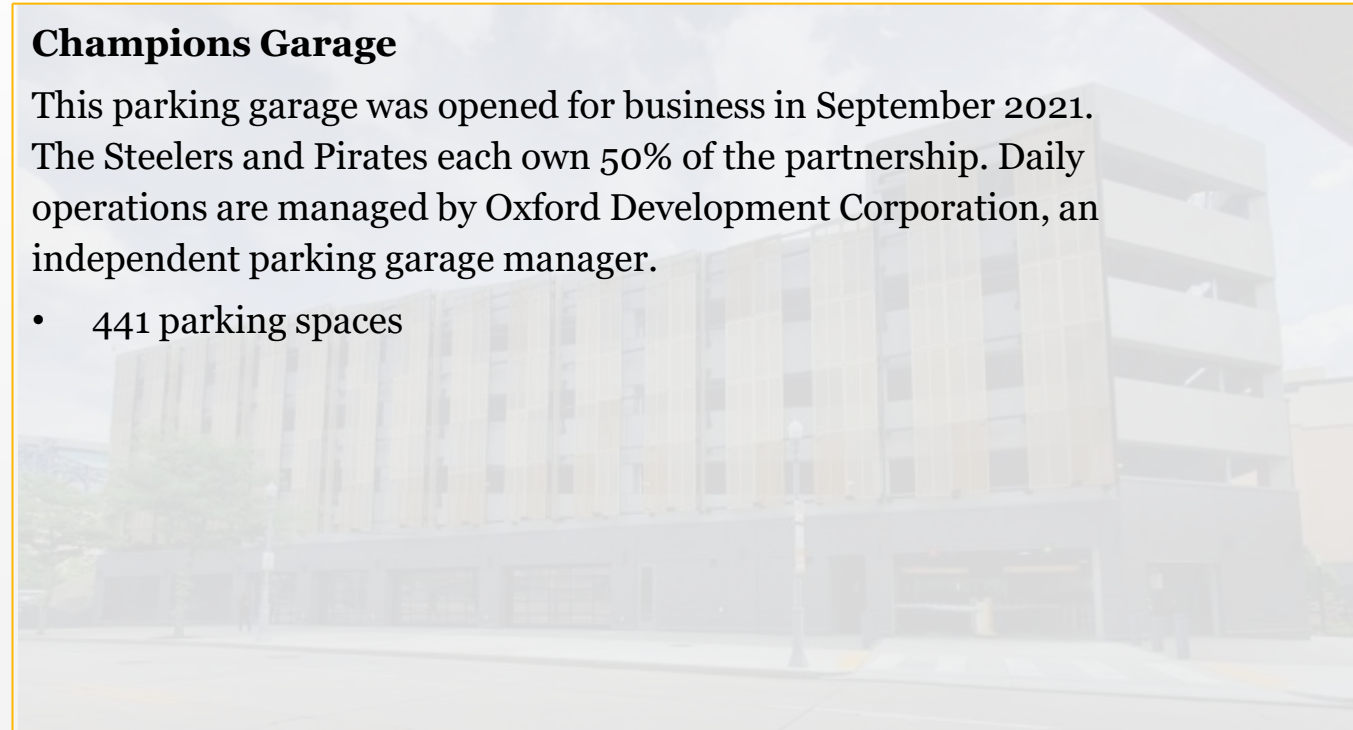
- 1) Figures may not sum due to rounding.
- 2) The onset of COVID-19 impacted the data in 2020



Champions Garage

This parking garage was opened for business in September 2021. The Steelers and Pirates each own 50% of the partnership. Daily operations are managed by Oxford Development Corporation, an independent parking garage manager.

- 441 parking spaces



SAP Buildings & North Shore Flats

SAP Building

This office and restaurant building was constructed during 2017–2019 period. The ground level consists of restaurants while the remaining 6-stories host offices. The Steelers owned one-third of the partnership prior to the building being sold to an independent third party in June 2021.

- 180,000 square feet
- Job creation

North Shore Flats

This 108-unit apartment building, which also will include about 20,000 sq. ft. of first floor restaurant space, is currently under construction. The apartment units opened for occupancy in February 2024 and the restaurants are expected to be opened in the first half of 2025.

