



STRATEGIC BUSINESS PLAN 2023





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MESSAGE FROM THE **PRESIDENT & CEO**



Something that I admire and treasure about San Francisco is that it has always been a city that has shaped the future. Our team has always striven to embrace that spirit of fearless innovation. That's why, in 2023, San Francisco Travel will embark on bold new initiatives that are going to shape the future of our city as a destination.

As you'll learn by reading through this plan, we are setting aggressive goals for ourselves. We are rebuilding our regional sales presence in key domestic markets, and we will strengthen and establish new strategic partnerships in the meetings and conventions industry.

We will work hard to make sure that key local stakeholders understand the immense value and impact of tourism, and we will support policies that improve the visitor experience. This includes continued advocacy for our lauded Welcome Ambassador program.

We will re-establish San Francisco as a major player in the luxury marketplace. We will partner with San Francisco International Airport to continue expanding airlift to the Bay Area, solidifying its standing as not only one of the nation's best airports but also as the preferred West Coast gateway to North America.

We will also be launching our first global brand campaign, reaching out to wider audiences in ways we never have before. As the stewards of our destination, we take our responsibility to define and defend San Francisco's reputation seriously: as a city that is always inspiring, always unique, and always welcoming.

Change will happen within our organization, too. Our staff has grown to seize on new opportunities; we have a new Board Chair to lead our diverse and dedicated Board of Directors; and by the time you read our 2024 strategic plan, San Francisco Travel will have a new President & CEO.

I have confidence in our team and in our city. That's why I have no reservations about retiring at the end of this year. It's been an honor to work with such a talented staff, such a committed board, and such eager partners. Whoever leads this association next will be starting at a tremendous advantage if we all continue to share our passion for San Francisco.

I look forward to another year of mutual success for our industry, our community, and our beloved city.

A handwritten signature in black ink, reading "Joe D'Alessandro".

Joe D'Alessandro
President & CEO
San Francisco Travel Association



California Street Cable Car



Convention Attendees in SoMa

MESSAGE FROM THE BOARD CHAIR

I call myself lucky to have deep Bay Area roots. I was born in Napa, raised in Menlo Park, went to UC Berkeley as an undergraduate and then to Santa Clara University for law school. Before college, I spent every Saturday in the city at the San Francisco Conservatory of Music and was here more than once a week for rehearsals and performances as a violinist in the San Francisco Youth Symphony Orchestra. Throughout this time, San Francisco served as a source of entertainment and inspiration for me. Our common refrain when we wanted something exciting to do was: “Want to go to the city?”

Now I have the privilege to work here as the Executive Director of The Walt Disney Family Museum in the lovely Presidio, which is both a National Park and a National Historic Landmark. People often ask why the museum is located in San Francisco. The answer is that Diane Disney Miller, Walt Disney’s daughter, chose San Francisco as the home for the museum that honors her legendary father based on its inventive and inspiring people and creative atmosphere.

San Francisco has always championed innovation, culture, and acceptance. This is a pivotal moment to tap into the city’s unique qualities and facilitate a meaningful, impactful, and enduring comeback. Together, with our heads and hearts, we can harness these unique attributes to implement concrete measures that will bring visitors back to our gorgeous city.

It is a personal mission of mine to ensure that San Francisco lives up to its promise of being a destination that welcomes all. I think my most valuable time as a member of this board has been the time spent working to create, nurture, and expand our Diversity, Equity, Inclusion, and Accessibility Council. That work will remain a key focus of mine as Board Chair.



I am also privileged to be working alongside our Board Chair Elect, Terry Lewis, to lead San Francisco Travel’s CEO Search Committee this year. Our association has thrived under Joe D’Alessandro’s leadership for nearly two decades. In that time, our world and our industry have changed dramatically. As Joe heads toward a well-earned retirement, we must find a new leader who shares his pride in and dedication to our city while also bringing exciting new perspectives and an ambitious vision for the future.

I am excited to be working with the extremely talented staff at the San Francisco Travel Association, along with the organization’s energetic and bright board members, to implement this Strategic Plan. Please join me in working towards our goal of making sure that San Francisco remains the most compelling destination on the planet.

Kirsten Komoroske
Executive Director
The Walt Disney Family Museum

1 WHO WE ARE





Coit Tower

DEVELOPING THE DESTINATION MARKETING ORGANIZATION **OF THE FUTURE**

Beginning in 2019, San Francisco Travel embarked on an **ambitious strategic planning project**, the first of its kind since our Centennial Plan.

Our **Vision 2025 project** is an ongoing reevaluation of our policies and practices that will further our success as advocates of the destination and the visitor experience. By **examining our potential opportunities, the new skills and technology available to us and our established workflows and procedures**, we will also ensure that San Francisco Travel remains a model destination marketing organization that **leads the way in our changing industry**.

One of the first steps of Vision 2025 was to **redefine how we present ourselves to stakeholders** by revising our vision, mission, and company values, as well as creating new reputation, positioning, and equity statements.

The San Francisco Travel Association was **founded in 1909 by a group of hoteliers and merchants** in the wake of the devastating earthquake and fire just three years earlier to bring visitor business back to the city. Since then, San Francisco Travel has become **the voice of the visitor for the hospitality and tourism industry** in San Francisco.

Acting as a **specialized economic development agency**, San Francisco Travel works to **promote the destination worldwide** while ensuring that tourism, the top generator of outside revenue into the city's economy, is kept in the forefront as citywide decisions and policies are made. Governed by a Board of Directors made up of San Francisco Travel partners, the Association operates as a 501(c)(6) private, not-for-profit, mutual benefit corporation.



OUR VISION

To be the **most compelling destination** in the world.

OUR MISSION

To promote the San Francisco region as a **top global destination** by leading the way in performance, innovation and sustainability.

OUR VALUES

- Embrace **Change**
- Spirit of **Service**
- Be **Accountable**
- Empower and Champion **Talent**
- Drive **Excellence**

OUR REPUTATION STATEMENT

San Francisco Travel will **continue to lead the way**, being seen as:

- **Critical to San Francisco's success** as a city and destination.
- A **bold and visionary** organization with global reach and influence.
- An **essential and reliable** partner.
- A driver of **discovery**.
- A deeply **integrated and collaborative** organization.

