

**Santa Clara Tourism Improvement District
Advisory Board Regular Meeting – AGENDA**

March 18, 2021, 8:00 a.m.

COVID-19 NOTICE

Consistent with the California Governor's Executive Order No. N-29-20 and the Santa Clara County Health Officer's March 16, 2020 Shelter in Place Order, the Santa Clara Tourism Improvement District (TID) Advisory Board Regular Meeting will not be physically open to the public and the TID Advisory Board members will be teleconferencing from remote locations.

The public can participate remotely via Zoom: <https://santaclaraca.zoom.us/j/99784496700>. Meeting ID: 997 8449 6700 or by phone: 1 (669) 900-6833.

Call to Order

Roll Call

Public Comments

Public comment for items not on the Agenda.

Consent Calendar

Matters listed in the Consent Calendar section will be considered routine by the Advisory Board and will be enacted by one motion. If discussion is requested, that item will be removed from the section entitled Consent Calendar and will be considered separately.

1. Action on the Minutes of the Santa Clara Tourism Improvement District Advisory Board
 - Regular Meeting – February 18, 2021

Consent Items Pulled for Discussion

General Business – Items for Discussion

2. Two-Year Budget Planning
3. Silicon Valley/Santa Clara DMO, Inc. Updates
4. TID Conversion Timeline and Update on Petition Process
5. Action on the Tourism Improvement District Subsidy Guidelines
6. Action on the Santa Clara Convention Center Booking Strategy (Revised)
7. California Hotel & Lodging Association Clean + Safe Certification Updates
 - Certification complete: Marriott, Hyatt, Biltmore, Element, Embassy Suites
 - Status update: Hilton, Avatar, TownePlace Suites, Hyatt House, Plaza Suites, AC Santa Clara
8. Santa Clara Convention Center Updates

9. Economic Development, Communications, and Marketing Subcommittee Tentative Schedule (attachment – schedule)

General Updates

- City of Santa Clara - Brown Act and Robert's Rules of Order Presentation at May 20, 2021 meeting.

Adjournment

The next regular scheduled meeting is on April 15, 2021 at 8:00 a.m.

Please see COVID-19 NOTICE

Brown Act:

Government Code 54950 et seq (the Brown Act) requires that a brief description of each item to be transacted or discussed be posted at least 72 hours prior to a regular meeting. Action may not be taken on items not posted on the agenda. Meeting facilities are accessible to persons with disabilities. If you require special assistance to participate in the meeting, notify Peter Hart, GM at peter.hart@hilton.com prior to the meeting.

Notice to Public:

You are welcomed and encouraged to participate in this meeting. Public comment is taken (3 minutes maximum per person) on items listed on the agenda will be heard at the meeting as noted on the agenda. Public comment on items not listed on the agenda will be heard at the meeting as noted on the agenda. Comments on controversial items may be limited and large groups are encouraged to select one or two speakers to represent the opinion of the group. The order of agenda items is listed for reference and may be taken in any order deemed appropriate by the Board of Directors. The agenda provides a general description and staff recommendation; however, the Board of Directors may take action other than what is recommended.

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 ("ADA"), the Santa Clara Tourism Improvement District (TID) will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities, and will ensure that all existing facilities will be made accessible to the maximum extent feasible. The Santa Clara TID will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities including those with speech, hearing, or vision impairments so they can participate equally in the Santa Clara TID's programs, services, and activities. The Santa Clara TID will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all of its programs, services, and activities.

Agendas and other written materials distributed during a public meeting that are public record will be made available by the Santa Clara Tourism Improvement District in an appropriate alternative format. Contact Nancy Thome at 1-408-615-2294 with your request for an alternative format copy of the agenda or other written materials.

Individuals who require an auxiliary aid or service for effective communication, or any other disability-related modification of policies or procedures, or other accommodation, in order to participate in a program, service, or activity of the Santa Clara TID, should contact the Peter Hart, GM at peter.hart@hilton.com prior as soon as possible before the scheduled event.

ATTACHMENTS

**Santa Clara Tourism Improvement District
Advisory Board Regular Meeting – MINUTES**

February 18, 2021, 8:00 a.m.

Call to Order

Chair Hodges called the meeting to order at 8:04 a.m.

Roll Call

Present: 8 Joe Eustice, General Manager, Hilton Santa Clara
Justin Hart, General Manager, AC Hotel Santa Clara
Peter Hart, General Manager, Embassy Suites
Eron Hodges, General Manager, Hyatt Regency Santa Clara
Calette Nielsen, General Manager, Marriott Santa Clara
Jean-Phillippe Rollet, General Manager, The Plaza Suites
Mark Salquist, General Manager, Avatar Hotel
Ryan Turner, General Manager, Element Santa Clara

Absent: 3 Alan Mass, General Manager, Hyatt House
Jon Siebring, General Manager, Biltmore Hotel
Bridgette Burns, General Manager, TownePlace Suites by Marriott

A quorum was met.

In Attendance

Ruth Mizobe Shikada, Assistant City Manager, City of Santa Clara
Nancy Thome, Assistant to the City Manager, City of Santa Clara
Dan Fenton, Executive Vice President, JLL
Bethanie DeRose, Senior Vice President, JLL
Kelly Carr, General Manager, Spectra Venue Management
Matt Stewart, CEO, Silicon Valley/Santa Clara DMO, Inc.

Public Comments

Public comment for items not on the Agenda.

Consent Calendar

Matters listed in the Consent Calendar section will be considered routine by the Advisory Board and will be enacted by one motion. If discussion is requested, that item will be removed from the section entitled Consent Calendar and will be considered separately.

1. Action on the Minutes of the Santa Clara Tourism Improvement District Advisory Board
 - Regular Meeting – January 21, 2021

A motion was made by Peter Hart, seconded by Joe Eustice, to approve the Consent Calendar. Motion passed unanimously (8-0).

It was announced that it was Callette Nielsen's last TID meeting. Vince Buonocore will serve as the interim General Manager at the Santa Clara Marriott and will attend TID meetings until the recruitment is completed.

Consent Items Pulled for Discussion

General Business – Items for Discussion

2. Presentation - Update on Santa Clara Convention Center Refresh Project.

Kelly Carr led the presentation with the HOK design team. The team presented on the visioning process, proposed color palettes, and initial schematic designs. Please see Post-Meeting Material.

TID Feedback:

- Preference of digital projection (although know it is more expensive)
- Seating around the pillars would soften the casualness
- Share pastries – local hotels would order from Levy
- Like the approach of looking at who future target/clients are
- Consider that content creation is very expensive – assess who would use it
- Use of walls for revenue generation is a good idea
- Proceed with caution – with the activation of public space; it's a good concept, will it profitable?
- Consider the lead time needed for carpet
- Will the UPS site be updated also or relocated?
- Consider durability of the carpeting considering the primary clients

Ryan Turner left the meeting at 8:20 a.m.

3. Updates from Silicon Valley/Santa Clara DMO, Inc.

Matt Stewart provided an update on DMO activities:

- The sales contractor's agreement was extended two months
- The Request for Proposal (RFP) for Marketing Services was released last week
- Matt hired a temporary administrative assistant who started on Feb. 17
- Working on establishing a customer advisory forum
- Working on World Cup for 2026 and US Fencing for 2022
- DMO has submitted a trademark application for "Discover Santa Clara" which can take up to six months to finalize.
- DMO submitted application for a \$10,000 employee retention credit
- Received feedback from clients that the hybrid model is not working, and executive want to meet in person which is required per association bylaws.

Callette Nielsen, Jean-Phillippe Rollet and Justin Hart left the meeting at 9:00 a.m.

