

**SEATTLE TOURISM IMPROVEMENT AREA
RATEPAYERS ANNUAL MEETING**

**Thursday, October 28, 2021
Sheraton Grand Seattle & Videoconference (Hybrid)**

Ratepayers Present (41 Ratepayers represented)

Caitlin	Boyer	Belltown Inn
Mitchell	Weitzman	Best Western Plus Pioneer Square Hotel Downtown
Juriana	Spierenburg	citizenM Seattle South Lake Union
Melody	Lanthorn	Courtyard by Marriott Seattle Downtown/Pioneer Square
Cristy	Smith	Crowne Plaza Seattle - Downtown
Nicholas	Kuhns	Embassy Suites by Hilton Seattle Downtown Pioneer Square
Sunny	Joseph	Fairmont Olympic Hotel
Tom	Wolf	Grand Hyatt Seattle
		Hyatt at Olive 8
		Hyatt Regency Seattle
Rachel	Blake	Hilton Garden Inn Seattle Downtown
Heather	McCurdy	Hilton Seattle
Lars	Pedersen	Hotel Åndra
Amara	Santos	Hotel Five - A Staypineapple Hotel
Thomas	Pavlik	Hotel Max
		Hotel Theodore
Shelley	Wooten	Inn at the Market
Peter	Wright	Kimpton Hotel Monaco Seattle
		Kimpton Hotel Vintage Seattle
Anne	Johnson	Kimpton Palladian Hotel
Howard	Cohen	La Quinta Inn and Suites by Wyndham Seattle Downtown
		The Loyal Inn
Victor	Caguindagan	LOTTE HOTEL SEATTLE
Sheila	Ordonez	Mediterranean Inn
Steve	Sasso	Motif Seattle, a Destination by Hyatt Hotel
Rob	Brandenberg	Pan Pacific Hotel Seattle
Juergen	Oswald	Renaissance Seattle Hotel
Amrit	Sandhu	Seattle Marriott Waterfront
Callette	Nielsen	Sheraton Grand Seattle
Bill	Weise	Silver Cloud Hotel - Seattle Stadium
Jeff	Pace	Silver Cloud Hotel- Seattle Broadway
Frank	Finneran III	SpringHill Suites by Marriott Seattle Downtown/South Lake Union
Tom	Waithe	The Alexis Royal Sonesta Hotel Seattle
Mike	Radike	The Charter Hotel Seattle, Curio Collection by Hilton
Lacey	King	The Maxwell Hotel - A Staypineapple Hotel
Ian	Adams	The Paramount Hotel
Barry	Baxter	The Sound Hotel Seattle Belltown, Tapestry Collection by Hilton

Rob	Nichols	The State Hotel
Paul	Evasick	The Westin Seattle
Whitney	Brown	Thompson Seattle
Wade	Hashimoto	W Seattle

Ratepayers Not Present:

Mike	Schabbing	Courtyard by Marriott Seattle Downtown/Lake Union
Henry	Cardoza	EVEN Hotel Seattle Downtown - Lake Union, an IHG Hotel
		Staybridge Suites Seattle Downtown - Lake Union, an IHG Hotel
- N/A	-	Executive Hotel Pacific
Yanina	Atteberry	Fairfield Inn & Suites by Marriott Seattle Downtown/Seattle Center
Yvonne	Gilbert	Four Points by Sheraton Downtown Seattle Center
Sebastian	Hinsch	Four Seasons Hotel Seattle
James	O'Neal	Hampton Inn & Suites Seattle-Downtown
Andrew	Heelas	Holiday Inn Seattle Downtown - Lake Union, an IHG Hotel
August	Richardson	Homewood Suites by Hilton Seattle Convention Center Pike Street
Jennifer	Nunzio	Homewood Suites by Hilton Seattle Downtown
Michael	Walzl	Hotel 1000, LXR Hotels & Resorts
Ryan	MacDonald	Hotel Sorrento
Albert	Elder	Hyatt House Seattle/Downtown
Brennan	Payne	Hyatt Place Seattle/Downtown
Joshua	Lee	Kings Inn
Stacia	Williams	Mayflower Park Hotel
Mike	Meagher	Moore Hotel
Matt	Miknyocz	Moxy Seattle Downtown
Ryan	Schmitt	Palihotel Seattle
Ben	Osgood	Residence Inn by Marriott Seattle Downtown/Convention Center
Maxim	Khokhlov	Residence Inn by Marriott Seattle Downtown/Lake Union
- N/A	-	Silver Cloud Inn - Seattle Lake Union
Ian	McClendon	The Edgewater Hotel
Carol	Gallagher	The Inn at Virginia Mason
Chris	Tudor	Travelodge Seattle By The Space Needle
Shawn	Darling	Warwick Seattle

Staff:

Brian	Zaugg	Belltown Inn
		The Mediterranean Inn
Elsa	Remak	C + C
Mike	Magno	Fairfield Inn & Suites Seattle - City Center
Reavis	Moll	Fairmont Olympic Hotel
Victoria	Dyson	Fairmont Olympic Hotel
LeeAnne	Brawner	Hilton Garden Inn Seattle Downtown
Jennifer	Nicholson	Hyatt Regency Seattle/ Hyatt at Olive 8 / Grand Hyatt Seattle
Shawn	Porcincula	Lotte Hotel Seattle
Matt	King	Lotte Hotels and Resorts
Tiffany	Hart	Marriott International
Leslie	Womack	Mayflower Park Hotel
Joe	Woods	Pacific Public Affairs
Everett	Llarenas	Seattle Hyatt Collection
Wilma	De La Cruz	Stonebridge Companies
Kris	La Fata	The Edgewater Hotel
Jessica	Grant	The Sound Hotel
Greg	Campbell	W Seattle
Troy	Anderson	Visit Seattle
Claire	Bowen-Pope	Visit Seattle
Brittany	Carchano	Visit Seattle
Kris	Cromwell	Visit Seattle
Ali	Daniels	Visit Seattle
Aaron	Davis	Visit Seattle
Kristin	Gillespie	Visit Seattle
Kelly	Hatfield	Visit Seattle
Sabrina	Haworth	Visit Seattle
Sonya	Howard	Visit Seattle
Brandon	Hurtado	Visit Seattle
Susan	Hutton	Visit Seattle
Rob	Leslie	Visit Seattle
Matthew	McCullough	Visit Seattle
Heather	Moreno	Visit Seattle
Tom	Norwalk	Visit Seattle
Kau'ilani	Robinson	Visit Seattle
Kelly	Saling	Visit Seattle
Patrick	Smyton	Visit Seattle
Cari	Whiteley	Visit Seattle
Sam	Castillo	Visit Seattle

The annual meeting of the Seattle Tourism Improvement Area ratepayers (collectively, the “Ratepayers”) was held at 3:00 p.m. on October 28, 2021 at Sheraton Grand Seattle and via a videoconference. There being a quorum present, Bill Weise (Silver Cloud Hotel - Seattle Stadium) Chair of the 2021 Ratepayers Advisory Board, convened at 3:10 p.m. and chaired the meeting. Justine Harris, Project Manager, Sales & Marketing of Visit Seattle, acted as recording secretary.

WELCOME, INTRODUCTIONS, AND UPDATES

Tom Norwalk (Visit Seattle) began the meeting with a welcome to the Ratepayers. Bill Weise (Silver Cloud Hotel - Seattle Stadium) welcomed everyone as well, thanking them for attending this important meeting.

Tom Norwalk gave a brief overview of the Seattle Tourism Improvement Area and the agenda.

Bill Weise introduced and thanked the 2021 Advisory Board Members:

2021 ADVISORY BOARD

- Bill Weise (Chair) – Silver Cloud Hotel – Seattle Stadium
- Steve Sasso (At-Large) – Motif Seattle
- Cristy Smith, Crowne Plaza Seattle – Downtown
- Lacey King, The Maxwell Hotel
- Rob Nichols, The State Hotel
- Juriana Spierenburg, citizenM Seattle South Lake Union
- Victor Caguindagan, LOTTE HOTEL SEATTLE
- Whitney Brown, Thompson Seattle
- Wade Hashimoto, W Seattle
- Lars Pedersen, Hotel Ändra

BOARD GOVERNANCE

2022 BUDGET

Tom Norwalk and Bill Weise presented the proposed 2022 Budget and highlighted the following:

- Marketing/advertising to be bulk of fund usage for current budget
- PR focus increase

- International starting back up with FAMs and in-country representation, however, no missions next year
- Variances Highlighted
 - Administration | Total 2022 Spend: \$458,738 / 13% of Budget
 - Planned legal guidance for ordinance modification
 - Additional voter meeting for mid-year budget approval
 - Staffing back to full-time
 - Special Events | Total 2022 Spend: \$105,000 / 1% of Budget
 - Taste Washington
 - Rock 'n' Roll
 - Refract
 - Enchant Christmas
 - International | Total 2022 Spend: \$425,000 / 6% of Budget
 - FAMS: Inbound hosting of international media and travel trade with an emphasis on qualified journalists from top returning markets
 - Marketing Partnerships: In-market agency support in the UK and ad hoc representation in other targeted international markets. Trade & Consumer marketing programs, international airline partnerships, participation with Brand USA
 - Client Events & Missions: None for 2022
 - Public Relations | Total 2022 Spend: \$250,000 / 4% of Budget
 - Public Relations agency (C+C)
 - Inbound hosting of media from top markets
 - IMM NY – media marketplace in NYC – January 2022
 - NYC media event – fall 2022

APPROVAL OF 2022 BUDGET

Bill Weise led a discussion regarding the need for the Ratepayers' approval of the proposed 2022 Budget.