OUR POSITIONING STATEMENT

San Francisco Travel is **the leader in driving visitation to the San Francisco region**. Our diverse team promotes the region globally, strengthens industry and community relationships, and pioneers the use of innovative data and technology to support the development of the destination's future.

SAN FRANCISCO TOURISM IMPROVEMENT DISTRICT

One hundred years after hoteliers collaborated to form what is now San Francisco Travel, the hotel industry once again came to the rescue to **help reshape San Francisco's tourism industry**. In order to ensure adequate funding for tourism marketing and for the renovation and expansion of The Moscone Center, the local hotel community, city officials and San Francisco Travel worked together to create the **San Francisco Tourism Improvement District Management Corporation (SF TID MC)**, which began collections in 2009. Proceeds from a 0.75% to 1% assessment on hotel room revenue are available exclusively for the **sales, marketing, and operational programs** of San Francisco Travel for the benefit of the industry and to keep The Moscone Center, a major demand generator, competitive. The SF TID MC is governed by a separate Board of Directors and meetings are open to the public. In 2024, the Tourism Improvement District will expand to include short-term rental properties and increase to a 1% to 1.25% assessment to support additional business attraction and retention.

SAN FRANCISCO TRAVEL FOUNDATION

Formed in 2003, the San Francisco Travel Foundation **supports hospitality management programs at Bay Area colleges and universities**. The Foundation works with the Hotel and Restaurant Foundation, managed by the California Hotel & Lodging Association, to select the recipients of the annual **John A. Marks Leadership Scholarship** (named for San Francisco Travel's president from 1987 to 2006) and the newly established **S. Dale Hess Excellence in Hospitality Scholarship** (named for San Francisco Travel's former Executive Vice President of Operations and Public Policy). The Foundation also funds tourism marketing classes at San Francisco State University and the University of San Francisco.

OUR DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY STATEMENT

In San Francisco, all are welcome and differences are celebrated. The San Francisco Travel Association is **committed to diversity, equity, inclusion, and accessibility** to promote unique San Francisco experiences and elevate voices in the community that speak to travelers from around the world. We aim to be a thought leader in our industry, city, and community.



Fisherman's Wharf



EXECUTIVE OFFICE

San Francisco Travel's Executive Office is responsible for the oversight of the organization, as well as strategic planning and long-range priorities. Executive Office programs include Board of Directors management, Public Policy, Community and Stakeholder Engagement, and External Affairs.

Staff Contact: Joe D'Alessandro, President & CEO
Board Oversight: Executive Committee; Public Policy Council; Diversity, Equity, Inclusion and Accessibility Council; Board Development Committee; Board of Directors



CONVENTION MEETINGS DIVISION

San Francisco Travel's Convention & Meetings division acts as the destination sales and services experts responsible for booking meetings and conventions into San Francisco. The team is responsible for citywide bookings at The Moscone Center, as well as large and small meetings at hotels, iconic venues, and other Bay Area destinations.

Staff Contact: Nicole Rogers, Executive Vice President & Chief Sales Officer
Board Oversight: Meetings & Convention Council
Industry Input: Citywide Convention Center Customer Advisory Council, Self-Contained Meetings Advisory Council, Meetings & Convention Council



GLOBAL MARKETING DIVISION

San Francisco Travel's Global Marketing division is responsible for managing the San Francisco Travel brand and marketing the destination to visitors around the world. The Marketing division also includes the Global Partnership department, which develops and manages the relationships with the Association's many members and strategic partners, and the Global Media Relations department, which provides resources for media and grows earned media exposure domestically and abroad.

Staff Contact: Lynn Bruni-Perkins, Executive Vice President & Chief Marketing Officer
Board Oversight: Marketing Council



FINANCE & ADMINISTRATION DIVISION

San Francisco Travel's Finance & Administration division is responsible for the financial management of the association and oversees the accounting, budgeting, and administrative functions. It provides fiduciary oversight for the Foundation's assets and ensures all financial operations conform to legal, regulatory, and business norms.

Staff Contact: Tina Wu, Executive Vice President & Chief Financial Officer
Board Oversight: Finance Committee, Audit Committee



PUBLIC POLICY

As the voice of the visitor for the city's tourism industry, San Francisco Travel's Public Policy division creates, directs, and implements public policy decisions and priorities impacting the future of the city as a destination. The team works closely with representatives of all levels of government, potential developers, neighborhood and business groups, and various public and private agencies to ensure the enhancement of the visitor experience in San Francisco.

Staff Contact: Cassandra Costello, Executive Vice President, Chief Policy and External Affairs Officer
Board Oversight: Public Policy Council; Diversity, Equity, Inclusion and Accessibility Council



INFORMATION TECHNOLOGY DIVISION

San Francisco Travel's Information Technology (IT) team must remain pragmatic and flexible in an evolving business climate. IT primarily focuses on enhancing the overall sales, marketing, partnership, and visitor experience; on supporting staff in existing and new processes; and on creating solutions that are effective in managing relationships and exposure.



GLOBAL TOURISM DIVISION

San Francisco Travel's Global Tourism division markets the city and the region to the domestic and international travel industry, assisting with the education, development, and promotion of San Francisco's destination product. Each year, the team creates a variety of promotional programs, including integrated co-op programs. The division also works closely with San Francisco International Airport (SFO) on international aviation development and marketing. Global Tourism also incorporates our MICE (Meeting, Incentive, Congress, and Exhibition) sales efforts, as there is less organizational distinction between leisure and business travel in international markets.

Staff Contact: Hubertus Funke, Executive Vice President & Chief Tourism Development
Board Oversight: Tourism Council

HUMAN RESOURCES & CULTURE DIVISION

San Francisco Travel's Human Resources (HR) division is focused on a talent management program that supports the acquisition, development, retention and evaluation of staff, while moving the Association toward a workplace environment and culture that is recognized as an industry model, with attention paid to diversity, equity, inclusion, and accessibility.

