

Speakers and Gallery Attendees

Eddie Canaday	Visit Salt Lake
LaRee Devitt	Visit Salt Lake
Mark Erekson	Snowbird Ski & Summer Resort
Josh Ewing	Hilton City Center
Carey Fenn-Moses	Visit Salt Lake
Trent Hanson	Orchid Event Solutions
Frank Harris	The Grand America
Pat Holmes	Visit Salt Lake
Molly Mazzolinni	Infinite Scale
Todd Ness	Visit Salt Lake
Sally O'Neill	Visit Salt Lake
Chris Peterson	Visit Salt Lake
Julie Rhoads	Visit Salt Lake
Tina Rhodes	Visit Salt Lake
Jimmy Romo	Delta Air Lines
Tina Stark	Orchid Event Solutions
Cannon Tarbet	Visit Salt Lake
Eric Thompson	Visit Salt Lake
Tamme Thompson	Visit Salt Lake
Angela Tyler	Visit Salt Lake
Diane Utley	Visit Salt Lake
Lauren Van Bergen	Visit Salt Lake

Friday, April 12, 2013

Welcome

Board members, Salt Lake hosts and Gallery attendees made introductions.

Opening Comments – Mark White and David Kliman

Mark 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. Mark expressed his thanks for the Board's feedback and guidance regarding key issues. Jeff Protzman and his Hilton team were thanked for the hospitality and generosity in hosting the meeting.

Mark provided an update regarding key Salt Lake issues; the following summarizes his comments;

- Major hotel renovations at the following properties: Marriott Downtown, Hilton, Red Lion and Radisson
- For the fourth year in a row, Salt Lake City International was the No. 1 airport in all of North America for on-time arrivals and departures. According to the tracking firm FlightStats; 89.21% of scheduled passenger

flights departed on time during the year, defined as within 15 minutes of the scheduled departure <http://www.sltrib.com/sltrib/politics/55584615-90/airport-airports-flights-flightstats.html.csp>

- Trax services to SLC Airport starts service April 14, 2013; fare is \$2.50 each way <http://www.rideuta.com/mc/?page=Projects-FrontLines2015-AirportTRAXLine>
- Overview of downtown Salt Lake hotel, services and infrastructure development:



- Red pins are restaurants and nightspots, Blue pins are hotels, Green pins are cultural attractions, Purple pins are CityCreek Center <http://www.shopcitycreekcenter.com/> which offers 100 retail and restaurants outlets and was named best retail development in the USA and # 3 worldwide
- Plans to build 3,000 Broadway style theater on block adjacent to City Creek
- Competition aimed at urban planners and architects to redesign the 2 block area adjacent to City Creek; \$120,000 prize money for best ideas <http://www.sixtynineeventy.com/jury-prizes>

Staff Updates

- Sally O'Neill celebrated 26 years of service
- One new sales person now on staff – need name
- Booked 361,000 room nights, 87% of goal in 2012
- 36 sales trips and a record 167 site inspections
- Services team again won M&C Gold Service Award <http://www.meetings-conventions.com/currentyeargoldservice.aspx>
- Marketing Department attracted \$10.3 million worth of media attention
- 1,2 million website visits to <http://www.visitsaltlake.com/>
- Great relationship with Salt Palace Convention Center and other and community partners and policy makers
- Solar panels provide 17% of SPCC power needs and excess sold to grid

Action Items Update from September 2012 meeting

- TRAX: The start date for the running of TRAX light rail cars to and from Salt Lake International Airport will be April 14, 2013. Fares as of 4/1/13 will be \$2.50 each way.
- There are full details, schedules and ridership instructions on the UTA website: www.rideuta.com
- CITY CREEK: The ability to host group events in the Food Court and The Plaza at City Creek are very limited and generally must take place before opening hours (10 a.m. Monday-Saturday). Food Court can do smaller groups in the morning only. Common areas charge for access and generally must be before 10am; otherwise smaller groups on a case by case basis. Several of the larger restaurants are available for private parties on a buy-out basis.
- CONVENTION CENTER--REPLICATING FOOD TRUCK EXPERIENCE within the Center's Concession Stands: This has been an ongoing project for several conventions and also with Utah Foods. Utah Foods has been asked from time to time, to create a "food truck experience" for a number of groups within the Salt Palace. This has been done on specific occasions with some success. A mobile kitchen has been brought on-site for these catering events. UFS does not operate any traditional food trucks. When food trucks are invited to stage on the outside perimeters of the Salt Palace, Utah Foods does not control or regulate them. They are independent contractors who compete directly with UFS concessions. UFS does realize that when the request is made by a specific convention, the team at VSL will extend the invitation and coordinate the staging of said trucks. The trucks themselves cannot really be any closer on site due to the exclusive catering agreement between UFS and SPCC; in addition, there are fuel and fire code implications for vehicles actually situated inside the Convention Center.

