

**WSCC PFD Board Strategic Planning Retreat
October 26-27, 2020**

Washington State Convention Center Public Facilities District
Board of Directors Strategic Planning Retreat
October 26-27, 2020
WSCC – Remote Meeting (via Microsoft Teams)

Monday, October 26, 2020, 9:00 a.m. to 12:00 p.m.

In attendance (by videoconference / conference call):

Frank K. Finneran	Chairman, WSCC PFD Board of Directors
Deryl Brown-Archie	Vice-Chair, WSCC PFD Board of Directors
Robert Flowers	Director, WSCC PFD Board of Directors
Susana Gonzalez-Murillo	Director, WSCC PFD Board of Directors
Nicole Grant	Director, WSCC PFD Board of Directors
Jerry Hillis	Director, WSCC PFD Board of Directors
J. Terry McLaughlin	Director, WSCC PFD Board of Directors
Denise Moriguchi	Director, WSCC PFD Board of Directors
Craig Schafer	Director, WSCC PFD Board of Directors
Jeffrey A. Blosser	President & CEO, WSCC PFD
Linda Willanger	Vice President – Administration / A.G.M, WSCC PFD
Jon Houg	Vice President – Operations, WSCC PFD
Chip Firth	Chief Financial Officer, WSCC PFD
Michael McQuade	Director of Sales, WSCC PFD
Krista Daniel	Director of Event Services, WSCC PFD
David Cononetz	Director of Facilities, WSCC PFD
Paul Smith	Director of Information Systems, WSCC PFD
Mary Pauly	Director of Human Resources, WSCC PFD
Daniel Johnson	Administrative Services Manager, WSCC PFD
Lorrie Starkweather	Executive Assistant to the President & Board of Directors, WSCC PFD
Matthew Hendricks	General Counsel to WSCC, Hendricks & Bennett
Keith Hedrick	General Manager, ARAMARK
Becky Bogard	Government Affairs Consultant, Bogard & Johnson LLC
Fred Eoff	Financial Consultant, Public Financial Management, LLC
Tom Norwalk	President & CEO, Visit Seattle
Ali Daniels	SVP / Chief Marketing Officer, Visit Seattle
Kelly Saling	Vice President – Convention Sales & Services, Visit Seattle
Kris Cromwell	Vice President – Finance, Visit Seattle
Troy Anderson	Director of Sales, Visit Seattle
Patrick Smyton	Senior Director - Convention Strategy, Visit Seattle
Matt Griffin	Pine Street Group
Matt Rosauer	Pine Street Group
Arnetta Libby	Pine Street Group
Jane Lewis	Pine Street Group
Chris Raftery	Raftery CRE
Margery Aronson	WSCC Addition Art Advisor

1. Chairman's Welcome

At 9:10 a.m., Board Chairman Frank Finneran welcomed attendees to the WSCC PFD Board of Directors Strategic Planning Meeting by video conference via Microsoft Teams. At the Chairman's request, Mrs. Starkweather conducted a roll call of Board Directors to ensure a quorum in attendance, as well as to identify meeting attendees. Mr. Finneran provided an overview of the meeting schedule and flow of the agenda, reminding the group that as a quorum of Directors were in attendance, the meeting is considered a "special meeting" under the Open Public Meetings Act. Mr. Finneran advised that there would be no public commentary nor Board actions taken at the Retreat meeting. Any decisions would be moved to the November 24, 2020 Regular meeting of the WSCC PFD Board.

a. Review Mission and Vision

Mr. Finneran stated that the WSCC service vision and service promise have served us well over the past 30 years and the staff works hard and goes the extra mile to ensure they hit the mark with the service vision and service promise to meet the high expectations they have been tasked with. As is the custom at the annual Board Retreat meeting, Mr. Finneran requested Ms. Willanger to present the Mission and Board Values to the Board:

Mission / Board Values 2020
Mission Statement (revised 11/27/2018)

Through the professional actions of our staff, we will provide our guests with a distinctive level of service excellence while maintaining a fiscally responsible, self-sustaining operation that contributes economic and other civic benefits for the people of the City, County, and Washington State.

Board of Directors Values (revised 11/27/2018)

- Guide the operation of the Center with quality as our foremost objective
- Continue to be financially self-sustaining
- Generate economic benefits and other civic benefits for the people of the City, County, and Washington State
- Provide a safe environment throughout the Center for clients, guests, and staff
- Consistently provide a superior level of maintenance throughout the facility
- Actively participate as a partner in our community
- Contribute leadership in coordinating the destination sales effort.