4. Review of TID Conversion Timeline (Petitions).

Nancy Thome reviewed the timeline for the TID Conversion Process (dates are tentative):

- April 6, 2021 – Resolution of Intention to form district is on the Council Consent

Agenda

- April 20, 2021 – Public Meeting to allow for public comments.
- May 25, 2021 – Public Hearing/Resolution of Formation to establish district.

To date, the City has received four petitions from hotels who will collectively pay 61%; only 50% is required to proceed.

5. Discussion on FY 2021/22 Operating Budget Planning.

Nancy Thome indicated that as with last year's TID renewal process, the DMO and TID will need to work on a final report and a proposed budget for the next fiscal year. This report would be presented to Council at the May public hearing. It was suggested for the DMO to prepare and obtain approval from the TID and DMO Boards at the April 15th scheduled meetings so that there is sufficient time to go through the City's review process.

6. Update on "Visit Santa Clara".

Matt Stewart reported the DMO attorney has drafted an agreement for the use and redirect of the "Visit Santa Clara" website. The agreement is currently being reviewed by the Chamber.

7. Action on the Tourism Improvement District Subsidy Guidelines.

There was no action on this item as a quorum was not met. This item will be placed on the next agenda.

8. Santa Clara Convention Center Updates and Review of Convention Center Calendar of Events.

Kelly Carr reported the Center will be opening February 19 as a vaccination site for Sutter Health. It is anticipated 600-700 patients would be served daily for the next few weeks, and Sutter plans to ramp up to 6,000 to 8,000. It was also reported that Center staff is working on moving out the summer events into the next year.

General Updates

Eron Hodges indicated that he would like to get an update from the hotels on the cleanliness certifications at the next meeting.

Adjournment

The meeting adjourned at 9:25 a.m. The next regular scheduled meeting is on March 18, 2021 at 8:00 a.m.



Presentation to Tourism Improvement District (TID) Advisory Board

Item No. 2 – Update on Santa Clara Convention Center Refresh Project

February 18, 2021

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1



City of
Santa Clara
The Center of What's Possible

Agenda

- Background
- Design Process & Current Status
- Design Update (presented by HOK)
- Next Steps
- Q & A

2

2



Background

- September 2020 – Release of Statement of Qualifications / Proposal (SOQ/P) for Architectural/Professional Interior Design Services
- Eight proposals received
- Selection committee comprised of representatives from City, Spectra and JLL
- Two-step evaluation process / Interviews & Presentations
- Selection of HOK

3



Design Process & Current Status

1. Visioning Session (January)
2. Schematic Design (February)
3. Design Development (March)
4. Construction Documentation Preparation (April)
5. Procurement of Construction (May–June)
6. Begin Construction (Mid-June)

4

Project Considerations

- Key convention center users and target audiences.
- Focus on increasing competitiveness in converting P1 (large conventions) – supported by established KPIs.
- “Tech infusion” relates to who we are and who we are trying to attract.
- Creation of vibrant public space to welcome community.
- Opportunity to create unique gathering and meeting spaces.

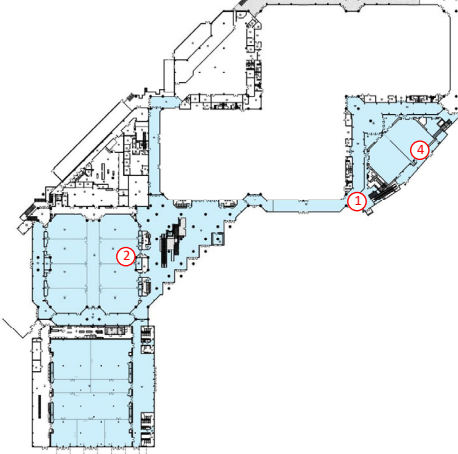
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Preliminary Design

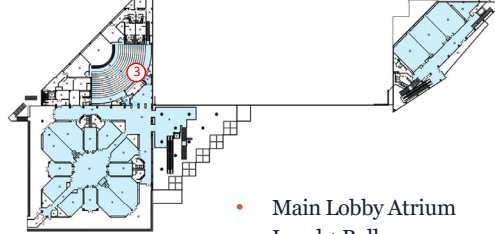
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Wall Finish & Carpet

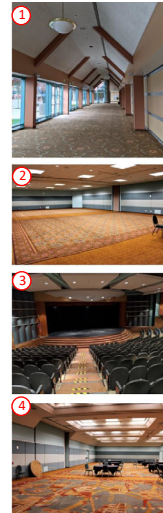
Floor Plan – Level 01



Floor Plan – Level 02

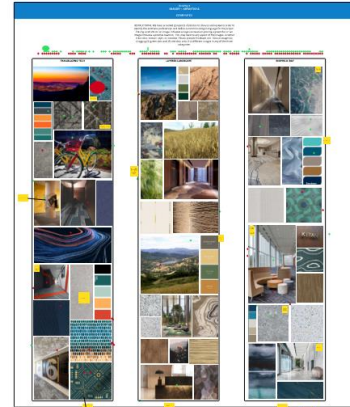
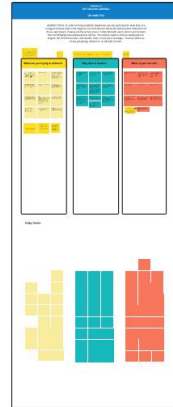
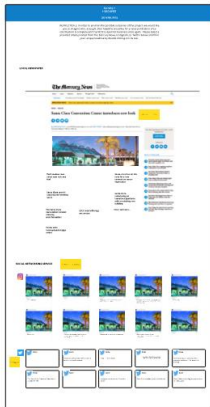


- Main Lobby Atrium
- Level 1 Ballroom
- Mission City
- Great American Wing
- Great American Ballrooms
- Level 2 Main Lobby
- Unit B Meeting Rooms
- Unit C Theater



7

Visioning Session



8



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Visioning Session

- Trailblazing Tech
- Layered Landscape
- Biophilic Infusion













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The Center of What's Possible

TRAILBLAZING TECH



LIKES:

- Image 1 - Contemporary design, More operational and functional pattern. Hallway should have durable, darker finishes to prevent show of wear & tear
- Image 2 - Signage and Branding opportunity with the columns



DISLIKES:

- Image 1 - Tech pattern will take away from its own beauty, More subtle design is preferred. This also gives off a more dated look.
- Image 2 - Busy, this may give overwhelming feeling to users

Most Liked Photos:

Least Liked Photos:

LAYERED LANDSCAPE




LIKES:

- Image 1 - Adding in agriculture into the space will assist with making it feel more sustainable and green
- Image 2 & 3 - More neutral and subtle, Color palette is nice



DISLIKES:

- Image 1 & 2 - Busy

Most Liked Photos:

Least Liked Photos:

BIOPHILIC BAY




LIKES:

- Image 1 - This stands out from the other concept. There is a chance to give a local vibe & flavor
- Image 2 - More refined look in this pattern, timeless
- Image 3 - Like the neutral color palette with the ability to differentiate
- Terrazzo flooring will be good for longevity. It gives warm feeling to the space



DISLIKES:





- Image 1 - Lounge area has too many new elements, sharp and cold feeling- not inviting
- Image 2 - Do not like the literal representation of pattern in the carpet

Most Liked Photos:

Least Liked Photos:

10

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The Center of What's Possible

Material Palette


Modern - Biophilic - Classic with Tech Infusion

- Colors and textures derived from the imagery of local nature and terrain as seen in the design scheme
- Neutral tones used on walls throughout most of space to serve as a modern & clean background that allow for unique event branding
- Floor materials are used for impact throughout the space to provide color and movement between the different zones
- Accent wallcovering & paint used to activate key areas where gathering and networking take place
- Materials shown here exceed those found in competitor locations in terms of modernity and refinement
- The overall palette is balanced and adaptable in order to allow various levels of clients to feel comfortable using the convention center