- ENVIRONMENTAL SUSTAINABILITY:
 - Noted below are highlights of current green practices and policies in place at Visit Salt Lake and the Salt Palace Convention Center
- VISIT SALT LAKE GREEN MEETING STANDARDS & PRACTICES
 - Making sound environmental choices is not only the responsible thing to do; it's the right thing to do. The staff of Visit Salt Lake is committed to identifying and promoting ways to minimize the impact of meetings and events on the environment. We invite clients and attendees to join us by minimizing the use of materials and natural resources that adversely impact the environment.
 - Visit Salt Lake is committed to minimizing the impact of meetings and events on the environment by encouraging meeting planners to choose environmentally responsible programs, products and services for use in conducting their business activities in Salt Lake.
 - Visit Salt Lake and its partners, the Salt Palace Convention Center, South Towne Expo Center and Utah Food Services are committed to an environmentally sustainable approach to hosting meetings and conventions. Our sustainable initiatives focus on the areas of Waste Reduction, Recycling and Diversion, Energy Efficiency, Water Quality and Consumption, Air Quality, Carbon Offsets and Community Outreach.
- WASTE MANAGEMENT: REDUCTION & DIVERSION
 - Salt Palace and Utah Food Services use a contracted disposal company to provide a single stream recycling program for aluminum, paper, cardboard and plastic from both building and client sources. Pallets are collected by a pallet-recycling contractor.
 - Mixed recyclables are collected daily in clearly marked bins throughout the center.
 - Utah Food Services collects and recycles cooking oil.
 - Utah Food Services uses 100% biodegradable Greenware plastic cups, plates, napkins and cutlery made from plants.
 - Utah Food Services has developed a system to compost all fruit, vegetable and floral waste.
- ENERGY EFFICIENCY
 - Salt Palace features the largest rooftop solar installation in the nation. A new white roof and insulation have increased R factor efficiency and decreased energy costs. The nearly 1.65 Megawatt system includes 6006 solar panels, covering nearly 200,000 square feet.
 - During move in/move out hours, lighting levels are reduced to 50%, Heating and/or AC not provided.
 - Concourse lighting/heating/cooling scheduled according to building use.

- Stand-alone cooling system installed in Security Office so main chillers are not in use when the building is not occupied.
- Energy-efficient dishwashers in the kitchen have reduced water use by 30% since installation.
- All facility light fixtures have been retrofitted with energy-efficient fluorescent lighting, saving from 40 to 60% in lighting costs.
- WATER CONSERVATION
 - Low flow, automatic sinks and toilets in majority of restrooms; waterless urinals in one third of the building.
 - Water-efficient landscaping reduces water usage by 50%.
 - Water for speakers is provided in carafes with glasses instead of bottles.
 - Caterer offers five-gallon water containers or coolers instead of plastic bottles.
 - Dishwashing machines with low-level water arms cut water usage by 30%.
- AIR QUALITY
 - Visit Salt Lake provides staff use of a fleet of bicycles for downtown transportation and has been recognized as a Silver Level Bicycle Friendly Business by the League of American Bicyclists. Other Silver Award recipients include Apple, Burton Snowboards and the Sierra Club.
 - Areas of focus include anti-idling policy and enforcement, alternative transportation options, fleet vehicle management and alternative fuel vehicles in fleets.
 - Employees receive paid incentive to use public transit.
 - Downtown Salt Lake is walkable and features free light rail transit in the convention district.
 - In Spring 2013, Salt Lake will unveil its Bike Share program.
 - Visit Salt Lake, in partnership with Tree Utah, offers a carbon offset program to visitors and staff, whereby the carbon emitted in travel can be converted into the planting of seedling trees.
- COMMUNITY
 - Visit Salt Lake has been recognized by Salt Lake County as an E2 Certified Business since 2009.
 - Visit Salt Lake leadership team has appointed a staff member as the sustainability coordinator to ensure that we maintain high standards of environmental stewardship.
 - All paper products used by Visit Salt Lake are printed on recycled paper.
 - Visit Salt Lake works with clients to assist in the distribution and donation of leftover convention items, surplus furniture, building material and electrical equipment to local schools and social service organizations.

