SAN DIEGO
TOURISM MARKETING DISTRICT

DISTRICT MANAGEMENT PLAN

Formed pursuant to the San Diego City Tourism Marketing District Procedural Ordinance
(City of San Diego Municipal Code §61.2501 et seq.)

Submitted to the
San Diego Tourism Marketing District Corporation and
the City of San Diego

July 29, 2016
by

CIVITAS
PARTNERSHIPS PROGRESS PROSPERITY
# SAN DIEGO TOURISM MARKETING DISTRICT
## DISTRICT MANAGEMENT PLAN
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I. History and Overview

On May 8, 2007, at the request of a working group comprised of lodging industry representatives, the San Diego City Council (City Council) adopted the San Diego Tourism Marketing District Procedural Ordinance (SDMC Section 61.2501 et seq.) (Procedural Ordinance), which created a process for creating a tourism marketing district. Subsequently, on August 1, 2011, the City Council adopted amendments to the Procedural Ordinance specifying, among other things, a process by which such a district may be renewed. These amendments permit a renewal term up to forty (40) years.

Developed by San Diego lodging businesses, the District is a benefit assessment district created to fully or partially fund marketing and sales efforts that directly benefit San Diego lodging businesses. The San Diego Tourism Marketing District (District) was established pursuant to the Procedural Ordinance effective January 1, 2008 for a five-year term that ended December 31, 2012.

**District:** The boundaries of the District are the same as the boundaries of the City of San Diego.

**Payors:** The District will include lodging businesses with seventy (70) or more rooms. Lodging business does not include a business whose principal purpose is to rent rooms for occupancy to tenants for use as a primary residence, such as a Single Room Occupancy (SRO) hotel. Assessed businesses operating as of May 2016 are listed in Appendix 3.

**Activities:** Activities shall include unique and exclusive marketing and sales promotions to increase hotel room night consumption and market District lodging businesses as tourist, meeting, and event destinations. These activities and the estimated annual cost thereof are described in Section IV.

**Administration:** The District will be operated by a non-profit corporation representing the assessed businesses pursuant to an operating Agreement with the City of San Diego. The associated administration/operating costs of the non-profit and the City are outlined in Section IV.

**Assessments:** The assessment rate is based on the privileges directly conferred and specific benefit directly received by assessed businesses from the activities provided and are levied on “Assessable Rent” which is based on gross room rental revenue less exempt revenues, of those benefitting businesses. The annual assessment rate is two percent (2%) of gross room rental revenues.

Pursuant to this Plan, Assessable Rent does not include revenue from stays where:
the transient has exercised occupancy or was entitled to occupancy for one month or more; or
• the total space rental charge is twenty-five dollars ($25.00) a day or less, or the accommodations rented are in a dormitory and the total space rental charge for each transient is twenty-five dollars ($25.00) a day or less; or
• the transient is by treaty, or federal law, or state law exempt from payment of transient occupancy taxes; or
• rent is directly paid by the United States Government or the State of California or their respective instrumentalities.

Assessments will be authorized by the City Council to be levied for the term of the District.

Budget: The total District annual budget for the each year of its thirty-nine and one-half (39 ½) year term is anticipated to be approximately $34,814,000. The assessment funds will be supplemented by non-assessment funds so that the total annual service budget is $37,394,200.

Bonds: No bonds shall be issued.

Remittance: Assessments are paid to the City monthly.

Duration: The renewed District will have a thirty-nine and one-half (39 ½) year term. The renewed District assessments will be levied January 1, 2013 through June 30, 2052. Pursuant to SDMC §61.2524(a)(2), after the first year of operation of the renewed District, there will be an annual 30-day period during which assessed business owners may petition for disestablishment of the District. The 30-day period begins each year upon presentation to the City Council of the annual Report of Activities (or Milestone Report in years where there is one). Upon written petition of business owners paying more than 50% of the assessments levied, the City Council must adopt a resolution of intention to disestablish the District.

Renewal: Pursuant to SDMC §61.2514, District renewal requires submittal of petitions from lodging business owners who will be responsible for more than 50% of the total annual assessment followed by a ballot procedure and multiple City Council hearings. The assessed lodging business owners will receive ballots by mail. If a majority of the ballots returned, when weighted by the amount of the anticipated assessment represented by returned ballots, do not favor renewal the District will not be renewed. In the absence of such a majority protest then the District may be renewed in the City Council’s discretion.
II. Introduction

A. What is a Tourism Marketing District?

The District follows the Tourism Business Improvement District (TBID) model, which utilizes the efficiencies of private sector operation in the market-based promotion of local and regional tourism for the targeted benefit of assessed businesses. TBIDs, such as this District, allow lodging businesses to organize their efforts to increase tourism, specifically the consumption of hotel rooms as measured by room night stays, achieving economies of scale they could not otherwise achieve.

In San Diego, lodging businesses within the District will be assessed and those funds will be used to provide privileges, programs and services directly to the assessed lodging businesses that specifically benefit those businesses and which are not provided to those not charged.

