

AGENDA

HOUSTON FIRST CORPORATION

Sales, Tourism, and Marketing Committee Meeting

April 8, 2021 – 1:30 P.M.

Live Video and Audio Conference Meeting

Join the Meeting [Here](#)

Meeting Access Password: 121265

COMMITTEE MEMBERS:

Council Member Robinson (Chair), Bobby Singh (Vice-Chair), Sofia Adrogué, James Batt, Elizabeth Brock, Kim Davis, Jacques D'Rovencourt, Pete Ells, Alfred Flores, Stephanie Haynes, Nicki Keenan, Ryan Martin, David Mincberg, Desrye Morgan, Eric Schmauch, Sharmagne Taylor, Patricia Voss, Gerald Womack

In accordance with the modified Texas Open Meeting Act provisions announced by Texas Governor Greg Abbott on March 16, 2020, this Agenda is posted for public information, at all times, for at least 72 hours preceding the scheduled time of the meeting online at <https://www.houstonfirst.com>

Any questions regarding this Agenda, should be directed to Lisa K. Hargrove, General Counsel at either 713.853.8965 or Lisa.Hargrove@houstonfirst.com

- I. Call to Order**
- II. Public Comments**
- III. Minutes – November 9, 2020**
- IV. Presentations, Reports and Updates**
 - A. Update on 2021 Strategic Plan and Covid-19 Response
- V. Adjournment**

III. Minutes – November 9, 2020

MINUTES

HOUSTON FIRST CORPORATION

SALES, TOURISM, AND MARKETING COMMITTEE
November 9, 2020 – 10:30 A.M.
Live Video and Audio Conference Meeting

The Sales, Tourism, and Marketing Committee (“Committee”) of Houston First Corporation (the “Corporation” or “HFC”), a Texas local corporation created and organized by the City of Houston as a local government corporation pursuant to TEX. TRANSP. CODE ANN. §431.101 et seq. and TEX LOC. GOV’T. CODE ANN. §394.001 et seq., posted a meeting via live video and audio conference on Monday, November 9, 2020, commencing at 10:30 a.m.

In accordance with the modified Texas Open Meetings Act provisions announced by Texas Governor Greg Abbott on March 16, 2020, the Agenda was posted for public information, at all times, for at least 72 hours preceding the scheduled meeting time online at <https://www.houstonfirst.com>.

1. The Committee Chair called the meeting to order at 10:30 a.m. and a quorum of Committee Members was established with the following members present virtually: Council Member David Robinson (Chair), Bobby Singh (Co-Chair), Sofia Adroguè, James Batt, Elizabeth Brock, Scot Cotton, Jacques D’Rouvencourt, Stephanie Haynes, Jonathan Horowitz, Nicki Keenan, Ryan Martin, Patricia Voss, and Gerald Womack.
2. **Public Comments.** None.
3. **Review and approval of minutes from prior meeting.** Following a motion duly seconded, the Sales, Tourism, and Marketing Committee meeting minutes of August 3, 2020 were approved as presented. Eric Schmauch was not present for the vote, but did appear later in the meeting.
4. **Committee Business.**
 - A. **Consideration and possible recommendation of the 2021 Sales, Tourism, and Marketing, and Film Budgets.**

The Acting President & CEO, Michael Heckman, provided a presentation of the HFC 2021 Strategy and Budget. Mr. Heckman discussed the negative impact that the COVID-19 pandemic has had on HFC operations and the overall hospitality industry. HFC adopted a three-phase response strategy that includes reaction, recovery, and resilience. Mr. Heckman discussed the priorities under each phase and recognized members of the Committee who served on the Recovery Task Force. In addition to the recovery campaign, the sales team was able to rebook 92% of room nights for future years. The Marketing team also quickly adapted its marketing strategy to promote staycations and provide

meaningful community support. HFC is currently in the recovery phase and working hard to retain meetings and conventions. HFC has made modifications to its facilities for increased safety and continues to promote the Houston Clean initiative. The theme for 2021 is “Value Creation” and will be supported by five value drivers that include the following: organizational innovation, destination and brand enhancement, operational efficiency, revenue generation, and exceptional visitor and customer experience. Mr. Heckman then outlined the high-level priorities for the organization in 2021. HFC Chief Financial Officer, Frank Wilson, was then introduced to discuss the 2021 Budget.

Mr. Wilson began his presentation with a forecast of the calendar year 2020. Total revenues for 2020 are forecast at \$135 million due to FEMA reimbursements and insurance proceeds. HFC will finish the year with a deficit of \$5 million. Operating expenses are forecast at \$139.8 million and will result in a deficit of approximately \$5 million for the year. Proposed revenues for 2021 are \$97.4 million with total expenses of \$152.9 million, resulting in a budget deficit of \$55 million. HFC anticipates that FEMA reimbursements will be limited in 2021. A large portion of HFC’s expenses are related to non-operating expenses from debt service. Mr. Wilson then discussed how HFC will address the budget deficit. The leadership team has chosen a prudent approach that will limit spending during the first half of the year. Finance will then conduct a budget reforecast in March and make further adjustments, as necessary. Mr. Wilson then introduced the HFC Vice President of Market Strategy, Cindy Decker, to discuss the budget for the Revenue and Market Strategy Department.

Ms. Decker discussed the function of her department and its priorities for 2021. Mr. Heckman stated that Ms. Decker and her team serve as an in-house analysis firm and asked her to provide further detail of her analysis. Ms. Decker explained that her data is collected from Smith Travel, TravelClick, and Calibre and she discussed how each data platform is used strategically to assist other departments.

Nicki Keenan asked what hotels are included in the compset she is analyzing and how it is performing. She also asked what data Ms. Decker uses to compare the GRB to other convention venues. Ms. Decker explained that she uses a very specific compset that includes cities such as Nashville, New Orleans, and Anaheim, other major cities in Texas, and an aspirational set that includes Washington D.C., Chicago, and Los Angeles. According to Smith Travel, of the top 25 markets in the nation, Houston is ranked 18th, whereas it has been ranked 20th in past years. Ms. Decker then discussed how she analyzes rental rates at the GRB compared to the rates at venues in competing cities.

Mr. Wilson then discussed the 2021 Revenue and Market Strategy Department Budget.