Upon a motion made by Lacey King (The Maxwell Hotel), and seconded by Wade Hashimoto (W Seattle) the 41 Ratepayers present voted and unanimously approved the following resolutions:

RESOLVED, that the 2022 Budget in the form presented by Visit Seattle and attached hereto as Exhibit A is hereby adopted and approved; and

RESOLVED FURTHER, that Visit Seattle, in conjunction with the Ratepayers Advisory Board, is hereby authorized and empowered on behalf of the Ratepayers to do and perform all such further acts and things and to execute and deliver all such further agreements, documents, contracts or other papers, and to make all such payments and seek all such reimbursements as they may deem necessary or appropriate to carry out, comply with and effectuate the purposes and intent of the foregoing resolution and the transactions contemplated thereby.

MEETING MINUTES REVIEW

Bill Weise led the discussion regarding the meeting minutes from November 9, 2020. Weise then requested a vote for the meeting minutes from November 9, 2020.

Upon a motion made by Cristy Smith (Crowne Plaza Seattle – Downtown) and seconded by Steve Sasso (Motif Seattle) the Ratepayers voted and unanimously approved the following resolution:

RESOLVED, that the November 9, 2020, minutes in the form previously circulated (and attached hereto as Exhibit B) among the Ratepayers is hereby approved.

EXTEND TERM FOR STEVE SASSO AND LARS PEDERSEN

Bill Weise led the discussion to extend Steve Sasso's term for one additional year ending in 12/31/2022, and Lars Pedersen for two additional years ending in 12/31/2023. Weise then requested a vote to extend Steve Sasso and Lars Pedersen's terms.

Upon a motion made by Juergen Oswald (Renaissance Seattle Hotel) and seconded by Rob Nichols (The State Hotel) the Ratepayers voted and unanimously approved the following resolution:

WHEREAS, Steve Sasso the Seattle Tourism Improvement Area Ratepayers and Advisory Board (the “**Board**”) member was appointed to fill vacancies on the Board, which expires December 31, 2022; and Lars Pedersen the Seattle Tourism Improvement Area Ratepayers and Advisory Board (the “**Board**”) member was appointed to fill vacancies on the Board, which expires December 31, 2023; and

WHEREAS, Section 3.4 of the Bylaws state that a term for a Director shall be for three (3) years; and

WHEREAS, the Board wishes to extend the terms for Steve Sasso for one year, from January 1, 2022 through December 31, 2022 and Lars Pedersen for two years, from January 1, 2022 through December 31, 2023

NOW, THEREFORE, IT IS HEREBY

RESOLVED, that the Board, hereby extends the term of Steve Sasso’s services on the Board through December 31, 2022, and Lars Pedersen’s services on the Board through December 31, 2023; and it is

RESOLVED FURTHER, that all acts and prior acts of any member of the Board heretofore taken in connection with the foregoing resolutions be, and they hereby are, approved, adopted and ratified in all respects.

2022 ADVISORY BOARD MEMBERS REVIEW

Bill Weise introduced the new 2022 Advisory Board Member Candidates:

- Tom Waithe, The Alexis Royal Sonesta Hotel Seattle
- Juergen Oswald, Renaissance Seattle Hotel
- Heather McCurdy, Hilton Seattle

Weise requested a vote for the new 2022 Advisory Board Member Candidates for their three-year term starting 01/01/2022.

Upon a motion made by Victor Caguindagan (LOTTE HOTEL SEATTLE) and seconded by Juriana Spierenburg (citizenM Seattle South Lake Union) the Ratepayers voted and unanimously approved the following resolution:

RESOLVED, the new 2022 advisory board members listed above are hereby approved.

2021 REVIEW

Bill Weise thanked the entire Visit Seattle team for their work this past year. He encouraged the Ratepayers to ask questions and use all the items they will see in the 2021 review.

Tom Norwalk (Visit Seattle), Ali Daniels (Visit Seattle), and Kau'ilani Robinson (Visit Seattle) led the 2021 Review.

FUNDING UPDATE

Tom Norwalk, Bill Weise (Silver Cloud Hotel – Seattle Stadium), and Joe Woods (Pacific Public Affairs) led the discussion on moving forward with a change to the STIA assessment.

2022 BOARD OFFICERS

Bill Weise presented the new board officers, which were already approved by the advisory board.

- Chair: Steve Sasso – Motif Seattle
- Vice Chair: Juriana Spierenburg, citizenM Seattle South Lake Union
- At-Large: Wade Hashimoto, W Seattle

Q&A/WRAP-UP

There being no further business to come before the Ratepayers, the meeting was adjourned at 4:11pm. Reception followed.

