



SALT LAKE CUSTOMER ADVISORY BOARD

March 28-29, 2019 Meeting Minutes

****Confidential****

Grand America Hotel

Board Members (in Attendance)

Angie Ahrens	Leadercast
Ramon Alvero	Solomon & Associates Event Management
Irene Angelos	IMN Solutions
Scott Baum	National Association for Home Care & Hospice
Tamela Blalock	Section on Women's Health
Stefania Brown	American Wind Energy Association
Phil Andrews	USA Weightlifting
Betty Cartwright	American Association for Laboratory Animal Science
Diana Forbes	American Public Works Association
Cheryl Gallagher	American Headache Society and American Migraine Foundation
Shelley Gardner	doTerra
Kay Granath	Consultant
Bobby Heard	American College Emergency Physicians
Christine Nam	Ecological Society of America
Char Shada	Experient

Salt Lake Leadership & Host Committee

Scott Beck	Visit Salt Lake
Chris Erickson	Chairman of the Board - Visit Salt Lake & Grand America Hotels & Resorts
Erin Litvack	Deputy Mayor of County Services & Chief Administrative Officer - Salt Lake County
Mark White	Visit Salt Lake
Nicki Taylor	Salt Palace Convention Center

Facilitator

David Kliman, CMP, CMM The Kliman Group

Graphic Recorder

Sophia Liang Graphic Footprints

Gallery Attendees

Dusty Allred	Visit Salt Lake
Caryn Bradshaw	Visit Salt Lake
Dee Brewer	Downtown Alliance/ VSL Board
Eddie Canaday	Visit Salt Lake
Jeff Gassaway	Visit Salt Lake
Frank Harris	Grand America/Little America
Pat Holmes	Visit Salt Lake
Jeffrey Kempton	Marriott City Creek
Tyson Lybbert	Visit Salt Lake
Michael Mack	Visit Salt Lake
Teri Mumm	Bombshell Media
Mark Mundel	Little America
Abby Murtagh	Hilton/VSL Board
Todd Ness	Visit Salt Lake
Marion Neversummer	Hilton
Sally O'Neill	Visit Salt Lake
Elke Opsahl	Visit Salt Lake
Clay Partain	Visit Salt Lake
Chris Peterson	Visit Salt Lake
Kim Pollei	Grand America
Erin Reardon	Visit Salt Lake
Chris Redgrave	Zions Bank/VSL Board
Julie Rhoads	Visit Salt Lake
Chris Robinson	Visit Salt Lake
Troy Rushton	Visit Salt Lake
Marty Sandgren	Marriott City Creek
Karen Staples	Visit Salt Lake
Tina Stark	Orchid Event Solutions
Shawn Stinson	Visit Salt Lake
Kara Swenson	Grand America
Diane Utley	Visit Salt Lake
Cannon Tarbet	Visit Salt Lake



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Opening Comments

Scott and David welcomed the Board and thanked them for their time and commitment to Salt Lake. The Board was asked to speak honestly and openly on behalf of the meetings and convention industry as well as their respective organizations. Salt Lake will listen and learn from the Board and appropriate action will be taken on its recommendations.

Salt Lake Updates – Scott Beck

Scott outlined key issues impacting Salt Lake; the following summarizes his comments:

YTD 1Q2019

- 174,621 convention attendees at the Salt Palace Convention Center
- Spent \$83.5 million
- VSL Sales Team booked 206,000 future rooms with estimated spend of \$68.5 million

2018 Results

- 790,787 rooms booked for future years
- \$287 million direct visitors spending by convention and meeting delegates
- Launched 2 new websites resulting in 2.67 million visitor sessions
 - o <https://www.visitsaltlake.com/>
 - o <https://www.skicity.com/>