John Solis, Senior VP of Sales and Client Services, then discussed the 2021 Sales and Client Services Budget. Mr. Solis stated he has just returned from his first in-person conference since February. With more positive news surrounding the COVID-19 vaccine, the Sales team will be bullish on hosting live events in the near future. He then discussed the key strategies for the Sales and Client Services Department in 2021.

Mr. Solis then discussed the 2021 event calendar as well as sales activity. He stated that the first quarter will be soft, but approximately 60% of the business for the second quarter remains on the books. He further reported that starting in July, business will be very strong through the end of the year.

Nicki Keenan asked about the NAPE Summit and room night projections. Mr. Solis confirmed that NAPE is determined to host an in-person event and both registration and exhibit sales are going well. They anticipate attendance, and as a result, room nights will be reduced by approximately 50%, but it could be the first large event hosted by Houston in February.

Mr. Wilson then discussed the 2021 Sales and Client Services Budget. Nicki Keenan asked about the funding for PCMA, which Mr. Wilson discussed in further detail.

Jorge Franz, Senior VP of Tourism and Industry Relations, then discussed the priorities for the Tourism Department in 2021. Some of these efforts include expanding distribution channels for the Houston Experience Marketplace, seeking grant opportunities, and focusing international efforts on Mexico and U.S. Hispanic audiences.

Council Member Robinson asked for further detail on the grant opportunities. Mr. Franz stated that the grant is for \$800,000 and will be used to create an online platform to promote Around Houston partners in neighboring cities and to create a virtual tour for the Freedman's Town Conservancy.

Patricia Voss asked if Mr. Franz has partnered with the company Despegar in Mexico to help increase marketplace sales. Mr. Franz stated that tourism has a functional marketplace and that technology integration can take a long time, but he'd be happy to look into the matter in the future.

Mr. Wilson then discussed the 2021 Tourism Budget. He also thanked Mr. Franz and Susan Tucker, Director of Strategic Planning, for their grant seeking efforts.

Alfred Cervantes, Deputy Director of the Houston Film Commission, then discussed the priorities of the Houston Film Commission for 2021. Mr. Cervantes discussed the impact of the pandemic on the film industry and the importance of not only facilitating production for economic development, but also ensuring representation of Houston on both the small and big screens.

Mr. Wilson then discussed the 2021 Film Commission Budget.

Lastly, Holly Clapham, Chief Marketing Officer, discussed the priorities and strategies of the Marketing Department for 2021. Before her presentation began, she recognized the Marketing team who was awarded the Best of Silver Anvil from the Public Relations Society of America. The Marketing team was recognized for its campaign in 2019 for the 50th Anniversary of the Apollo 11 Moon Launch. She then discussed the 2021 marketing strategies and systems initiated to drive demand for the hospitality industry. Additionally, she will deploy a repositioning strategy to promote Houston and the Avenida Houston

campus, utilize smart targeting, and increase media monitoring and engagement with the public relations community.

Mr. Wilson then discussed the 2021 Marketing budget. He also noted that there is a corporate-wide push to further support marketing and promotion.

Council Member Robinson stated that he feels strongly about putting money toward marketing in down markets so he appreciates HFC's efforts.

Mr. Heckman echoed the sentiments of Council Member Robinson and stated while HFC faces a very difficult budget, it is important to invest in sales, marketing, and tourism.

Council Member Robinson entertained further discussion from the Committee.

Nicki Keenan asked about subvention incentives for future meetings. Mr. Heckman stated that subventions are not reflected in the 2021 budget, but HFC will have to be aggressive going forward. Mr. Wilson clarified that any subvention granted in prior contracts is included in the budget. Cindy Decker also added that every booking is evaluated, as needed, based on hotel occupancy taxes and what the State Event Trust Fund can provide.

Sofia Adroguè stated her silence throughout the meeting, and she believes the silence of other Committee members, is out of respect for the budget process and the difficulty of all staff involved.

Following a motion duly seconded, a recommendation of the 2021 Sales, Tourism, and Marketing, and Film Budgets was approved unanimously.

5. **Adjournment.** The meeting was adjourned at 11:55 a.m.

HOUSTON FIRST CORPORATION

SALES, TOURISM & MARKETING COMMITTEE MEETING

LIVE VIDEO & AUDIO
CONFERENCE MEETING
THURSDAY, April 8, 2021
1:30 P.M.





PUBLIC COMMENTS

Anyone who wishes to address the committee during the Public Comment session may do so by clicking the **“Raise Hand”** icon to be acknowledged. You may also click the **Q&A** icon to type in your comments.