The apartment building is equally owned by the Steelers, Pirates and Continental Development Corporation. The restaurants will be owned by the Pirates.



Source: Steelers, PwC Research

North Shore Development Impact Summary

The five North Shore developments profiled in this study have not only contributed to neighborhood improvements, but also brought economic benefits to the City, County, and State in terms of jobs and tax revenues. During the construction phase, investment flows into the physical building of the development, creating jobs in the local economy and generating tax revenues for the government. During the operational phase, revenues generated at each property are an indicator of the resulting economic activity in the local community, supporting jobs in the City and beyond and generating additional tax revenues for the State and local governments annually.

Construction Phase	
Construction Costs	\$ 68,070,000
Total Employment	
City-wide	460
County-wide	660
State-wide	740
State and Local Fiscal Impact	\$ 4,439,000
Income Tax	\$ 1,318,000
Property Tax	\$ 1,175,000
Sales Tax	\$ 1,381,000
Other Taxes	\$ 565,000

Operational Phase	
Operating Revenues	\$ 44,161,000
Total Employment	
City-wide	930
County-wide	1,220
State-wide	1,400
State and Local Fiscal Impact	\$ 3,360,000
Income Tax	\$ 639,000
Property Tax	\$ 878,000
Sales Tax	\$ 1,032,000
Other Taxes	\$ 512,000

- 1) Construction costs during the period 2017-2023 only. Excludes construction activities for developments placed in service prior to 2017.
- 2) Operational impact is measured for 2022 only, based on operating financial data for each development provided by the Steelers.
- 3) Fiscal impact figures presented in dollars and total employment reflects spending multipliers sourced from IMPLAN input-output models.
- 4) Federal tax impact is not reported.
- 5) Employment and state and local fiscal impact includes direct, indirect, and induced impacts.
- 6) Totals may not sum due to rounding.



Section 6  Impressions Analysis

Google Trends Data

While Google search traffic for the Steelers is primarily from the Pittsburgh area, the Steelers have a wide reach across the country

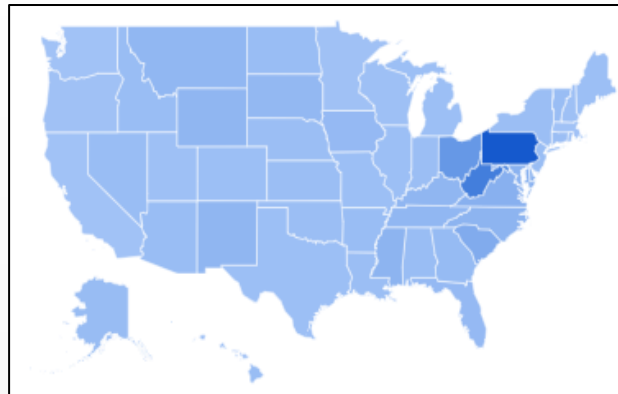
Top Locations from Google Trends Key Takeaways

Using Pennsylvania as our baseline, we can see the relative search popularity of the Steelers across states to identify potential areas to target for fan growth

- West Virginia – 67% as many searches as PA
- Ohio – 44% as many searches as PA
- Delaware – 24% as many searches as PA
- Maryland – 23% as many searches as PA
- South Carolina – 22% as many searches as PA

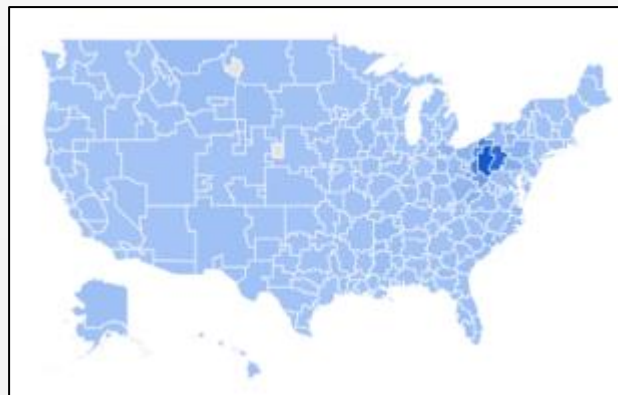
Combining this data with the ticketing data, we identified locations with high search traffic

