



SALT VISIT LAKE

SALT LAKE CUSTOMER ADVISORY BOARD

April 20-22, 2017 Meeting Minutes

****Confidential****

Snowbird Ski & Summer Resort

Board Members (in Attendance)

Scott Baum	National Association for Home Care & Hospice
Stefanie Brown	American Wind Energy Association
Betty Cartwright	AALAS
Jane Dahloth	American College of Medical Genetics & Genomics
Melissa Ficek	American Association of Collegiate Registrars & Admissions Officers
Cheryl Gallagher	American Headache Society and American Migraine Foundation
Kay Granath	Association Management Center
Dave Jennings	Community Associations Institute
Perry Juliano	SmithBucklin
Anne Martinez	American Podiatric Medical Association
Julie Giles Parkes	Adobe
Michelle Randall	American Sociological Association
Susan Root	IEEE
Leslie Zack	International & American Associations for Dental Research

Salt Lake Leadership & Host Committee

Scott Beck	Visit Salt Lake
Mary Craft-Homer	Culinary Crafts
Dan Hayes	Salt Lake Convention Center
Mark White	Visit Salt Lake

Guest Speakers

Gerry Kingston	Delta Air Lines
John Rissi	PSAV/ CIC

Facilitator

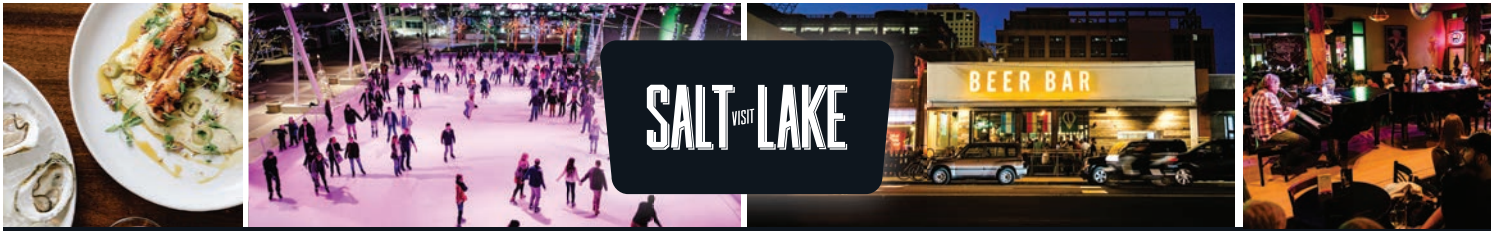
David Kliman, CMP, CMM The Kliman Group

Graphic Recorder

Sophia Liang Graphic Footprints

Gallery Attendees

Dusty Allred	Visit Salt Lake
Caryn Bradshaw	Visit Salt Lake
Peter Bray	Marriott Downtown at City Creek
Eddie Canaday	Visit Salt Lake
Stuart Clason	Salt Lake County
Cliff Doner	Visit Salt Lake
Dan Crooker	Snowbird Ski & Summer Resort
Jeff Gassaway	Visit Salt Lake
Scott George	Woodbury Corporation
Jeana Han	Salt Lake Plaza Hotel
Kristen Hiester	Visit Salt Lake
Pat Holmes	Visit Salt Lake
Tyson Lybbert	Hilton Salt Lake City Center
Mark Mundell	Little America Hotel
Abby Murtagh	Hilton Salt Lake City Center
Ruth Naccarato	Snowbird Ski & Summer Resort
Marion Neversummer	Radisson Hotel Downtown Salt Lake City
Todd Ness	Visit Salt Lake
Sally O'Neill	Visit Salt Lake
Elke Opsahl	Visit Salt Lake
Julie Rhoads	Visit Salt Lake
Marty Sandgren	Marriott Downtown at City Creek
Karen Staples	Visit Salt Lake
Tina Stark	Orchid Event Solutions
Diane Utley	Visit Salt Lake
Eric Thompson	Visit Salt Lake