Ms. Willanger advised that the WSCC staff have developed the Staff Service Vision and Staff Service Promise in our Quality Service Program (QSP). It's a simple statement to allow all of our staff to remember it in their daily work:

Staff Service Vision from the Quality Service Program (QSP)

- By doing ordinary things in an extraordinary manner, we will earn the privilege of serving our guests again.

Staff Service Promise

- We will consistently deliver a quality event experience tailored to the satisfaction of every customer.

Mr. Finneran asked the Board if there were any suggestions for updates to the Board Mission / Values statements. Discussion took place with Board members expressing concerns regarding COVID-19 and the need for having language in the statement to express how the virus will affect WSCC in 2021 and possibly 2022. It was suggested that this may fit better in the Operating Goals for 2021 as opposed to a change in the Mission / Values Statement. It was mentioned that the Board Values already contain a statement "Provide a safe environment throughout the Center for clients, guests, and staff" which was

felt to be a broad enough statement to capture COVID-19 contamination in our safety measures. Further discussion occurred with the consensus of the Board being that the Mission Statement be revised to add “a safe and fiscally responsible” to the wording. Mr. Finneran tasked Mr. Blosser and Ms. Willanger with wordsmithing the Mission Statement to that effect. Mr. Blosser advised the revised document would be brought back to the Board the following day for their review.

2. Addition Overview

Mr. Finneran advised the major issues for the Addition Project continue to be the schedule, construction costs, and the financing plan. Mr. Finneran requested Mr. Griffin to provide comment on the major components of these three features and to provide an update on the progress of construction.

a. Project Financing Update

Mr. Griffin provided an update on the project financing and advised that the financing piece is broader than just going out for bond financing -- It's about making sure that there are enough sources to finish this project. As has been stated in public comments, if the necessary sources to complete the project are not found by December 2020, PSG will need to start the process to close down the project in the spring of 2021. The planning process for a shutdown would need to ensure that the site is safe and certain items are secure. Mr. Griffin said that it is hoped that a shut down does not occur, but we need to be mindful as the timeframe is getting tighter.

Mr. Griffin provided an update on the other efforts being undertaken, with Ms. Bogard leading the efforts with the State:

- A request to the State to participate in the CARES Act program to recoup costs resulting due to COVID-19, specifically the added costs of construction and the costs of the project delay, both due to the impact of COVID-19. The Addition Project has submitted a request to the State for the ability to participate in the grant for an amount of \$35 Million.
- Finding the necessary sources of \$300 Million. Mr. Griffin spoke to the possibility of a local government triune with King County, the City of Seattle, and the State of Washington possibly coming together to each provide a portion of the \$300 Million. Mr. Griffin advises that discussions with King County appear positive and that, to date, the King County Executive and his two Deputy Executives have shown good leadership. Mr. Griffin is optimistic that a solution will come to light.

Mr. Finneran asked if there were any questions and reiterated that there is a gap of \$300+ Million and it is hoped that the monies to fill that gap will come from the City, the State, and lead by King County. The Board will be kept apprised of progress, if any, as we work to get the financing assembled and adequately addressed in the next 60 days.

b. Project Construction Update

Mr. Finneran requested Mr. Rosauer to provide an update on construction. Mr. Rosauer advised that there continues to be 450 to 475 people onsite, and those numbers will continue to grow. The building continues to take shape. The steel, which is the critical path, remains in Zone 3. As mentioned at the Addition Committee, the schedule in September was pretty good; however, October has been challenging. There have been a handful of issues related to American Bridge which has delayed the project: a crane incident, and some of the steel crew came down with COVID-19. PSG is currently preparing for a monthly schedule update and can then determine what the delay has been in October, but it is expected to be a couple weeks. Mr. Rosauer stated that the hope is getting American Bridge far enough out from the other trades that the remaining work scopes (MEP and finishes) can be expedited. The Temporary Certificate of Occupancy (TCO) remains in May 2022 for the Summit main building. As it relates to work on Olive Way and north of Olive Way (80,000 sq. ft), that scope of work is moving well. They are into the anticipated contamination and that has not impacted the schedule. Mr. Rosauer advised that they have begun to hit minor archaeology issues. A new consultant was hired and has updated the archaeology plan for the work north of Olive Way and they expect to be through that risk soon. He advised there is an area on the northwest corner that could have some potential archaeology impacts and it is