**HFC SALES, TOURISM & MARKETING
COMMITTEE MEETING**

April 8, 2021



MINUTES

November 9, 2020

**HFC SALES, TOURISM & MARKETING
COMMITTEE MEETING**

April 8, 2021



HOUSTON FIRST UPDATE ON 2021 STRATEGIC PLAN AND COVID-19 RESPONSE

CINDY DECKER

VP, Market Strategy

JOHN SOLIS

SVP, Sales

JORGE FRANZ

*SVP, Tourism & Industry
Relations*

ALFRED CERVANTES

*Director, Houston Film
Commission*

HOLLY CLAPHAM- ROSENOW

Chief Marketing Officer

HFC SALES, TOURISM & MARKETING COMMITTEE MEETING

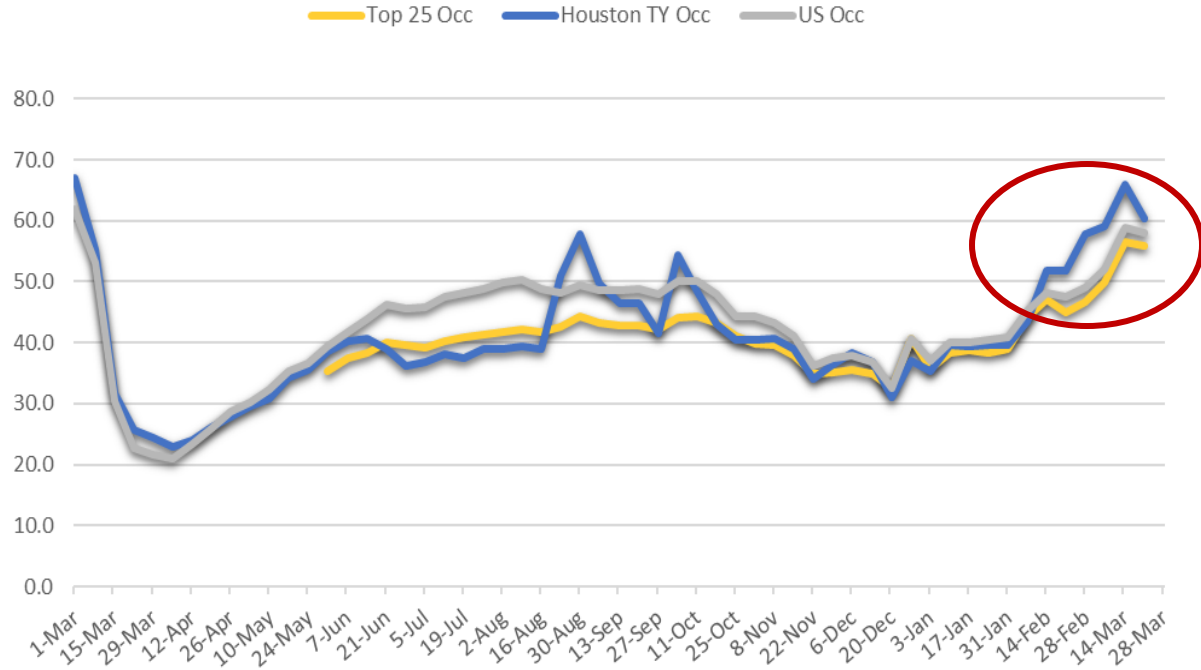
April 8, 2021

HOUSTON MARKET

JANUARY 2021

Houston occupancy is following overall U.S. occupancy trends and as of January, beating U.S. and TOP 25 market occupancies

OCCUPANCY TRENDS



CURRENT WEEKLY TRENDS

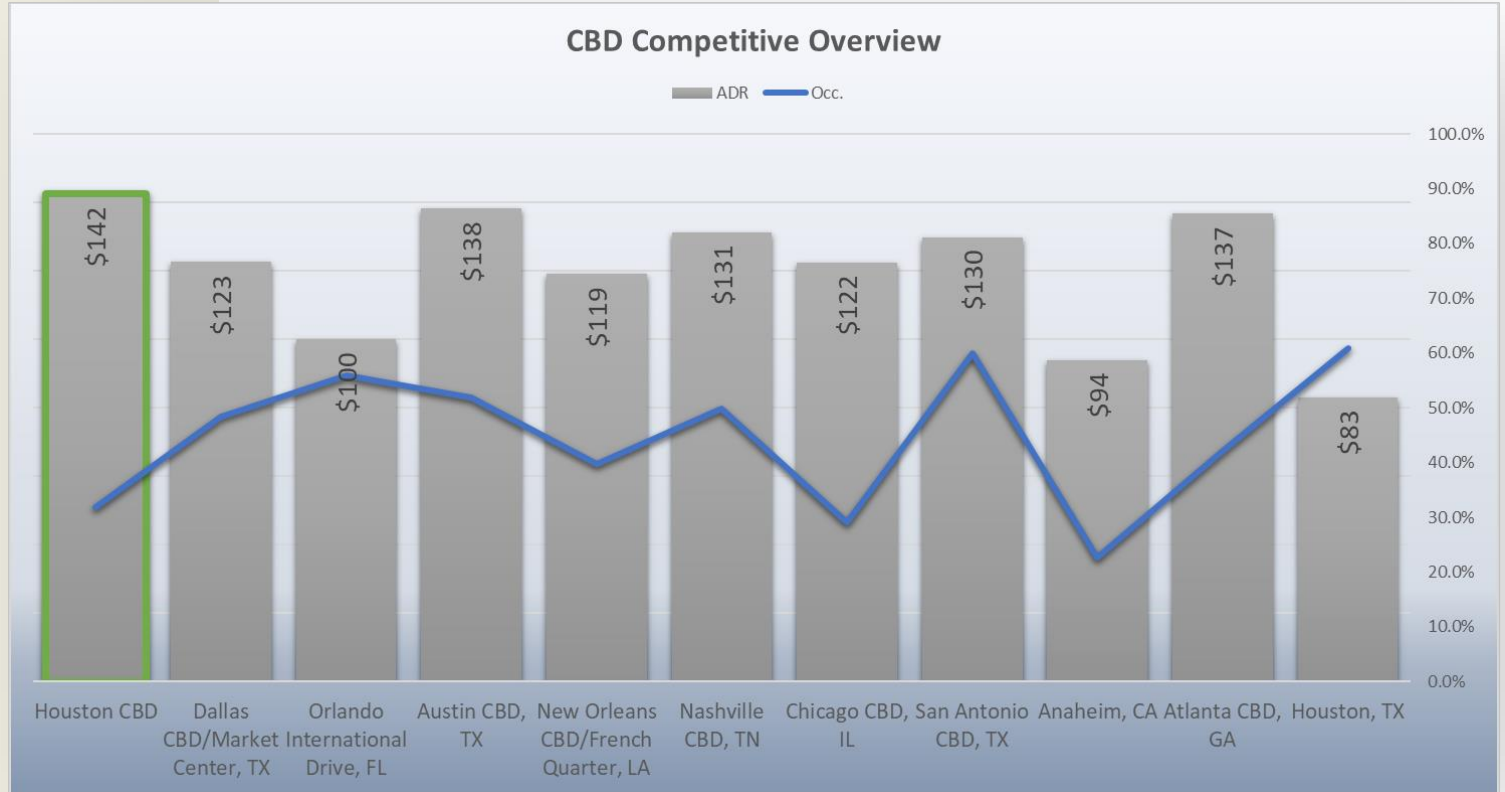
Row Labels	Occ (%)	ADR (\$)
4/26/2020 - 5/2/2020	28.0%	\$61.09
5/24/2020 - 5/30/2020	35.1%	\$68.20
6/21/2020 - 6/27/2020	38.7%	\$71.27
7/26/2020 - 8/1/2020	38.8%	\$70.97
8/23/2020 - 8/29/2020	51.0%	\$79.48
9/27/2020 - 10/3/2020	41.5%	\$74.61
10/25/2020 - 10/31/2020	40.5%	\$73.53
11/22/2020 - 11/28/2020	34.1%	\$69.28
12/6/2020 - 12/12/2020	38.4%	\$72.62
12/13/2020 - 12/19/2020	36.8%	\$71.54
12/20/2020 - 12/26/2020	31.1%	\$66.14
12/27/2020 - 1/2/2021	37.1%	\$72.40
1/3/2021 - 1/9/2021	35.4%	\$69.26
1/10/2021 - 1/16/2021	39.4%	\$72.19
1/17/2021 - 1/23/2021	39.5%	\$73.22
1/24/2021 - 1/30/2021	39.5%	\$71.47
1/31/2021 - 2/6/2021	39.5%	\$71.33
2/7/2021 - 2/13/2021	43.3%	\$74.60
2/14/2021 - 2/20/2021	51.7%	\$82.47
2/21/2021 - 2/27/2021	53.6%	\$78.83
2/28/2021 - 3/6/2021	57.8%	\$79.86
3/7/2021 - 3/13/2021	59.2%	\$81.62
3/14/2021 - 3/20/2021	66.0%	\$86.14
3/21/2021 - 3/27/2021	60.4%	\$83.74