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Welcome

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

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. Dan Crooker and the Snowbird team were thanked for hosting the meeting and their remarkable hospitality. Updates to the Action Items from the last meeting are posted to the CAB microsite <https://www.visitsaltlake.com/cab/>

Salt Lake Updates – Scott Beck

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

- The DMO is a regional organization responsible for selling and marketing 17 municipalities, each with unique perspectives and needs www.visitsaltlake.com
- Transformation opportunities generated by the CAB through their recommendations and feedback
- Visit Salt Lake's Mission
 - To improve the area economy by attracting and providing support to conventions, leisure travelers, and visitors to Salt Lake County
- ASAE 2016 <https://www.asaecenter.org/>
 - 80% of attendees had never been to Salt Lake or hadn't been here for 15+ years
 - Perfect alignment of weather, attendance, partnership
 - Create a huge sense of community pride
 - Key partners SMG and Utah Foods received highest F&B scores ever for ASAE
- Creative Evolution taking place
 - *There's Nothing to Do in Salt Lake* campaign working to shift perceptions
 - Salt Lake is Utah's urban product - 17th largest metro area in USA
 - Redesigning the DMO's website
 - Lasting Legacy is changing perceptions washing away stereotypes
- The Visitor Economy in Salt Lake County
 - 2015 and 2016 were back- to-back record years; all 2002 Olympic year records were broken
 - Hotel, restaurant and rental car revenue all broke records in 2015 and 2016
 - Tourism/hospitality industry has fully recovered from the Great Recession
 - Salt Palace Convention Center had record attendance with nearly 350,000 convention and meeting attendees in 2015
 - Record attendance at most citywide events
 - 1Q17 14.3% RevPAR increase year-over-year
 - 4th most diverse economy in USA; thriving business economy in Utah
 - Lowest unemployment rate in the Nation



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- Future Group Bookings
 - 2015 & 2016 were record years
 - Future is bright, but there are some concerns
 - Highest group booking goal ever - 739,000 rooms
 - Seeing more but smaller meetings
 - Salt Lake offers 679,000 square feet and same size exhibit space as Denver, but vastly different population and total hotel inventory; this makes Salt Lake less competitive for groups of more than 10,000 attendees
- Salt Palace Convention Center
 - County has long term perspective of managing the building with SMG
 - Continue improvement including new carpet and many other updates
 - Sustainability efforts include:
 - Mechanical equipment redesigned
 - Largest solar installation of any U.S. Convention Center which generates 30% of energy consumed
 - Commitment to waste diversion
 - \$1.2 million upgrade in Wi-Fi and cellular infrastructure in 2016
- Potential new Convention Center headquarter Hotel
 - Positive outlook for development of the new hotel
 - Private / public partnership
 - Post-performance incentive for developer (rebate on portion of hotel sales tax)
 - Convention room block management structure
 - New RFP in 2016, local developer has met all criteria
 - Public process underway
 - Expect announcement Summer 2017
 - Location of new hotel will be within 1,000 feet of the Convention Center
 - New hotel should have 850 rooms and will probably operate as 2 hotels under one roof
- Rice Eccles Performance Arts Center <https://artsaltlake.org/venue/eccles-theater/>
 - Growth in local arts & culture assets
 - Transformed the downtown area
 - The theater has 2,500 seats

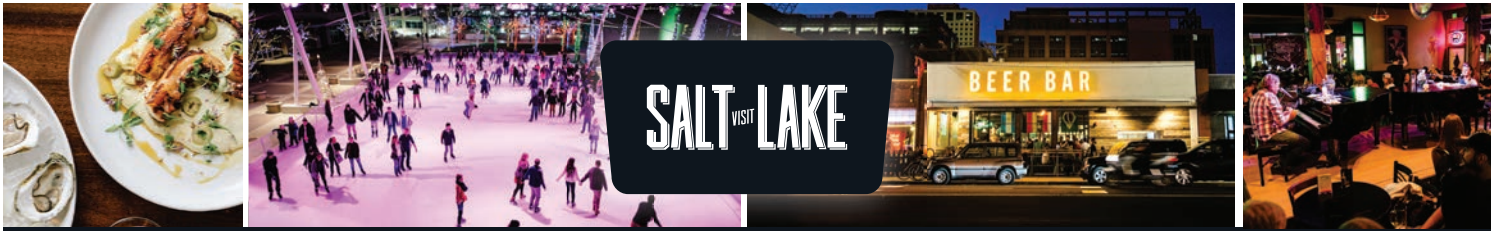
Meeting Industry Trends and Problem Solving