- Altoona, PA – 2nd in searches, 54th in tickets
- Youngstown, OH – 5th in searches, 45th in tickets
- Parkersburg, WV – 7th in searches, 294th in tickets
- Elmira, NY – 14th in searches, 859th in tickets



Top States by Search Interest

1. Pennsylvania	7. South Carolina
2. West Virginia	8. Virginia
3. Ohio	9. North Carolina
4. Maryland	10. Kentucky
5. Delaware	11. Iowa
6. New Mexico	12. Mississippi



Top Metropolitan Areas by Search Interest

1. Pittsburgh PA	8. Harrisburg-Lancaster PA
2. Johnstown-Altoona PA	9. Wilkes Barre-Scranton PA
3. Wheeling WV – Steubenville OH	10. Zanesville OH
4. Erie PA	11. Luma OH
5. Youngstown OH	12. Bluefield-Beckley WV
6. Clarksburg-Weston WV	13. Toledo OH
7. Parkersburg WV	14. Elmira NY

Google Trends Data

Top Searches from Google Trends Key Takeaways

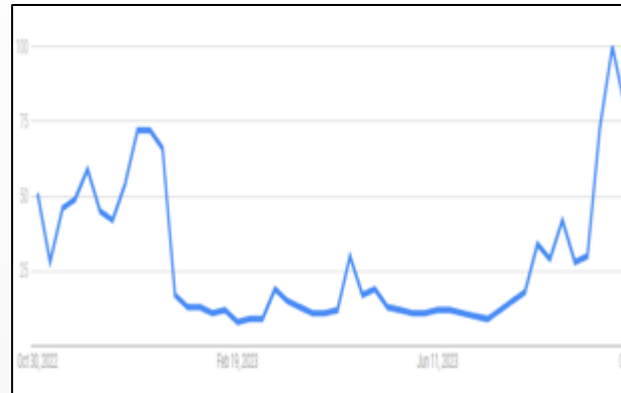
Trends in search traffic for the Steelers can be used to inform marketing tactics and identify the best ways to meet fan needs

- Searches for Steelers tickets peak right after the NFL schedule release and as training camp starts

Searches for travel to Pittsburgh spike in the late spring, which can be partially attributed to the NFL schedule release and travel planning for upcoming games

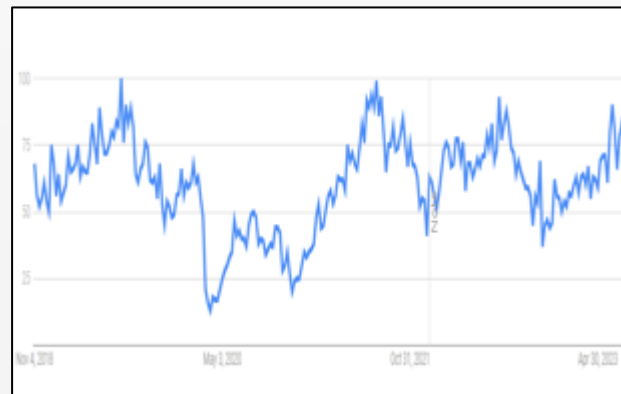
- This trend highlights the impact the Steelers have on the travel industry in Pittsburgh and the influx of visitors looking to come to Pittsburgh for games

Google searches for the Steelers peak at certain milestones in the NFL schedule and showcase the impact the Steelers have on search traffic



Peaks in Search Traffic for Steelers

- NFL free agency period – March
- NFL draft – April
- NFL schedule release - May
- Start of training camp – July
- Start of regular season – September
- Playoff push – December



Peaks in Pittsburgh Hotel Search Traffic

- Search traffic for hotels in Pittsburgh have peaked in May – June for the past 5 years, right after the NFL schedule release
- Top searched hotels in Pittsburgh include the Wyndham, the Oaklander, the Landing, the Joinery and Marriott Bonvoy brands

TV Rating and Viewership

The Steelers consistently draw high viewership across age groups based on available TV ratings data for the 2022 and 2023 seasons