Salt Lake City International Airport

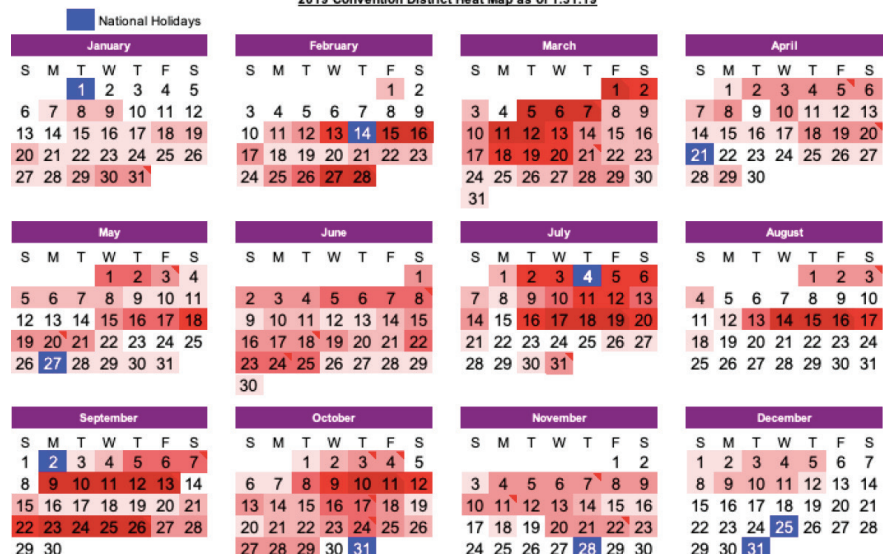
- 25,554,244 passengers in 2018, 5.6% increase and the first time the airport has surpassed the 25 million passenger count
- Undergoing the largest public works project in the history of the State of Utah
- New terminal opens in 2020 and complete project finished 2023 with exception of future concourse expansion
- Funded by Enterprise fund with significant reserves, plus increased gate fee revenues from airlines; \$3.6 billion budget is 100% funded
- Anticipated increase in lift (seats) is 10-12% for 2020 opening

Heat Map Concept

- Recommended by the CAB in 2018 and now in use and under continual refinement

	Total Rms	# of Days
	0 - 99	102
	100 - 499	80
	500 - 999	43
	1000 - 1999	68
	2000 - 2999	25
	3000 - 4499	15
	4500 +	32

2019 Convention District Heat Map as of 1.31.19





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Erin Litvack – Deputy Mayor / Chief Administrative Officer – Salt Lake County

Erin outlined the history and current status of the development of a new Convention hotel. The following summarizes her comments:

Background/History

- 2004 & 2008 Studied Need for Convention Hotel
- 2013 Outlined Approach to Public-Private Partnership
- 2014 First attempt at State Incentive Legislation
- 2015 State approved New Convention Facilities Development Incentive Act
- 20 years of project generated State sales taxes
- 25 years of project generated local sales & property taxes
- Established \$8.4 million Mitigation Fund
- 2015
 - Omni Hotels procurement process; didn't reach agreement
- 2016
 - Second procurement process
 - Selection Committee selected DDRM Team
- 2017
 - Incentive Approval/Land Assembly
 - Utah Governor's Office of Economic Development (GOED) Approved Incentive Application Pending Land Assembly & Funding <https://business.utah.gov/>
 - Unsuccessful Land Assembly
- 2018
 - New Approach
 - Utilize County-Owned Site Offered in Original RFP
 - Identified New Partner



Convention Hotel Project Features & Amenities

- More than 700 rooms
- 62,000± SF meeting space (85 square feet per key minimum)
- 60± parking spaces and additional 305± shared with Convention Center
- Pool Deck with Event Terrace
- Restaurant
- Lobby Bar & Lounge