Advisory Board members discussed key issues impacting the meeting industry and their events; the following summarizes their comments:

- Concern expressed that the potential headquarters hotel should NOT be in the "upper upscale" category (similar to Ritz Carlton/JW Marriott at LALive); association planners need more limited service hotels
- The new hotel will drive higher rates for citywides
- Scott Beck committed that a Luxury flag for the Convention Center hotel will NOT be built in Salt Lake

Strong Sellers' Market

- Many planners finding hotel increasingly hard to work with for citywides (or hotels won't reply to RFPs at all) as they make more money with transient business
- Some planners are using contract language to address diversity inclusion and anti-discrimination laws (no penalty cancellation), but most hotels don't have anti-discrimination language in their contracts



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Client organizational transitions - Association Management Companies

- Educating clients regarding seller marketplace realities
- Staff seeing more member involvement resulting in demand for innovation
- Seeing volunteers seeking ways to be more active in their association
 - Solutions include offer members way to co-creating solutions, "embrace them"; be sure to have well defined roles and responsibilities
 - Channel volunteers' energy into customized positive activities
- Some leadership focused on "ancient history"; "we've always done things this way".
- Best Quote of the Meeting: "A lot has changed, but you haven't". Some leaders are too focused on the past and not interested in evolving

Embracing past leadership

- Share information with them
- Provide them with early notice and input on big issues impacting the organization

Social Media

- Some organizations hire experts to help Board members engage and use social media to promote the event
- Teaching leaders to use social media is key

Engaging Multi-Generational Workforce and Attendees

- Planners are challenged to create ways for key stakeholders from all generations to build meeting content and deliver on multigenerational needs
- One organization created an "Innovation Fund" to incentivize young staffer (non-budget owners). They design and propose projects which can simultaneously enhance their careers and the organizational goals – i.e. public policy programs

Technology – Artificial Intelligence – Augmented Reality

- The film *Tree* (debuted at Sundance) was cited as an exciting use of Virtual Reality (VR) <http://www.sundance.org/projects/tree-79496ca6-8d2d-4913-b497-354e323318f3>
- More use of Drones seen at meetings and shows
- Wayblazer <http://wayblazer.com/> cited as effective use of Artificial Intelligence (AI) in the travel space
- HR Block cited for using AI for tax preparation services
- Potential for VR site inspections
 - Great potential as an introductory tool, but caution expressed that images could be "sanitized"; this could be addressed by using live transmissions
 - VR needs to be more than "staged pretty pictures"
 - Could be used to share destination storytelling with association leaders at board meetings

Trends

- Vintage and Mid Century Modern "are big"
- View-Masters <https://en.wikipedia.org/wiki/View-Master> and <https://www.view-master.com>
- Vinyl LP Records are hot <http://www.randysrecords.com/>



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Hotels Turning Down Group Business

- Stakeholders/Leadership needs more education to understand why hotels turn business away
- Sales contact tells planners that "Revenue Management" or "owners" demand that business be declined
 - It would be much more prudent if hotels said that the piece of business doesn't fit their business model
 - Hotel should advise clients how they can make a meeting more attractive
 - RFP should be a "conversation starter" not a "conversation ender"

Dan Hayes – Salt Palace

- APEX GMIC Sustainability efforts
- Submitted for Level 1 certification <http://www.gmicglobal.org/page/APEX>
- Awaiting news from APEX regarding formal approval