Steelers Games TV Viewership Key Takeaways

The Steelers draw significant viewership across games, averaging ~14M viewers, providing the team with a high quantity of impressions on game days

- Steelers games average 14M impressions per game from TV viewership, highlighting the team’s reach and value to the city

The Steelers are most popular with the 25-54 age group, capturing ~4.9% of viewers on average, which can provide further insights into where to best engage with fans

- Fan engagement targeted towards the 25-54 demographic can be beneficial based on the higher number of impressions within this group

Season	Week	Total Viewers ¹	Ages 18-49 ²	Ages 18-34 ²	Ages 25-54 ²
2022	Week 1 – Bengals	17.4M	5.0%	3.7%	6.0%
2022	Week 2 – Patriots	14.1M	3.9%	3.0%	4.7%
2022	Week 3 – Browns	11.0M	4.3%	3.9%	4.8%
2022	Week 5 – Bills	14.7M	3.8%	2.9%	4.6%
2022	Week 7 – Dolphins (Primetime)	15.5M	4.4%	3.0%	5.4%
2022	Week 8 – Eagles	16.1M	4.1%	3.0%	5.1%
2022	Week 12 – Colts (Primetime)	10.9M	3.2%	2.4%	3.9%
2022	Week 16 – Raiders	10.9M	3.2%	2.9%	3.7%
2022	Week 17 – Ravens (Primetime)	17.2M	4.3%	3.2%	5.4%
2022 Steelers Average		14.2M	4.0%	3.1%	4.8%
2023	Week 1 – 49ers	10.2M	2.8%	1.9%	3.4%
2023	Week 2 – Browns (Primetime)	15.4M	4.2%	3.0%	5.4%
2023	Week 3 – Raiders (Primetime)	19.2M	5.6%	4.3%	6.9%
2023	Week 5 – Ravens	12.6M	3.1%	2.1%	4.0%
2023 Steelers Average		14.4M	3.9%	2.8%	4.9%

1.) Number of viewers watching the game during the average minute according to Nielson data

2.) The percentage of viewers in these age groups watching the game in the average minute according to Nielson data

Social Media Presence and Impressions

Steelers' Social Media Presence Key Takeaways

The Steelers draw a high number of social media followers, providing high value per post based on total impressions

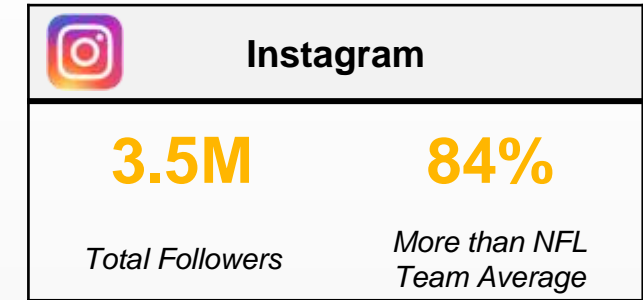
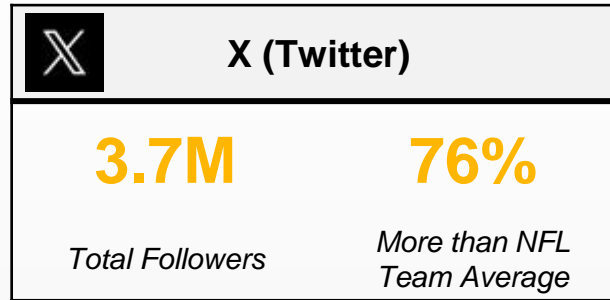
- Each X (Twitter) post can provide 3.7M impressions solely from followers, and has a further reach as shared
- Each Instagram post can provide 3.5M impressions solely from followers, and has a further reach as shared

The Steelers can leverage their position as the NFL team with the 4th most X (Twitter) and Instagram followers to further engage with fans and expand their reach

- The Steelers can market themselves as a high-tier partner as they can generate significantly more impressions than other teams



Pittsburgh Steelers Social Media Presence



How does this Compare Against Other NFL and Pennsylvania Teams?