hoped that they can move through this without delay. Mr. Griffin advised that, as of the end of September, the report from Clark-Lewis had the TCO in early May, and Mr. Finneran has asked PSG to review and look at the issues ahead to determine how far beyond May 9th the TCO could be delayed if the project got into any more trouble or inconveniences. Mr. Rosauer, Mr. Raftery and Mr. Griffin have discussed this and have provided Mr. Finneran some information in order that he can determine what the boundary should be for the Convention Center and its planning. Mr. Rosauer advised that PSG is working with Mr. Blosser and Mr. Houg on the amount of overlap for the Convention Center Operations team after TCO and what that looks like. On the construction budget aspect, Mr. Rosauer advised that given the public nature of this Project and the lump-sum bidding, PSG continues to receive Change Orders and the budget is being monitored closely. Mr. Rosauer advised that PSG is working with Mr. Finneran, Mr. Blosser, and others to determine what aspects of construction could be delayed and/or not added. Mr. Rosauer spoke to Potential Cost Issues (PCI's) and advised while these issues have not all been resolved, but they are making progress. On quality, Mr. Rosauer advised that the team is busy, stressed, and reasonably on top of the project, but have an ongoing discussion with the Architectural & Engineering (A&E) teams about the need for adding additional staff to keep up with the pace of the Project. As it relates to work in the field, PSG continues to monitor the Quality Control reports and over the past few months the items of concern were the issues with the steel in Zone 1 as some of the steel was put in slightly out of tolerance. The team has now had an opportunity to go back through and survey all of the subject steel, evaluate whether there are tolerances, and come up with fixes that maintain the architectural elements as designed in the drawing. Mr. Rosauer stated the team is happy to have this steel issue behind them. Mr. Griffin provided a presentation of some onsite construction photos as they pertain to the project rendering and provided commentary.

c. Project Outreach

Ms. Lewis provided an update on outreach being done via the WSCCAAddition.com website. Over the past several months PSG has been working to elevate the positioning and content of the outreach material on the site in support of the financing efforts, and the data is readily available on the site if needed or if the Board wishes to share the info. Ms. Lewis highlighted some of the information that can be found on the website with respect to WMBE, Apprenticeship Participation, Project Workforce Diversity, Priority Hire, and project initiatives. With regards to Tabor 100, Ms. Lewis advised that the Convention Center is supporting three culinary and hospitality scholarships through Tabor over the next couple of years, and the first scholarship was awarded in September. Examples of Outreach Reports were shown, where features include some of the different WMBE participants on the job, the list of number of WMBE participants to date (107), and shares data regarding workforce, apprenticeship, priority hire, overall commitment, and paid to date. Ms. Lewis showed some of the components of the Project Labor Agreement (PLA) and spoke to how those are driving some of the goals set for apprenticeships, and some of the work with pre-apprenticeship programs such as ANEW, and the Priority Hire goal that was set with the City of Seattle. Ms. Lewis provided an update on the Addition workforce statistics and initiatives, with statistics for WMBE, Apprentices, and Priority Hire all above goal as of end of September. She provided information on initiatives such as What's Next Washington and ANEW. There is also an initiative, per the PLA, whereby \$0.05 per project hours are to be set aside to assist with funding pre-apprenticeship programs, and there are goals in place for this initiative and the monies are growing. Mr. Griffin acknowledges credit to the Convention Center for making these goals a requirement of the Project right from the start. As we continue dialogue with the County, City, and the State, it is important to ensure focus is given to the work done to date with MWBE, Priority Hire, Apprentices, etc., and the significance of the harm that will be done to the 1,000+ workers and their families, who include a significant number of people from these categories, if the Project is stopped and then restarted in a year or more. Discussion occurred regarding the importance of sharing this information to get the story out, and Ms. Lewis advised that the Project's newsletter does feature this type of information on a regular basis.