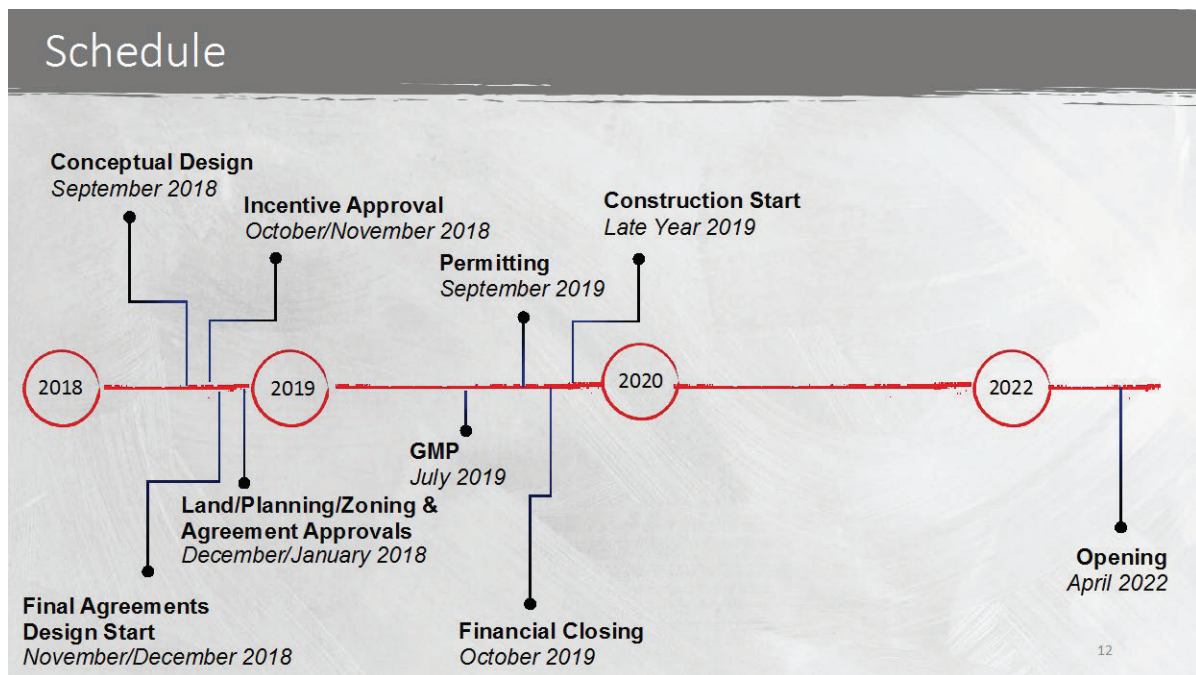




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Completed Steps

- New Approach and Partner Determined & Secured – mid-year 2018
- Endorsement Letter & Application submitted to GOED – October 11, 2018
- GOED Incentive Process Completed
 - o GOED Incentive Committee recommendation – October 25, 2018
 - o Statute Convention Hotel Incentive Committee recommendation – November 5, 2018
 - o GOED Board of Directors Approval – November 6, 2018
- Salt Lake County Land Surplus Resolution & Development Agreement Approvals – December 4, 2018



CAB Feedback and Additional Comments

- Booking agreement with new hotel will ensure planners' ability to contract citywide room blocks with 80% of total inventory 27 months into the future
 - o CAB cited this capability as "positioning Salt Lake in a highly advantageous category vs. competitive set"
- CAB members appreciate ability to brand the exterior of the new hotel to compliment the Convention Center architecture and design ('Salt Shaker' towers)
- New technology will enable digital placemaking which was cited by CAB members as important for major events
- New Mayor totally supports project
- City design policies require environmental compliance. New hotel is expected to earn highest levels of LEED certification <https://new.usgbc.org/leed>
- Existing hotels will benefit from a new one year mitigation fund to protect them from potential lost business
- Omni Dallas was cited as new hotel development success story which benefited all area hotels



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68th United Nations Civil Society Conference

Scott commented on the UN Conference scheduled for August 26 – 28, 2019 in Salt Lake. This conference is unique as it has rarely convened outside of the UN complex in New York