Respectfully submitted,

Justine Harris, Recording Secretary

EXHIBIT A

2022 Working Budget

Seattle Tourism Improvement Area

Revenue & Expenses 2022B; 2021F; 2021B

VISIT SEATTLE CONFIDENTIAL

	<u>2022 Budget</u>		<u>2021 Forecast</u>		<u>2021B to</u>	<u>2021 Budget</u>		<u>2021F to</u>
	<u>Totals</u>	<u>%</u>	<u>as of 8.31.2021</u>	<u>%</u>	<u>Variance</u>	<u>Totals</u>	<u>%</u>	<u>Variance</u>
Revenues	6,815,132		4,380,000		2,435,132	4,742,695		(362,695)
Interest	-		-		-	-		-
Expenses								
1 Salaries & wages	877,476	13%	701,388	13%	176,088	701,388	12%	-
2 Operating expenses	40,000	1%	22,700	0%	17,300	22,700	0%	-
Marketing expenses								
3 FAMS	75,000	1%	25,000	0%	50,000	25,000	0%	-
4 PR projects & press trips	250,000	4%	175,000	3%	75,000	175,000	3%	-
5 Client Events & Missions	-	0%	-	0%	-	-	0%	-
6 Special events	105,000	2%	100,000	2%	5,000	100,000	2%	-
7 Marketing partnerships	350,000	5%	50,000	1%	300,000	50,000	1%	-
8 Photography	10,000	0%	15,000	0%	(5,000)	15,000	0%	-
9 Market research	103,900	2%	100,550	2%	3,350	100,550	2%	-
10 Advertising	5,003,756	73%	4,137,305	78%	866,451	4,500,000	79%	(362,695)
Marketing expense total	5,897,656	87%	4,602,855	86%	1,294,801	4,965,550	87%	(362,695)
Total Expenses	6,815,132		5,326,943		1,488,189	5,689,638		(362,695)
Net	-		(946,943)		946,943	(946,943)		

Notes 2022:

1 SVP Marketing 50%; VP Tourism 100%;
Marketing Director 100%; PR Director 100%
Dir Content Strategy 100%; Staff Accountant 50%
Marketing Coordinator 100%

Totals 6 FTEs; Includes all standard benefits

2 Expense categories: Parking; Legal; Supplies; Computers;
Cell phone; Insurance; BOD mtgs; Ratepayer meetings (2)

3 FAMS: Inbound hosting of international media and
domestic/international travel trade customers

4 National PR agency to expand leisure travel publicity; media
blitzes 20 journalists NY; media hosting of top leisure
travel journalists

5 Client/Mission events: None for 2022

6 Taste (March) - \$50,000; Rock 'n' Roll (June) \$15,000;
Bumbershoot (Sept) - \$; Refract (Oct) - \$30,000; Enchant (Nov/Dec) \$10,000

7 Marketing Partnerships: international in-market agency support (limited),
airline partnerships, Brand USA LOA, trade/consumer marketing programs

8 Photo library \$10,000

9 Research: STR \$10,000; Tourism Economics \$31,500; Longwoods \$24,500;
Datafy \$26,400; STIA Forecast via TE \$3,000; AllTheRooms \$6,500;
Lodging Econometrics \$2,000

10 Advertising Agency

EXHIBIT B

SEATTLE TOURISM IMPROVEMENT AREA RATEPAYERS ANNUAL MEETING

Monday, November 9, 2020
Videoconference

Ratepayers Present (40 Ratepayers represented)

Kendra	Cornejo	Belltown Inn
Mitchell	Weitzman	Best Western Plus Pioneer Square Hotel Downtown
Juriana	Spierenburg	citizenM Seattle South Lake Union
Cristy	Smith	Crowne Plaza Seattle - Downtown
Howard	Cohen	Executive Inn by Space Needle
		La Quinta Inn and Suites Seattle Downtown
		The Loyal Inn
Lindsey	Machon	Four Points by Sheraton Downtown Seattle Center
Angelica	Palladino	Four Seasons Hotel Seattle
Tom	Wolf	Grand Hyatt Seattle
		Hyatt at Olive 8
		Hyatt Regency Seattle
Shannon	Sheron	Hotel Sorrento
Andrew	Heelas	Holiday Inn Seattle Downtown - Lake Union
Patty	Davis	Inn at Queen Anne
Shelley	Wooten	Inn at the Market
Tom	Waithe	Kimpton Alexis Hotel
		Kimpton Hotel Monaco Seattle
		Kimpton Hotel Vintage Seattle
		Kimpton Palladian Hotel
Victor	Caguindagan	Lotte Hotel Seattle
Steve	Sasso	Motif Seattle
Kyle	Asher	Paramount Hotel Seattle
Juergen	Oswald	Renaissance Seattle Hotel
Maxim	Khokhlov	Residence Inn Seattle Downtown/Lake Union
Sean	O'Rourke	Seattle Marriott Waterfront
Trevor	Brauser	Sheraton Grand Seattle
Jeff	Pace	Silver Cloud Hotel - Seattle Broadway
Bill	Weise	Silver Cloud Hotel - Seattle Stadium
Frank	Finneran III	SpringHill Suites Seattle Downtown/South Lake Union
Jeff	Gouge	The Arctic Club Seattle - a DoubleTree by Hilton
Tim	Rutland	The Edgewater Hotel
Lacey	King	The Maxwell Hotel
Brian	Zaugg	The Mediterranean Inn
Barry	Baxter	The Sound Hotel Seattle Belltown
Rob	Nichols	The State Hotel
Diane Holliday	Germain	The Westin Seattle
Amanda	Parsons	Thompson Hotel
Chris	Tudor	Travelodge Seattle By The Space Needle

Wade	Hashimoto	W Seattle
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Ratepayers Not Present:

Mike	Schabbing	Courtyard Seattle Downtown/Lake Union
Melody	Lanthorn	Courtyard Seattle Downtown/Pioneer Square
Nicholas	Kuhns	Embassy Suites by Hilton Seattle Downtown Pioneer Square
Ryan	McCarthy	EVEN Hotel Seattle Downtown – Lake Union
		Staybridge Suites Seattle Downtown – Lake Union
Heather	McCurdy	Executive Hotel Pacific
Sunny	Joseph	Fairmont Olympic Hotel
James	O'Neal	Hampton Inn & Suites Seattle-Downtown
Bernard	Philippe	Hilton Garden Inn Seattle Downtown
David	Simmons	Hilton Seattle
Kim	Behrends	Holiday Inn Express & Suites Seattle - City Center
Ryan	Turner	Homewood Suites by Hilton Seattle Convention Center Pike Street
Jennifer	Nunzio	Homewood Suites by Hilton Seattle Downtown
Lars	Pedersen	Hotel Andra
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		Hotel Theodore
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		Hyatt Place Seattle/Downtown
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Mike	Meagher	The Moore Hotel
Shawn	Darling	Warwick Seattle

Staff:

Season	Moran	citizenM Seattle South Lake Union
Ana	Enriquez	Fairmont Olympic Hotel
Victoria	Dyson	Fairmont Olympic Hotel
Greg	Duff	Foster Garvey PC
Joy	Carpenter	Four Points by Sheraton Downtown Seattle Center
Alex	Kubik	Hampton Inn & Suites Seattle-Downtown
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Jennifer	Nicholson	Hyatt Regency Seattle
Rick	Tupper	Puget Sound Hospitality
Lindsay	Sandomirsky	Sheraton Grand Seattle
Sam	Johnson	The Hotel Group
Greg	Campbell	W Seattle
Addie	Davis	Visit Seattle
Ali	Daniels	Visit Seattle
Alison	LaFollette	Visit Seattle
Anita	Cerana	Visit Seattle
Anne	Cleveland	Visit Seattle
Brittany	Carchano	Visit Seattle
Cameron	Hart	Visit Seattle
Cari	Whiteley	Visit Seattle
David	Newman	Visit Seattle
Heather	Moreno	Visit Seattle
James	Weaver	Visit Seattle
John	Boesche	Visit Seattle
Justine	Harris	Visit Seattle
Katy	Willis	Visit Seattle
Kau'ilani	Robinson	Visit Seattle
Kelly	Saling	Visit Seattle
Kris	Cromwell	Visit Seattle
Kristin	Gillespie	Visit Seattle
Matthew	McCollough	Visit Seattle
Mellie	Lutz	Visit Seattle
Patrick	Smyton	Visit Seattle
Rob	Leslie	Visit Seattle
Rudd	Schupp	Visit Seattle
Sabrina	Haworth	Visit Seattle
Sue	Yoo	Visit Seattle
Tom	Norwalk	Visit Seattle
Tracey	Wickersham	Visit Seattle

Troy	Anderson	Visit Seattle
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WELCOME, INTRODUCTIONS, AND UPDATES

Tom Norwalk (Visit Seattle) began the meeting with a welcome to the Ratepayers. Bill Weise (Silver Cloud Hotel - Seattle Stadium) welcomed everyone as well, thanking them for attending this important meeting.

Tom Norwalk gave a brief overview of the Seattle Tourism Improvement Area and the agenda.

Bill Weise introduced and thanked the 2020 Advisory Board Members:

2020 ADVISORY BOARD

- Bill Weise (Chair) – Silver Cloud Hotel – Seattle Stadium
- Sean O’Rourke (Vice Chair) – Seattle Marriott Waterfront
- Steve Sasso (At-Large) – Motif Seattle
- Cristy Smith, Crowne Plaza Seattle – Downtown
- Sebastien Pfeiffer, The Charter Seattle
- Lacey King, The Maxwell Hotel
- Angelica Palladino, Four Seasons Hotel Seattle
- Diane Holliday Germain, The Westin Seattle
- Rob Nichols, The State Hotel

BOARD GOVERNANCE

MEETING MINUTES REVIEW

Bill Weise led the discussion regarding the meeting minutes from November 6, 2019. Weise then requested a vote for the meeting minutes from November 6, 2019.

Upon a motion made by Shannon Sheron (Hotel Sorrento), and seconded by Brian Zaugg (The Mediterranean Inn) the Ratepayers voted and unanimously approved the following resolution:

RESOLVED, that the November 9, 2019 minutes in the form previously circulated among the Ratepayers is hereby approved.

EXTEND TERM FOR BILL WEISE, SEAN O'ROURKE, AND STEVE SASSO

Tom Norwalk led the discussion to extend Bill Weise's term as Chair for one additional year, Sean O'Rourke's term as Vice Chair for one additional year, and Steve Sasso's term as At-Large for one additional year, ending their terms 12/31/2021. Norwalk then requested a vote to extend Bill Weise, Sean O'Rourke, and Steve Sasso's terms.