Ultimate Guide to Internet Success

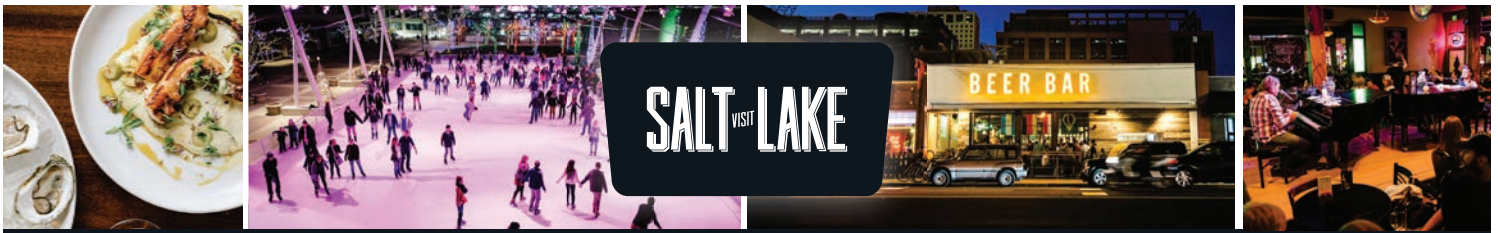
John Rissi – Senior Vice President – PSAV

Co-Chair of the CIC APEX Internet Work Group

<http://www.conventionindustry.org/APEX/bandwidthconnectivity.aspx>

John discussed ways to ensure successful use of internet connectivity. His slides have been posted to the CAB microsite and comments and contact information are noted below:

- John can be reached via email: jrissi@psav.com or phone: 602.502.6731
- Planners need to understand:
 - Dedicated vs. shared bandwidth; if shared, be sure to know how much of the pipeline is shared
 - Wireless Access Point technology
 - My-Fi use and potential interference caused by users
 - Detailed bandwidth use reports
 - Bandwidth capability to and from your venue
 - Density mapping, access points and coverage
 - Focus on bandwidth consumption and demand for rational pricing
- Use www.speedtest.net to evaluate down and upload speeds
- Bandwidth Use Estimator <http://www.conventionindustry.org/APEX/bwidthestimator.aspx>
- Generally, internet consumption is increasing by 10% annually
- Meeting industry must lobby providers for rational pricing and communication
- RFP Strategy Guide <http://www.conventionindustry.org/docs/default-source/apex-bandwidth-and-connectivity/internet-rfp-strategy-guide.pdf>
- Bringing own internet access into a venue is an option, but it requires access to the venue's circuit
- Internet pirate activity using My-Fi devices and guest badges to access show floor can be mitigated by using technology identifying rogue My-Fi devices
- Members in attendance may receive 1 hour of CMP continuing education under Domain G – Meeting and Event Design. CAB members can use the meeting agenda as proof



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Additional APEX CIC Updates

- Developing new White Papers and programs to define:
 - Value proposition of DMOs and Convention Centers
 - Electronic RFPs
 - Cyber Security
- Globalizing the terms found in APEX Glossary
- Developing Secure Venues Standards in partnership with Excellence Squared <http://excellencesquared.com/>

Brainstorming the Future of DMO Services

Destination NEXT <https://www.destinationmarketing.org/destinationnext>

- Scott Beck's presentation is published on the CAB microsite

Suggested way to create new services experiences – Services 2.0

- Morph service team to become customized co-creation masters
 - Develop customized partnerships to make events successful with local companies, educators, industry etc.
 - Destination experts 2.0
 - Because not all planners have internal event teams, DMO needs to offer programs which work directly with planners
 - Educate locals to develop peer-to-peer outreach to help drive attendance
 - Identify community services projects
 - Ensure careful attention is paid to complete list of RFP concessions and offer as many concessions as possible

Don't throw away existing services

- Innovative services have the real value, but it's difficult to measure the impact of existing services such as banners and window clings etc.