Staff Contact: Paul Frentsos, Executive Vice President & Chief Operating Officer



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WHAT
WE DO

San Francisco Travel promotes the city and the region through sales and marketing efforts to meeting and event planners, tour operators, travel industry professionals, journalists, and leisure travelers.

Beyond the Bay Area, San Francisco Travel has a **network of 10 representation offices around the globe** that are responsible for direct contact and interaction with the travel trade and media, **promoting visitation to San Francisco and the Bay Area**. They also promote San Francisco International Airport (SFO) as the premier gateway to North America and help explore opportunities for enhanced air service from major markets.

As a membership-based organization with **hundreds of businesses** representing the visitor industry in San Francisco and the surrounding

region, San Francisco Travel works closely with local businesses, non-profit organizations, and city government to **ensure that visitors have an exceptional experience** in San Francisco, and that we **drive significant economic value** to businesses throughout the region.

In collaboration with our Board of Directors, we ensure that **our focus is on the most impactful market opportunities available**.



Golden Gate Bridge

OUR BRAND PLATFORM AND KEY THEMES

For some, San Francisco is defined by the Golden Gate Bridge and the cable cars. For all of us at San Francisco Travel, our city is so much more. The city is ever-changing, but the feeling of San Francisco remains constant. This is expressed through our brand platform of “Always San Francisco”. Within this platform, we believe San Francisco’s greatest strengths are embodied in four key themes. As we interact with our various audiences, it is these key themes that inform our strategies.

ICONIC SAN FRANCISCO

What San Francisco has to offer visitors continues to change as our city grows. **Fresh perspectives and talent** combine to create new experiences and reimagine existing ones. **The city’s innovative spirit** encourages progress, transformation, and creativity—all of which make San Francisco **an always evolving destination**. We believe that no two visits to our city will ever be the same.

DIVERSITY

Throughout its history, San Francisco has attracted and welcomed **a multitude of communities** of diverse social, cultural, and ethnic backgrounds. It is evident in the city’s **kaleidoscope of neighborhoods**, which attract visitors from around the world with a variety of different tastes, interests, and expectations. The city also has a proud history of supporting its various communities, most famously as a **leader in the fight for LGBTQ equality**. San Francisco Travel remains committed to welcoming all travelers to the city, no matter where they come from and no matter how attitudes elsewhere in the country may change.

ARTS & CULTURE

San Francisco is **world-renowned for its opera, symphony, ballet, museums, theater companies, and galleries**. As a city of innovation, San Francisco is building on its status as a destination for traditional arts and culture and blazing a trail toward the creative expression of tomorrow. With **cultural tourism being a driving force for tourism’s overall economic impact**, San Francisco Travel remains committed to building partnerships with local cultural influencers to activate neighborhoods and encourage even more visitors to experience the creative side of our city.

FOOD & WINE

Food is a part of the visitor experience that’s **important to all travelers**. Culinary travelers, defined as those who travel primarily for unique and memorable eating or drinking experiences, have reshaped the way destinations market themselves. Compared to the average leisure traveler, wine and culinary travelers are more affluent, better educated and take part in more activities while traveling. San Francisco is **uniquely positioned to attract this audience** and San Francisco Travel markets the city and the region as a required destination for culinary travelers.



Outdoor dining in the Mission

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HOW WE
MEASURE
WHAT WE DO





Ghirardelli Square

FY23 GOALS



842,000

CONVENTION ROOM NIGHTS¹

- Based on expected total room nights as estimated by customer.
- Accounts for potential escalation or reduction based on trends and history.



335,500

LEISURE ROOM NIGHTS

- Accounts for potential escalation or reduction based on trends and history.
- Based on room nights booked through Booking.com and as part of international co-op programs.



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INTERNATIONAL INTEGRATED CO-OP PROGRAMS

- Drive incremental visitation.
- Build San Francisco Travel's brand abroad.



\$107,371,880

WEBSITE VISITOR ECONOMIC IMPACT

- Each unique visitor to website generates an incremental \$48.81 in visitor spending.
- Ultimate goal is to drive customers to San Francisco.



\$2,383,912

PRIVATE REVENUE²

- Includes funds produced through partnerships, print and digital advertising, co-op advertising and trade shows, online booking commissions, collateral sales and Foundation programs.



+/- 0.5%
Gross

BUDGET GOALS

- Balanced budget, +/- 0.5% gross.
- Additional assessment of strategic use of funds.

¹Booking credit limited to meetings starting no more than 15 years from end of fiscal year.

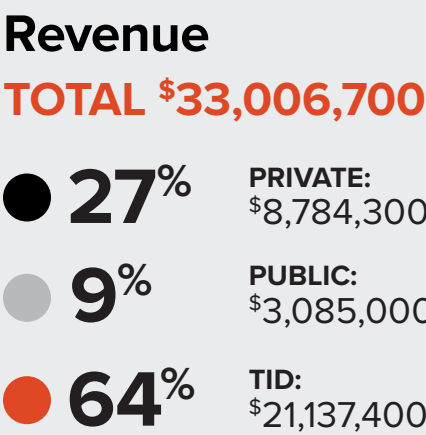
²Reflects in-kind contributions.