- The Salt Palace Convention Center was awarded LEED Silver Certification for an extensive renovation of the building.
- Utah Food Services follows local food-buying practices and uses organic food sources when appropriate.
- Utah Food Services distributes leftover food to The Road Home homeless shelter, the Salt Lake Mission and the Utah Food Bank.
- At least 50% of cleaning chemicals used in Salt Palace are green seal certified. Utah Food uses 100% non-caustic, citrus based cleaners.

Key Industry Trends

The Board was asked to comment on key issues impacting their meetings and events; the following outlines their comments:

Federal Government Sequestration

- Impact of sequestration on meetings is significant; many meetings are put on hold due to budget cut backs; while some meetings are moving forward without major impact
- FDA, CDC and NIH are seeing major cut backs in all meetings
- Violence has been threatened against planning companies who manage government meetings
- Impact of significant budget cut backs will move across entire meeting industry; this is expected to be a “sea change”
- Airlines generate \$3 Billion in government revenue annually and are expecting major reductions in revenue
- Associations which have dues revenue from federal agencies expect to see significant reductions
- Intense need for targeted advocacy to defend the meeting and travel industry <http://www.ustravel.org/>; Personal notes to law makers make a difference

Avalanche of RFPs

- 300% increase in number of RFPs submitted to hotels 2011 vs. 2012; causing a backlog in some hotels and extending traditional response times
- Majority of spam RFPs are sent by non-professional adjunct meeting planners whose primary job responsibility is not meeting planning
- Majority of CAB members use e-RFPs and most copy their hotel NSOs and DMOS using Cvent; these established trusted relationship augment electronic submissions
- Some find that the avalanche of RFPs has created a situation in which it is easier for planners to use (primarily) those hotels which respond quickly to planners RFPs

Demographic Shifts

- Demographic shift as baby boomers begin to retire in large numbers
- Largest transfer of human capital ever as an educated generation retires
- Younger attendees have a different set of expectations; many a “want seat at the table right now”
- Mentor programs have been created, some act as effective revenue streams
- Some associations identify trend spotter groups to crowd source interesting new products on trade show floors
- Gen Y & X are cause oriented and seek opportunities to join causes
- Gameification (use of game thinking and game mechanics in a non-game context in order to engage users and solve problems) is growing exponentially in meetings and conventions
- Some associations offer student/mentorship programs to address demographic shifts in membership; some programs are revenues source
- Many associations offer networking event in which students/young attendees can interact with leadership
- Keeping students in main stream hotel blocks (vs. isolated in dormitories or low cost hotels) is highly desirable

Meeting Duration

- Several have tried to shorten meetings to no success; their attendees want extended networking and education opportunities
- Popularity of TED Talks <http://www.ted.com/> is changing some meeting formats to shortened duration
- Brain Rules <http://www.amazon.com/Brain-Rules-Principles-Surviving-Thriving/dp/0979777747> cited as worthwhile reading regarding how humans retain information

Costs

- Many CAB members are “amazed” at speed of increased costs (not specific to Salt Lake)
- F&B costs widely vary city to city; this is perplexing to some CAB members
- Costs are often based on ownership, caterer, union etc.
- Exclusive providers often impact costs
- When asked how costs in Salt Lake compares to Kansas City, Cincinnati and Louisville; Salt Lake was cited as on “higher end”; but offers better quality
- Salt Lake’s costs are lower than major first tier cities such as Chicago, Orlando, Las Vegas and Atlanta and the quality of food at the Salt Palace is “phenomenal”
- Many consider Salt Lake to be a tremendous value
- Salt Lake competes very well against west coast cities
- Utah Foods contract has been renewed for another 5 years; it was noted that all their staff are employee/owners

Technology & Hybrid Events

- “MOOCs” Massive Open Online Courses <http://www.mooc-list.com/>; online learning opportunities are having a major impact on meetings
- Planners need to understand and embrace online learning
- Fulfilling online educational experiences can cannibalize some events
- Success of hybrid events often based on bandwidth speed drives used by live presenters
- Some groups capture all content and then repackage it online

Social Media Sites used by CAB members to stay informed

- E-newsletters
- Google or Bing
- Industry magazines “rip and read”
- LinkedIn groups highly favored
- Some groups use social media to communicate on site information such as room changes, shuttle information, weather, crisis etc.
- Most using mobile website or apps for on site show guide but many are challenged to get usable information onto a small smart phone screen
- “Often feels like running 2 meetings for different generations” – paper and mobile