X (Twitter): **810k (▲356%)**
Instagram: **772k (▲353%)**



X (Twitter): **1.8M (▲106%)**
Instagram: **2.8M (▲25%)**



X (Twitter): **2.3M (▲61%)**
Instagram: **4.2M (▼17%)**



X (Twitter): **3.7M (▲0%)**
Instagram: **2.8M (▲25%)**



X (Twitter): **1.8M (▲106%)**
Instagram: **1.8M (▲94%)**



X (Twitter): **1.5M (▲146%)**
Instagram: **1.5M (▲133%)**



X (Twitter): **1.6M (▲131%)**
Instagram: **1.4M (▲150%)**



X (Twitter): **2.1M (▲76%)**
Instagram: **1.9M (▲84%)**



Section 7  Geospatial Impact Summary & Findings

Executive Summary

Approach and Findings from Geospatial Analysis

Our Approach

We collected Steelers ticketing data, fan data, social media and Google impressions data, and credit card data and consolidated into our geospatial information system (“GIS”) platform to create a story map to better analyze Steelers’ gamedays.

Specifically, we used geospatial analytics, purchasing data, and impressions data to visualize fan demographics, gameday behavior, and purchasing activity while **providing insights on growing the economic impact of the Steelers on Pittsburgh:**

1. Geospatial mapping of Steelers fans and gameday activity around Pittsburgh revealed that **fans spend the majority of their time in downtown Pittsburgh and most visit hotels, convenience stores, and quick service restaurants**
2. Analysis of credit card data showed that Steelers fans **spend \$61M on average during game weeks, a 14% increase from nongame weeks**, and primarily focus their spending in the retail, dining, and travel industries
3. Based on where fans spend their time and money, opportunities exist to drive return on investment by **focusing marketing spend in downtown and eastern Pittsburgh and partnering with travel and entertainment brands** such as Hyatt and Rivers Casino

1. Note that fans had to opt-in to be tracked and only those fans that had explicitly opted-in are included in the geospatial analysis as a representative sample



A Data-Driven Approach to Evaluating Economic Impact

We have identified and sourced six distinct datasets that are aggregated into our geospatial model to enable our use cases and allow us to analyze the Steelers' economic impact on Pittsburgh:

1



Geospatial Data

- Geographic mapping data of different storefronts in the Pittsburgh area and around Acrisure Stadium
- Geographic mapping of where fans live based on zip code

2



Credit Card Data

- Credit card purchases made in Pittsburgh on gamedays tagged by purchase type (e.g., food & beverage, hotel, merchandise)
- Cardholder demographic data based on billing zip code and historical purchases

3



Steelers Ticketing Data

- Historical ticket sales data including who purchased the ticket, how many games they attend, and the ticket price
- Location of where the fan lives to determine if they travelled for the game

4



Mobility Data

- Location data showing the precise locations that fans visit around Pittsburgh on gamedays
- Timestamped data and trend analysis to show when and where fans typically aggregate

5



Impressions Data

- Social media impressions data showing how fans perceive the Steelers and the gameday experience in Pittsburgh and at Acrisure Stadium
- Impression trends data highlighting key drivers and the impact of wins

6



Google Trends Data

- Google trends data including peak search times and regional hotspots for searches for Pittsburgh and the Steelers
- Data on what else users search for (e.g., tickets, hotels, restaurants) when visiting

1. Note that fans had to opt-in to be tracked and only those fans that had explicitly opted-in are included in the geospatial analysis as a representative sample

Data glossary

Definitions of key data terms you will see in the geospatial story map

Data Terminology	Definition
Fans (mobility data)	Fans with phones “pinged” inside Acrisure stadium during a game in the 2022 season. The 1,500 registered devices represent a meaningful sample size for a representative view of Steelers fans more broadly
Fans (ticketing data)	Fans that attended Steelers games between 2017-2022 and their home zip codes based on ticketing data provided by the Steelers
PRIZM Segment	Segmentation for fans in the mobility data provided by Claritas based on key demographics on the fan’s home location and behaviors (see slide 38 for detailed list of PRIZM segments)
Fan Demographics	Representative demographics data based on zip code provided by the U.S. Census Bureau to highlight the types of fans that live in that region
Fan Visits	Locations / stores that fans visited during game week around Pittsburgh based on “pings” sent by fan mobile devices with the geographic location and timestamp of the visit
Fan Purchases	Total aggregated credit card purchases made by people in Pittsburgh by zip code during a game week broken down by brand / industry type and specific merchant / store name
Baseline Spend	Total credit card spend in Pittsburgh during 2022 away games and bye week to use for comparison against spending habits during game weeks to determine the differences in spending habits for game weeks