WALLCOVERING



ACCENT WALLCOVERING



WALL & TRIM PAINT



EXPOSED CONCRETE



BLACKENED STEEL



CARPET

WATER



ROCK



GRASS



TERRAZZO



WOOD ACCENTS




LIVING WALL



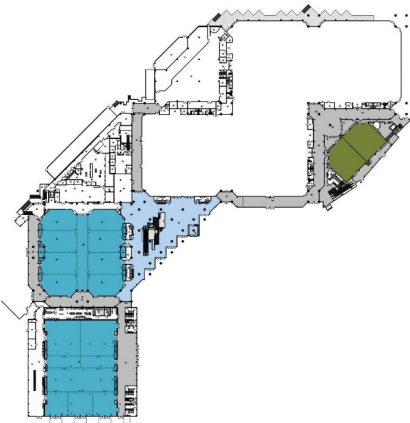


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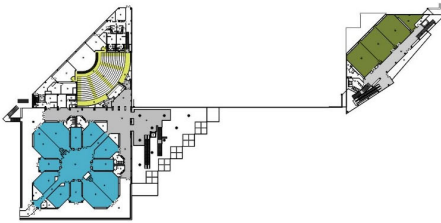
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Floor Finish Diagram

Level 01



Level 02



● TERRAZZO

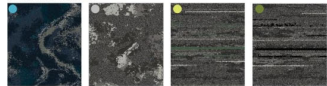
● CPT 1

● CPT 2

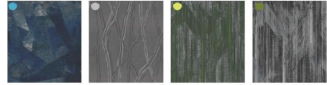
● CPT 3

● CPT 4

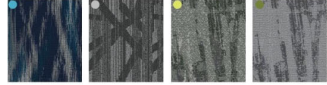
OPTION SET 1: SHAW




OPTION SET 2: MILLIKEN




OPTION SET 3: MOHAWK



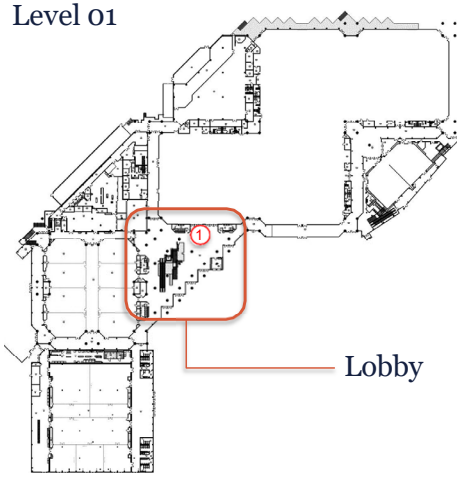


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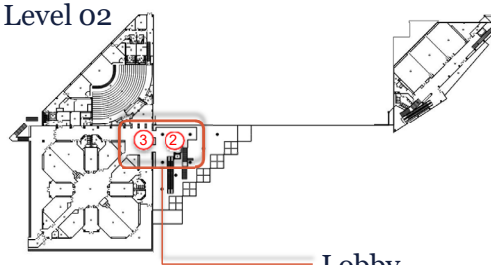
Lobby Activation Opportunities

Level 01


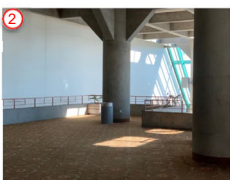
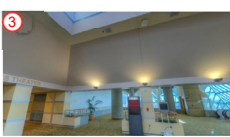



Lobby

Level 02



Lobby


13

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Lobby Activation Opportunities

Lobby Level 01 - Perspective



Lobby Level 01 – Existing Photo




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 The Center of What's Possible

Lobby Activation Opportunities

Lobby Level O2 - Perspective



Lobby Level O2 – Existing Photo







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 The Center of What's Possible

Lobby Activation Opportunities

Lobby Level O2 - Perspective



Lobby Level O2 – Existing Photo





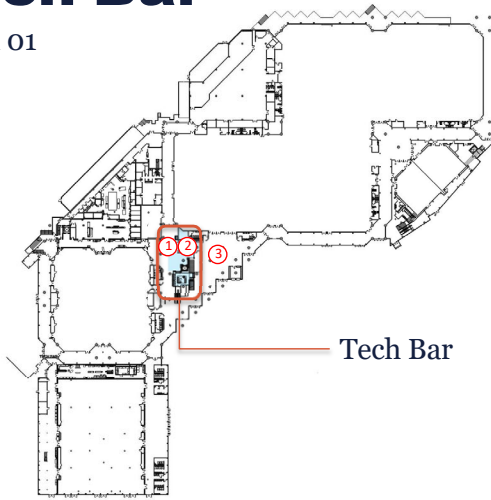


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Tech Bar

Level 01

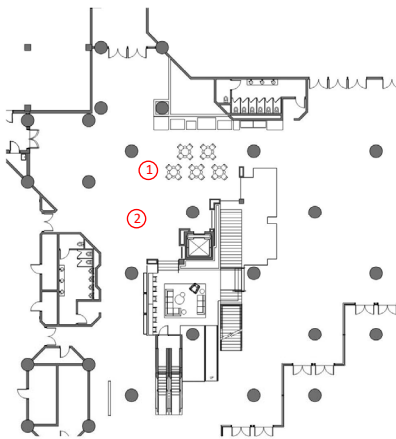


Tech Bar



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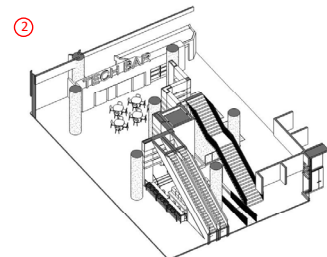
Enlarged Floor Plan



Enlarged Floor Plan



Perspective



Isometric View

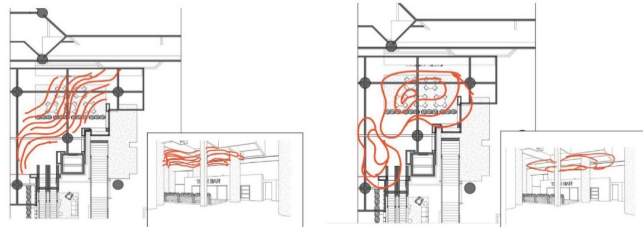
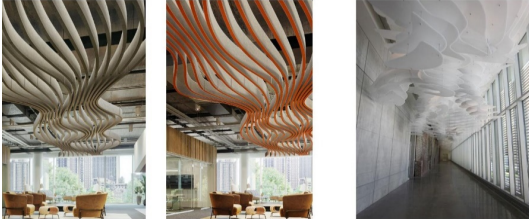


Concept Finish Palette

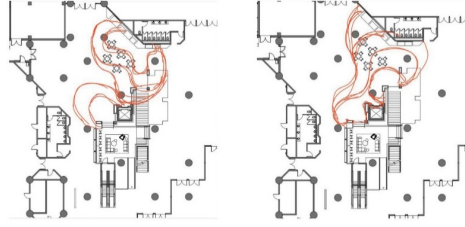
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Tech Bar Concept