- Weekly trends have improved since early February.
- Demand in March showed improvement each week.
- Leisure demand was down just 12% in March, over last year.

HOUSTON 28 DAY TREND

AS OF 3.27.2021

Houston CBD ranked #1 in Compset in ADR, ranked 8th in occupancy

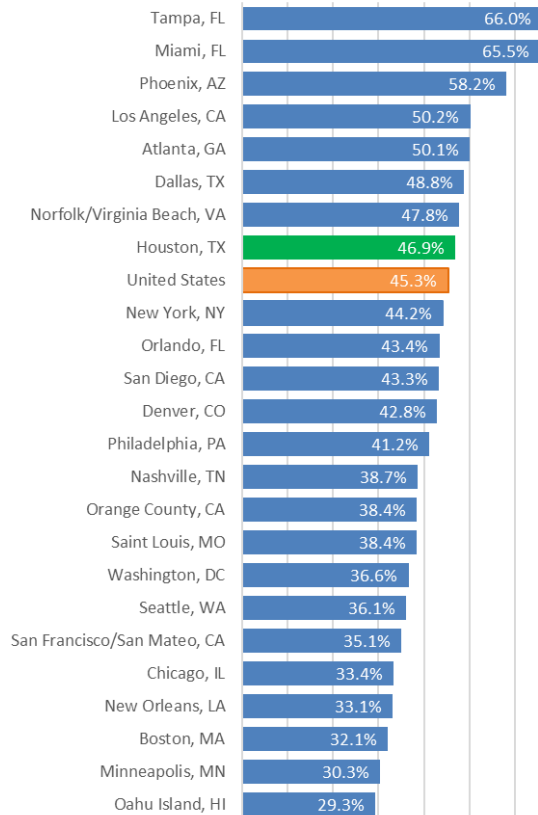


HOUSTON AVERAGE OCCUPANCY

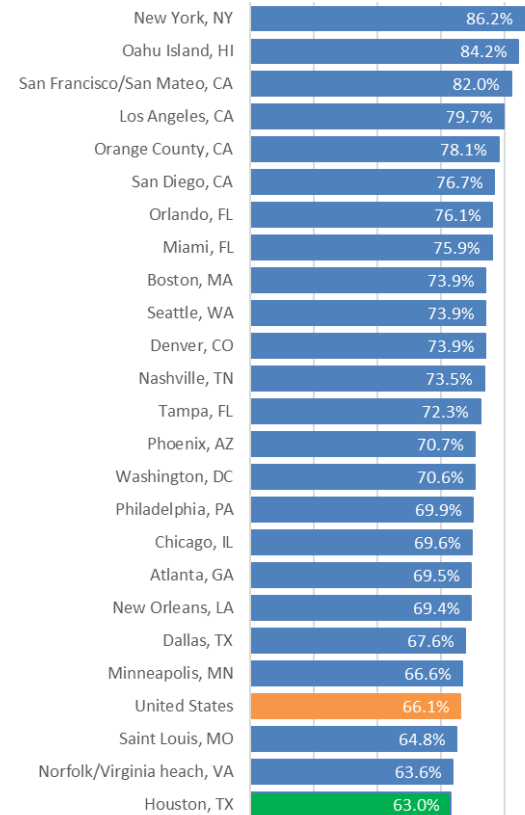
Houston averages
63 – 65% occupancy.
Through February, Houston
is below 50%. March is
forecasted to end at 61%