Potential Platform for Services 2.0

- Work alongside organizations, market promotion without DMO logo and images (attendees will register because of organizational content, not meeting location)
- Pixel and retarget using trace cookies, DMO will manage on organization's behalf
- Targeted outreach to group's database using electronic bonded mail house
- Build Social Media group of speakers, thought leaders and staff talking about the event
- Post event marketing programs (with opt-in notification)

Effective Event Marketing and Webcasting Platforms

- Feathr.co <https://feathr.co>
- As programs grow, some groups find it difficult to find venue space resulting in increased use of livestreaming/webcasting tools such as InExpo to engage remote attendees <https://www.inexpo.com/>



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Temporary Labor 2.0

- Develop program to provide clients with high caliber, well trained, proactive registration staff who engage with attendees in meaningful, professional ways to market Salt Lake
- Create ambassador bloggers program, offer ways for clients to use their services during events ("hottie snowboarder guy" etc.)
- John Oliver's report on "Zebras in Bolivia" transformation example cited <https://www.youtube.com/watch?v=9cQpdb8tclM>
- Certified Tourism Ambassador program <https://www.ctanetwork.com/>

Value proposition in On Site and Post Event Satisfaction Surveys

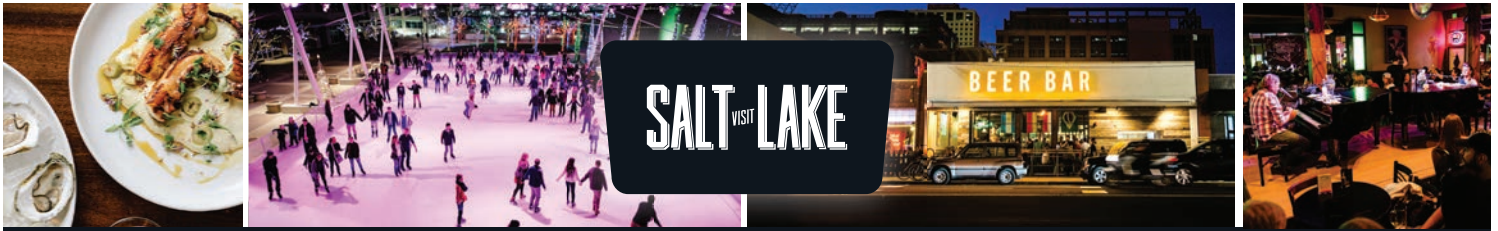
- Difficult to get planners' attention and participation in surveys, they tend to be overwhelmed and focused on next event
- Onsite focus groups and intercept surveys are useful and welcome
- All experiential data gathering tools are welcome
- Use data to make better business decisions
- Generally, evaluations are too long and don't want to include destination related questions in existing surveys
 - Some organizations will allow DMO to insert survey questions, layered into existing organizational surveys
 - Use clients' technology and platforms to survey attendees, load survey into meeting/show apps with push notifications
 - Include user incentive such as 2 for 1 room night award

Outgoing Members

The following members have completed their terms and were thanked for their service: Dee Clemmons, Dave Jennings, Amy Ledoux, Andrea McDowell, Julie Giles Parkes, Michelle Randall, Susan Root and Andrea Streat

Travel Ban – Political Realities – Boycotts

- DMOs remain neutral regarding all political issues
- CAB was made aware that Outdoor Retailer has chosen to leave Salt Lake after Summer 2018 due to political officials' stance on public lands <http://www.sltrib.com/home/4952414-155/outdoor-retailer-convention-leaving-utah>
- The CAB was asked how effective are destination boycotts
 - Hurts front line employees
 - Can't effect change if a group is no longer using the destination
 - Some organizations have stringent criteria for site selection based on local and state laws, other organizations rely on local members to vet laws and policies
- Travel Ban has resulted in more Middle Eastern based stakeholders participating at meetings using webcasting tools
- Recent 6,000+ scientific meeting lost 60 attendees from Travel Ban countries, that meeting live streamed major sessions; the cost of which was unbudgeted and not insignificant
- Some Scientific organization not using U.S. destinations for the duration of Trump administration due to travel ban impact
- Some foreign stakeholders skipping US based meetings due to new political environment and regulations
- ASAE anti-discrimination statement – https://www.asaecenter.org/about-us/news_releases/2016/august/asae-board-approves-budget-and-new-diversity-inclusion-initiatives
- Planners are seeking contract language to address travel ban to release organizations form contractual obligation
- Many corporations have broad based inclusion and equality embedded in their organizational cultures
- Housing companies seeing reduced room blocks, stronger review clauses due to political environment
- Travel policies are having deep negative impacts on people; this is a new reality
- Funding cuts at the NIH <https://www.nih.gov/> and elimination of some Federal departments will have negative impact on meetings attendance (and on the scientific discoveries)