Ceiling Design



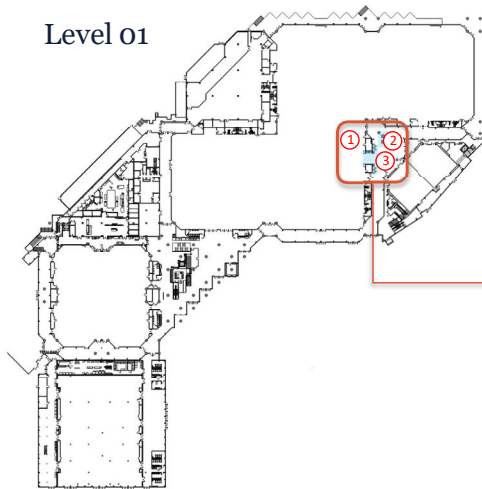
Flooring Design



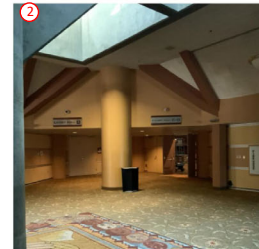
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Stand B


Level 01



Stand B

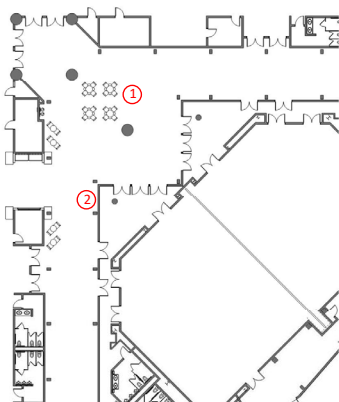


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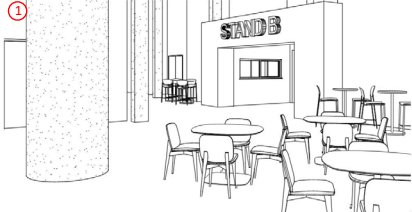


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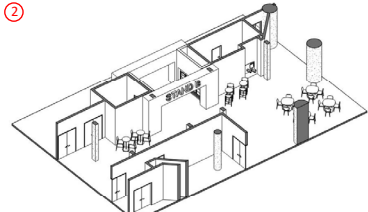
Enlarged Floor Plan




Enlarged Floor Plan




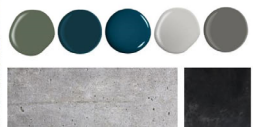
Perspective




Isometric View







Concept Finish Palette


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Preliminary Kitchen Design

- Kitchen upgrades are designed:
 - To support the high level of quality and innovation in SCCC's food service delivery;
 - Create the tasting area to showcase food experiences to prospective clients (focus is on converting P1 business); and
 - Develop the teaching kitchen with focus workforce development and community engagement (Levy KPI)


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Main Kitchen & Mission Kitchen

Level 01



Main Kitchen





Mission Kitchen






23

23


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Main Kitchen



- New resilient flooring throughout to replace damaged floor.
- New cleanable wall surfaces throughout to replace damaged wall paneling.
- Additional Upgrades as Follows:
 - Blast Chiller
 - Walk-in Cooler
 - Remote Refrigeration Rack
 - Enclose Staff Office
 - Replace Ice Maker

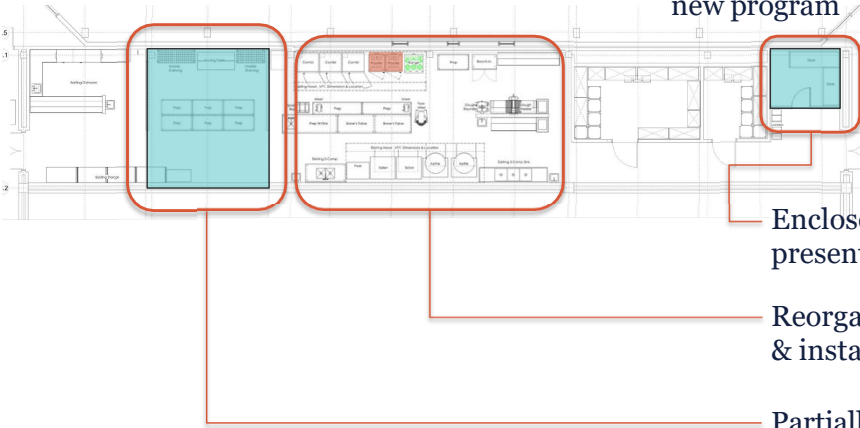

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24




Mission Kitchen

- Specific Changes to accommodate new program



- Enclose room for client presentations
- Reorganize existing equipment & install new proofing oven
- Partially enclose as a new tasting area and classroom space



25

25



Next Steps

- Additional stakeholder presentations
- Gather additional input
- Further refinement of design
- Selection of materials and procurement process



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26



Feedback

- What excites you the most about the project?
- What other opportunities do you see?
- Thoughts on the approach?



Presentation to Tourism Improvement District (TID) Advisory Board

Item No. 2 – Update on Santa Clara Convention Center Refresh Project

February 18, 2021

TID Assessment 1.5% - Year 1
TID Assessment 2% - Years 2 - 5

TID Assessment 1.5%
Years 1 - 5

Year 1 - FY 2021/22		Year 1 - FY 2021/22	
FY 2020/21 estimated fund balance	\$ 1,400,000	FY 2020/21 estimated fund balance	\$ 1,400,000
FY 2021/22 Projected revenue	\$ 610,936	FY 2021/22 Projected revenue	\$ 610,936
FY 2021/22 available funds	<u>\$ 2,010,936</u>	FY 2021/22 available funds	<u>\$ 2,010,936</u>
FY 2021/22 budget	<u>\$ 1,300,000</u>	FY 2021/22 budget	<u>\$ 1,200,000</u>
FY 2021/22 fund balance	\$ 710,936	FY 2021/22 fund balance	\$ 810,936
		\$ 650,000	
Year 2 - FY 2022/23		Year 2 - FY 2022/23	
FY 2021/22 fund balance	\$ 710,936	FY 2021/22 fund balance	\$ 810,936
FY 2022/23 Projected revenue	\$ 880,970	FY 2022/23 Projected revenue	\$ 1,174,623
FY 2022/23 available funds	<u>\$ 1,591,906</u>	FY 2022/23 available funds	<u>\$ 1,985,559</u>
FY 2022/23 budget	<u>\$ 1,339,000</u>	FY 2022/23 budget	<u>\$ 1,236,000</u>
FY 2022/23 fund balance	\$ 252,906	FY 2022/23 fund balance	\$ 749,559

Rev. 03/04/2021

DATE: March 5, 2021

TO: Ruth Mizobe Shikada, Assistant City Manager
Nancy Thome, Assistant to the City Manager

FROM: Matt Stewart, President & CEO

SUBJECT: **Silicon Valley/Santa Clara DMO, Inc. Monthly Report – February 2021**

Financial Overview:

February 2021

- DMO's Operating Budget for 2020/2021 is \$1,244,060. YTD (Jul – Feb) Expenditures **\$278,543**. Full Year Balance \$965,517. Expended YTD 22.39%
- DMO Expenses were **-\$12,990** in February
 - Website/Destination Advantage **-\$2,000**
 - Simpleview (CRM) **-\$400**
 - Hanover Insurance (Vantreo – Broker) **-\$1,988.00**
 - Professional Meetings Industry Memberships (PCMA, MPI, CalSAE) **-\$1,409**
 - Office Supplies **-\$124**
 - Smart City/IT (charges (monthly) **-\$449**
 - Software **-\$380**
 - Civitas **-\$6,240**
 - City Administration Fee **-\$750**
- DMO Bank Account/Wells Fargo – withdrawals in January (payroll, fee's & taxes) **\$26,180**. **Balance ending 1/31/21 is \$52,707**
- Estimated additional expenditures for balance of 2020/2021 (Mar – June).
 - Contractor: Sales (**\$24,000** estimated, **\$6,000** per month)
 - Contractor: Executive Admin (**\$16,000** estimated, based on 20 hrs. per week x 16 weeks beginning late Feb 2021)
 - Contractor: Marketing Agency (**\$30,000** estimated, based on **\$15,000** per month X 2 months beginning May 2021)