Upon a motion made by Tom Wolf (Grand Hyatt Seattle, Hyatt at Olive 8, & Hyatt Regency Seattle), and seconded by Amanda Parsons (Thompson Hotel) the Ratepayers voted and unanimously approved the following resolution:

WHEREAS, Bill Weise, Chair, Sean O'Rourke, Vice Chair, and Steve Sasso, At-Large, of the Seattle Tourism Improvement Area Ratepayer and Advisory Board (the "**Board**") are appointed to fill a vacancy on the Board, which expires December 31, 2021; and

WHEREAS, Section 3.4 of the Bylaws state that a term for a Director shall be for three (3) years; and

WHEREAS, the Board wishes to extend the term for Mr. Weise, Mr. O'Rourke, and Mr. Sasso for one year, from January 1, 2021 through December 31, 2021

NOW, THEREFORE, IT IS HEREBY

RESOLVED, that the Board, hereby extends the term of Mr. Weise, Mr. O'Rourke, and Mr. Sasso's service on the Board through December 31, 2021; and it is

RESOLVED FURTHER, that all acts and prior acts of any member of the Board heretofore taken in connection with the foregoing resolutions be, and they hereby are, approved, adopted and ratified in all respects.

2021 ADVISORY BOARD MEMBERS REVIEW

Bill Weise introduced the new 2021 Advisory Board Member Candidates:

- Juriana Spierenburg, citizenM Seattle South Lake Union Hotel
- Bernard Phillipe, Hilton Garden Inn

Weise requested a vote for the new 2021 Advisory Board Member Candidates for their three-year term starting 01/01/2021.

Upon a motion made by Steve Sasso (Motif Seattle), and seconded by Angelica Palladino (Four Seasons Hotel Seattle) the Ratepayers voted and unanimously approved the following resolution:

RESOLVED, the new 2021 advisory board members listed above are hereby approved.

2020 REVIEW

Bill Weise thanked the entire Visit Seattle team for their work this past year. He encouraged the Ratepayers to ask questions and use all the items they will see in the 2020 review.

Tom Norwalk (Visit Seattle), Ali Daniels (Visit Seattle) John Boesche (Visit Seattle), and Kau'ilani Robinson (Visit Seattle) led the 2020 Review.

Kau'ilani Robinson began the conversation on the Public Relations overview.

- 2020 Highlights
 - The year started off with travel to NYC to meet with more than 35 national and Canadian travel media in January to pitch stories about Seattle for 2020 and beyond
 - Before the COVID-19 pandemic, we did have a successful Seattle Museum Month in February.
 - The PR strategy focused on landing earned coverage in key publications with audiences that index high in arts & culture, travel as well as family destination travel.
 - We secured placements in top travel publications and outlets that reached those specific audiences:
 - Key Markets: Canada, Texas, Southern California and NYC
 - Publications: Travel + Leisure, Texas Lifestyle Magazine, MSN Travel, San Diego Union-Tribune and more.
 - Regional/Local: The Seattle Times, Red Tricycle, KIRO 7, Seattle Refined, The Stranger, Portland Monthly, Vancouver Sun and Miss604.com.
 - We also secured a 30-second broadcast story in 8 strategic drive/fly markets including Texas, Oregon, California, Idaho and eastern Washington, which aired during morning news programming [Jan. 20-29](#).
 - Overall, 146 stories were placed with a circulation of 189 million.
 - Taste Washington
 - After everything changed in March, we had to take a pause on Taste WA and put our national PR agency on hold as we cut all spending on agency fees, hosted media and outbound travel.

- Other Highlights
 - Our team pivoted quickly to make sure virtual experiences from city attractions were known throughout the country.
 - We pitched stories about virtual experiences on how businesses quickly adjusted and saw good pick up nationally in the NYT, Boston Globe, Rolling Stone magazine and locally with Evening Magazine, KOMO, Seattle Times, Seattle Met and more.
 - We also help share news around Seattle's NHL's new Climate Pledge arena name and Pride celebrations in Seattle.
- Refract
 - Due to the event being hybrid, mix of virtual and safe in-person events, we could draw on a market outside of Seattle and continue to keep excitement up for next year.
- Coming Up in Q4
 - We are making it a priority to work more with BIPOC media and BIPOC stories on all our campaigns.
 - King County Marketing Campaign – Do Something
 - For this campaign, local and regional media are the priority. We are working with Seattle Southside on PR pitching and activating social influencers around King Co.
 - Holidays
 - Media placements for holidays now and are excited about the latest coverage we landed in the New York Times about making a vacation within your own backyard.
 - PR Councils
 - We are working closely with all our PR partners in the city, county and state. Including: our Seattle & King Co PR Travel Roundtable, WA Hospitality Association, DSA, WTA, and Seattle Hotel Association PR Group.
- Looking Forward 2021
 - Each campaign will look a little different and we hope that we can find creative and safe ways to continue long standing traditions like Seattle Museum Month and Taste Washington.
 - Once media begins traveling again, we will host select media from key markets
 - Work with a local PR agency who can focus on crisis communication, Diversity Equity & Inclusion in media relations, Brand awareness for Seattle and leisure marketing locally and nationally. We will also continue to collaborate with all of you and your PR teams.