d. Project Opening Timing Update

Mr. Griffin commented on project timing, slippage on the TCO compared to the opening date. Mr. Rosauer, Mr. Blosser and Mr. Houg are currently discussing that schedule. PSG will then provide Mr. Finneran some idea of the parameters concerning the risks ahead of us. Mr. Finneran stressed that the Board members need to be aware that the timing of the opening is a very significant issue because we have already set some parameters for our Sales teams (WSCC and Visit Seattle) as to when they can commit space and dates in Summit to third parties for events. If we get the timing wrong, then WSCC will have commitments that cannot be fulfilled, or have difficulty fulfilling. Mr. Finneran emphasized that Mr. Blosser, Mr. Norwalk and the two Sales teams are already struggling with finding conceivable solutions to how we are going to deal with any potential changes in the opening date, and as we've heard that there is a concern of a possible two week delay due to steel issues, there are probably question marks about other pieces including the impact of COVID-19. It is very important for PSG to get a handle on the timing. Mr. Finneran asked Mr. Blosser to provide comment. Mr. Blosser advised that WSCC has been working with Visit Seattle over the past month to try to identify the particular events that could be impacted by the timing issue, and be able to explain to our clients what might occur and try to ensure that all efforts are taken to keep the business in Seattle, whether by moving the events into the Arch building (depending on space & availability) or rescheduling to different dates. Mr. McQuade, Ms. Willanger, and the Visit Seattle Team are in the process of reviewing the event schedule and should have some scenarios or resolutions to report back before end of year as to what that looks like for May, June, July of 2022.

e. Addition Project Art Update:

Ms. Lewis provided an update on the Art Program advising that most of the art falls into 4 buckets: Public Benefit Artworks; the \$4.6 Million with King County; Urban Design Merit; and the Marketing Artwork with Chihuly Studio. Thus far 8 of the artworks are fully designed and include: 4 walk-ups in the retail locations on Pine Street; 2 garage doors in the Urban Design Merit category; and 2 of the 3 Public Benefit artworks. Six of these are building architectural and operational elements that are in various stages of manufacture, and the 2 of the 3 Public Benefit artworks which will go into production in 2021 or 2022. An additional 13 artworks are in various stages of concept design.

Given the Project's uncertain financial situation, there are also several others on hold for now including the Marketing artwork and 1 artwork that has been cancelled. Difficult decisions have been necessary this year and the Addition Project Art team is grateful to the Board Art Committee for stepping up to make those decisions. There are nearly 20 artists working on the Project who have been selected primarily through open call and invitational processes. This is a very diverse group with over half the artists are people of color and almost all are from the Puget Sound area. Many are emerging artists who are creating their first permanent public artwork with Convention Center commissions. The Entry artworks being designed by 5 Indigenous artists who all happen to be women, and 2 are sisters. The Entry artworks are nearing the completion of the concept phase so that the necessary infrastructure can be determined before construction reaches that zone. The 5 artists represent different Tribal affiliations and Ms. Lewis provided a brief description of the materials to be used in the creation of these pieces. Ms. Lewis stated that all the artists have compelling stories that the Project intends to capture and share with the community as they are experiencing these artworks. Currently, work is underway with the 5 Indigenous artists to plan a "Land Blessing" on the site in November which will involve Tribal Elders, musicians, and the artists and their families. On behalf of the Board and WSCC, Mr. Finneran extended appreciation to Ms. Gonzalez-Murillo, Chair of the Board Art Committee, for managing our way through much of the Addition Art Program and process which has not been an easy task. With a limited budget for the Art Program, Ms. Gonzalez-Murillo is doing a great job of keeping this part of the Addition Project on track. Ms. Gonzalez-Murillo thanked the Art Committee members, Ms. Grant and Ms. Moriguchi, for their time and efforts on this project, and appreciated the recognition. Mr. Flowers asked if there has been any perceived conflict with the Indigenous tribes with the selection of artists from 2 specific tribes. Ms. Gonzalez-Murillo and Ms. Lewis both responded advising that the project has been careful all along the way to involve different Indigenous curators and others in the process to ensure the methods were fair

and transparent to all involved. With the Tribal Elders and the artists wishing to come together for this special “Land Blessing” onsite brings some confidence that the Art Program is in a good position.

3. Marketing Committee Report (Mr. Craig Schafer, Chair)

a. Visit Seattle 2021 Goals & Plans Discussion

Mr. Norwalk reported that Visit Seattle has been working closely with an organization called Tourism Economics for a number of years, a leading travel economics research companies around the world. Updated data from October was presented which looked specifically at travel, the future, and group activity which was deemed to be the most relevant for the discussion today. Mr. Norwalk provided high level info on a risk-weighted projection for world GDP. With regard to anatomy of travel recovery, Tourism Economics is targeting 2023 to return to 2019 levels. Mr. Norwalk spoke to a number of assumptions for group recovery during 2021, Q1 through Q4, and a very important assumption is the critical role of one or more safe and effective vaccines, and the ability to have a vaccine is probably the single biggest game changer for our industry and face-to-face meetings. By the end of 2021 Q4, it is being assumed that group event demand is expected to return strongly, however room night levels will still be well below activity during 2019 Q4. Mr. Norwalk spoke to the impediments to the recovery of group demand, and organizational travel policies and legal restrictions that restrict travel are among just a few on the list. Positive factors contributing to the group demand recovery, looking at Seattle specifically, is the pent-up demand and the power of face-to-face meetings. Our PACE for future business in Seattle is really strong in the future.