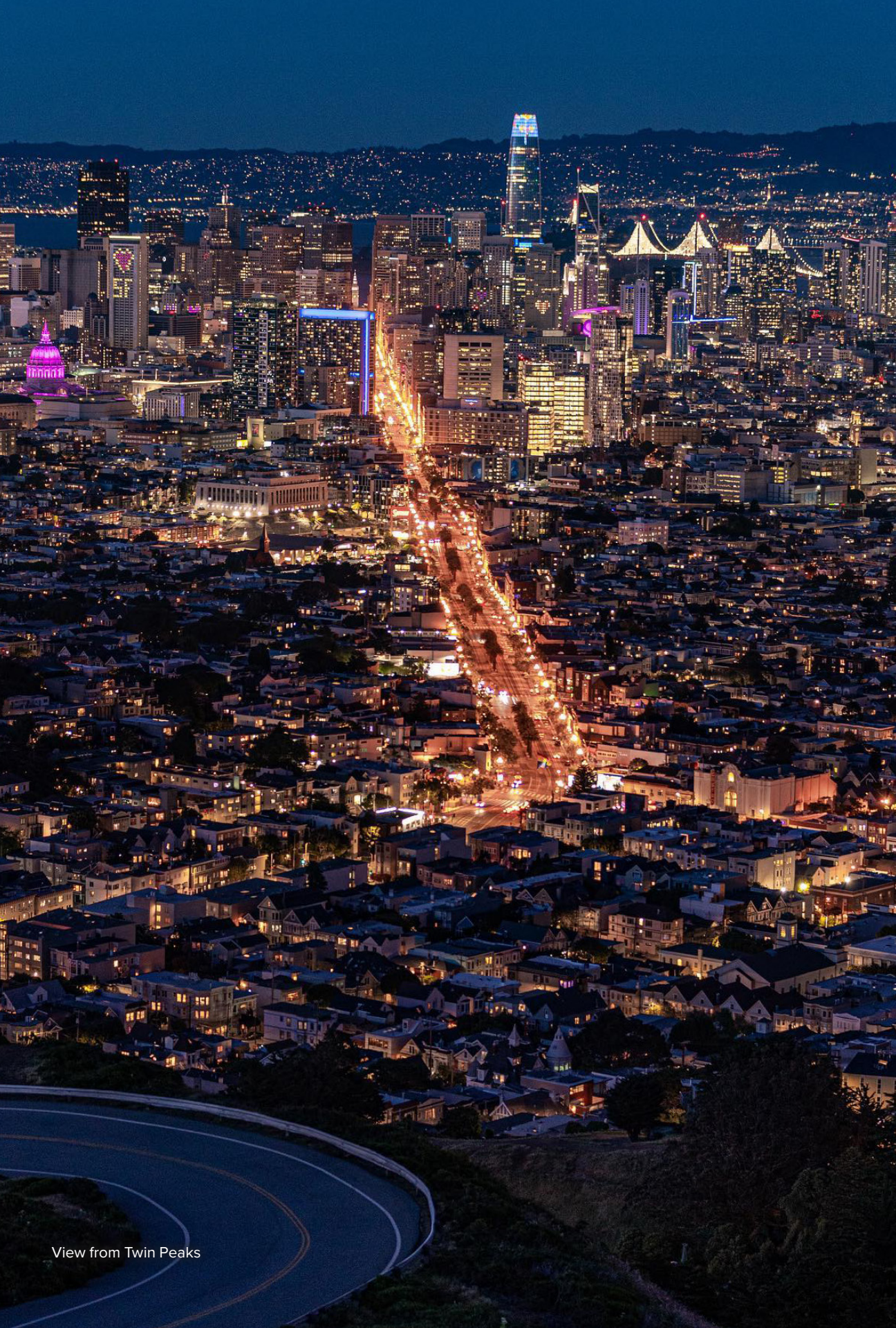


Welcome Ambassador at Embarcadero Plaza

FY23

REVENUE & EXPENSES





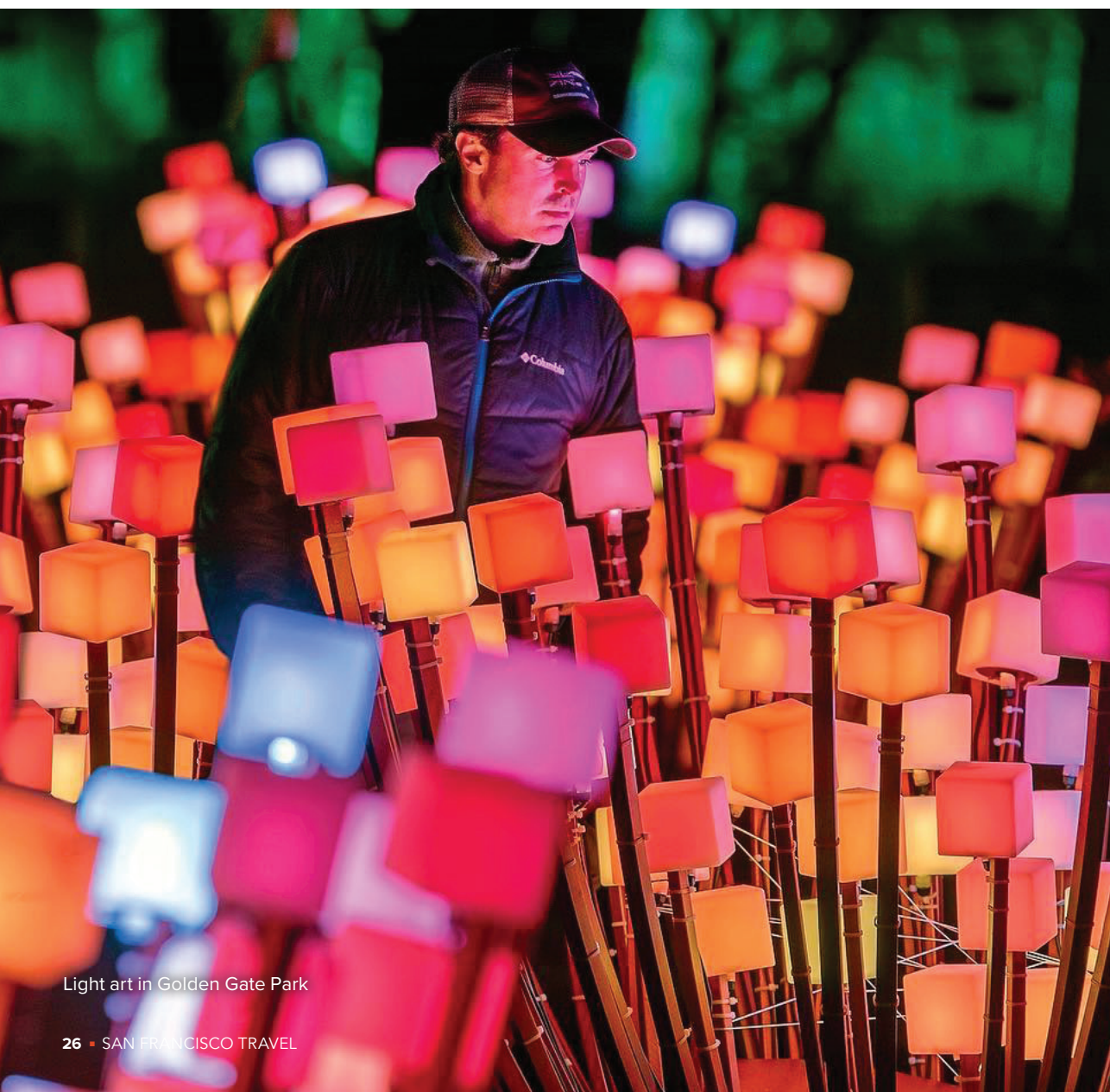
View from Twin Peaks

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STATE OF SAN FRANCISCO **TOURISM**

A Note About Our Methodology

San Francisco Travel's research model uses internal data and curated research in conjunction with Tourism Economics to calculate and forecast total visitor volume and spending by visitor segments (domestic/international, leisure/business, overnight/day). San Francisco Travel also provides visitor segmentation detail for both the City and County of San Francisco and the broader Bay Area regional markets (including the East Bay markets of Oakland, Berkeley and Hayward; Marin County; Napa and Sonoma counties; the Peninsula markets of San Mateo and Redwood City; and San Francisco International Airport).



Light art in Golden Gate Park



Ferry Building

OVERVIEW

San Francisco has rebounded significantly from the low points of the pandemic. We have seen visitor volume and spending on the rise since the city began its reopening in 2021. San Francisco has continued to invest in projects that elevate the visitor experience, including hotel construction, major infrastructure improvements, and our Welcome Ambassador program. However, challenges remain. Some are resultant of the pandemic (a downtown in need of revitalization, travel restrictions in key Asian markets), while others predate it (undesirable street conditions, the high cost of hosting conventions and events in the city). Overall, our long-term forecast for the local tourism industry predicts a return to 2019's record-breaking numbers by 2025.

2022 YEAR IN REVIEW

While 2022 may have begun with the surge of the omicron variant and concerns about vaccine adoption, the year ended with positive results. In San Francisco, overnight visitor volume and spending experienced double-digit growth across all segments.

The Moscone Center, San Francisco's largest and most in-demand convention venue, hosted 33 events, including the full-scale return of Dreamforce. Restoring our meetings and events business was a key priority for us. In the end, 2022's citywide and self-contained conventions contributed \$341M in direct spending to the city's economy.

INVESTING IN THE FUTURE

If there is a silver lining to the COVID-19 pandemic, it is that key stakeholders and decision-makers in our city and around the Bay Area came to understand the tremendous impact that tourism has on our local economy. Now, as our city prepares itself for the future, strategic choices are being made with the visitor experience in mind.



Castro District

For instance, more hotel rooms are being built to accommodate demand. By the end of 2027, San Francisco's hotel inventory could grow by as much as 2,475 rooms (+7%), if all planned projects are completed. The most recent openings include The LINE Hotel on Market Street and The LUMA Hotel in Mission Bay.

City leaders in San Francisco have also made it easier for visitors to move between neighborhoods. At the start of this year, the Central Subway line was opened, offering riders expedited connection between popular neighborhoods like Chinatown, Union Square, and SoMa. This new transit route runs directly beneath most of the city's largest hotels and key attractions, including The Moscone Center. It also encourages visitors to explore rapidly developing neighborhoods like Mission Bay and Dogpatch, where the NBA Champion Golden State Warriors play on their home court at Chase Center.