District-funded programs and services designed to deliver incremental new room night sales to assessed businesses may include, but are not limited to:

- Marketing of the Assessed Businesses
- Tourism Promotion Activities
- Special Events and Programs

In California, TBIDs such as the District are formed pursuant to the Property and Business Improvement District Law of 1994 (PBID Law), the Parking and Business Improvement Area Law of 1989 (BID Law), or pursuant to an ordinance of a Charter City. In San Diego, the City Council adopted a local TBID enabling (procedural) ordinance similar to the PBID Law. This State statute and the City procedural ordinance allow creation of a special benefit assessment district to raise funds within a specific geographic area, in this case the city of San Diego, for the purpose of improving room occupancy and room night sales for assessed businesses.

There are many benefits to TBIDs:

- Funds must be spent to provide privileges or a specific benefit only to those who pay;
- Funds cannot be diverted for other government programs;
- Activities are customized to fit the needs of businesses in each TBID;
- Petition support is required from lodging businesses paying over 50% of the annual proposed assessment (this is true both under San Diego’s procedural ordinance and the PBID Law);
- They are designed by those who will pay the assessment; and
- They provide a stable funding source for tourism promotion that will result in the generation of incremental new room night sales for assessed businesses.
The Board of Directors of the San Diego Tourism Marketing District Corporation (Corporation) analyzes prospective tourism development programs that are of direct benefit to the assessed businesses, and allocates assessment revenue to support such programs. In this way, through its mission and operations, the Corporation’s Board of Directors provides a specific government service directly to the assessed business that is not provided to those not charged, and which does not exceed the reasonable costs to the City of providing the service. Indeed, because assessment revenues are not the sole source of funding for the Corporation’s program of activities, the cost of the services and the value benefit accrued from them is substantially greater than the assessment amount.

B. Transparent Governance Provides Mission Specific Results and Accountability

This District Management Plan designates the Corporation to act as the Tourism Marketing District Association for the district pursuant to SDMC §61.2522. The Corporation’s Board of Directors is comprised exclusively of owners or owner’s representatives from assessed lodging businesses within the District. The Corporation’s Board of Directors acts on behalf of all assessed businesses to ensure that the mission of the District is accomplished and provides a specific service and benefit directly to those who pay. This includes awarding District funding to contractors. Each year the Corporation receives and reviews numerous contractor applications for District funding for which review criteria include evaluation of room night sales generation at assessed businesses from District funding.

District funding is used to drive incremental room night stays exclusively to assessed businesses within the District, providing a specific service and benefit directly to the payors. All contractors are required to have additional funding from non-District sources to support a portion of their programming. Through a rigorous application process and subsequent follow-up audits, it has been determined that, over the term of the initial District, programs receiving partial District funding, including Holiday Bowl, Crew Classic, Wine & Food Festival, and Rock & Roll Marathon, have delivered 100% of their funded room night sales production to lodging businesses within the District. Subsequently, the minimal room nights that may have occasionally accrued to lodging establishments outside the District as a result of District-associated marketing and programs result from expenditures made with non-District revenues. A portion of the funding for the Corporation’s program of activities derives from sources other than the assessment. Accordingly, assessment funding can be shown to produce benefits directly to the assessed businesses and not to others.

In order to ensure a specific benefit to payors and provision of a government service which does not exceed the reasonable cost of the service, not all applicants for District funding are funded. While many worthy organizations request funding for important social or other purposes, the partial list below includes organizations that could not demonstrate the minimum required production of hotel room nights for assessed businesses.
<table>
<thead>
<tr>
<th>Funding Year</th>
<th>Organization</th>
<th>Requested Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY12</td>
<td>SD Film Commission</td>
<td>$530,000</td>
</tr>
<tr>
<td>FY11</td>
<td>SD County Bike the Bay</td>
<td>$5,000</td>
</tr>
<tr>
<td>FY11</td>
<td>Century Club of SD</td>
<td>$250,000</td>
</tr>
<tr>
<td>FY11</td>
<td>Citizen Diplomacy Council</td>
<td>$24,000</td>
</tr>
<tr>
<td>FY11</td>
<td>Pazzo Entertainment</td>
<td>$500,000</td>
</tr>
<tr>
<td>FY10</td>
<td>Armed Services YMCA Fireworks</td>
<td>$106,336</td>
</tr>
<tr>
<td>FY10</td>
<td>La Jolla Marketing Alliance, Inc.</td>
<td>$1,048,050</td>
</tr>
<tr>
<td>FY10</td>
<td>Travelers Aid Society of SD</td>
<td>$60,000</td>
</tr>
<tr>
<td>FY10</td>
<td>SD Asian Film Foundation</td>
<td>$40,000</td>
</tr>
<tr>
<td>FY10</td>
<td>SD International Auto Show</td>
<td>$206,000</td>
</tr>
<tr>
<td>FY10</td>
<td>SD Film Foundation / Festival</td>
<td>$25,000</td>
</tr>
</tbody>
</table>

District funds may also be provided to San Diego area convention and visitors bureaus (CVBs) for provision of services benefitting assessed businesses as described in this Plan. Historically, efforts have been undertaken by CVBs receiving District funds to ensure benefit accrues only to assessed businesses. For example, by mutual agreement of the Boards of Directors of the Corporation and the San Diego North CVB, the San Diego North CVB reorganized its board membership in order to guarantee that no benefit from District funding was accruing to lodging businesses outside the District which are not payors.