Ms. Saling provided some key insights from a PCMA (Professional Convention Management Association) study, Business Events Compass: Insights & Strategies for the Next Normal. This survey captured event participant insights locally, nationally, or globally and results show that: 68% of participants are unlikely to attend a regional or national business event in the absence of a vaccine or herd immunity. (this has remained consistent since July); 62% of participants are likely to attend a local business event in the absence of a vaccine or herd immunity. (This has improved 15 points since July); 39%+ expect a greater than 50% decline in live event attendance in 2021 compared to 2019; 9% of respondents in the 25-50 age group do not expect to attend a live business events in 2021; 41% of 50+ year-old respondents expect a 50%+ decline in 2021 face-to-face event participation.

Mr. Norwalk and Ms. Saling reported on 2021 goals, draft metrics, and Scope of Work for Visit Seattle. Ms. Saling advised that the goals for 2021 cannot remain static but will evolve with quarterly goal evaluation with continual adjustments, at least through the foreseeable future. Especially for 2021, the proposed goals and initiatives are scalable based on financial ability, with the ever present and constant focus being to book the WSCC and in-house group business for every year. Ms. Saling spoke to the WSCC Booking Goals for meeting years 2024 including future years, which is different from traditional due to knowing that many decisions for future years are paused, but especially for 2021 to 2023. There is uncertainty with associations as well as corporations on being able to move forward in that short window. In-House Booking (non-Convention Center meetings) Goals for meeting years 2021 and 2022, and as Mr. Norwalk mentioned, one of the positive aspects is pent-up demand especially as people are working from home, we will see more staff meetings and those types of meetings start to resume and Visit Seattle wants to assist with these and start the lodging tax cycle that is very much needed. The Conversion percentage goal speaks to the re-bookings of events from COVID-19 cancellations, and is aimed at 40%+, excluding the annual programs. Mr. Norwalk requested Ms. Saling to provide more comment on the inhouse bookings, and what is out of our control as it relates to hotel inhouse bookings. Ms. Saling advised that the Washington Meetings Coalition (WMCC) are continuing the work of allowances of people, however there are some types of meetings/events not yet permitted under the governor’s restrictions, such as social gatherings and receptions. For non-Convention Center events, the hotels have to be large enough to accommodate the size of the meetings, and with the two largest hotel ballrooms in the city (Sheraton Grand Seattle and the Hyatt Regency) at 20,000 square feet, now hold a significantly reduced number of people.

Mr. Finneran asked a question regarding the impact of civil unrest and the lack of civility in Seattle, as well as Seattle's reputation nationally, and asked if Mr. Norwalk or Ms. Saling could comment on how all these might be impacting the ability to sell going forward. Ms. Saling replied that this is a very valid question, and that in short, yes, all of these will/are impacting the selling of Seattle as a destination. All cities are battling COVID, however Seattle has these significant perception issues that are causing decision makers and their constituents to rethink their plans for 2021, as well as 2022 and beyond. Ms. Saling advised that it's a significant hurdle especially for booking business, as well as the business already on the books.

Ms. Gonzalez-Murillo asked if when the Sales teams are talking to these groups, are the groups asking what safety precautions WSCC is taking? Ms. Saling replied that almost every client is asking that question. Both Visits Seattle and the WSCC Sales team are in lock-step in their reporting to the clients to ensure continuity in messaging, and messaging includes the fact that WSCC is working towards GBAC accreditation. Enhancements such as the Studio that is being developed in partnership with WSCC's Audiovisual partner, LMG, helps to address the future needs of groups who have technology requirements that are different from past events.