**February was the first
month we outpaced the
U.S. average.**

OCCUPANCY FEBRUARY 2021



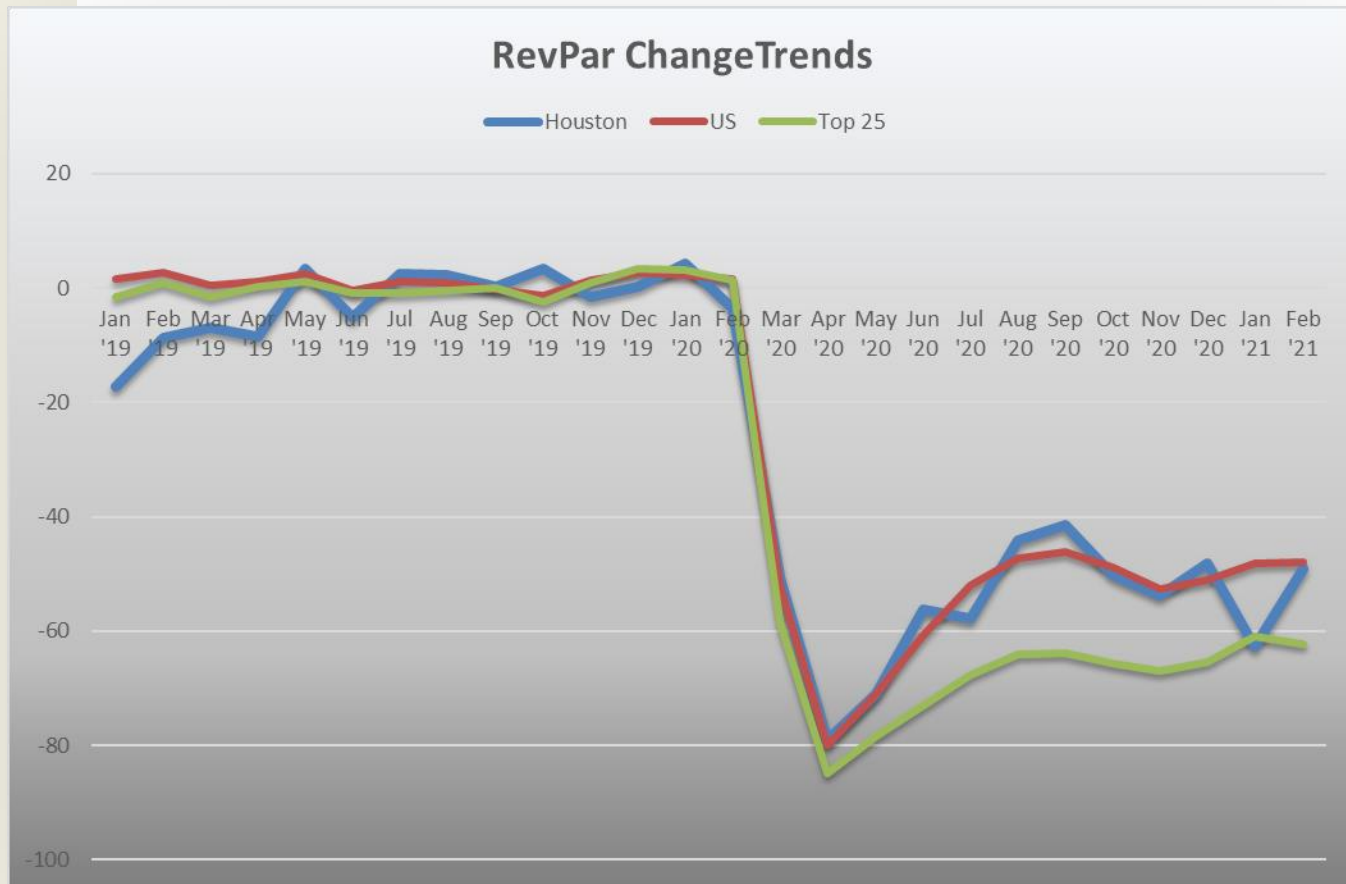
OCCUPANCY YE 2019



HOUSTON MARKET

JANUARY 2021

Overall, RevPar in Houston is recovering with the U.S. and ahead of the U.S. and the TOP 25 markets

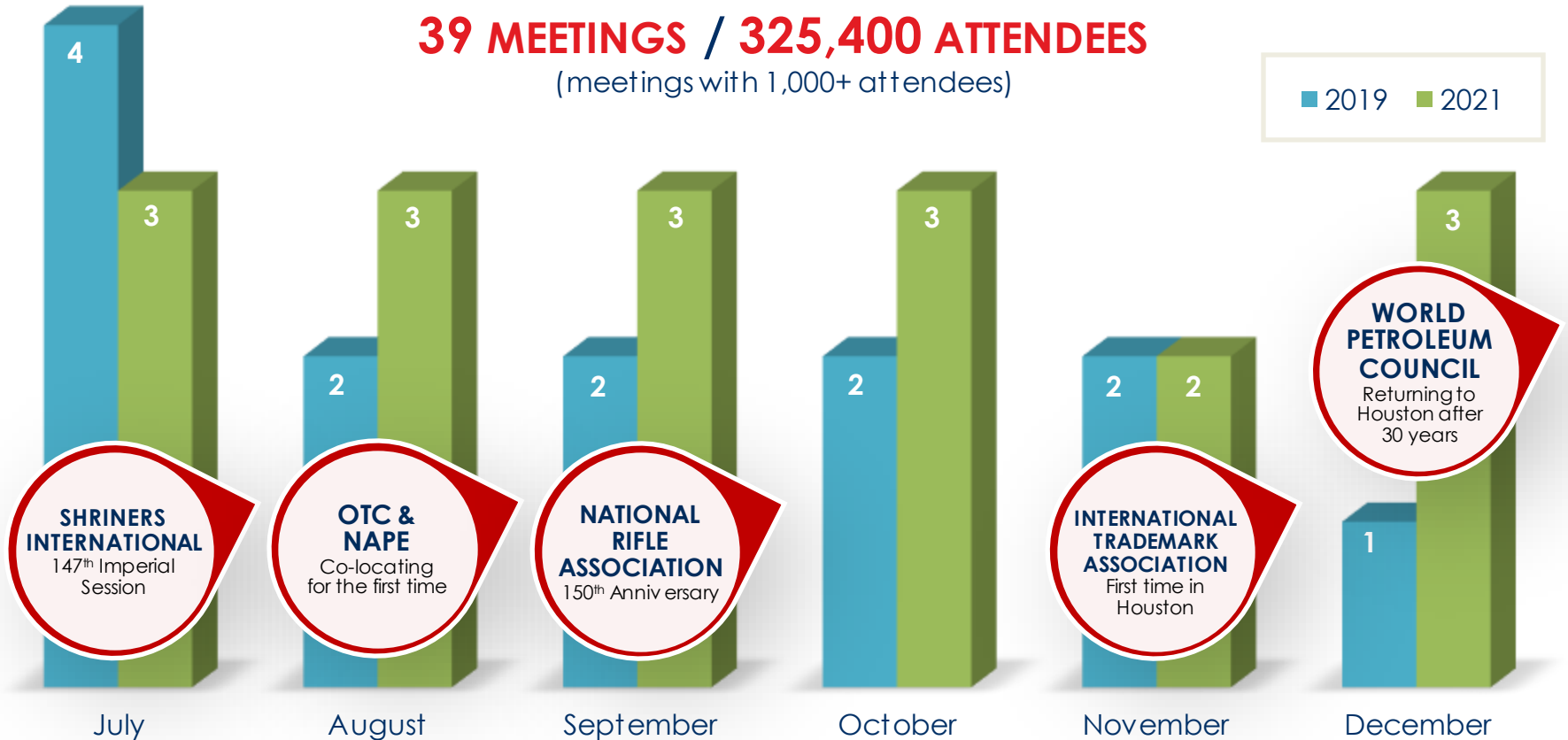


2021 CITYWIDE MEETINGS

39 MEETINGS / 325,400 ATTENDEES

(meetings with 1,000+ attendees)