C. Programs and Services NOT Funded by the District

In order to ensure provision of a specific government service and benefit to payors, which does not exceed the reasonable cost of providing the service, there are certain activities or improvements which may not be funded by the District. These include:

- The acquisition, construction, installation or maintenance of any tangible public property, including parking facilities, parks, planting areas, fountains, benches, booths, kiosks, display cases, pedestrian shelters, signs, trash receptacles, public restrooms, ramps, sidewalks, plazas, pedestrian malls, lighting and heating of public facilities.

- The closing, opening, widening or narrowing of existing or new streets.

- Facilities or equipment, or both, to enhance security and safety of persons and property within the District, unless included in a specific proposal to benefit the assessed businesses.

- Regular public safety and security personnel and programs, maintenance and repair, sanitation, nor other municipal services normally and historically provided by the City.
• Expenditures not consistent with the terms of this Plan.

• Political candidate or ballot initiative activity.

None of these activities generate direct specific benefit and service to assessed businesses that is not provided to others not charged and, accordingly, excluding these services from funding eligibility further demonstrates that the assessment is expended only on activities of direct specific benefit to assessees.
III. ASSESSED LODGING BUSINESSES, BOUNDARY & BENEFIT CATEGORIES

The District shall include all lodging businesses within the City of San Diego with seventy (70) or more sleeping rooms. The District boundaries are illustrated by the map below. Lodging business does not include a business whose principal purpose is to rent rooms for occupancy to tenants for use as a primary residence, such as a Single Room Occupancy (SRO) hotel. A complete listing of lodging businesses within the District (as of May 2016) that will be assessed may be found in Appendix 3.
IV. ASSESSMENTS AND ACTIVITIES

A. Assessment Rates and Basis and Exempt Revenue

The annual assessment rate is two percent (2%) of gross room rental revenue.

The term "Assessable Rent" as used herein means the total consideration charged to a transient as shown on the guest receipt for the occupancy of a room, or portion thereof, in a lodging business. Assessable Rent shall not include any federal, state, or local taxes collected, including but not limited to Transient Occupancy Taxes. Pursuant to this Plan, any other charges shall be considered Assessable Rent only in accordance with the City's Transient Occupancy Tax.

Based on the benefit received and pursuant to this Plan, assessments will not be levied on revenue from stays: of more than one (1) month; by federal or state government employees or officials on government business whose room rent is being paid directly or indirectly by the federal government or the State of California; or those international government employees or officials which by treaty are exempt from locally-levied transient occupancy taxes. Further, assessments will not be levied when the total space rental charge is twenty-five dollars ($25.00) a day or less or the accommodations rented are in a dormitory and the total rent for each transient is twenty-five dollars ($25.00) a day or less. Further, assessments levied for the District shall not include Assessable Rent resulting from stays pursuant to contracts executed prior to January 1, 2008.

The assessment is to be remitted by the owner(s), operator(s), or an authorized representative who is noted on City records as the responsible party for the remitting and reporting of Transient Occupancy Tax as specified in SDMC §35.0114, or as amended, for each assessed lodging business in the city of San Diego. “Business” and “lodging business” mean any and all types of hotels where a structure, or any portion of a structure, is held out to the public as being occupied, or designed for occupancy, by transients for dwelling, lodging or sleeping purposes, and includes those businesses defined in Appendix 1. “Transient” means any person who exercises occupancy, or is entitled to occupancy, by reason of concession, permit, right of access, license or other agreement for a period of less than one (1) month, pursuant to SDMC §61.2504 and 35.0102. A month is defined as the period of consecutive days from the first calendar day of occupancy in any month to the same calendar day in the next month following, or the last day of the next month following if no corresponding calendar day exists. In accordance with SDMC §35.0111(b), stays by any person who occupies a room, or any portion thereof, in a lodging business, or is entitled to occupancy thereof, for a period of one (1) month or more, shall be deemed not to have been a transient with respect to the first month of occupancy or entitlement to occupancy.

The assessment imposed is levied solely upon and a direct obligation of the lodging business with the business owner being solely responsible for payment of the assessment when due. If the business owner chooses to charge any portion of the assessment to a transient, that said portion shall be separately stated from the amount of rent charged and any applicable taxes, and identified for the transient in any and all communications from the business owner as "San Diego Tourism
Marketing District Assessment." The assessment is imposed solely upon, and is the sole obligation of the assessed lodging business even if it is passed on to transients.

**B. Funding Process**

Assessment funds will be spent to provide a specific benefit conferred or privilege granted directly to the payor that is not provided to those not charged, and which does not exceed the reasonable costs to the City of conferring the benefit or granting the privilege. The activities also constitute specific government services provided directly to the payor that are not provided to those not charged, and which do not exceed the reasonable cost to the City of providing the services.