5001 Great America Parkway
Santa Clara, CA 95054

Forecast:

- The forecast will continue to fluctuate based on decreased TID Funding due to the Pandemic. Working with fiscal agent to rebalance remainder of year (2020/2021). Lower TID revenue collections YTD Collections: \$108,068 vs. \$400,000 YTD Budget.
- DMO will continue to monitor the development of a COVID-19 vaccine and observe the direction of the meetings industry to convey expectations of meetings and their impact for the TID Hotels and funding to the DMO.
- According to the most recent Longwoods International tracking study of American travelers, **81% of American travelers with plans to travel in the next 6-month, sustaining a 16-point increase from January 20th and well above levels seen since last March.** Friends and relatives (45%), going to a beach/waterfront (35%) and taking a road trip (34%) dominate as the top activities travelers plan to engage in on their next leisure trip. 38% of American travelers plan to hold on their travel until they receive the vaccine, while 33% say the vaccine has no impact on their travel plans.
- Based on feedback from in-market customer calls in February, planners are still hesitant on booking meetings in balance of 2021 and into Q1 2022, although confidence is growing given the vaccine distribution and the majority of Bay Area counties moving into the red tier.

Summary of DMO Activities:

a. Sales

- DMO extended Sales Contractor for an additional two month beginning February 2021, for conducting sales & marketing research and client engagement activities specific to driving Priority 1 and Priority 2 business for Santa Clara and the Santa Clara Convention Center. In the month of February, the Sales Contractor accomplished and has conveyed to the DMO/CEO the following:
 - *Participating in weekly Strategic Sessions with DMO CEO/JLL 3X per week to understand direction on weekly activities, targeted customer lists, market data, industry trends and feedback gained to date from targeted customer list.*
 - *Participating in bi-weekly DMO/SCCC Sales Meeting*
 - *Market Immersion: Virtual Meetings held with TID Hotel Sales Leaders & Sales Managers to establish collaboration & discuss best practices to earn Citywide Opportunities for Santa Clara.*
 - *Contractor contacted additional 54 clients in the month of February. Of the 54, Two Citywide Tentative leads were created & sent to TID Partner Hotels for high impact Citywide Opportunities in years 2023 & 2027. Proposals sent to Customers.*
 - *Updating Simpleview accounts, contact & data fields*
 - *Creating email communication feature for monthly Santa Clara e-newsletter. Reached out to 25 non respondents from January. Traced out.*

5001 Great America Parkway
Santa Clara, CA 95054

Contractor Activities	# per Agreement to Date	# Completed	Current Month
# of P1 & P2 clients targeted / research	N/A	182	54
# of new potential P1 & P2 clients contacted (50 per month)	150	60	17
# of P1 Prospects generated (15 per month)	45	28	26
# of P2 Prospects generated	N/A	32	27
Active Prospects in SV	N/A	53	48
Active Tentatives in SV	N/A	3	2

- Marketing Agency – *the* DMO went out to bid in February (requests for proposals) for Marketing representation on a contract basis. The Agency, once contracted, will focus on rebranding the DMO, lead generation, enhancing/modernizing the DMO website with appropriate SEO, rebuilding its social media platforms to be meetings’ centric, building a customer database & engaging with much needed PR for the destination, DMO, and its partners (Levy Restaurants and the Santa Clara Convention Center)
- Administrative Assistance – The DMO worked through an approved Temp Agency (Board approved) and hired an Executive Assistant for the balance of its Fiscal Year (2020/2021) to assist with setting up the DMO, data entry, SOP creation, Reporting, etc.
- KPI Goals are being finalized for full year 2021/2022 (revising based on pandemic/continued SCCC closure):
 - # of weeks impacted - 15% weight
 - # of definite events – 15% weight
 - convention center gross revenue - 15%
 - # of room nights booked - 10%
 - # of room nights consumed - 5%
 - event mix - 10%
 - economic impact - 5%
 - customer service survey results - 10%
 - sales activities/prospects – 15%

High Profile Events/RFP:

- DMO Planning its first Customer Advisory Forum for April (postponed from February); five (5) targeted customers with P1/P2 business.
- DMO continues to engage with decision makers to bring the World Cup to Santa Clara in 2026.
- DMO continues to engage with Silicon Valley Auto Show Leadership to share shift their annual to the SCCC in March 2022.

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- DMO worked with decision makers for Edge AI / Vision Alliance and IASP (AIM Group) on current tentative and past cancelled programs and opportunities for improvement.

Stakeholder Meetings:

- DMO conducted TID Hotel Sales Leader Booking Strategy KPI Meeting (with JLL)
- DMO conducted meeting with Deputy Director of Aviation Marketing & Communications for Mineta San Jose Int'l Airport.
- DMO conducted meeting with VP's for Related Santa Clara - Dustin Ballard & Joyce Lee
- DMO continued to engage and hold one-on-one raps with TID Hotels
- DMO participated in TID Board Meeting/Call.
- DMO participated in DMO Board Meeting/Call.
- DMO had multiple meetings with Levy and SCCC Sales staff & JLL to discuss alignment in Sales Meetings, future Marketing efforts and closing on specific prospects
- DMO completed work with SCCC, Levy & JLL to continue to develop preliminary 2021/2022 & 2022/2023 Budgets
- DMO participated in two Hyatt Hotel / SCCC Sales Meetings in January.
- DMO participated in two bi-weekly SCCC Sales Meetings in December.
- DMO and City reviewed and worked on additional Policies and SOP templates.
- DMO worked with Spectra, Levy, JLL and the City to finalize Marketing RFP.
- DMO attended and participated in City Council Meeting / JLL contract extension.
- DMO continued work with JLL on 90 Day plan and accomplishments.
- DMO worked with Attorney on Registering and Trademarking 'Discover Santa Clara' naming.
- DMO submitted application for Employee Retention Credit for Q4, 2020. Traced out for Q1, 2,3 and 4 in 2021 for new submissions.

Vendors/Partners:

- DMO continued to work with Fugate on P&L, balance sheet and other templates.
- DMO participated in three more training calls with Simple View "CRM"
- DMO extended agreement with Destination Advantage to host Visit Santa Clara website through June.
- DMO participated in Economic Impact Calculator webinar with Destinations Int'l.
- DMO held additional meeting with the Chamber of Commerce to continue to finalize naming rights for the DMO; working with Attorneys (both sides) on 5-year licensing agreement to redirect and use Visit Santa Clara.
- DMO participated in Regional DMO Peer monthly meeting (networking)

Attachments:

A. Sales Contractor Report

Future Attachments

B. Dashboard Report

C. Financial Report / P&L

Michael Lynch
Sales Consultant
209 State St.
San Francisco, CA 94114
415-902-4724

DATE: February 28, 2021
TO: Matt Stewart, President & CEO, Silicon Valley/Santa Clara DMO, Inc.
FROM: Michael Lynch, Sales Consultant
SUBJECT: Sales Contractor Monthly Report February 2021