■ 2019 ■ 2021

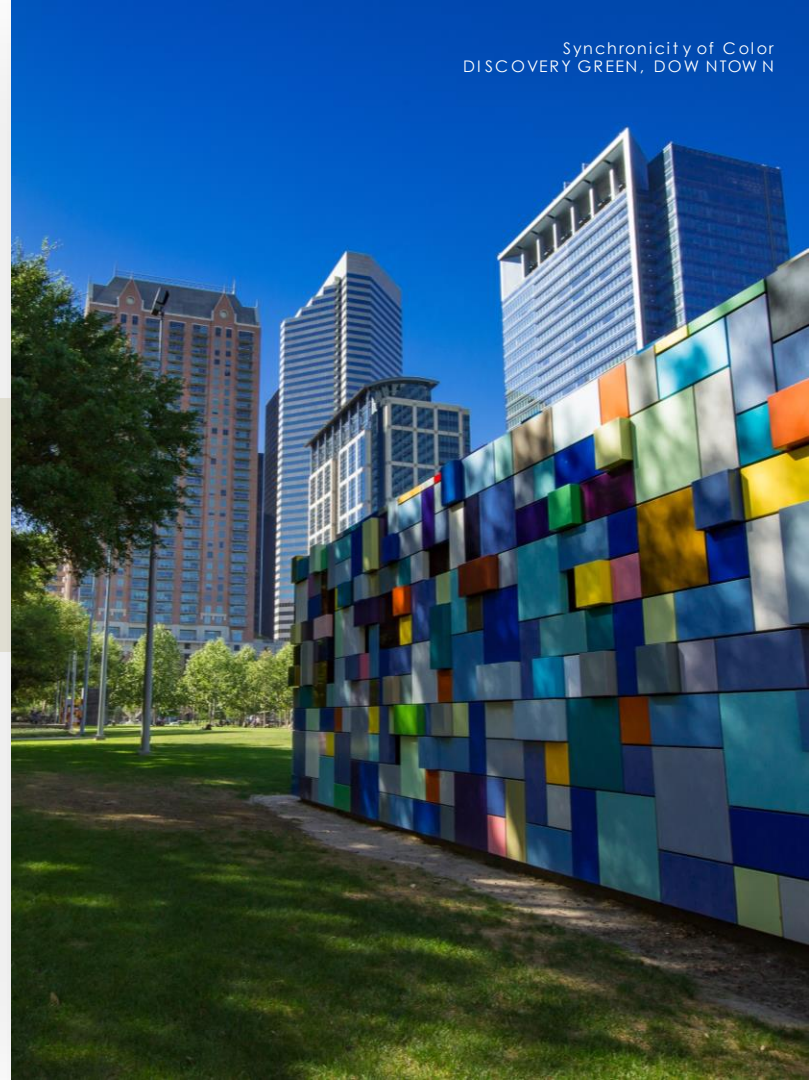


ROAD TO RECOVERY

2021 CLIENT SERVICES PRIORITY

Deliver customer support for scheduled conventions to maximize attendance and deliver a positive visitor experience.

- ✓ Visitor Experience
- ✓ Plenary Sessions
- ✓ Stakeholders



BUILDING FOR THE FUTURE

2021 SALES PRIORITY

Generate leads (short/long-term) for meetings/conventions.

- ✓ Re-evaluate our sales funnel and build strategies to close on outstanding leads
- ✓ Reinforce our prospecting efforts
- ✓ Event Scoring Profile



MEXICO MARKET UPDATE

- **Currently, six airlines offer flights to 22 destinations in Mexico.** That is higher than at this point last year when we served 18
- **Houston has recovered 68.3% of the Mexico capacity it had in February 2020 as measured by number of flights** (1,767 flights in February 2020 and 1,207 in February 2021)
- **In terms of seats, the recovery is 81.2%,** meaning that airlines are using bigger aircraft for certain flights
- **Out of the 403,847 international passengers arriving or departing in December 2020, a total of 229,250 passengers were from Mexico,** this means that Mexico had a 56.7% share of all international traffic
- **Booking window is 3 – 7 days** and we are working with three airlines on appropriate promotions



HOUSTON EXPERIENCE SALES

- **Sales of Marketplace activities are coming back — March 2021 is higher than March 2019**
 - **March 2019:** \$7,187 (Direct to Consumer)
 - **March 2021:** \$9,294 (Direct to Consumer) + \$1,285 (Third Party)
- **Actively connected or connecting to new distribution partners including:**
 - **GetYourGuide** (live)
 - **Groupon** (in testing)
 - **Tiqets** (contracted)
 - **Entertainment Benefits Group** (contracted)
- **We are developing new experiences including:**
 - Sensory Friendly Experiences
 - Taco Pass
 - Expanding the Brew Pass to our 15 Around Houston partner cities



Houston Sensory Friendly Activity Pass

- Explore 5 sensory friendly activities
- More than 25% savings
- Pass valid for 30 days

\$55.00 - \$65.00

Add To Cart

Learn More

U.S. HISPANIC MARKETING

- Leveraging **Hola Houston** website and brand
- **Vive Houston Desde Adentro** – Live Houston from the Inside
- Spanish language Staycation campaign
- Encouraging visiting friends & relatives to Explore Houston



VIVE HOUSTON DESDE ADENTRO

La ciudad de Houston está siempre en movimiento! Nuevos restaurantes, bares y atracciones se siguen sumando a la amplia oferta de actividades para residentes y visitantes. Te invitamos a vivir Houston desde adentro explorando Staycation, la actividad que ha ganado fuerza en los últimos 12 meses. Staycation significa vacacionar en tu ciudad o en las áreas adyacentes, convirtiéndote en un turista activo. Significa explorar, junto con tu familia, todos los atractivos de tu ciudad, incluyendo museos, restaurantes, hoteles, tiendas, galerías, parques y mucho más.