The privileges and services provided with District funds are sales, marketing, advertising and promotional programs available only to assessed businesses. District activities will be designed for the sole purpose of generating incremental room night sales at assessed businesses. Such room night sales are of great value to assessed business and constitute a specific benefit for which the assessment is charged. Non-assessed businesses will not have access to the privileges and services provided by the assessment. For example, only assessed businesses will be entitled to receive sales leads generated by District-funded activities or be featured in District-funded marketing materials.

Because marketing services are provided by Corporation-approved contractors, requirements for contractors and the application process have been developed. Specifically, all funding requests must delineate:

- All sales, marketing, advertising and promotional programs;
- Number of District lodging business room nights generated – existing and incremental;
- Average daily rate;
- Return on Investment (ROI) as measured in District room night revenue;
- Time of year (peak, shoulder, low); and
- Number of marketing impressions (included as supportive information only where applicable).

Successful applicants that become contractors for the Corporation will be required to submit quarterly performance updates and comprehensive annual performance reports which include the above required information along with samples of marketing materials and information as to the methodology used to substantiate the ROI. Funded contractors and programs must also have a cost allocation methodology which demonstrates that costs are apportioned between applicable funding sources so that the amount of assessment revenue used is proportionate to the benefit derived by District lodging businesses.

The Corporation will contract with an independent third-party to audit the results and to verify District room nights and ROI.
C. Time and Manner for Collecting Assessments

The District assessment will be levied beginning January 1, 2013 and will continue for thirty-nine and one-half (39 ½) years until June 30, 2052. The business owner of each individual assessed lodging business located within the boundaries of the District, participating in exclusive privileges and receiving specific services and benefits, will be responsible for remitting the assessment on a monthly basis (including any delinquencies, penalties and interest). The City will take all reasonable efforts to collect the assessment from each lodging business. The City will forward assessments collected (including any delinquencies, penalties and interest) to the Corporation according to terms set forth in the District operating Agreement, an Agreement entered into between the City and Corporation related to district management. The Corporation will have the responsibility of managing District programs as provided in this Plan.

D. Penalties and Appeals

Pursuant to this Plan, penalties may be assessed against those benefited businesses failing to make timely payments. In addition, benefited businesses shall have a right to appeal penalties, as spelled out in the resolution of formation, Resolution No. R-307843.

Any benefited business failing to remit the District assessment within the time required under the resolution of formation shall pay penalties as specified in the resolution of formation. In the event there is a determination by the City Treasurer that non-payment of an assessment is due to fraud, penalties may be assessed as specified in the resolution of formation.

E. Operators' Duties and Accounting Procedures

Pursuant to this Plan:

(a) The amount of assessment, if passed on to a transient, shall be separately stated from the amount of rent charged and any applicable taxes, and each transient shall receive a receipt for payment from the business. A duplicate of the receipt given to each transient shall be kept by the business in accordance with subsection (c) below. The purpose of this requirement is to ensure the assessment is not misrepresented to transient occupants and the businesses do not “pad” their room rents with assessments that are not due to the District. It does not change the legal incidence of the assessment, which remains on the assessed business.

(b) Each business shall account separately for, and maintain separate monthly summary totals for, assessable and non-assessable rent and the assessment.

(c) Each business shall maintain its financial and accounting records in accordance with generally accepted accounting principles acceptable to the City Treasurer. It shall be the duty of every business liable for the payment to the City of any assessment imposed to
keep and preserve within the boundaries of the city of San Diego, for a period of three (3) years, all business records as may be necessary to determine the amount of such assessment for which the business is liable for payment to the City. The City Treasurer and authorized deputies or agents in the exercise of duties imposed shall have the right to inspect such records at all reasonable times and to apply auditing procedures necessary to determine the amount of assessment due.

(d) The costs of additional goods and services, which are not rent, but which may be sold as a package, or are complimentary with a room, or portion thereof, in a lodging business shall be accounted for in accordance with any administrative rules and regulations promulgated by the City Treasurer.

F. Budget Summary

The assessment revenue derived from the District is estimated at approximately $34,814,000 annually. The assessment funds will be supplemented by non-assessment funds so that the total annual service budget is $37,394,200. Over the thirty-nine and one-half (39 ½) years of the District, assessments are estimated to total $1,375,153,000 through 2052. This amount may fluctuate as occupancy rates and room rental rates change, and as businesses open and close during the term of the District. There shall be no increase in the assessment rate for the term of the District, except pursuant to the rules set forth in the Municipal Code for modification of this Plan.

In addition to assessment revenue, interest and penalties collected on behalf of the District by the City are considered to be revenue to the District and shall be deposited into the District Fund and shall be available to be expended in accordance with this Plan. Over the term of the District, the Corporation may have access to incidental revenue to supplement assessments, interest and penalties for any operating year. “Incidental Revenue” means revenues generated by Corporation from receipt or use of District funds, including, but not limited to interest income earned by Corporation on District funds deposited into an interest bearing account. Such incidental revenue shall be accounted for and expended within the regular annual District budget process in accordance with the operating Agreement and this Plan.