International and domestic airlift continues to expand at San Francisco International Airport. Late last year, we were proud to have been awarded a five-year contract as SFO's global marketing partner. This renewal of our successful partnership comes as SFO continues to renovate and expand its facilities and earn accolades for the visitor experience it provides. At the end of 2022, the *Wall Street Journal* named it the best airport in the U.S.

CHALLENGES

San Francisco faces challenges similar to those in other major urban destinations. Chief among them are street conditions, the cost of doing business, and skewed public perception. San Francisco Travel has robust plans and strong partnerships at its disposal to help address those issues.

Our association leaders enjoy good working relationships with elected and appointed City officials and have impressed upon them the need for urgent action to keep our city clean; to ensure that visitors are safe when they explore our city; and to provide compassionate, permanent solutions for our unhoused neighbors.

The City has also responded to the economic pressures of the time by helping to finance our Moscone Recovery Fund. This fund allows us to welcome convention clients who would otherwise be priced out of San Francisco, thus filling hotel rooms and venues.

The City has also been financially supportive of our Welcome Ambassador program, which has had an enormous impact in improving the visitor experience in some of our most visited neighborhoods, and of our 2023 global brand campaign, which aims to connect with new audiences and change the perception of San Francisco.



Central Subway

Summary

With its combination of uniquely iconic experiences and innovative culture, San Francisco remains a destination like no other. The city's tourism industry has been on the upswing, and decisions made by San Francisco City officials reflect the need to continue providing visitors with a safe and singular experience. Our projections for the long-term future of the destination are positive.

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WHAT WE ARE
UP TO





Dolores Park
32 • SAN FRANCISCO TRAVEL

THE FOUR-YEAR STRATEGIC PLAN

The four-year strategic plan retains San Francisco Travel’s **five core objectives** established by the Board and adds, under each objective, key strategies for achieving those objectives in the upcoming years. By developing long-term goals and strategies, San Francisco Travel can **remain focused on driving visitor-related economic impact** to the city and Bay Area region.

Among those goals and strategies are plans to **prepare for different future market scenarios**; the evolution and aggressive pursuit of our **digital communications** efforts; **targeted marketing** for key segments, such as millennials and international visitors; growing our **international market** share, with a focus on high growth markets; the continued booking of **The Moscone Center**; a continued focus on **MICE** and self-contained business segments; protecting our **TID funding**; continued focus on **clean and safe streets**; and the development of our **sports and entertainment** market.