Promoting Your Meeting

- Visit Baltimore was cited as providing “best in class” pre-promotion including once a week communication using custom micro site; Baltimore also provided access to a list of all teachers in Baltimore county
- Family Search <https://familysearch.org/>; help visitors better understand how to participate
- <http://mysaltlake.visitsaltlake.com/outdoorretailer/> site was shared as a good example of a social media hub created by Visit Salt Lake that customizes information for customers; this site allows users to share information with each other about things happening in Salt Lake. The DMO can do more to share its communications capabilities with clients well in advance on a timely basis
- Trent Hanson from Orchid Event Solutions <http://www.orchideventsolutions.com/> described some of their work with clients regarding using online communications tools

Customer Report Card - Susan Katz – True Value

- Have met twice in Salt Lake, in 2009 and 2012
- Hardware Cooperative with 4,500 stores, primarily in USA but also in 57 countries
- Annual buying meetings take place every February and September
- Fall meeting has a strong focus on lawn and garden care
- Meeting took place during September 2012, Salt Lake attracted 9,500 attendees, mostly independent hardware store owners
- True Value can influence storeowners but cannot dictate to them
- Multi-generational attendees who are passionate about the business

- The event is a family reunion on some level; for many it's the only time they leave their stores
- The success of the meeting is based on sales made on the trade show floor; 2012 sales exceeded all previous years
- Educational sessions are also offered
- Strong focus on making the event experience more comfortable for female attendees
- Used all space in the Convention Center
- Lunch and learning session take place simultaneously
- Event started with half day community service project; Habitat for Humanity partnership since 2004; 19 semi trailers worth of products donated after the show to Habitat to Humanity; the 2012 project was centered around the clean up of a community park
- Used 21 hotels, 3,500 peak night rooms, 12,000+ rooms blocked; picked up 90% of block
- Past shows have been in Philadelphia, Las Vegas, Atlanta, Chicago and Denver

Positives Aspects:

- Everyone knew that True Value is in town, locals are grateful for the business
- Salt Palace is "fabulous"; a "great facility", it does need more meeting rooms for very large groups
- Utah Foods did an amazing job, each store owner received a \$10 food certificate; created food court in 155 Room near the show floor; this worked really well
- All Convention Center events went well
- Gallivan Center outdoor event went great; used Utah Foods which offered ability to use the Convention Center in case of rain; no food lines and abundant food stations
- Wireless in Convention Center was "top notch"; "best we have used anywhere in USA"; they are able to block rogue wireless systems
- Most hotels are walkable from the Center
- City Center brings major influx of people to downtown
- Many small town attendees felt welcome
- Strong community feeling

Challenges

- True Value's internal limit of 15 associates on any one plane created some lift issues from secondary cities in Northeast
- Lack of enough meeting rooms in the Convention Center
- Salt Lake needs more full service hotel rooms near the Salt Palace
- Vacant building across from Center is an eyesore
- Homelessness on street; not threatening but needs attention
- Planning team was not aware it was restaurant Dine-O-Round week which attracted locals to downtown and caused restaurants to be sold out or have long waits for tables

- Need more private rooms in restaurants
- “Audio catching” problems at the Center (sound transmitted to wrong rooms)
- True Value hired Center’s exclusive company to manage closed circuit videos, but there were some problems
- Some weekend hotel staff were unable to provide daily reports

Salt Lake is a city that “loves conventioners and offers a very positive experience”. True Value felt its business was truly valued in Salt Lake.

Customer Report – Roberta Kravitz, ISMRM

- Convention registration opens April 19, 2013 (in one week)
- ISMRM is a multi disciplinary organization that provides educational and research and shares research of its member MDs and PhDs
- The association is a collaborative community of clinician and medical doctors and bridges scientific and clinical facilities
- Magnetic Resonance is one of the fastest growing modalities in medicine
- Attendees are 38% students (known as trainees)
- This is the world’s largest meeting committed to magnetic resonance imaging
- Offers clinical education and scientific sessions built from abstracts
- Educational sessions run for first 5 days of the meeting
- 5,000 to 6,000 paid attendees plus 800 – 1100 exhibitor personnel
- 70 countries, 50% are from North America, remaining 38% are European
- One third of expected attendees are pre-booked into hotels; 400 less pre-registration vs. past years, but expect significant on site pick up
- Filled all hotel blocks except Grand America
- 4 year rotation moved between Western North America, Europe, Eastern North America and Asia; meeting sites are based on ISMRM demographics
- Future cities: Milano, Toronto, Singapore, Honolulu, Paris, Montreal; next open year is 2020 and that meeting will go to Asia
- Uses all space at the Convention Center
- Difficult to find convention centers that have 10 large rooms big enough for 10 parallel sessions for 300+ people each
- Affiliate (ICW) meetings are not 100% tracked, but Salt Lake cooperates well to help track affiliate usage
- Attendees are very heavy internet users; this year ISMRM will provide open web access in all space throughout the Center including meeting rooms
- Salt Lake has been great to work with, responses from entire team is remarkably fast including weekends; this is really appreciated
- ISMRM has a total of 16 staff, but the meeting team is a 2 person department