Ali Daniels began the conversation on the Leisure overview.

- 2020 Highlights
 - Demand Generation
 - In the first six weeks:
 - Delivered 160,000 visits to visitseattle.org booking page
 - Drove over 1,500 room bookings
 - Yielded 4:1 ROI
 - Turned this off back in March and we have recently turned it back on as the buy has to be executed during 2020 – with a soft sell to book now as to respect safety protocols regarding travel.
 - Seattle Museum Month
 - 6th annual Seattle Museum Month with 41 hotels and 62 hotels participating
 - Over 14,000 redemptions made at the museums
 - Over 10K room nights booked and 26K travelers during the month of February
 - COVID-19 Response
 - We turned off all our paid media – during this time we are acknowledging what is happening and creating content around that.
 - We are highlighting virtual experiences and our video content, because people are spending more time watching videos and looking for ways to engage with the outside world.
 - Created special editions for our Seattle Localist monthly e-newsletter showcasing these virtual experiences
 - Created the All Clear King County Pledge showing the businesses that are open are following health and safety protocols.
 - We created a new section to our site to support Black Lives in Seattle
 - We will be evolving and adding to the page
 - Refract | October 15-18, 2020
 - A Successful second year; Mostly virtual experiences, some safely masked and physically distanced in-person events
 - King County Leisure Tourism Recovery Campaign
 - We received approval for our campaign from the King County Board early September
 - Requirement to use all funds in Q4 2020 — plus 95% is being spent with the agency on strategy and media — there is no stabilization or staff money for VS
 - The campaign asks that people spend money here in this county before they travel elsewhere.
 - We launched the campaign radio and podcast sponsorships, signage on buses, connected tv and paid social.
 - We created a toolkit with talking points to share with partners and PR is producing press releases
 - View the campaign video [here](#)

- Looking Forward 2021
 - Seattle Museum Month 2021
 - We are looking at how to amplify this campaign by extended it for 2 additional weeks, during this time when we know our hotels and museums could really use some support.
 - Taste WA 2021
 - Started internally meeting to create creative ways to celebrate next year.

John Boesche began the conversation with the International/Overseas overview.

- 2020 Highlights
 - Prior to the COVID-19 related shutdown, in-person sales and media opportunities included:
 - Brand USA's Mexico Mission
 - IITA Summit
 - NAJ's Receptive Tour Operator Summit
 - Visit Seattle has taken advantage of virtual tradeshow opportunities throughout the year:
 - Go West Summit
 - Brand USA Global Marketplace (Travel Week Europe)
 - We have also found opportunities to remain visible in the marketplace:
 - Free or discounted destination updates/inspiration via trade/media partners
 - Visit USA travel agent training and consumer events
 - Brand USA's Discovery Program (travel agent training in 14 countries)
- Reacting to COVID-19 & Looking Forward
 - Eliminate exploratory efforts in SE Asia, India and Mexico.
 - Reduce and/or eliminate in-market agency contracts in China, South Korea, Japan, UK/Ireland, Germany, France and Australia/New Zealand.
 - Re-prioritize key overseas markets with recovery potential front-of-mind.
 - Focus on supporting global travel trade, especially 2021/2022 contracting and product development
 - Re-imagine efforts and partnerships with domestic travel trade
 - Greater focus on Canada when border restrictions ease
 - Canada represents 70% of international visitation and 8% of all overnight visitation
 - Maintain Seattle's presence in key overseas markets with limited agency support and budget
 - Partner with airline and influential media/trade to generate awareness in top 1-2 overseas market(s)
- Influencers of Travel in 2021
 - The International Arrivals Facility at SEA is slated to open in Q1 2021 and will transform the arrivals experience of our international visitors

- The 2021 cruise season will be a critical driver of tourism next year. The Port of Seattle and cruise lines remain optimistic they can execute a full sailing schedule.
 - There are many questions that remain (at what occupancy will cruise ships operate?) and we all hope to have much more clarity by January/February.

2021 BUDGET

Tom Norwalk presented the proposed 2021 Budget and highlighted the following:

- Norwalk introduced Patrick Smyton to discuss the forecast and outlook for 2021
 - We requested a forecast for the STIA from Tourism Economics (and herto attached as exhibit A) – a leading firm in our industry that also generates our annual visitation statistics. This was a deep dive for their expectations in our market based on various assumptions including the potential for continued travel restrictions and the eventual containment of the virus. Most of their expectations hinge on successful vaccine distribution and acceptance by the public.
 - There are three different Scenarios: Upside, Downside, and Baseline
 - *Upside* data is based on significant containment of the virus
 - *Baseline* is the assumption that in the middle of 2021 we will have the vaccine throughout the population and travel will pick up somewhat
 - *Downside* is based on prolonged travel restrictions and limited travel demand due to continued infections
 - Overall for 2021 they project the baseline to be 49% occupancy. Our projections were closer to 42% for 2021.
 - Their projections are stronger than ours in Q4 – they project 60% occupancy while we expect occupancy around 40% due to seasonality. If there is pent-up demand for travel, we could hit levels close to their projections.
 - Q1 will continue to see poor results
 - 2022 is still expected to be down to 2019 levels and to run at about 69% occupancy.
 - They explained a simple way to illustrate this scenario is that for 2022 they describe it as a “normal recession” year, versus this year which was a catastrophic decline across the board
 - In looking at Airbnb data, all of Seattle was down 61% vs. 2019 in units occupied from March-October. For 2020 year-to-date the decline is 51% to last year. This shows there has been a lack of travel demand in short term rentals as well throughout 2020.