G. Activity and Budget Guidelines

Assessments are proposed to be used for the Activities as generally outlined in the Budget Guidelines table on the next page and as further described in this section of the Plan. It is anticipated that ninety percent (90%) of assessment revenue will be designated annually for Marketing and Sales activities which will be tailored to benefit the assessed businesses. Within the ninety percent (90%) allocated to marketing and sales activities, the Corporation’s Board of Directors may adjust program allocations as needed to address changes in outside funding provided to those programs and ensure that assessment funds are spent on a specific benefit provided directly to assessees which is not provided to those not charged.
Ten percent (10%) of assessment revenue will be designated in total annually for Administration (including actual City costs to administer the District) and for a Reserve for opportunities, catastrophes, contingencies, and renewal of the District. Other revenues such as penalties and interest and incidental revenue shall be designated for Administration but may be added to the Reserve or designated for other activities at the discretion of the Corporation’s Board of Directors.

Annually, a detailed prospective Report of Activities (including a budget) based on these Budget Guidelines will be developed and approved by the Corporation’s Board of Directors for submission to the City Council.

<table>
<thead>
<tr>
<th>Service</th>
<th>Percent</th>
<th>Dollars</th>
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<tbody>
<tr>
<td>Targeted Marketing and Sales Programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Hotel meeting sales</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Event management &amp; group sales development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Consumer direct sales &amp; marketing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Sub-regional targeting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Competitive targeting</td>
<td>54%</td>
<td>$18,799,560.00</td>
</tr>
<tr>
<td>Destination Marketing</td>
<td></td>
<td></td>
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<tr>
<td>• Tourism development, including travel &amp; trade</td>
<td></td>
<td></td>
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<tr>
<td>• Group meeting destination marketing</td>
<td></td>
<td></td>
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<tr>
<td>• Multi-year tourism development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Destination marketing</td>
<td>36%</td>
<td>$12,533,040.00</td>
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<tr>
<td>Administration and Operations*</td>
<td>5%</td>
<td>$1,740,700.00</td>
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<tr>
<td>Opportunity / Catastrophe / Contingency*</td>
<td>5%</td>
<td>$1,740,700.00</td>
</tr>
<tr>
<td></td>
<td>100%</td>
<td>$34,814,000.00</td>
</tr>
</tbody>
</table>

*Each of these categories may vary from 3-7%, but their total cannot exceed 10%.

Budget Adjustments
Although actual revenues of the Corporation will fluctuate, the proportional allocations as listed in the table above shall generally remain the same; however, during the budgeting process each year, the Corporation’s Board of Directors may adjust program allocations as needed to address: economic conditions; tourism trends; and changes in non-assessment funding provided to those programs. The resulting proposed annual budget submitted to City Council for consideration as part of the Annual Report of Activities will then ensure that assessment funds are to be spent on a specific benefit provided directly to assessed businesses which is not provided to those not charged. In no event will the budget for City administration costs fall below the amount necessary to recover City administration costs.

The projections of assessment revenue shall be reviewed periodically during the fiscal year and compared with actual assessment revenue. Should the projections of assessment revenue be revised downward by two percent (2%) or more, then Corporation’s Board of Directors may reduce the
designated amounts provided to contractors. The Corporation's Board of Directors may also choose to partially or completely back-fill the projected shortfall in assessment revenue by designating Opportunity/Catastrophe/Contingency Reserves to contractors. At fiscal year-end, a reconciliation of actual to projected assessment revenue shall be completed by City and Corporation within a mutually agreed upon time frame. Any positive variation between projected and actual assessment revenue posted to the District Fund may only be allocated in the following fiscal year budget.

Every five (5) years, beginning in FY2018 to be effective for FY2019 budget and coincide with the District Milestone Report, for the duration of the District, the Board of Directors of the Corporation shall establish a percentage to be applied to the projected assessment revenue to determine the amount to be designated annually for contractors and DMOs. Budgeted amounts shall be contingent upon approval by the Corporation of a scope of services from the contractors and DMOs, but shall be subject to approval by City Council per SDMC section 61.2521(c).

Administration

The Corporation, under the direction of its Board of Directors, is responsible for administration of the business operations of the District. This requires the allocation of personnel and other resources so as to direct District activities toward common goals and specific benefits for the assessed lodging businesses. The administrative activities of the Corporation include planning, organizing, staffing, directing, controlling, and budgeting, which includes forecasting, oversight, and revenue management. The administration budget will be utilized for the administrative costs of providing the services and benefits described in this Plan. This includes the City's costs of collecting and remitting the assessments, and the Corporation's costs of administering programs (rent, insurance, legal, accounting, administrative staff, etc.). A detailed budget for the administrative funding allocation will be submitted and approved annually and will include detail on the following items which are included in the administration and operations category:

- Estimated operating expenses including but not limited to wages, benefits, and overhead costs such as rent, supplies, utilities, and travel;
- Estimated costs of contract services and support including but not limited to legal, accounting, bookkeeping and technology;
- Estimated cost of directors and officers liability insurance in the minimum amount of $5,000,000 per director, plus additional insurance as required by the City;
- Estimated cost of performance audits of contracted entities receiving funding from the District unless otherwise stipulated by the Corporation's Board of Directors;
- Estimated cost of an annual financial audit of the Corporation; and
- Estimated cost of City collection, administrative, and legal services.