Core Objectives & Key Strategies

San Francisco Travel uses an **objective-based work plan** to ensure that programs and activities meet at least one of five core objectives. The following highlights of our Program of Work that fit within the four-year strategic plan are categorized by objective.

KEY

- A All Departments
- C Convention Sales & Services
- E Executive
- F Finance
- M Global Marketing
- O Operations
- P Public Policy
- T Global Tourism

1. Generate Visitor-Related Economic Impact for the San Francisco Region

ONGOING

- Leverage relationships with Visit California, U.S. Travel Association and Brand USA to position San Francisco for increased domestic and international leisure travel. **(E, M, T)**
- Continue to change perception that San Francisco is not interested in self-contained meetings. **(C)**
- Focus on self-contained meetings to target need dates and canceled citywide dates. **(C)**
- Utilize Moscone Recovery Fund to replace canceled/moved citywide business with diverse and economically challenged associations. **(C)**
- Continue the “Always On” brand campaign, using a content calendar to update messaging around the key brand pillars and major special events. **(M)**
- Leverage digital and social media technology to drive sales and engagements, increase booking conversion globally and provide strong metrics for evaluation. **(M)**
- Continue the integration of consumer, trade, and PR programs in key international markets. **(M, T)**
- Create the industry standard for delivering a seamless visitor information experience across a variety of channels, methods, and locations. **(O)**

- Advocate for transportation and infrastructure developments that benefit visitors, including building capacity to welcome visitors back and providing clean and safe modes of transportation. **(P)**
- Continue to prioritize policy and advocacy work around initiatives that ensure a safe and welcoming city for visitors, employees, and businesses. **(P)**
- Provide a mobilizing influence to ensure that the destination can meet the current and future needs and expectations of the visitor, including new health and safety protocols and behavioral expectations. **(P)**
- Strengthen and build upon relationships with local, state, and federal government officials to further educate them on the value and importance of tourism to the recovery of our city. **(P)**
- Strengthen relationships and align priorities with the city’s various Community Benefit and Business Improvement Districts, resident groups, business associations, labor, and community groups. **(P)**
- Expand and diversify tourism sales and promotional efforts to emerging markets to sustain growth of international visitation. **(T)**

KEY NEW INITIATIVES FY23

- Greater focus on generating self-contained meetings, to include top domestic and international feeder cities. **(C)**
- Create collateral (brochures, videos) with positive messages about the city and its facilities to sell meetings and conventions more effectively. **(C, M)**

- Create a series of customized videos with welcome messages from the Mayor and CEO to meeting attendees. **(C, M)**
- Proactively target smaller citywides with potential to grow and promote San Francisco’s ability to grow group attendance based on the destination. **(C)**
- Actively participate with U.S. Travel to ensure that San Francisco has a voice on the Group Advisory Board. **(C)**
- Promote The Moscone Center’s new pricing initiatives to focus on short-term citywide business. **(C)**
- Initiate promotion of new TID increase to showcase The Moscone Center’s competitive pricing. **(C, M)**
- Work with local partners and teams to bring key sporting and entertainment events to San Francisco, including NCAA regionals, SailGP, Super Bowl, FIFA World Cup and others. **(C, M)**
- Develop marketing materials to promote San Francisco as APEC’s choice and showcase the city as a destination to the world. **(C, M)**
- Maintain and evolve the newly redesigned sfttravel.com to optimize performance and traffic to the site. **(M)**
- Launch a major marketing campaign designed to “take back the narrative” around the San Francisco experience and position the city to better attract visitors, conventions, and businesses. **(M)**
- Execute a major trade and media mission to Asia in Q1 to re-introduce the city to partners and media and jump-start travel. **(M, T)**

- Execute \$1.3M p.a. SFO contract for international aviation development and marketing support **(M, T)**
- Continue the development and execution of co-op marketing programs designed to deliver awareness, intent to visit, and leisure room nights, both domestically and internationally. **(M, T)**
- Deploy China market re-entry strategy, including trade, media, and direct-to-consumer initiatives, subject to prevailing geopolitical and market conditions. **(M, T)**
- Continue to build on elevating more voices in advocacy (business, community, labor, arts, CBDs, resident) to strengthen our overall messaging on issues that affect the visitor to San Francisco. **(P)**
- Continue to expand on leadership opportunities for San Francisco Travel on the local, state, and federal levels. **(P)**
- Explore advocating for resources to expand hospitality workforce pipeline and job training opportunities. **(P)**
- Play a lead role in the recovery of downtown San Francisco. **(P)**
- Streamline advocacy efforts to make it easier for businesses to engage in the public process. **(P)**
- Develop global MICE strategy as part of Global Tourism Development scope of work. **(T)**
- Develop compelling sales materials for travel trade. **(T)**
- Expand marketing and sales strategy for FIT China market (subject to market reopening). **(T)**
- Introduce new digital training tools to augment global travel trade educational strategy. **(T)**



Alcatraz

2. Exceed Customer Expectations

ONGOING

- Institute operational pre-cons to involve city officials, ambassador leadership, venues, transportation, police officials and any other departments to review logistics. **(C)**
- Provide increased convention services to self-contained meetings. **(C)**
- Use combined marketing campaigns to provide meeting planners with assets for direct outreach to attendees and to drive attendance. **(C)**
- Develop and implement a new model for measuring visitation and economic impact from all business segments and geographies. **(C, M, T)**
- Implement research program to better understand domestic and international visitor needs and opportunities. **(M)**
- Roll out new data dashboard to consolidate multiple data inputs for more efficient research and reporting. **(C, M)**
- Provide marketing and web support to key customers: meeting planners, travel trade, media, and members. **(M)**

KEY NEW INITIATIVES FY23

- Develop new membership criteria for hotels who participate in citywide room blocks. **(C, M)**
- Institute safety/operational pre-cons for larger self-contained meetings to mirror the operational pre-cons being conducted for the citywide meetings. Will include city officials, ambassador leadership, venues, transportation, police officials and any other departments needed. **(C)**
- Update web visitor value study based on current market considerations and new website. **(M)**
- Develop a trade distribution plan, mapping out the various channels and trade partners that book leisure business to San Francisco and thereby optimizing our strategy for marketing, sales, and promotion. **(T)**
- Develop new FAM strategy aimed at providing baseline support to all clients, while minimizing budget impact. **(T)**
- Resume RTO customer events (Los Angeles and/or San Francisco). **(T)**