<https://outreach.un.org/ngorelations/content/68th-united-nations-ngo-conference>

United Nations Sustainable Development Goals

<https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

Project Blueprint – David Kliman

David provided an overview of Project Blueprint and engaged the CAB in a series of brainstorming activities; the following summarizes his comments and the CAB feedback:

Historical Perspective – Timeline: August 2017 to August 2018

- 70+ face-to-face and phone interviews
- 2,000+ electronic surveys
- Competitive Analysis
- Customer Advisory Board engagement during 2018
- Co-Creation Sessions
- Steering Committee & Working Group
- Ongoing Refinements
- Strategy Defined



Why Do This?

- Perception constraints hamper the efforts of Salt Lake business and economic development leaders as they compete globally for investment capital, workforce talent, leisure tourism and business events to support sustainable economic development and quality of life at the county and state levels.
- Blueprint Salt Lake engaged local stakeholders to create a core framework for Salt Lake narratives that are authentic, compelling and coordinated. Using this framework, Salt Lake stakeholders seeking to attract talent, investment capital and business events can build a narrative that resonates with other narratives around the region. Consistent, authentic messaging is our pathway for promoting regional prosperity.

Design Parameters

- **Transformational not Incremental:** The narrative needs to carve out entirely new space that establishes new perceptions rather than just retrofitting existing ones.
- **Focus on Community Values:** Features community values as the foundational storyline; the narrative is not built around destination assets.
- **Authentic. Compelling. Unique.:** The narrative needs to embrace, project and celebrate those core truths that make Salt Lake stand out and be remarkable.
- **Screenplay not a Script:** The narrative is designed to be the story around which stakeholders, partners and residents base their own core message and talking points.

"Businesses should focus more on values and community rather than culture and diversity. Focusing on values and community creates a more authentic and intentional environment for culture and diversity to grow. When done in reverse, everything is contrived."

Lorriane Twohill – Chief Marketing Officer - Google



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The Ecosystem for Modern Pioneers

- Majestic mountains. An outlook that celebrates what's right with the world. A human spirit fueled by a fusion of global cultures, faith and family. A progressive business environment that rewards hard work and transformational ideas. They converge in Salt Lake to forge our unique urban community that breathes life into the ideas of pioneers who dare to dream them. You can experience it in how we learn, how we treat and trust each other and how we welcome our guests.
- People live and come here in pursuit of success, for their businesses and their lives, and discover they can do both without the rat race. We find space for all lives to unfold and thrive, together. New chances and next chances are all welcomed because here we transform chances into opportunities and opportunities into realities.

Core Recommendations Approved for Project Blueprint

ModernPioneers.org

- Curate a repository to showcase the essence of the ecosystem of the Modern Pioneer www.modernpioneers.org and the people and places it touches. This will bring the narrative to life and displace Salt Lake misperceptions with enhanced appeal as a nexus for industry, talent and life. The website should also include necessary resources to enable understanding of desired project outcomes and community adoption of the narrative.

Key Message Audit

- Encourage core community partners to conduct key message audits to integrate the new narrative. The implementation committee should provide guidance and collaborative resources on the development of new key messages for integration using Blueprint parameters.

Entrepreneurs/Innovators Event

- Design, fund and operate a significant new "modern pioneers" entrepreneurial business event in Salt Lake; designed locally from the ground up to be the definitive regional/national event for entrepreneurs and innovators.

Modern Pioneers Sales Strategy

- Configure Visit Salt Lake group sales strategies to attract and retain new or previously untapped business events/meetings from designated clusters that align with Salt Lake's "modern pioneers" narrative.