Summary of Sales Contractor Activities

a. Activities

- *Strategic Sessions DMO CEO/JLL: Weekly calls, 3 X per week with DMO and JLL to review and share weekly activities, target customer list, customer feedback, market data, industry trends, strategies to secure P1 and P2 business.*
- Participate in the bi-weekly SCCC Team Sales Meeting.
- *Market Immersion:*
 - *Virtual Meetings held with TID Hotel Sales Leaders & Sales Managers to establish collaboration & discuss best practices to earn Citywide Opportunities for Santa Clara.*
- *Training: attended Simpleview CRM training #2 and #3*
- *Created "Why Santa Clara PPT for customer presentations*
- *Assistend onboarding Sales Admin to CEO on contractor duties*
- *Simpleview Data Research: Identified 54 potential leads/accounts from past & future P1&2 Opportunities for Santa Clara & Santa Clara Convention Center. Of the 54, Two Citywide Tentative leads created & sent to TID Partner Hotels for high impact Citywide Opportunities in 2023 & 2027. Proposals sent to Customers.*
- *Updating Simpleview account, contact & data to establish email communication feature for monthly Santa Clara e-newsletter. Reached out to 25 non respondents from January. Traced out.*

Activities (2/1 – 2/28):	#
Contacts	54
Contacts Completed (zoom/phone)	17
New P1/P2's	2 TENT Leads

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b. Feedback (below):

- P2: CACJ/CPDA Capital Case Seminar 2027. 600 peak, 1600 overall room nights, Weekend Opportunity, Share Shift Monterey.
- P1: Heartland Payment System 2023, 1100 peak with Sunday arrival, Share Shift SF Marriott Marquis, self-contained.
- TID Hotel Partners responded positively and enthusiastic about DOM participation.

c. Recommendations:

- **TID Hotel Partners agree** State Association market for our destination is a key market, weekend coverage. Continue solicitation efforts along with weekday, high impact Corporate Opportunities.
- P1 & P2 Opportunities compete with Convention Hotels, under one roof. Santa Clara requires 2-3 Hotels to accommodate peak room commitments.
- Virtual Customer Events to create Santa Clara awareness. Requested pricing for 15 Attendees.
- Create a funded plan to overcome transportation logistics to provide in the initial Proposals.

DMO - FEBRUARY 2021

2021Feb	\$	12,989.84
BANK OF AMERICA PROCUREMENT	\$	2,112.47
STAPLES DIRECT - Purchase	\$	124.47
THE HANOVER INSU CE - Purcha	\$	1,988.00
CALIFORNIA SOCIETY OF ASSOC EXECUTIVES	\$	379.00
CALSAE MEMBERSHIP THRU 6/30/22	\$	379.00
CIVITAS ADVISORS	\$	6,240.00
Assist the City in completing	\$	6,240.00
DESTINATION ADVANTAGE LLC	\$	2,000.00
JAN 21 WEBSITE PROGRAM SUPPORT	\$	2,000.00
MEETING PROFESSIONALS INTERNATIONAL	\$	545.00
MPI MEMBERSHIP	\$	545.00
PCMA	\$	485.00
MEMBERSHIP FEE	\$	485.00
SIMPLEVIEW LLC	\$	400.00
MONTHLY LICENSE FEE	\$	400.00
SMART CITY NETWORKS, L.P.	\$	448.50
IT MONTHLY CHARGES	\$	448.50
STEWART, MATTHEW THOMAS	\$	379.87
ADOBE ACROBAT PRO REIMBURSEMEN	\$	359.88
REIMB COMPUTER APPL COPYTRANS	\$	19.99
Grand Total	\$	12,989.84

**Santa Clara Tourism Business Improvement District
Conversion Timeline**
December 1, 2020

Action	Date	Responsible Party
Initiate project	December 1, 2020	Civitas, City
Edit Management District Plan (MDP)	Early December 2020	Civitas
Submit draft MDP and Petition to City; ongoing review	Mid-December 2020	Civitas, City
Outreach and consensus building	January – February 2021	City, Civitas
City Council meeting + presentation	January 26, 2021	City, Civitas
<i>City Council meeting + presentation (TBD)</i>	<i>February 23, 2021</i>	<i>City, Civitas</i>
Final MDP and Petition approved by City	Late February 2021	City
Petition Drive	March 2021	City
Submit Petitions totaling over 50% of assessment to City	March 2021	City
City Council – Resolution of Intention <ul style="list-style-type: none"> Action on a Resolution of Intention to Establish the Santa Clara Tourism Improvement District (SCTID) under the Property and Improvement District Law of 1994` (<i>Can be on Consent Calendar</i>) 	April 6, 2021	City
Mail <ul style="list-style-type: none"> Notice of Public Meeting/Hearing - <i>Should be mailed 1 day after ROI is adopted. Must be mailed 45 days before public hearing. Clerk certification of mailing is required.</i> 	April 7, 2021	Civitas, City
City Council – Public Meeting <ul style="list-style-type: none"> Public Meeting on the Formation of the SCTID– No action required - <i>Must be held at least 10 days after Notice of Public Meeting/Hearing is mailed and at least 7 days before Public Hearing is held.</i> 	April 20, 2021	City
City Council – Public Hearing <ul style="list-style-type: none"> Public Hearing & Adopt Resolution of Formation establishing the SCTID under the '94 law - <i>Must be held at least 45 days after Notice is mailed.</i> 	May 25, 2021	City
Old '89 district ceases to exist	June 30, 2021	
District begins collecting new assessment	July 1, 2021	Lodging

**Proposed Timeline – subject to change*

Santa Clara Tourism Improvement District (TID) Subsidy Guidelines

OVERVIEW

Subsidy funds are made available through the lodging businesses of the Santa Clara Tourism Improvement District (TID) and the City of Santa Clara pursuant to the Parking and Business Improvement Law of 1989, Sections 36500 et seq. of the California Streets and Highways Code. Lodging businesses located in the TID boundaries assess \$1.00 from lodging guests for each occupied room night. The \$1.00 allows the TID to fulfil its mission of generating additional room nights by effectively marketing the Santa Clara region as a preferred travel destination.

As subsidy requests are a common practice in the meetings/convention industry, the TID Advisory Board established a budget dedicating approximately 5% of its revenues for event subsidies, and budgets are approved annually by the Santa Clara City Council. Subsidies are intended to support a client's ability to have a positive experience while holding an event at the Santa Clara Convention Center.

There are no set number of subsidies provided in any Fiscal Year (July 1 – June 30). However, the total dollar amount of the subsidies provided may not exceed the total amount of funds allotted each year by the TID Advisory Board. Subsidies should be viewed as funds to assist with events in the formative years and should not be viewed as a guaranteed continuous source of funding. Recipients will not be guaranteed funding and requests will need to be re-submitted for approval in subsequent years.

Purpose

The purpose is to increase visitation to the Santa Clara Convention Center and support TID lodging businesses. Other tourism partners such as retail, restaurants and attractions will also benefit from increased visitation.

Goals

- 1) To fund events generating NEW hotel room nights, preferably in non-peak months.
- 2) To fund events having the potential to increase the number of visitors and/or to extend the visitors stay.
- 3) To fund events economically benefitting the Santa Clara community and its tourism partners.
- 4) To fund events with potential for repeat business.

Eligibility Requirements

Any request for an event that supports the purpose and goals noted above is eligible to apply for funding. Receiving organizations must be prepared to meet the following criteria.

Criteria

- 1) Client event is at the Santa Clara Convention Center.
- 2) Client event meets the parameters outlined in the booking policy.
- 3) Client event includes hotel room nights with a measurable benefit to the assessed lodging businesses in the TID.

- 4) Client event includes food and beverage services and AV or IT services and meets the revenue requirements in the approved booking policy.

Subsidy Uses

- 1) Subsidies are not retroactive and will not be provided for costs incurred prior to the submission and approval of a request.
- 2) Subsidies will not be provided for Convention Center venue rental assistance.
- 3) Cash subsidies will not be given directly to the client.
- 4) Subsidies may be used for transportation assistance, event enhancements, packaged attraction assistance or other expenditures deemed appropriate by the TID.