The Corporation may annually budget a minimum of three percent (3%) and a maximum of seven percent (7%) of District assessment revenue to the operation and management of the Corporation, including City collection and administrative costs. In addition, the Corporation may annually budget a
minimum of three percent (3%) and a maximum of seven percent (7%) of District assessment revenue to the Opportunity/Catastrophe/Contingency Reserve. Allocation of more than five percent (5%) of the annual District assessment revenue for administration, as described above, shall require approval by a two-thirds (2/3) supermajority vote of the Corporation's Board of Directors.

The combined annual budget amounts for the Corporation's Administration, including City Administration Costs, and the District Opportunity/Catastrophe/Contingency Reserve may not exceed 10% of District assessment revenue. This limit does not include any litigation costs pertaining to the defense of the District, which will be paid from District funds in addition to administration costs.

In 2018 and every fifth fiscal year thereafter, the allocation for District Administration and Operations shall be 3% to 7% plus an additional increment of one-half of one percent (0.5%) to support the development and presentation of a District Milestone Report. The Milestone Reports will be budgeted, prepared and presented to the City in the years listed below, to be implemented in the following year (e.g. the FY2018 report will be prepared and submitted in FY2018 and effective in FY2019). Those years will be:

- FY2018
- FY2023
- FY2028
- FY2033
- FY2038
- FY2043
- FY2048
- FY2052

Revenue for the Milestone Report expenditures shall be available from the Opportunity/Catastrophe/Contingency Reserve.

Marketing and Sales

It is widely recognized that successful direct marketing and sales of a visitor destination is the result of a considerable investment in time and resources. Visitor destinations, of all sizes in myriad locations, compete for a finite number of consumers. Many of these visitors require lodging. This daily consumption of lodging, as measured by the industry standard of hotel room nights, is vital because the unused portion of a hotel's available inventory spoils every day, and is never again available for sale.

Historically, businesses in visitor destinations have banded together to pool resources in order to develop coordinated messaging and to deliver a call-to-action that would result in an increase in the consumption of visitor-serving offerings. These groups have been given many names that usually contain the term "visitors bureau.” More recently, they have been recognized as Destination
Marketing Organizations (DMOs). Over time these organizations have become clearinghouses for visitor-serving information, products and services, while generating incremental new business for their members. Typically, a major participant in these coordinated community, regional and/or statewide efforts are representatives of the hotel industry who, understanding the “commodity” nature of their products, constantly seek opportunities to increase daily consumer demand for them.

Depending on the location and its available visitor offerings, each DMO develops and implements a business plan to sustain current visitor levels while generating additional business from new visitors. The activities implemented to serve these goals are numerous, creative, and diverse.

The meetings industry is distinct within the visitor industry, different from tourism, with its own unique markets, requirements and agendas. Yet, like leisure visitors, meeting attendees and convention delegates require accommodations.

The success of marketing and sales efforts is predicated on the long-term establishment and operations of a local DMO. The decisions that drive these direct sales initiatives are based on years, if not decades, of research, performance analysis, brand development and messaging, plus nurtured client/vendor relationships, performed by a professional staff with administrative support requiring extensive business manpower (sales force), infrastructure (offices, equipment, transportation) and technology (internet tools).

The Corporation is not a marketing and sales entity, but rather a funding conduit to contractors for development and implementation of effective marketing and sales programs and services that provide unique privileges and specifically benefit assessed businesses within the District by providing a specific government service. The Corporation will be responsible for allocation and distribution of available revenue and will contract with qualified third-party contractors to supply marketing and sales programs and services as required and approved by the Corporation’s Board of Directors.

**Marketing**

Marketing is the activity of identifying, communicating to, reaching, informing, educating, motivating and persuading prospective consumers of hotel room nights to consummate a purchase. It is the message that prepares the prospective consumer for the sale, may take many traditional and/or innovative forms, and may be modified over time as a result of changes in consumer demands, new tourism products, and advances in marketing and communication technologies. It currently consists of many strategies, tactics and components including but not limited to these examples:

- Market Research;
- Advertising;
- Marketing Promotion;
- Press and/or Public Relations;
- New Product Development;
Web Strategies, Viral and E-marketing;
Partnership marketing; and
Direct Marketing (to a defined universe with a specific call to action).

Sales
The sales process is defined as the activities designed to close or consummate the sale. This closure can take several forms when delivering hotel room night sales. For the transient or tourist responding to the marketing activities this sale may take the form of a walk-in purchase, an on-line reservation, or a telephone reservation.

Another significant element of the hotel sales function involves group and meeting sales. The group and meeting sales process consists primarily of interpersonal interaction, activities that engage the prospect or customer on a personal level rather than at a distance, through technology or a second-party. It is often done by one-on-one meetings, cold calls, and networking. It requires significant front-line sales manpower, plus administrative, operational, and technological support, and considerable time. Often, success is the result of several years of communication and relationship building between the sales representative and the customer; who is usually a professional meeting or convention planner. The “sale” results in a signed agreement or contract for a meeting or convention that can deliver hundreds, if not thousands of hotel room nights.