The CAB broke out into groups and discussed key attributes for the Modern Pioneers portal; the following outlines their feedback:

Video

- Create hundreds of short (30 – 45 second) videos; they shouldn't be overly produced
 - o Offer views into "forward thinking content that highlight modern pioneer activities"
 - o Showcase content that highlights Salt Lake as a technology based community and share meaningful innovations
 - o Capture "what makes the Salt Shake"
 - o Ensure age diversity, including youth and millennial pioneers
 - o Interviews with elected officials
 - o Ensure a wide diversity of topics are captured
 - o Focus on Salt Lake's genuine, authentic attributes and topics, "don't try to be someone else" and don't lose sight of what makes Salt Lake special
- Ensure content and videos are "Instagrammable" and social media friendly
- Emulate NPR's Story Core <https://www.npr.org/series/4516989/storycorps>
- Create Tell Your Story Booths around the region at key locations, including the new hotel construction site and airport to capture thousands of stories
- Create Podcast series "Modern Pioneer Monday" highlighting best-in-class stories



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Meeting Marketplace Ideas:

- Interview CAB members and planners representing the widest possible variety of events; generate stories highlighting great meetings taking place in Salt Lake
 - Target meeting planners who do a lot of business in Salt Lake and planners that are based here
- Provide communication tools that help planners "sell Salt Lake" to their Board of Directors and key stakeholders

Key Attributes of Modern Pioneers include:

- Similar spirit to the original pioneers; adventurous in spirit and optimistic, living a blended balanced life, not just about work
- Authentic people who genuinely care about the community
- They are risk takers, visionary, social conscious, disrupters and confident
- Modern Pioneers will effectively manage the region's growth

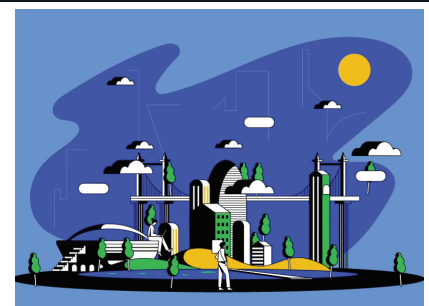
The CAB broke out into groups and discussed key attributes for the proposed Innovation/Entrepreneurial Event; the following outlines their feedback:

The Innovation/Entrepreneurial Event should:

- Focus on specific outcomes to create trackable solutions generated at the event to local, regional and global issues
- Offer scholarships to the event for youth and millennial pioneers
- Attract local investors
- Focus on philanthropy and services, provide attendees content to help their communities
- Use Salt Lake's urban and easy access to mountains as key event elements
- Environmental sustainability
 - Topics can change each year
- Include well known key note speakers
- Identify core content pillars
- Create ideas competition in which winners receive cash prizes
- Build on Salt Lake's core industries such as biotech, technology, sports, science, arts and medical etc.
- Offer a mix of meeting formats, utilize unique creative venues and environments
- Connect people one-on-one and in small groups
- Ideal event duration is one to two days
 - The name "The Futurist Conference" was floated
- Offer "badge equality"
 - Promote youth events
- Create mentorships

Miscellaneous

- Inc Magazine Surge Cities
<https://www.inc.com/surge-cities/best-places-start-business.html>
 Lists Salt Lake City as Number 2 in the USA





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Meeting Industry Trends

The CAB discussed key meeting industry trends and issues; the following summarizes their comments:

Methods for new Convention Hotel to motivate planners to book

- Position opening group room rates based on marketplace realities
 - Rate is almost always a prime motivator
 - But CAB cited that most "pre-opening deals have evaporated, new hotels try to establish themselves as rate leaders"
- Offer preferred dates
- Define and develop a consistent service culture and deliver great service
- Attend clients' year prior event to understand their event needs and culture