SUBSIDY REQUESTS

*Sales staff refers to DMO or Convention Center

- 1) A *Subsidy Request Form* is used to validate, and document information provided by the client.
- 2) Sales staff are responsible for completing the *Subsidy Request Form*.
- 3) The *Subsidy Request Form* must be fully completed with any supporting documentation attached.
- 4) Submissions to the TID Advisory Board without a completed *Subsidy Request Form* will not be considered.
- 5) Incomplete forms will not be reviewed by the TID Advisory Board and may be returned to the appropriate sales staff for additional information as needed.
- 6) Applications will be reviewed by the TID Advisory Board and applicants will be notified within a reasonable timeframe.
- 7) Applications may be submitted at any time. However, applications will be held until a scheduled TID Advisory Board meeting.

Verification Process

- 1) The following core data points will be researched and documented by sales staff on the *Subsidy Request Form*:
 - a) Demonstrated three-year history (minimum) including number of room nights consumed, total event attendance, and total event spend.
 - b) Potential overall fiscal impact on the Santa Clara Convention Center and other Santa Clara venues (if applicable).
 - i. Including event services including but not limited to rental revenue, food and beverage revenue and other revenue (i.e. AV and IT)
 - c) Potential overall economic Impact
 - d) Date and time of year and potential for booking in a need period.
- 2) Sales staff will also assess and comment on the following:
 - i. Repeat business potential
 - ii. Competitive landscape
 - iii. Intended use of funds
- 3) Based on completed verification process of the event, staff will provide a recommended subsidy amount.
- 4) Completed *Subsidy Request Form* will be submitted to the Convention Center GM or the DMO CEO for review at the next scheduled Sales Meeting.

Approval Process

- 1) The Convention Center GM and the DMO CEO will review subsidy requests at the biweekly sales meeting and either:
 - a) Approve recommended subsidy amount;
 - b) Recommend alternative level of funding;
 - c) Deny with a request for more information;
 - d) Deny with a reason for denial.
- 2) Approved subsidy requests will be forwarded to the TID Advisory Board for review and approval at the next scheduled TID Advisory Board Meeting.
- 3) The TID Advisory Board will either:
 - a) Approve recommended subsidy amount;
 - b) Recommend alternate level of funding;
 - c) Deny with reason for denial.
- 4) TID Advisory Board decisions are final.
- 5) Sales staff will be notified results of subsidy requests.



Santa Clara Convention Center Booking Strategy March 2, 2021 (Revised)

Overview

A primary objective and high priority of the Santa Clara Convention Center (SCCC) is to host multi-day National/Regional Conventions, Conferences, Meetings and Events that will generate the greatest economic impact for the Santa Clara Tourism Improvement District (TID) while also generating revenue for the Center. These conventions will bring attendees primarily from out of town and generate a positive impact for the SCCC and Santa Clara businesses.

The following guidelines give priority to Events, (Conventions, Conferences, Meetings, etc.) that will generate the greatest hotel room usage, economic benefit through direct spending as well as revenue for SCCC. These guidelines are general in nature and are intended to serve as a consistent basis for decision making. Consideration of events not conforming to the stated schedule can be made on a group-by-group basis to determine the extent to which they concur with the DMO's and the Convention Center's primary objectives. This approach also lays the groundwork for developing sales and marketing strategies to focus on attracting the highest priority groups to Santa Clara.

Booking Priorities (Weekday and Weekend)

Priority One Weekday: Priority 1 (P1) events would have a minimum peak (highest number of rooms per day) of 1,100 rooms at hotels located within the Santa Clara TID. These events would typically include conventions and/or trade shows that are regional, national, or international in scope. P1 events may book space at SCCC including all ballrooms at any time. The calendar would essentially be held exclusively for P1 events 18 months and out. Only P1 events will be issued license agreements more than 18 months in advance of the event unless approved by the City of Santa Clara (City), the DMO and Spectra. P1 events are expected to produce significant revenue for SCCC. The target is \$1,000,000+ in overall gross revenue to SCCC.

Priority One Weekend: Priority 1 (P1) events would have a peak (highest number of rooms per day) of 400 rooms at hotels located within the Santa Clara TID. These events would typically include conventions and/or trade shows that are regional, national, or international in scope. P1 events may book space at SCCC including all ballrooms at any time. The calendar would essentially be held exclusively for P1 events 18 months and out. Only P1 events will be issued license agreements more than 18 months in advance of the event unless approved by the City, the DMO and Spectra. P1 events are expected to produce significant revenue for SCCC. The target for weekend P1 events is \$450,000+ in overall gross revenue to the SCCC.

Priority Two Weekday: Priority 2 (P2) events would have a peak of 600-1,099 room nights at hotels located within the Santa Clara TID. These events would typically include regional multiple-day corporate meetings, trade shows, etc. P2 events may book space between 13-18 months. P2 events can only book space beyond 18 months on a "1st Option" basis and only with approval from the DMO and Spectra.



License agreements for P2 events will only be issued within the 13-18-month window. P2 events are expected to generate \$750,000 – \$1,000,000 in overall gross revenue to SCCC.

Priority Two Weekend: Priority 2 (P2) events would have a peak of 200-399 room nights at hotels located within the Santa Clara TID. These events would typically include regional multiple-day SMERF or Association meetings, trade shows, etc. P2 events may book space between 13-18 months. P2 events can only book space beyond 18 12 months on a “1st Option” basis and only with approval from the DMO and Spectra. License agreements for P2 events will only be issued within the 13-18 month window. P2 weekend events are expected to generate \$250,000 – \$449,999 in overall gross revenue to SCCC.

Priority Three Weekday: Priority 3 (P3) events would have a peak of 100-599 Room Nights at hotels located within Santa Clara. These events would typically include local or regional meetings or trade shows. P3 events may book space within 0-13 months. P3 events may book space beyond 13 months on a “1st Option” basis and only with approval from the DMO and Spectra. License agreements for P3 events will only be issued within the 0-13-month window. P3 events are expected to generate \$500,000 – \$750,000 in overall gross revenue to SCCC.

Priority Three Weekend: Priority 3 (P3) events would have a peak of 50-199 Room Nights at hotels located within Santa Clara. These events would typically include local or regional meetings or trade shows. P3 events may book space within 0-13 months. P3 events may book space beyond 13 months on a “1st Option” basis and only with approval from the DMO and Spectra. License agreements for P3 events will only be issued within the 0-13 month window. P3 weekend events are expected to generate \$100,000 – \$199,000 in overall gross revenue to SCCC.

Priority Four Weekday: Priority 4 (P4) events would have a peak of less than 100 room nights. These events typically include consumer shows, one day meetings and larger social events. P4 events can only book space within 9 months. P4 events may book space beyond 9 months on a “1st Option” basis and only with approval from the DMO and Spectra. P4 events are expected to deliver \$200,000 – \$500,000 in overall gross revenue to SCCC. License agreements for P4 events will only be issued within the 0-9 month window.

Priority Four Weekend: Priority 4 (P4) events would have a peak of less than 50 room nights. These events typically include consumer shows, one day meetings and larger social events. P4 events can only book space within 6 months. P4 events may book space beyond 6 months on a “1st Option” basis and only with approval from the DMO and Spectra. P4 weekend events are expected to generate \$50,000 – \$99,999 in overall gross revenue to SCCC.