Ms. Brown-Archie commented that, when talking about the Downtown core as it relates to meeting planners, isn't it that the planners and their clients are concerned with all the negative publicity that Seattle is receiving, along with the fact they will not have access to a number of our local attractions? Doesn't this negative publicity make Seattle less attractive as a destination? Ms. Saling responded that it is somewhat of a concern, although there are safety and perception issues as it relates to what the Seattle Police Department does or does not do, and perceptions regarding what is or isn't open in the area. The perception is that downtown Seattle is not currently the friendly open place it has been in the past. Social distancing requirements to eat in restaurants or attend local attractions as groups, has a negative impact as well. The unknown of when the State will "reopen" impacts decisions. Ms. Brown-Archie asked about the effect on the cruise industry for 2021 and Mr. Norwalk responded that, similar to the requirements for COVID testing to fly to destinations such as Hawaii, it is being recommended that all cruise passengers be tested prior to travelling next summer.

Mr. Flowers commented that it appears as though the downtown retail core looks to be more inviting now that some of the protective plywood is being removed. Is that a factor? Ms. Saling responded that the Downtown Seattle Association, the Seattle Chamber of Commerce, and the business groups are partnering diligently to encourage employers and people to come back downtown when safe to do so. There is a lot of 'artwork' to be seen still, and there is quite a bit of plywood remaining on store fronts and windows in the downtown core. Mr. Norwalk added that there is some thought that some of the plywood is remaining in place until we get through the National elections next week, so that is possible the other fear that depending on how the election rolls, there could be some more demonstrations.

Ms. Saling returned to the goals discussion and discussed the re-booking goal of COVID cancellations. There is substantial work to be done. Out of 64 cancellations, once the annual meetings are subtracted from that number, eight (8) meetings have been rebooked which is approximate 15% re-booking rate. This percentage is behind some of our competitive set, but we do know that 46% of the groups who have cancelled are in a paused state for decision making. Some of those decisions aren't slated to be made until much later in 2021, but several are in the process currently and as a community we are working very diligently to align and ensure that our offers to the customer are appropriate and meet their expectations. Ms. Saling advised that Visit Seattle have some initiatives proposed and are diligently tracking data to help manage and assess probability of meetings occurring in the short term, as well as attendance and spend projections. Digital tools are being developed to go along with the Visit Seattle welcome banners, virtual booth creation, website links to curated content, and custom videos that can work interchangeably across virtual event platforms and will be utilized at tradeshow to continue to provide a Visit Seattle presence to welcome clients and groups to our destination. Other enhancements are being provided with things like virtual tours, and as Ms. Brown-Archie had asked, while the clients

may not be here to visit the local attractions, Visit Seattle is working with their partners to create virtual tours for the clients to enjoy these local experiences virtually.

Mr. Norwalk spoke on the National Public Affairs and Public Relations initiatives, and provided some sentiments from meeting planners and visitors, and the overwhelming comments and concern relating to safety (including COVID safety) is how our city is dealing with safety from protests to destruction to cleanliness, etc. Many of the comments are politically charged and not flattering to Seattle at all. Visit Seattle draft Public Affairs initiatives for 2021 will include active and measurable engagement with city and industry leavers in public safety and civility issues; support to the WSCC, Pine Street Group and Nyhus Communications teams on expansion public affairs; and advance the efforts of the Washington meetings and Convention Coalition (WMCC). Mr. Norwalk thanked Mr. Blosser, Ms. Bogard, and the Coalition for their efforts to date. The Public Relations draft initiatives to include working with WSCC and Pine Street Group on all communication strategies and editorials to promote and publicize Summit news; continue proactive relationship building and pitching with key trade media; provide messaging and address issues on safety and future meetings in Seattle; and work with targeted national/regional meetings trade publications to showcase Seattle and WSCC as a premiere meetings destination, hosting inbound group and individual press trips.

Mr. Schafer posed a question to Mr. Norwalk regarding relationship building between Visit Seattle, Downtown Seattle Association, Chamber of Commerce, etc., to engage in discussion with City Hall. Mr. Norwalk advised that the groups are attempting, through the avenue of small business owners, to be able to speak with Council about what it means to their businesses, their employees, their business operations, how do they stay open, how do their neighborhoods stay safe; especially in the economically disadvantaged neighborhoods or parts of the city. To date, there hasn't been any headway made.