1. Note that fans had to opt-in to be tracked and only those fans that had explicitly opted-in are included in the geospatial analysis as a representative sample

PwC used advanced Geospatial Analytics to Evaluate the Economic Impact of the Steelers

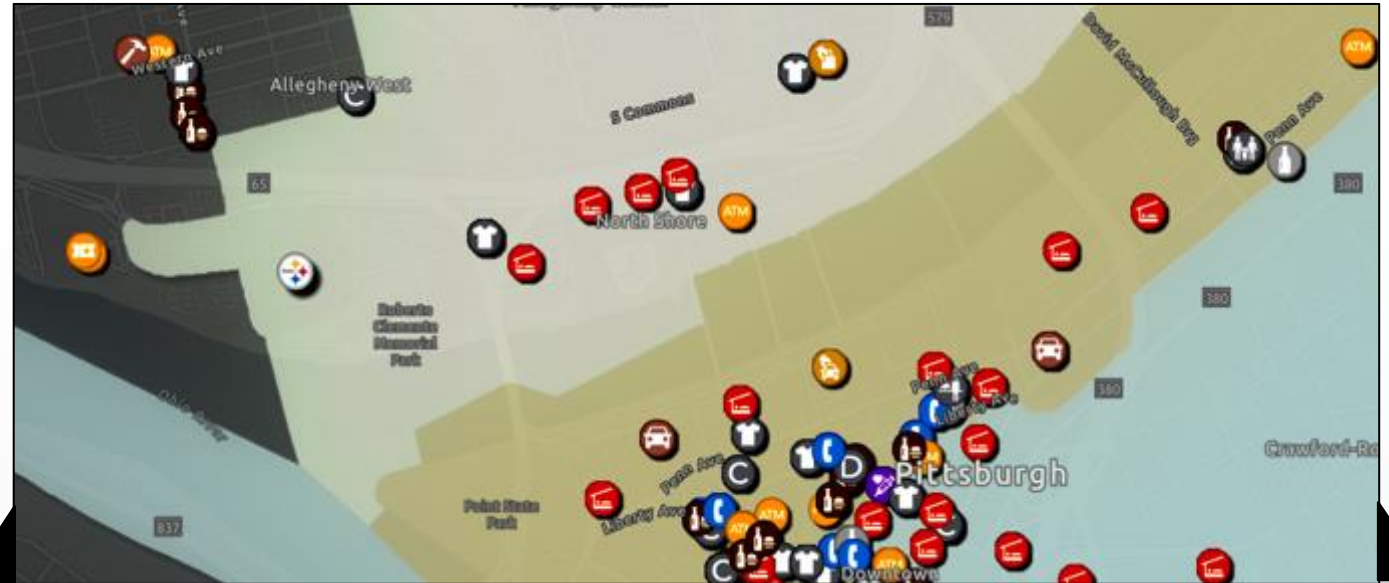
How did we apply geospatial analytics?

We sourced geo-coded spend and mobility data for Steelers fans across the 2022 season to **evaluate trends in fan spending behaviors before and after attending games at Acrisure** to determine the economic impact Steelers games have on the city of Pittsburgh

What can we learn from geospatial analytics?

Using this data, we were able to compare fan activity and spend on gamedays and non-gamedays in Pittsburgh to **measure the increase in economic activity correlated with Steelers games** and identify differences in spending behaviors

1. Note that fans had to opt-in to be tracked and only those fans that had explicitly opted-in are included in the geospatial analysis as a representative sample



Our geospatial analysis across Steelers fans to determine the **economic uplift that the Steelers provide to the city of Pittsburgh** across a season

\$61M

Average Fan Spend per Week during Home Games

14%

Increase in Average Spend in Pittsburgh on Game Weeks

16%

Increase in Average Spend Around Acrisure on Game Weeks



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