Funding Marketing and Sales
Because both marketing and sales programs are necessities for successfully increasing room night sales, the Corporation will contract for marketing and sales programs and services to promote assessed lodging businesses in the District and to fund projects, programs, and activities that specifically benefit and provide unique privileges to assessed lodging businesses within the District.

The marketing and sales programs and services funded by the District are meant to deliver incremental room night sales directly to District-assessed lodging businesses. It is understood that each individual lodging business implements and privately funds a unique, proprietary marketing and sales program that is responsible for the generation of the vast majority of room nights at each business. District programs and services are supplemental to, and provide incremental room nights in addition to, those proprietary programs.

To allocate funding to marketing and sales programs, the Corporation’s Board of Directors must find that each will be likely to generate incremental room night sales at assessed businesses. The purpose of any funded activity must be to generate such sales. The Corporation’s Board of Directors will establish and regularly update a clearly defined application process for proposed marketing and sales programs. This application will articulate the required qualifications of applicants, the target ROI, and the measurement of results, among other criteria as means to ensure direct specific benefits are provided only to assesses.

Marketing and Sales Programs: Stipulated Best Practices
To guide District contractors and ensure direct specific benefits to assessees, below is a partial list of required Best Practices for implementation of District-funded programs and services. This list may be modified from time to time provided that the goal of direct and exclusive benefit to assessees is attained.

- It is required that all recipients of District funds certify that those funds will be spent to provide exclusive privileges and/or specific benefits only to District assessed businesses and not to any other, non-assessed businesses. To the extent that other, non-District, lodging businesses may receive incremental room nights, that portion of the promotion or program generating those room nights shall be paid for with non-District funds.
- It is required that all recipients of District funds demonstrate availability of other additional non-District sources of revenue, such as but not limited to, membership dues, marketing fees, earned income, and/or participation fees, which they will contribute to the promotion or program to pay for any incidental benefit to non-District lodging businesses.
- It is required that all advertising materials and media include a call-to-action that directs consumers exclusively to District lodging businesses.
- It is required that all recipients of District funds conduct an analysis of room night generation for District lodging businesses and non-District lodging businesses in addition to a ROI analysis. The cost of efforts which generate room nights for non-District lodging businesses must be paid with non-District funds.

H. Targeted Marketing & Sales Programs

It is understood by the Board of Directors of the Corporation that the aggressive, daily consumption of lodging, as measured by the industry standard of hotel room nights, is vital to all lodging businesses because the unused portion of a hotel's available inventory spoils every day, and is never again available for sale. Therefore, the Corporation will contract with destination marketing organizations (DMOs) and other contractors selected through competitive application or procurement processes for the specific marketing and sales programs and services as outlined below.

The targeted marketing and sales programs and activities will focus primarily on (i) the group and meeting planner or contractor and (ii) consumer direct sales and marketing programs. Consumer direct sales and marketing programs are specifically designed to place booking opportunities for assessed businesses in the grasp of consumers who have or may have expressed an interest in traveling to San Diego. These programs include:

Meeting & Group Direct Sales and Marketing
A specific set of marketing and sales tools will be deployed to achieve individual property direct sales for assessed lodging businesses. Hotel Meeting Sales is focused on Group, Meeting, Convention and Tour Operator contract programs. These are typically business-to-business relationships. These programs require unique skills, marketing tools and expertise to deal with different markets, develop different messaging, and to address multiple challenging and different decision factors. Specifically,
the marketing and sales programs and services provided to generate hotel room nights include (as defined in Appendix 4), but are not limited to:

- Hotel Meeting Sales;
- Event Management and Groups Sales Development;
- Tourism Development including Travel & Trade;
- Group Meeting Direct Marketing; and
- Consumer Direct Sales & Marketing Programs including National Online and Pay-Per-Click Banner Advertising and Online Travel Agency Campaigns (OTAs such as Expedia, Orbitz, and Travelocity).

**Consumer Direct Sales & Marketing Programs**

In addition, a specific set of tools will be deployed to deliver consumer direct marketing and sales programs and services designed to result in additional hotel room night sales for assessed lodging businesses in the **District**. These programs and services include, but are not limited to, Consumer Direct Marketing Programs including National Pay-per-Click Banner Advertising and Online Travel Agent Campaigns (as defined in Appendix 4).

**Meeting and Group Sales & Marketing Programs and Consumer Direct Sales & Marketing Programs to Drive Sales Demand for District Lodging Businesses**

**District** lodging businesses will have the exclusive privilege to participate or be represented in, and receive a specific benefit from, but not limited to, the direct marketing and sales initiatives and programs listed above and further defined in Appendix 4.

Other activities designed to support the above efforts to drive sales demand to these lodging businesses include: Direct Sales and Marketing to Meeting Planners and Meeting Buyers, and Consumer Research, Market Intelligence, Market Cultivation and Penetration.