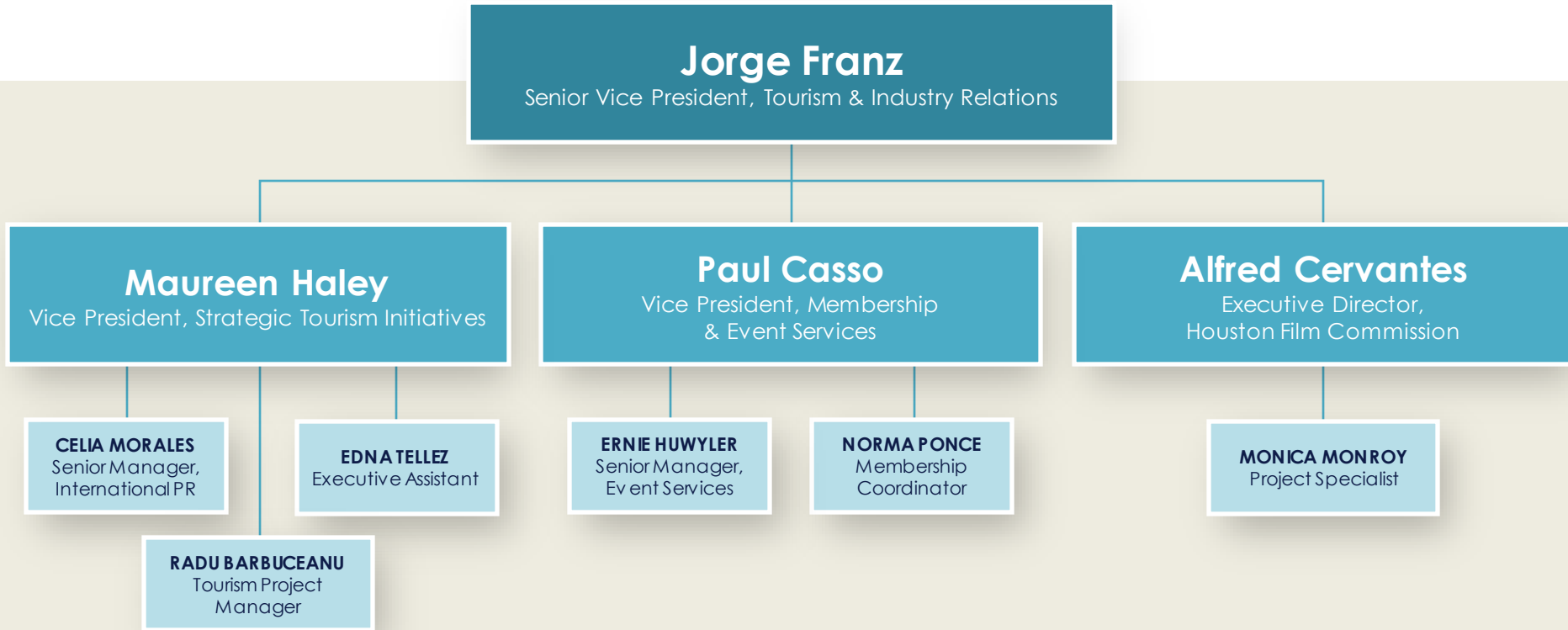
Para los que están en Houston visitando a sus familiares que residen en la ciudad, Staycation en esencia es lo mismo - salir de la casa de sus familiares y convertirse en un turista activo, un visitante que explora la ciudad y sus alrededores con los ojos de un turista apasionado. ¡Planea tu Staycation en Houston ahora mismo! Saldrás de esta experiencia renovado y con mucha inspiración para emprender cosas nuevas en tu vida.

ENCUENTRA LAS MEJORES TARIAS DE HOTEL >

BUSCA DESCUENTOS EN ATRACCIONES Y TOURS >

Hola Houston

NEW DEPARTMENT STRUCTURE





Houston Film Commission

a division of Houstonfirst.

The Houston Film Commission, a member of Association of Film Commissioners International (AFCI) and the Texas Association of Film Commissions (TXAFC), is responsible for marketing and promoting the greater Houston area as a film/TV/media production destination.

Our primary clients are film/TV/media production companies, producers, location managers, and greater Houston area residential/commercial property owners:

- Host/Maintain online Houston Production Directory
- Host/Update weekly online Cast & Crew Call board
- Location Scouting Services
- Host/Maintain online/internal Reel-Scout Locations database
- Act as a liaison between area government entities and the production
- Represent Houston at film festivals, industry trade shows, special events



FEATURE FILM / DOCUMENTARY / REALITY SHOW

- **American Idol Productions Inc.** – Television Series, American Idol
- **AFC Climate LLC** – Documentary, “Untitled”
- **Amplify Asian** – Documentary on Master Chef Winner Christine Ha
- **Off Sunset Productions** – Short Film, “Elephants Don’t Forget”
- **Jarrett Creative Group Inc.** – Documentary, “Mark of a Serial Killer”
- **Lakefront & Beachfront Bargain Hunt Renovation** – Television Series
- **Mei Makino** – Feature Film, “Inbetween Girl”
- **Gibbs Entertainment Films** – Feature Film, “Old Man Jackson”
- **CC Films LLC** – Feature Film, “Abilene”
- **Quidnet Media LLC** – Television Reality Show, Catfish
- **BriteSpark Films** – Television Miniseries, Engineering (WT)
- **Megalomedia** – Television Series, My 600 LB Life

COMMERCIAL / INDUSTRIAL / CORPORATE

- **TCEQ Envision** – Industrial Video, Naomi
- **Spoon Films** – Commercial, Dodge
- **The Collective @LAIR, LLC** – Commercial, Dove
- **Phillips 66** – Industrial/Corporate, GSA
- **Waste Management** – Industrial/Corporate, Live Forum
- **Shell** – Industrial/Corporate, SHL05
- **BBVA** – Industrial/Corporate, Retail Summit
- **PsychArmor** – Industrial/Corporate, Armor
- **Shell** – Industrial/Corporate, Shanna’s Interview
- **Avondale** – Industrial/Corporate, Autism
- **Aramco** – Industrial/Corporate, Snow



Alfred Cervantes

As the new Executive Director of the Houston Film Commission and a native Houstonian, Alfred Cervantes has worked in the film industry in various capacities since 1992. As freelance crew, some of the movies he has worked on are Reality Bites, The Chase, Jason's Lyric, Powder, and Apollo 13. His role with the film commission is to promote the greater City of Houston & Harris County area to film/TV/media producers, production executives and independent filmmakers, to scout locations, and to facilitate any production's local filming experience.