Concerns

- Airline access is a general issue for all ISMRM meetings and isn't specific to Salt Lake
- Ability to register attendee list with US State Department to help ease visa application process has been discontinued

Experience

- Overall experiences have been "great"; no complaints, it is a "pleasure" working with the entire Salt Lake team

Salt Palace - Dan Hayes

- Salt Palace offers service with 1GB and Wi-Fi capabilities of 10,000 concurrent devices
- 1GB is scalable to 2GB; normal redundant feed of 50MB scalable to 300MB available on demand for an additional fee
- Systems engineers are on site to provide support as needed

Jimmy Romo – Delta Airlines

Jimmy was thanked for sponsoring attendees' airline tickets; he discussed airline issues and Delta innovations; the following outlines his comments

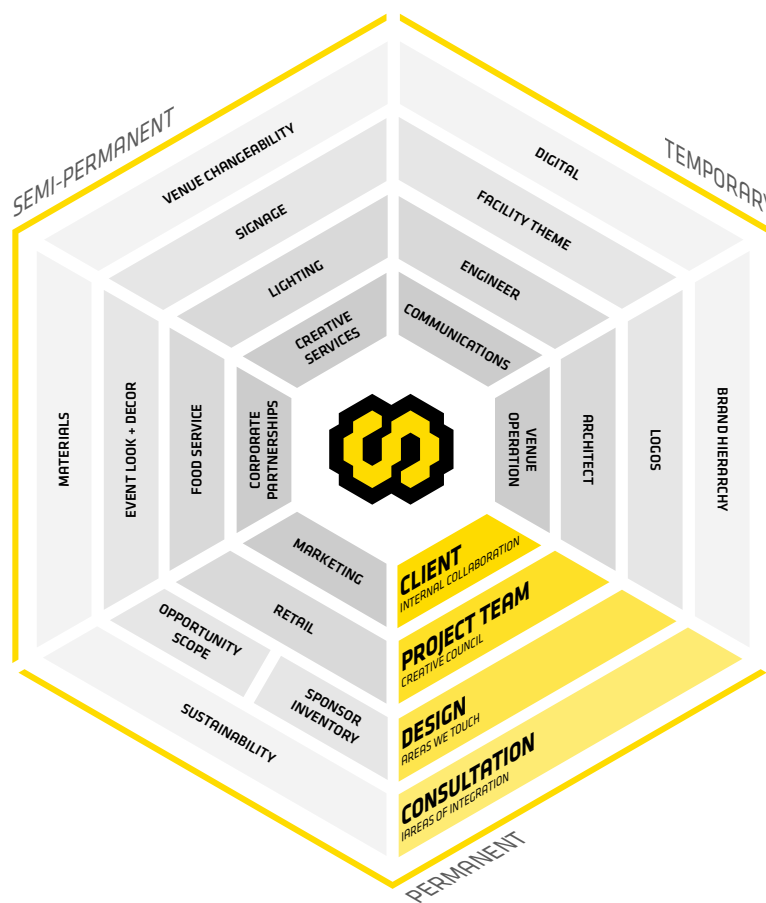
- Airlines for America coalition <http://www.airlines.org/>
- State of the Airline Industry:
 - U.S. passenger airlines posted a narrow profit of 77 cents per enplaned passenger in 2011
 - Top 10 carriers: net profit margin *worsened* from 0.9% in YTD 3Q11 to 0.2% in YTD 3Q12
 - Despite 5.6% higher revenues, profits shrank on 6.2% higher operating and non-operating expenses
 - Top 10 carriers: net profit fell to 50 cents per enplaned passenger
 - Fuel remains largest *and* most volatile cost and continues to threaten GDP and earnings
 - Other costs on the rise include labor and maintenance
 - Airlines reacting to increasing/volatile marginal costs and uncertain revenues with conservative volumes, high utilization of existing assets, reduction of fixed costs, revenue diversification
 - Major focus on debt reduction, fleet renewal and product enhancement
 - Improved financial focus translates to increased employment and fleet upgrades
 - Increasing governmental/regulatory costs creating potential barrier to entry for start-up carriers
 - Airline consolidation producing enhanced financial stability for carriers
- Significant improvement in US airline operations in last 5 years (less passenger complaints)
- Federal taxes on airline tickets: 1972: 7%, 1992: 13%, 2013: 30%