Priority Five Weekday: Priority 5 (P5) events would have no room night requirements. These events typically include social events and day meetings. P5 events can only book space within 3 months. P5 events may book space beyond 3 months on a “1st Option” basis and only with approval from the DMO and Spectra. License agreements for P5 events will only be issued within the 3-month window. P5 events are expected to generate \$90,000 – \$199,000 in overall gross revenue.

Priority Five Weekend: Priority 5 (P5) events would have no room night requirements. These events typically include social events and day meetings. P5 events can only book space within 3 months. P5



events may book space beyond 3 months on a “1st Option” basis and only with approval from the DMO and Spectra. License agreements for P5 events will only be issued within the 3-month window. P5 events are expected to generate \$10,000 – \$49,000 in overall gross revenue to SCCC.

Ineligible Events: In keeping with the three overarching measurements of success, an event will be deemed ineligible for SCCC if it does not produce sufficient economic impact, SCCC revenue (less than \$10,000) or have a meaningful impact on the Santa Clara community.

Overview

Weekday Groups

Priority	Booking Window	Minimum Room Nights on peak
P1	18-months +	1,100
P2	13-18 months	600-1,099
P3	0-13 months	100-599
P4	0-13 months	less than 100
P5	0 - 12 months	N/A

Weekend Groups (Friday-Sunday & Holidays)

Priority	Booking Window	Minimum Room Nights on peak
P1	18-months +	400
P2	13-18 months 0-12 months	200-399
P3	0-13 months	50-199
P4	0-6 months	less than 50
P5	0-3 months	N/A

In reference to the criteria established within in each Booking Priority category, DMO and Spectra have discretion to consider the following factors when booking an event. These factors may support an event’s case for flexibility in the booking policy based on recommendation from Spectra’s GM, the DMO and ultimately approval by the City:

- Economic impact on the City of Santa Clara
- Hotel room utilization
- Revenue to SCCC
- Time of year (peak vs. non-peak seasons and what year)
- How short term it is, and does it fill a slow period
- Number of days of use
- Potential for repeat booking
- Applicant’s event history and experience
- Compatibility with concurrent facility users
- Community Impact



Events are booked on a first-come, first-serve basis within the criteria established in the Booking Priority categories noted above. Event bookings are not considered “Definite” until both Spectra and the Licensee have executed the license agreement. For P1 and P2 bookings, a signed hotel contract must also be completed.

Gross Revenue Variances – Upgrading Priorities

Events listed as P2, P3 or P4 may be upgraded to a higher priority based on estimated Gross Revenue with a lesser room block commitment to the Center.

Events that are estimated to generate:

- \$1M or more to the Center may be upgraded to P2 and may be booked 13-18 months in advance of the event start date.
- \$750k-\$1M may be upgraded to P3/P4 and may be booked 0-13 months in advance of the event start date.
- \$500k-\$749k may be upgraded to P5 and may be booked 0-12 months in advance of the event start date

***Overview Chart – Included as Attachment A**

Event Type - Definitions

Tradeshows: An exhibition of products and/or services held for members of a common or related industry. Not open to the general public.

Conventions: An event where the primary activity of the attendees is to attend educational sessions, participate in meetings/discussions, socialize or attend other organized events of which the attendees are primarily from out of town. Sometimes there is a secondary exhibit component.

Consumer Shows: An exhibition that is open to the public, usually requiring an entrance fee. Common examples of consumer shows include auto shows, bridal shows, boat shows, flower and garden shows, craft shows and festivals.

Banquets/Social Events: Formal, often ceremonial, dinner for a select group of people, often in honor of a particular person. The meal is the primary component of the event, consisting of a sit-down breakfast, lunch or dinner.

Meetings & Seminars: An event where the primary activity of the attendees is to attend educational sessions, participate in meetings/discussions, socialize, or attend other organized events. There is no exhibit component to this event.



Sporting Events: An event where athletes or individuals compete, and spectators view the event activities and/or ceremonies.

Community Based Event: An event that has been designed to encourage community participation at the SCCC. These could be in conjunction with the City or designated non-profit organizations.

Attachment A – Overview Chart

Priority	Peak Room Nights	Combined Building Spend	Economic Impact	Convention Center Impact	Community Impact	Booking Window
Priority 1 (full center user)	1,100 rooms on peak or greater	\$1,000,000+	High	High	Medium	18+ months
Priority 2	600-1,099 rooms on peak	\$750,000-\$1,000,000	High	Medium	Low	13-18 months
Priority 3	100-599 rooms on peak	\$500,000-\$750,000	Medium	Medium	Medium	0-13 months
Priority 4	< 100 rooms on peak	\$200,000-\$500,000	Medium	High	Low	0-13 months
Priority 5 (social events)	Non room night generating	\$90,000 - \$199,000	Low	High	Medium	0-12 months
Priority 6	Non room night generating	\$10,000 – \$89,0000	Low	Medium	Medium	Within six months
Community	Non room night generating	N/A	Low	Low	High	0-6
Non-Eligible Events	Non room night generating	<\$10,000	Low	Low	Low	Not eligible

Interim Mid-Week Policy

Post Covid-19 for 6 Months

Priority	Peak Room Nights	Combined Building Spend	Economic Impact	Convention Center Impact	Community Impact	Booking Window
Priority1 (fullcenter user)	800 roomson peak or greater	\$600,000+	High	High	Medium	18+months
Priority2	500-799 roomson peak	\$250,000- \$599,000	High	Medium	Low	13-18 months
Priority3	100-599 roomson peak	\$150,000- \$249,000	Medium	Medium	Medium	0-13 months
Priority4	<100 roomson peak	\$50,000- \$149,000	Medium	High	Low	0-12 months
Priority5 (socialevents)	Nonroomnight generating	\$15,000- \$49,000	Low	High	Medium	0-6 months
Priority6	Nonroomnight generating	\$10,000- \$89,0000	Low	Medium	Medium	Withinsix months
Community	Nonroomnight generating	N/A	Low	Low	High	0-6
Non-Eligible Events	Nonroomnight generating	<\$10,000	Low	Low	Low	Not eligible

Interim Weekend Policy

Post Covid-19 for 6 Months

Priority	Peak Room Nights	Combined Building Spend	Economic Impact	Convention Center Impact	Community Impact	Booking Window
Priority1 (fullcenter user)	400 rooms on peak or greater	\$400,000+	High	High	Medium	18+ months
Priority2	150-399 roomson peak	\$200,000- \$399,000	High	Medium	Low	13-18 months
Priority3	50-149 rooms on peak	\$100,000- \$199,000	Medium	Medium	Medium	0-13 months
Priority4	<100 rooms on peak	\$50,000- \$99,000	Medium	High	Low	0-12 months
Priority5 (social events)	Nonroomnight generating	\$10,000- \$49,000	Low	High	Medium	0-12 months
Community	Nonroomnight generating	N/A	Low	Low	High	0-6
Non-Eligible Events	Nonroomnight generating	<\$10,000	Low	Low	Low	Not eligible

ECONOMIC DEVELOPMENT, COMMUNICATIONS, AND MARKETING COMMITTEE

**TID Meeting
March 18, 2021
Agenda Item #9**

Revised: March 8, 2021

May 19, 2021	August 18, 2021	November 17, 2021
TID Status – progress on conversion process DMO briefing: proposed budget, progress on organization development/ formation, sales & marketing efforts	Update on Convention Center refresh project	DMO and Convention Center update: sales & marketing efforts and upcoming Center activities
Convention Center KPIs Spectra / Levy	DMO and Convention Center update: sales & marketing efforts and upcoming Center activities	Review next phase of Center CIP Projects
Levy Community Enrichment Program	Any follow-up items from previous meeting (s)	Any follow-up items from previous meeting (s)
Convention Center Community Benefit Program		