Ms. Daniels spoke to the National Marketing initiatives, as well as a local initiative with King County, "Take the Pledge: King County 'All Clear' Safety Pledge", provided a video presentation of the "#DoSomethingNearby" new commercial to be aired on TV, along with samples of King County ad campaign visuals for "Savor Something", "Shop something", "Book Something", "Explore Something", "Do Something".

b. WSCC 2021 Sales Goals and Plans Discussion

Mr. McQuade reported on the proposed Scope of Work for WSCC Sales staff for fiscal year 2021 and advised that the impacts reported by Visit Seattle regarding the mindset of meeting planners and the industry decision-makers also applies to the regional/local event market as well. Mr. McQuade provided a snapshot of the last 5 years, 2015 to 2019, for the regional/local business we've had in the facility. On average this regional/local business represented slightly over \$6.5 Million in top-line revenues and approximately 12,600 room nights. Similar to the scheduling of national conventions, it will take us some time to return to these numbers. The 2021 National & Regional Sales Goals & Strategies are similar to past years, but the Sales team are returning to "old school" methodology, with live contact with customers to gain an understanding of what the client is facing and how they are accomplishing their meeting needs currently, and when they anticipate returning to live events. The Sales team will continue to support the national convention activities and continue their involvement with the live discussions that Visit Seattle has with not only the 2021 clients, but future clients relative to the Convention Centers' ability to support those programs. The team will also be discussing the WSCC Safety First guidelines not only for live programs, but also in tandem with Visit Seattle's virtual site inspection concept. The team will continue to source previous leads and inquiries to find new business to fill available dates and space whenever we can. In 2021, the emphasis will be on 2022 as we start selling the Summit and this has always been the planned timeframe to begin this focus. Over the years, Mr. McQuade has commented that there was a challenge with our regional / local clients as some felt that WSCC was just too big for their event. Our size may come in handy now that groups are looking for larger space to spread out into for social distancing purposes. Mr. McQuade is also working with LMG on the development of a broadcast studio within the facility to assist clients to host virtual meetings or hybrid meetings, and WSCC is working with LMG to

develop the scope and scale of a studio that will work not only for the large national conventions, but also for the smaller regional/local groups. WSCC is also working to update the marketing collateral, to include information on our ability to deliver a safe meeting environment post-COVID.

Ms. Grant asked a question about the Summit building, and with it being so new and technologically advanced, are there selling points associated with the health of that environment for safety? Mr. Blosser responded that as the Summit is being constructed with state-of-the-art technology around our HVAC systems and exchange of air, both from the outside of the building and then to the individual meeting spaces, the Summit will provide a safe, healthy environment. We have been putting that information together for both buildings to make sure that we can provide the information in response to any questions from clients. Ms. Saling also responded, advising that in addition to the technological advancements of Summit, one of the big features that we get to talk about are the challenges that are happening in facilities and hotels across the country as diagrams for setting socially distanced room sets in meeting rooms are being developed. But sometimes it's the other pieces like the lobbies and the communal spaces that are more difficult, and the Summit is quite large from those perspectives with these areas being built to accommodate a lot more breathing room in that capacity and that will help a bunch. Ms. Grant was pleased to hear that.

Ms. Grant also had a question about the use of technology going forward. Ms. Grant attended the "We Make Events" rally that took place in August and it was jointly sponsored by the Paramount and a lot of the larger venues. This is the event where people went all around the city, and venues lit up in red to showcase the importance of the event industry to our local economy and made various legislative appeals to the Federal government for relief to support the entertainment industry locally. One of the major conversation pieces of that movement was that there is a professional group of event staff that are able to make these events safe, and they use best practices for wiping off mics between speakers, taking people's temperature upon entry, providing correct adequate mask/face coverings and other PPE. Ms. Grant feels that this is going to become very important to help build people's faith in the industry moving forward. With regard to more being done for remote meetings and how this will be a service of the Convention Center with LMG assisting to set up a Studio for people to have more mixed meetings that are in person and virtual. Ms. Grant said the point she is trying to make is that the Convention Center is widely publicly and politically perceived as a unionized venue. All of the greeters, security, and food staff are unionized, but LMG is not and it might be time to consider having a house agreement between the Convention Center and the stagehands union that has so many A/V technicians all over the area and requiring LMG to comply with that house agreement because it is a best practice and it brings alignment from the political world which has been such a struggle, but also from various institutions that value that element. Ms. Grant advised that she just wanted to "put that out there that I think that would be a good thing to do." Mr. Blosser responded and advised that WSCC did help with the "We Make Events" rally and did put our building in red like a lot of buildings across the country did in support of the event industry. IAVM (International Association of Venue Managers) is working in all the different categories of stadiums, arenas, performing arts, and convention centers with the Federal government to try to get some help, and to hopefully align that up with maybe the next funding package for PPP as well as other funding mechanisms that possibly could take place. We would have to review the contract issues with LMG in terms of how we change that or make an amendment to it or just put it into the next proposal effort would makes sense, too. So let us take a look at that. Ms. Grant thanked Mr. Blosser for his answer.