3. Foster Positive Relationships with Stakeholders

ONGOING

- Ensure we host targeted customer events that include stakeholders and city officials in top domestic markets (Chicago, D.C., New York, Los Angeles). **(C)**
- Increase MICE efforts by participating in International Group shows such as IMEX Frankfurt, IBTM, MPI WEC/EMEC. **(C, T)**
- Combine efforts between sales and tourism to increase receptive operator knowledge (New York and Los Angeles missions). **(C, T)**
- Enhance the effectiveness and visibility of the San Francisco Travel board. **(E)**
- Communicate and demonstrate to all San Francisco stakeholders and neighborhoods that tourism is San Francisco's number one industry. **(E, M, P)**
- Continue to evolve our member events to increase satisfaction and engagement, improve event formats, utilize new locations, and offer new events to meet the changing needs of members. **(M)**
- Continue to focus on all partnerships, seeking new ways to increase the relevance and effectiveness for both parties. **(M)**
- Execute an annual member satisfaction survey. **(M)**
- Actively promote clean and safe streets initiatives. **(P)**
- Build, maintain and leverage relationships with local, state, and federal government officials to protect and enhance the visitor experience in San Francisco. **(P)**
- Update and continue implementation of the Diversity, Equity, Inclusion and Accessibility Council work plan. **(P)**

KEY NEW INITIATIVES FY23

- Foster additional corporate sponsorships to integrate our partners into customer events. **(C, M, T)**
- Form an alliance with California Gateway Cities to entice corporate and association customers to book business in California. **(C, M, T)**
- Plan and conduct Mission to Asia, including high-level airline meetings, trade, marketing partners, and media interaction. **(M, T)**
- Bring back key partner networking events and Market Briefings. **(M)**
- Continue development of impactful integrated campaigns with co-op opportunities for local and regional partners. **(T)**





4. Run An Effective Business

ONGOING

- Continue to review cash management and investments to maximize the Association's ROI. **(F)**
- Maintain green business certification. **(F)**
- Maintain high levels of professional accounting and reporting standards. **(F)**
- Maintain an employee ownership culture that respects the financial health of the organization. **(F, O)**
- Continue to expand international assets available for co-ops with partners to grow strategic partnership revenue. **(M)**
- Analyze and realign enterprise business systems with organizational changes. **(O)**
- Assess and refine cloud strategy. **(O)**
- Analyze office restructure to maximize operational efficiencies and reduce costs where possible due to smaller staff size. **(O)**
- Continue to streamline processes and procedures around service-based tasks via enterprise applications. **(O)**
- Identify staffing needs for all areas, based on budget allowances and aligned with organizational goals. **(O)**
- Introduce hiring practices that align with Diversity, Equity, Inclusion, and Accessibility initiatives. **(O)**

- Optimize staff effectiveness and efficiency by providing the required skills and resources. **(O)**
- Enhance overall IT security through authentication applications, staff training and awareness. **(O)**
- Optimize investment in enterprise applications by leveraging enhancements for operational efficiencies. **(O)**

KEY NEW INITIATIVES FY23

- Bring back/hire sales managers/directors for self-contained market to build back room night occupancy. **(C)**
- Increase staffing levels to accommodate business needs, starting with Services/Events. **(C)**
- Implement a new crisis communication plan with scenarios, roles and responsibilities and training. **(E, M, P)**
- Implement media training program for key executive leadership and public relations team to effectively communicate with journalists. **(E, M)**
- To maximize private revenue, create opportunities for co-op efforts with partners by building programs with clear ROI for all. **(M)**
- Assess and reinvest in integration services for enterprise applications to support improved workflows. **(O)**

5. Drive the Long-Term Development of the Destination and Its Brand

ONGOING

- Create a business plan for the creation of a Sports and Entertainment Event Development division of San Francisco Travel. **(A)**
- Support and leverage major sporting and special events that generate significant room nights (e.g., Super Bowl, Rugby World Cup, NCAA Final Four, etc.) for increased future visitation. **(C, E, M, T)**
- Strengthen San Francisco Travel's relationships with additional organizations that drive visitor economic impact in San Francisco (e.g., Sports Commission, OWED). **(C, M)**
- Provide a mobilizing influence to ensure that the destination can meet the current and future needs and expectations of the visitor, including new health and safety protocols and behavioral expectations. **(E, P)**
- Partner with SFO in developing new international air service. **(E, T)**
- Continue to expand and improve our ability to reach consumers via their mobile devices. **(M)**
- Systemically develop the San Francisco brand as a key destination to visit in all major markets around the globe. **(M)**

- Advocate for transportation and infrastructure development that benefits visitors. **(P)**
- Engage with community partners to ensure that San Francisco streets and sidewalks are clean and safe. **(P)**
- Explore an appropriate role in workforce housing. **(P)**
- Explore options to build out public policy division to meet demand. **(P)**

KEY NEW INITIATIVES FY23

- Continue to expand on work of the Diversity, Equity, Inclusion and Accessibility Council. Explore adding capacity to analyze accessibility issues as well as bringing in the Gen Z perspective. **(P)**
- Finalize the implementation of the TIDMC renewal, including process for business retention and attraction revenues and short-term rental TIDMC board seat. **(P)**
- Build multi-day, comprehensive itineraries targeted to specific segments, such as luxury, family, and sports. **(T)**





Ferry Terminal

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THE
LEADERSHIP

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LEONIE PATRICK
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City Cruises Anchored
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State & Local Government
Affairs - Western Region,
United Airlines



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Vice President,
Government and Community
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Warriors/Chase Center



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Executive Director,
Golden Gate Restaurant
Association



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(2016-17)
West Region Executive,
Community Engagement/
Corporate Responsibility
JPMorgan Chase & Co.