- Norwalk opened the conversation of 2021 budget walking through conception and look at some variances
 - 2020 Forecast to 2021 Budget
 - Revenue down 70%
 - There will be modest increases into next year due to our modest forecast, nothing has changed much except.
 - We cut expenses as much as we could
 - We typically have (6) positions applied against STIA and in 2021 is down to (5) FTEs.
 - Since leisure is a segment we can focus on short-term, we need to have people work on the programs.
 - Overall budget is \$5.6M with a revenue of \$4.7M and approximately \$1M decrease for the fund balance
 - Year to date we have spent approximately \$500K in our fund balance
 - 2020 forecast is \$3.1M and 2021 budget is \$2.2M for fund balance
 - We forecast we will finish 2020 with a revenue of \$2.6M
 - We are optimistic about through occupancy through 2021 and that is why we are conservative with the revenue forecast.
 - We felt this was a conservative stance in the 40% occupancy, because many outside factors could improve things more quickly.
 - If group business is booked or international travel from Canada begins there is opportunity to improve on the revenue amount – we don't have as much control with this we did in the past and we have become more knowledgeable than we were six months ago.
 - Variances Highlighted
 - Special Events | Total 2021 Spend: \$200,000/2% of budget
 - Taste WA
 - Rock 'n' Roll Marathon
 - Refract
 - International | Total 2021 Spend: \$75,000/1% of budget
 - FAMS: Inbound hosting of select travel trade and media, specifically focusing on new non-stop flights, IAF grand opening, and other major events throughout the year.
 - We scaled back significantly in 2021 until international customers are ready to travel
 - Marketing Partnerships: No annual retainers with in-market agencies; Project-focused work in 1-2 markets showing potential for strong 2021 recovery (ex: UK/Ireland)
 - Rather than having on annual base cost we are going to look at markets that do have opportunity, like the UK
 - If there is an opportunity for the Asian market, like Korea, we have modest budget for basic training or a targeted campaign

- Client Events & Missions: None for 2021; focused on IPW 2021 and Brand USA Travel Week 2021 (both VS budget-supported)
- Public Relations | Total 2021 Spend: \$175,000/3% of budget
 - PR agency support for crisis communication, brand awareness and leisure marketing campaigns – Seattle Museum Month, Taste Washington, Refract and Holidays
 - Media hosting
 - Opportunity for regional media blitzes – Focus on West Coast cities

APPROVAL OF 2021 BUDGET

Bill Weise led a discussion regarding the need for the Ratepayers' approval of the proposed 2021 Budget.

Upon a motion made by Lacey King (The Maxwell Hotel), and seconded by Cristy Smith (Crowne Plaza Seattle – Downtown) the 40 Ratepayers present voted and unanimously approved the following resolutions:

RESOLVED, that the 2021 Budget in the form presented by Visit Seattle (and attached hereto as Exhibit B) among the Ratepayers is hereby approved.; and

RESOLVED FURTHER, that Visit Seattle, in conjunction with the Ratepayers Advisory Board, is hereby authorized and empowered on behalf of the Ratepayers to do and perform all such further acts and things and to execute and deliver all such further agreements, documents, contracts or other papers, and to make all such payments and seek all such reimbursements as they may deem necessary or appropriate to carry out, comply with and effectuate the purposes and intent of the foregoing resolution and the transactions contemplated thereby.

2021 FUNDING UPDATE

Tom Norwalk, Bill Weise (Silver Cloud Hotel – Seattle Stadium) and Greg Duff (Garvey Schubert Barer, P.C.) led a discussion on moving forward with a change to STIA funding.

- We want to continue the conversation and have more resources that will help more in the short-term hotel revenue

- Like before we would not do anything to risk our ordinance and we would pull it off the agenda if we don't feel safe
- We would have to create a give back that is meaningful to the city and to the Seattle Council
- We will need support from the hotels and as we comeback with ideas we will share that with the ratepayers with actions of the ratepayers
 - We would also like to hear ideas from the ratepayers. Letting us know what is appropriate and supported by the community.
 - In addition, we will need support when we go to the city council

2021 BOARD OFFICERS

Tom Norwalk presented the new board officers, which were already approved by the advisory board.

- Chair: Bill Weise – Silver Cloud Hotel – Seattle Stadium
- Vice Chair: Sean O'Rourke – Seattle Marriott Waterfront
- At-Large: Steve Sasso – Motif Seattle

Q&A/WRAP-UP

There being no further business to come before the Ratepayers, the meeting was adjourned at 4:11pm. Reception followed.

Respectfully submitted,



Justine Harris, Recording Secretary