c. WSCC 2021 Marketing and Communications Plan

Ms. Willanger reported on the WSCC Marketing and Communications Plan for fiscal year 2021, and advised that communications for the Center includes not just marketing but P.R., Public Affairs, and a number of the sales activities. Our focus is really about brand positioning for the Center, and that we are alive and preparing to manage events safely. We are extremely focused on health and safety and want to build continued confidence that we know how to run events, and stay connected with not only our clients but our immediate community, working with Visit Seattle and our staff. Ms. Willanger provided an overview of the goals for the coming year with the Interim Branding Guidelines for use into 2022; Websites

(WSSC website as well as presence on external sites such as Addition website, WSSC section of Visit Seattle website, and the AWSPFD website to assure continuity of branding, messaging, etc.); Social Media; Food & Beverage; Creation of 2020 Annual Report; Assist in internal/external Outreach Activities; Client Communication & Events; Periodic Messaging / PR / Media Relations; Addition Project for Summit (continue to support the needs of Pine Street Group as the construction project progresses, to maintain regular contact for gathering information relevant for messaging for outreach, art, interesting construction milestones, public benefits, progress updates for community & client updates about the construction schedule pace with our sales teams, and to respond to public relations or public affairs issues as needed throughout the year); and Managing Internal Transition (supporting the President/CEO to strategically develop and manage internal organizational communications with management and staff to enable the team to successfully move along a multi-year path of organizational growth from 2021 to the Summit opening, and support the dynamic changes with COVID-19 and our operations.) Ms. Willanger encouraged the Board members to visit the website as you will find our Safety documents, the Health & Safety menus, information on diversity and inclusion, and connections to the Addition project and Visit Seattle. We will also be creating a “Know Before You Go” piece for our clients and attendees, as we have a huge responsibility in the Governor’s guidance to make sure everyone understands the rules and roles of masking and social distancing before they come into our building for events as well as our staff.

Mr. Griffin requested to add a comment that a number of us, Ms. Lewis in particular in her role as part of PSG – not the Convention Center – are actively involved in a program with DSA to try to change the appearance of the area around Pike & Pine. He just wanted everyone to know that they are working on this and that it’s very important to get the life back into the City so that people will come downtown whether they are your visitors or our shoppers. Examples of the group’s initiatives are creating outdoor dining, painting murals on the plywood storefronts, etc. to make downtown more inviting.

Further discussion occurred regarding the safety and civility issues in the Seattle area with respect to homeless encampments, protests, rioters, the lack of support from City Council to these concerns, and then the impacts of the pandemic.

4. COVID-19 Update and 2021 Operational Forecast

Mr. Blosser set the context for Day 2 of the Retreat meeting for the round-table discussion with the Board, and briefly updated the Board regarding the unfortunate need to lay-off 151 staff members due to lack of events and no revenues coming in. The remaining staff are all on furlough and it is important to understand that while on furlough, staff cannot do any work (on cell phone or on computers). Mr. Blosser advised that how we structure ourselves around the staff support and what we are going to do from a P.R. or health standpoint really has to do with how staff and the operations are going to be funded going forward. That is part of the reason the Round-Table discussion agenda item was included in the Day 2 discussions. We are working very closely with Visit Seattle on how we bring in new business and where necessary, changing the business to different dates, to rebook as much business as possible. The WMCC has been very helpful and we are starting to see a little bit of hope with that effort, however those meetings are going to be small, and we hope to get several of them.

5. Executive Session

The Chairman announced that the Board of Directors would hold an Executive Session consistent with RCW.42.30.110 (1) (g) as permitted by the Open Public Meetings Act for fifteen (15) minutes to discuss a personnel matter. The Executive Session commenced at 11:52 a.m. In addition to the Board members present by video conference / conference call (Finneran, Brown-Archie, Flowers, Gonzalez-Murillo, Grant, Hillis, McLaughlin, Moriguchi, Schafer); attendance at the Executive Session included Mr. Blosser and Mr. Hendricks. At 12:07 p.m., the Executive Session was extended by ten (10) minutes. At 12:17 p.m., the Executive Session was further extended by five (5) minutes. The open meeting reconvened at 12:19 p.m.

6. Day 1 of the 2020 Strategic Planning Retreat meeting concluded at 12:20 p.m.