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Vice President,
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General Manager,
Fairmont San Francisco



RODRIGO ENRIQUEZ
(2016-17)
President,
Extronomical Adventures
(Retired)



HEATHER KEENAN
Founder and President,
KEY Events



KATHY PAVER
Kathy Paver
Marketing Services



RAYMOND VERMOLEN
General Manager,
InterContinental San Francisco



ANNA MARIE PRESUTTI
(2015-16)
Vice President /
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JOHN KONSTIN
Owner,
John's Grill



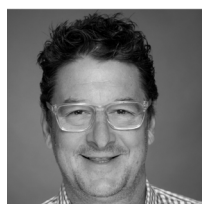
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President,
Sightline Hospitality



CINDY WONG-CHEN
Founder
China Live



STEPHEN REVETRIA
(2014-15)
Vice President &
General Manager,
Giants Enterprises



DAVID LEWIN
General Manager,
Grand Hyatt San Francisco



IVAR SATERO
Director,
San Francisco
International Airport

PAST CHAIRS



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(2013-14)
Vice President,
Scoma's



STEPHEN MCLEOD
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American Academy of
Ophthalmology



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Vice President,
Market General Manager,
Neiman Marcus



JON KIMBALL
(2019-2021)
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DAVID NADELMAN
(2012-13)
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Grand Hyatt San Francisco



MATT MIDDLEBROOK
Head of Policy -
San Francisco and
Hawaii, Airbnb



JENNY THOMASSIAN
Head of Industry - Sales and
Growth, Financial Services,
Google



PETER GAMEZ
(2018-19)
Consulting Principal,
Hunter Hospitality



JOHN COPE
(2011-12)
President and
Managing Director,
Nob Hill Properties (Retired)



TONI KNORR
(2010-11)
General Manager,
St. Regis (Retired)



SUSIE MCCORMICK
(2006-07)
Executive Publisher,
7x7 Magazine (Retired)



RODNEY FONG
(2009-10)
President,
Fong Real Estate Company



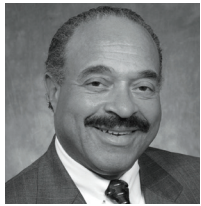
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President,
RSBA & Associates



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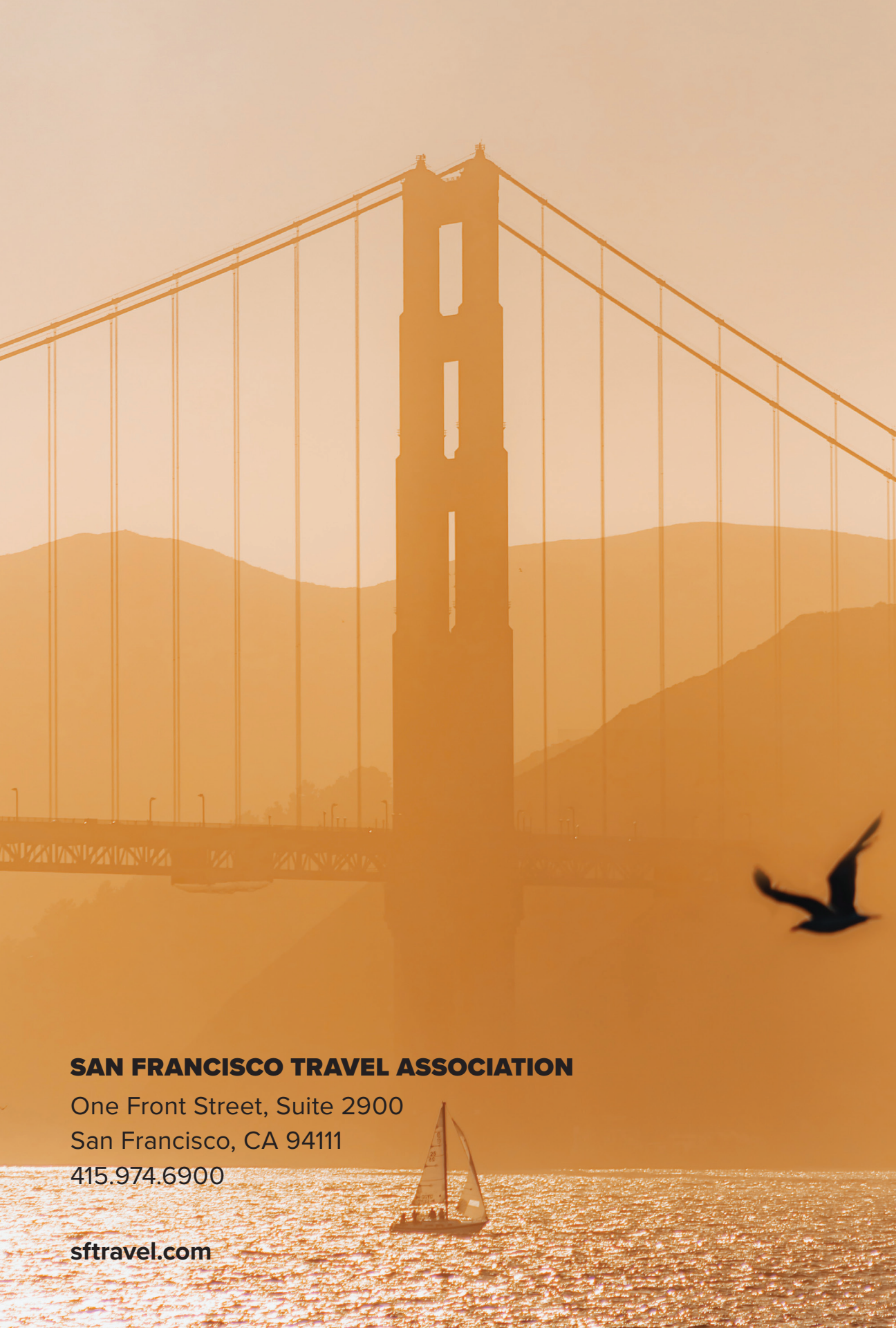
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Golden Gate Park



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