- Restructuring domestic Regional Jet fleet; replacing less efficient single-class 50-seat aircraft with new two-class 76-seat aircraft and phasing out 60 single-class CRJ200 aircraft
- New Delta Air Lines group program starts April 30, 2013
- Delta will post a profit in 2013
- 5% of Delta's travelers produce 25% of revenue

Saturday, April 13, 2013

Branding - Molly Mazzolini – Infinite Scale

Molly discussed her background and experience in creating memorable branding experiences and events; the following chart and bullet points outline her comments:



- Brand “atmospherics” identity a brand environment, represented by its architecture, signage, textures, scents, sounds, colors and behaviors
- Effecting branding elevate the event experience
- Target audiences are kept in mind through all stages of the event/brand
- Effective brands integrate themes, visuals and are emotive
- Brand integration models are cohesive and use consistent applications
- No matter the budget levels, be sure to have graphic guidelines

Industry Legislative Action Update – Scott Beck

- US Travel legislative action –<http://www.ustravel.org>
- Power of Travel Coalition <http://www.ustravel.org/government-affairs/power-of-travel-coalition> focused on economic impact; 2012 study shows that travel industry is larger than auto industry
- America's largest service export is travel
- Meetings Mean Business <http://www.ustravel.org/government-affairs/domestic-policy-issues/business-travel> is opposing proposed regulations of Federal meetings including proposed limit of 25 per government agency
- New research and ad campaign focused on DC Beltway
- Decreasing size of Federal Government is the focus for the proponents of law makers who want to stop meetings
- Advocating for ways to make travel easier including enhancing the TSA experience, Visa waiver entry and application process
- TSA Pre Check <http://www.tsa.gov/tsa-pre%E2%9C%93%E2%84%A2>
- Visa Waiver Countries:
http://travel.state.gov/visa/temp/without/without_1990.html
- Visa discussions are mired in immigration discussion; but only 2% of illegal immigrations enter using visa waiver
- Jolt Act – <http://www.ustravel.org/news/press-releases/us-travel-announces-support-jobs-originated-through-launching-travel-jolt-act>
- Focused on processes for visa reform
 - Secure video conferences instead of face to face interviews,
 - Increased focus on resources in Brazil, China and India
 - Increase number of visa waiver nations to 35 from 27
 - Improve visa application wait times
 - Improve international arrival/entry process at US airports
- Utah contingency is also advocating for more support for National Parks and infrastructure

Convention Center New Hotel

- Roadblocks to development are directly connected to groups that don't want government involvement with any private section projects
- Cost of the new hotel development require investment so large that hotel operators cannot finance independently
- SLC developed plan for public/private partnership that failed by 3 votes in the State Senate, but passed in the House
- Scott expressed optimism regarding the ultimate success of developing a new headquarters hotel
- Utah has been a leader in new business recruitment such as new Adobe divisional headquarters and incentives based on post performance tax rebates; created similar model using hotel sales tax to help support development and involves no public risk

- Salt Palace is a large Convention Center not used to fullest potential (operates at 42-44% occupancy; 60% is considered maximum occupancy due to move in/move out needs)
- Smith Travel Research (STR) Reports prove that all cities that have a convention headquarters hotel outperform the national average over the last 5 years
- Next step for legislators is a vote on potential headquarters hotel:
 - Interim legislative session during August 2013 or a Special Session may be called or may be delayed until January 2013 Session

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.

The meeting was adjourned. Recommendations and Actions Items are found below.

Recommendations and Action Items from the April 2013 meeting

Meeting Promotion

- Develop custom calendar of events; share with planners well in advance of their event in time for sponsorship opportunities; include ability to customize geographic areas within Salt Lake; ensure custom capabilities are communicated to planners proactively
- Send list of Federal lawmakers and provide advocacy tools and templates to CAB members
- Share Penny Pina's Risk Management Plan with all CAB members

End of Report
 Authored by
 David Kliman
 The Kliman Group, Inc.
david@klimangroup.com