## Board Members (in Attendance)

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

## Salt Lake Leadership & Host Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scott Beck</td>
<td>Visit Salt Lake</td>
</tr>
<tr>
<td>Chris Erickson</td>
<td>Chairman of the Board - Visit Salt Lake &amp; Grand America Hotels &amp; Resorts</td>
</tr>
<tr>
<td>Erin Litvack</td>
<td>Deputy Mayor of County Services &amp; Chief Administrative Officer - Salt Lake County</td>
</tr>
<tr>
<td>Mark White</td>
<td>Visit Salt Lake</td>
</tr>
<tr>
<td>Nicki Taylor</td>
<td>Salt Palace Convention Center</td>
</tr>
</tbody>
</table>

## Gallery Attendees

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

## Facilitator

David Kliman, CMP, CMM – The Kliman Group

## Graphic Recorder

Sophia Liang – Graphic Footprints
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
  - [https://www.visitsaltlake.com/](https://www.visitsaltlake.com/)
  - [https://www.skicity.com/](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

![Heat Map Image]
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/](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
Completed Steps

- New Approach and Partner Determined & Secured – mid-year 2018
- Endorsement Letter & Application submitted to GOED – October 11, 2018
- GOED Incentive Process Completed
  - GOED Incentive Committee recommendation – October 25, 2018
  - Statute Convention Hotel Incentive Committee recommendation – November 5, 2018
  - 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
  - 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](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
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


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
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](http://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](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
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
  o 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
• Offer “badge equality”
• Create mentorships
• The name “The Futurist Conference” was floated
• Promote youth events

Miscellaneous

• Inc Magazine Surge Cities
  lists Salt Lake City as Number 2 in the USA
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”
- 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](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/](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
  - 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
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
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
  - 87 domestic destinations
  - 10 international
  - 284 daily departures
  - 4,200 SLC based employees
  - $53 million profit sharing with SLC based employees in 2018
  - $3.6 Billion SLC Airport infrastructure investment
  - Clear [https://www.clearme.com/]
- Delta SkyMiles offers discount membership
  - 1% of Delta’s net profit is donated to charities
  - On-time performance 98.2% YTD 2019
  - 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
- 26 seats in Delta One Suites
- 48 seats in Delta Premiums Comfort & Select
- 220 seats in Main Cabin
  - Delta Branding Boarding [https://news.delta.com/boarding-simplified-delta-extends-branded-fares-boarding-order-launches-color-palette-tie-it-all]
- 109 seats and offers widest coach seat of any narrow bodied aircraft
- This aircraft will serve SLC and other frequent business markets
  - Meeting Comparison Chart [www.delta.com/meetings](http://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
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/
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
David Kliman
The Kliman Group
415.339.0237
david@klimangroup.com