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Risk Management

The CAB members were asked to discuss how risk management issues impact site decision making and site inspections; the following summarizes their feedback:

- On site tours are very helpful and should include a visit to the venue security command post
- For citywide/annual meeting, start discussion regarding risk management issues at the year out planning meeting
- Include more time during site inspections to see security assets
- The DMO should ask planners how much time they would like allotted to security issues; include as a normal part of the business discussion
- Align the group's crisis plan with the venue's risk management plans
- Don't wait till pre-con to share information
- Communication regarding security issues should be made more proactive
- Include details regarding recent security issues in and around venue

Related Issues

- CIC APEX new Security Standards project is a work in progress, CAB will be asked to review the new standards
- SMG has done Homeland Security Threat assessment at The Salt Palace
- Salt Palace sends text to planners to alert them of any security related issues
- Pulse Point app <http://www.pulsepoint.org/download/>
- In House Physician <http://www.inhousephysicians.com/>
- Alternate to cellular service (if it is down) are radios and satellite phones

Streetscape/Homelessness Issues

- Downtown Alliance in Salt Lake <http://www.downtownslc.org/>
 - Differentiating homelessness from pan handling
 - New shelters are being built
 - Ambassador program staffed by licensed social workers
 - New service providers
 - Positive changes will take place over time

Gerry Kingston – Delta Air Lines <http://www.delta.com>

Gerry was thanked for sponsoring attendees' airline tickets. She discussed airline issues and Delta innovations. Her presentation has been posted to the CAB microsite.

- Fly Delta App http://www.delta.com/content/www/en_US/mobile.html
- Upgraded Wi-Fi Service using Gogo 2Ku <https://www.gogoair.com/commercial/2ku>
- SLC Airport
 - Delta operates 256 daily flights to 90 destinations
- Delta Meeting Network <http://www.delta.com/meetings>
 - Offers the lowest fares
 - No booking fees
 - Back end incentive to organization
 - SkyTeam Global Meetings <https://www.skyteam.com/en/business-solutions/global-meetings/>



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Geri's Contact information:

Geri Kingston
Manager – Meeting, Events & Incentive Sales
Delta Air Lines
Geraldyn.M.Kingston@delta.com
301.854.9646

Wrap Up

Visit Salt Lake's 2016 Tourism Achievement Award was given to SMG and Utah Foods for their significant positive impact on the hospitality and meeting industry.

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 Action Items are found below.

Recommendations and Action Items from the April 2017 meeting

- Add custom tag line to Visit Salt Lake business cards
- Find out whether planners can pay to increase the number of street ambassadors during their events
- Create program to train hotel sales teams to better define why business is declined "put a face on revenue management"
- Develop program to provide clients with high caliber, well trained, proactive registration staff who engage with attendees in meaningful, professional ways to market Salt Lake
- Create ambassador bloggers program, offer ways for clients to use their services during events
- Develop and sponsor VR attendance building tools for "next year city" desk at clients' shows/meetings
- Develop post event marketing programs to attendees (with opt in notifications)
- On-site and post Event Surveys
 - Ask organizations to allow DMO to insert survey questions, layered into existing organizational surveys
 - Use clients' technology and platforms to survey attendees, load survey into meeting/show apps with push notifications
 - Include user incentive i.e. 2 for 1 room night award
- Develop more proactive Risk Management communication protocols
 - Ask planners how much time they would like allotted to security issues; include as a normal part of the business discussion

Meeting Facilitated and Report Authored by

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