LEISURE MARKET

1ST QUARTER LEISURE ROI

MARCH	Media & Website Impact	Social Media Post Engagement Impact	Expedia Campaign Results*	Total	Forecasted Total Return
	YTD 2021	YTD 2021	YTD 2021		
Impressions	30,431,746	215,243	0	30,431,746	NA
Pixeled Room Nights	13,350	NA	40,846	54,196	NA
Pixeled Room Revenue	\$1,323,025	NA	\$4,441,427	\$5,764,452	NA
Estimated Pixeled HOT Revenue	\$74,751	NA	\$250,941	\$325,692	NA
Pixeled Economic Impact	\$2,768,937	NA	\$9,141,939	\$11,910,876	NA
Estimated Room Nights Generated	14,155	8,227	40,846	63,228	222,176
Estimated Room Revenue	\$1,397,680	\$891,249	\$4,441,427	\$6,730,356	\$23,819,589
Estimated HOT Revenue	\$78,969	\$50,356	\$250,941	\$380,265	\$1,345,807
Estimated Economic Impact	\$2,888,834	\$1,482,711	\$9,141,939	\$13,513,484	\$48,732,955
			Overall Spend	\$357,610	\$1,014,000
			ROI to Room Revenue	\$19	\$23
			ROI	19:1	23:1

* Do not have final Impression number for Expedia campaign

LEISURE MARKET

Preparation for
Summer Campaign
Launch,
Explore HOU

#ExploreHOU
Social Campaign
Relaunch



MEETINGS MARKET

CRM MEETINGS CLIENT LIST TARGETING



CURRENT PHASE:

Washington Post, Connect, CVENT



BID PROPOSALS

- 1 Sales receives lead or RFP from potential client.
- 2 Sales gathers data, including client needs and wishes and shares with Marketing Design Team.
- 3 Marketing customizes an overview brochure to speak directly to client needs and wishes.

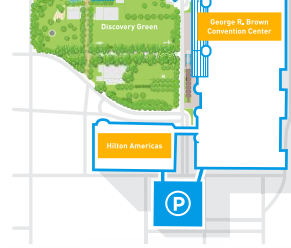
If a physical proposal can be submitted, Marketing may design and produce custom packaging, binders and other presentation materials. Physical RFP responses often also include Houston sw ag, such as T-shirts, koozies, pens, phone chargers, or food items.



25 BIDS CREATED
2020–2021 (YTD)



CONVENTION CAMPUS AND CITY OVERVIEW

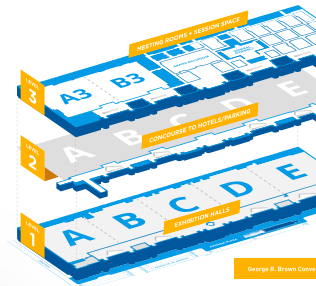


HOUSTON | Convention Campus And City Overview

EXHIBIT AND MEETING SPACE

- LEVEL 1**
 - 542,700 sq. ft. of contiguous exhibit space
 - 49,000 sq. ft. open concourse
- LEVEL 2**
 - 40,000 sq. ft. of mezzanine space
 - 10 Show Offices, 4 Conference Room
- LEVEL 3**
 - 205,448 sq. ft. of exhibit space
 - 88 meeting rooms
 - 30,000 sq. ft. Ballroom
 - 3,600 tiered seated theater

CLICK HERE FOR DETAILED CONVENTION CENTER SPECS AND FLOOR PLANS



HOUSTON | Convention Campus And City Overview

HOUSTON FACTS



Houstonfirst

H-TOWN BITES LAUNCH

H-TOWN  BITES

Local Picks ▾

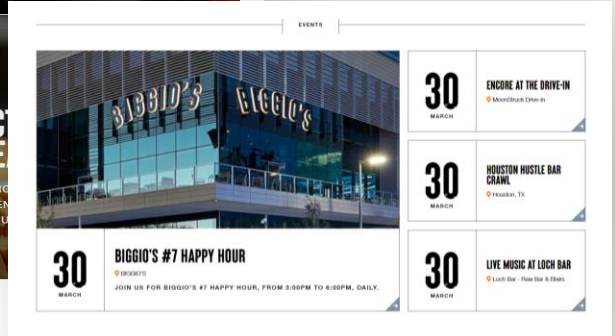
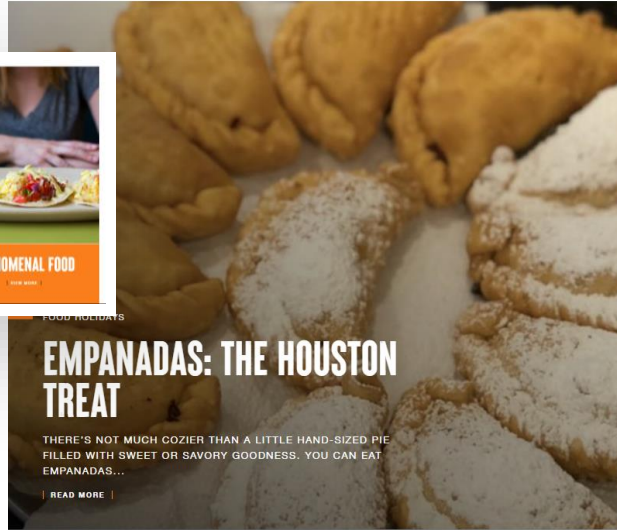
In The Kitchen

Trending

FOMO Events





HOUSTON: THE CULINARY CAPITAL OF THE SOUTH

Billed as the Culinary & Cultural Capital of the South, Houston delivers on its reputation. From hole in the wall favorites to headline grabbing dining experiences, and many delicious reasons to visit in between, this city has you covered. Start here for exploring Houston's culinary culture!

FOODIE FINDS

A JOURNEY OF FLAVORS
FOOD TOUR

PARTNERSHIPS



UH WATCH PARTIES



LAND OF MILK AND HONEY
Partnership with Instagram



Houstonfirst™

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