Pain Points

- Lack of choice and lack of transparency was cited as the most annoying factor for meeting professionals
 - Increased transparency would go "a long way to make customers more comfortable working with hotel companies"
- Housing Pirates <http://newsletters.usitt.org/housing-pirates-beware/>
- Planners are penalized for creating their own (housing) compression
- High cost of Food & Beverage
- Marriott is "walking away from the group business or demanding very high F&B minimums"
- Marriott GSOs are "incapable of advocating for customers; they can't make any impact or fight on behalf of customers"
- Service Charges
 - Service charges are "out of control"
 - Now charged for A/V, meeting room rental, etc.
 - Painful to planners due to lack of transparency regarding how service charges are distributed. It's "mysterious", even "sales contacts can't provide explanation or justification"
 - Labor fees are often charged on top of service charges
 - Planners are frustrated that they can't negotiate service fees
- Supplier Monopolies
 - PSAV cited as particularly egregious in capitalizing on its marketplace dominance
 - Planners feel they have lost freedom to use their preferred vendors
 - Planners forced to negotiate every line item in advance; this is a new normal

Industry Best Practices

- Hyatt Convention Alliance cited as industry best practice
 - Assigns a convention services manager who travels with customers from event to event within the alliance
<https://meetings.hyatt.com/en/meetings/featured-convention-hotels.html>
- Hilton's "transition call" program hands one hotel contact off to the next with customer involvement and cited as working well
- Loews Hotels banquet team follows customer to other Loews meetings; cited as "very effective"
- Atlanta Airport DMO <https://www.atldistrict.com/> cited as being "fully transparent" regarding all costs; they're "very planner centric, made the starting point really obvious for the planner"

General issues

- Blockless citywide meetings may become more widespread
- Attendees at events with strong social economic justice cultures pressure planners to book "fair pay" hotels
- Dating app technology could be used to effectively share vendor and group preferences, "love small meetings", "love citywides"; provides quick descriptors

Tipping

- Suggest creating a tipping app
 - Hilton digital key was cited as potential test case <https://hiltonhonors3.hilton.com/en/hhonors-mobile-app/digital-key.html>
- Hotels could allow guest to provide staff tips using room portfolio or at time of booking
 - Almost all travelers use credit/debit cards; many don't carry cash. This makes it awkward to tip using cash
 - TV portfolio access could be used to offer option to add tips



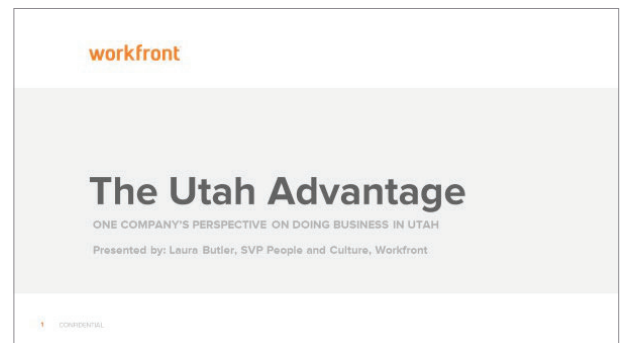
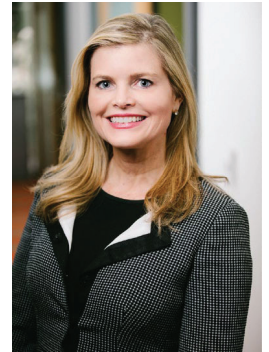
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The Utah Advantage – One Company's Perspective On Doing Business In Utah

Laura Butler – Senior Vice President, People and Culture, Workfront <https://www.workfront.com/>

Laura joined the meeting and shared her professional story; the following summarizes her comments:

- Salt Lake City and Provo combined to surpass Silicon Valley in per-deal venture capital averages in 2014
- Robust talent pool and highly collaborative community
- Unexpected diversity found in Salt Lake
 - Many women in technology
- 75% workforce participation
 - However, general lack of childcare facilities because many parents rely heavily on family systems
- Wage escalation is taking place in battle for talent
 - Very low unemployment
- Highly collaborative community
 - Salt Lake benefits from a "culture of abundance", there's plenty of business to go around
- Businesses have a strong focus on community improvement
- Salt Lake offers a "secret sauce", that energy is felt in many companies and organizations
- Deeply embedded value systems creates a vibrant workforce
- Leadership diversity in Salt Lake
 - Needs improvement in general; Workfront 50% female Leadership
 - Goldman Sachs seeking 50/50 gender parity
 - Gender diversity needs attention
 - More work needs to be done, but optimism expressed, the community values diversity
 - Silicon Slopes speakers are diverse <https://siliconslopes.com/>
 - Women's Tech Council <http://www.womentechcouncil.com>
 - Women's Leadership Institute <https://wliut.com/>
- Look for external inspiration to be more diverse
 - Organizations with similar challenges
 - Organizations that are experimenting openly
 - AirBnB diversity and inclusions efforts demonstrate how activating systems and technology can counter racism
 - Uber previously had no focus on people with disabilities and they addressed it
 - Men are Leading Lean In Circles <https://leanin.org/circles>
 - Create diverse working groups; this will demystify issues, challenge status quo by creating professional intimacy
 - Most surprising thing moving to Salt Lake
 - Vibrant music scene
 - Thought it would be hard to make friends, but it wasn't, it's a very welcoming community
 - No shortage of great things to do

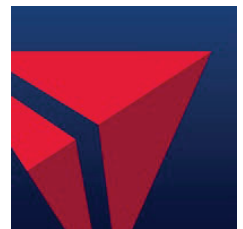
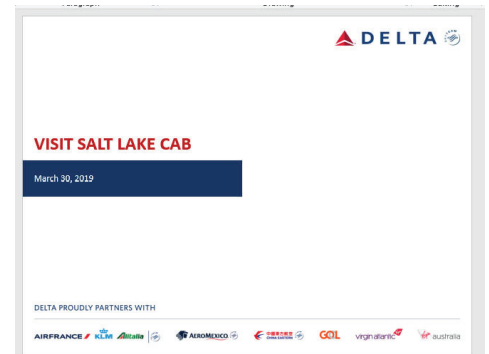




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Delta Air Lines – Jimmy Romo – General Manager Global Sales

- SkyTeam offer extensive global partnerships with major carriers
<https://www.skyteam.com/en/about/delta-airlines/>
- 10 years since merger with Northwest
- "No One Better Connects The World"
- SLC Service
 - o 87 domestic destinations
 - o 10 international
 - o 284 daily departures
 - o 4,200 SLC based employees
 - o \$53 million profit sharing with SLC based employees in 2018
 - o \$3.6 Billion SLC Airport infrastructure investment
 - o Clear <https://www.clearme.com/>
- Delta SkyMiles offers discount membership
 - o 1% of Delta's net profit is donated to charities
 - o On-time performance 98.2% YTD 2019
 - o Technology Tools Empower Customers
- Information driven intelligent customer experiences
- Automated pre-check in
- Biometrics
- RFID Bag Tracking
- Pre-Select Meals
- Pilots using iPad technology for improved instant information
 - o Boeing 777 Four Product Aircraft <https://thepointsguy.com/news/delta-777-764-to-be-retrofitted/>
- 26 seats in Delta One Suites
- 48 seats in Delta Premiums Comfort & Select
- 220 seats in Main Cabin
 - o Delta Branding Boarding <https://news.delta.com/boarding-simplified-delta-extends-branded-fares-boarding-order-launches-color-palette-tie-it-all>
 - o New Aircraft: Airbus 220 <https://www.delta.com/us/en/aircraft/airbus/a220-100>
- 109 seats and offers widest coach seat of any narrow bodied aircraft
- This aircraft will serve SLC and other frequent business markets
 - o Meeting Comparison Chart www.delta.com/meetings
- Focuses on Association Market
- Offers 1 earned ticket for every 40 flown
- Multiple meeting contracts serve for smaller meeting market and requires only one meeting with minimum 50 passengers and all other meetings can have as few as 15 passengers with no penalties
- Offers discounts off published fares





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Data Collection

The CAB discussed potential improvements to the methods used by Visit Salt Lake to collect and intelligently use meeting data; the following outlines their comments:

- General lack of survey participation by attendees
 - Review potential development of touch screen "smiley face" polling stations in Convention Center and Airport terminal
 - Share with host organization to incent attendees
 - Most CAB members would welcome Convention Center touch screen "smiley face" polling
 - Obtaining attendee data is very difficult
 - There are "limited methods for DMO to help" collect data
 - The DMO can't realistically collect post event attendee satisfaction data; DMO can't add value
- What's missing is the in between things, the character of the destination
- The intangible experience of the destination
- Review data elements used in Cvent registration portal to set standards for data collection
- Scott outlined Destinations International MINT data collection <https://destinationsinternational.org/mint>
 - MINT is too one sided, needs more planner input
 - Cited as very cumbersome for planners
 - DMO doesn't have access to individual attendee behavior and economic impact data (attractions, museums, bars etc.)
 - <https://destinationsinternational.org/empowermint>
 - Include attendee data and bandwidth use in MINT reports
- USA Weightlifting collects data using <https://www.missionmeasurement.com/>

Salt Palace Sustainability Initiatives

Chance Thompson – Salt Palace – Senior Manager, Sustainability and Public Relations

- Green Team Committee Chair
- Board Member, Utah Recycling Alliance
- Events Industry Council - Chair of EIC Sustainable Event Standards / Vice Chair EIC Sustainability Committee
- <https://sustainabledevelopment.un.org/>

Most important sustainable issues

- Core issue for some groups and part of site selection, but not on radar screen for others
- Organizational management staff and stakeholders
- Supply change management
- Donation information provided to planners
- Community impact

The 3 Things We Can Do Now to Shift the Meeting Industry

- Ditch foam core
 - Use paper-based such as falcon or honeycomb board
- Food rescue
 - Engage hotel & catering partners
- Find impactful uses for surplus materials; this can help change communities
 - Engage with venues and exhibition partners

Great Programs

- Clean the World <https://cleantheworld.org/>
- True Zero Waste Certification Program <https://true.gbci.org/>



Chance Thompson

- SMG at the Salt Palace - Senior Manager, Sustainability and Public Relations
- Green Team Committee Chair
- Board Member, Utah Recycling Alliance
- Events Industry Council - Chair of EIC Sustainable Event Standards / Vice Chair EIC Sustainability Committee



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Outgoing CAB members

The following members have completed their terms and were thanked for their service:

- Scott Baum
- Tamela Blalock
- Stefanie Brown
- Betty Cartwright
- Jane Dalroth
- Melissa Ficek
- Cheryl Gallagher
- Kay Granath
- Anne Martinez

Action Items from the 2019 Salt Lake Customer Advisory Board

PROJECT BLUEPRINT

- Create Tell Your Story Booths around the region at key locations including the new hotel construction site
- Interview CAB members and planners representing the widest possible variety of events; generate stories highlighting great meetings taking place in Salt Lake
 - Target meeting planners who do a lot of business in Salt Lake and planners based here
- Provide communication tools that help planners “sell Salt Lake” to their Board of Directors and key stakeholders

MINT

- Send CAB Members their last meeting MINT report for review
- Update planners MINT data; send to planner after the event for their review

DATA COLLECTION

- Review potential development of touch screen “smiley face” polling stations in Convention Center and Airport terminal
 - Share with host organization to incent attendees
- Ensure surveys are well designed to identify improvements
 - Limit questions to three or less i.e.:
- Would you return?
- Would you recommend Salt Lake?
- Would you hire this person?
- Review data elements used in Cvent registration portal to set standards for data collection

ROOM BLOCKS

- Create incentive award for groups surpassing their housing block goal
 - Provide incentive to clients to fill/exceed their housing block

Wrap Up

The Board was thanked for their commitment to the process of continuous improvement for Salt Lake. Their feedback is tremendously helpful; their recommendations and comments will be put to good use.

Meeting Facilitated and Report Authored by

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