Direct sales and marketing programs and services, which are a diverse mix of time-tested and proven initiatives, projects, and activities, will provide exclusive privileges and specifically benefit all current and future lodging businesses within the boundaries of the **District**. These initiatives, projects and activities are deployed to achieve individual property direct sales for those lodging businesses, which all have either meeting space, and/or are large enough to accommodate a small meeting, reunion or tour group. The hotel meeting and group sales effort is focused on group, meeting, convention and tour operator contract programs.

Benefits resulting from these programs will be realized directly by individual lodging businesses in the target market area or market segment served through the exclusive privilege of participating in a unique contract program, marketing initiative or service funded by the **District**.

**Sub-Regional Targeting**

Although programs are designed to provide benefit citywide, many of these programs have a focus on larger convention and activities that occur in the Downtown area. In order to ensure that the programs exist to directly serve the needs of larger hotels spread throughout the City, Sub-Regional
Targeting includes services that are directed specifically towards parts of the City other than Downtown. Targeted sub-regional marketing will deliver specific benefit to coordinated groups of lodging businesses throughout the District which are subject to the assessment. These lodging businesses will have the exclusive privilege to participate or be represented in, and/or receive the specific benefit from, but not limited to the marketing and sales initiatives and programs listed above and further defined in Appendix 4. Activities shall be intended to provide supplemental programs specific to the District sub-regions outside of the downtown core such as Rancho Bernardo, La Jolla, Mission Bay, Mission Valley, and others.

Subject to further provisions in this paragraph, the Corporation shall annually budget a portion of assessment revenue to DMOs for the purpose of sub-regional sales and marketing. When allocating resources and implementing programs in sub-regional areas, consideration shall be given to the number and distribution of lodging businesses subject to the assessment and room count in those sub-regional areas to ensure that all assessees benefit proportionally from the activities funded by the assessment.

To further ensure provision of a specific benefit to assessed lodging businesses, sub-regional Hotel Advisory Committees shall be established as follows:

- DMOs receiving District funds shall establish criteria for the recognition of sub-regional Hotel Advisory Committees.
- The Corporation's Board of Directors shall annually apply those criteria to identify the bona fide sub-regional Hotel Advisory Committees.
- Membership on the Hotel Advisory Committees shall be limited to representatives from lodging businesses subject to the assessment located in the sub-region for which each committee is established. While the sub-regions may realign or increase in the future, it is anticipated that the initial sub-regions will include, but not be limited to:
  - Mission Bay
  - Mission Valley
  - La Jolla
  - Shelter Island / Point Loma
  - I-5 corridor (adjacent to Del Mar)
  - I-15 corridor
- The committees shall act in an advisory capacity with the primary purpose of consulting with DMOs, and making recommendations on the programs and expenditures relative to sub-regional programs annually proposed by DMOs.
- Sub-regional programs as proposed and implemented shall be consistent with the stated goals and objectives of the DMO to the extent they comply with the requirements of this Plan, and shall utilize proven marketing and media channels.

**Competitive Targeting**

Competitive Targeting includes programs similar in nature to those funded through Meeting and Group Sales, but selected through a competitive application process amongst smaller service providers and special programs.
The Corporation's Board of Directors will annually budget a portion of the revenue derived from the assessment for competitive supplemental marketing efforts. Such programs, activities, events, and services may be solicited either through a competitive application or open procurement process. These programs and services must provide unique, exclusive privileges and/or deliver a measurable specific benefit to assessees based on room night sales, which are in addition to the privilege or benefits provided by other programs funded with the assessment.

The Corporation will solicit and/or receive applications for funding from numerous diverse entities. Specific application guidelines were implemented during the District's initial five-year term and will continue to be utilized throughout the renewal term. Changes to the guidelines, criteria and application can only be made by an action of the Corporation's Board of Directors.

Fundamental to the funding of any application will be the clearly articulated exclusive privileges and specific benefit to assessed lodging businesses in the District. While exclusive privileges can be delivered in numerous ways, the specific benefit must be measured in the delivery of hotel room night sales to assessed lodging businesses. Successful applications will clearly describe the strategy and tactics for delivering room night sales, as well as the estimated resulting number of room night sales and resulting gross room revenue. The method for calculating and verifying the ROI results must be described in the application.

When considering these fundamental application requirements, priority will be given to:
(a) Special-need periods of the year;
(b) Special-need geographic locations within the District, that may include but are not limited to a sub-region, multiple sub-regions, a neighborhood or community, or an area uniquely defined to host or support a program or event; and
(c) The opportunity to generate incremental room nights from existing programs or sponsoring programs.

Competitive Supplemental Marketing Programs will deliver a specific benefit to coordinated groups of lodging businesses throughout the District which are subject to the assessment. These lodging businesses will have the exclusive privilege to participate or be represented in, and/or receive the specific benefit from competitive supplemental marketing initiatives and programs designed to drive sales demand for room nights at these businesses as articulated in Appendix 4.

Determining ROI
All successful applicants for funding from assessment revenues must clearly demonstrate a measurable ROI based on room night sales at assessed lodging businesses for the programs or services they propose. Applicants and recipients must develop and demonstrate their suggested methods of measuring ROI for their programs as part of applications and quarterly performance reports. All stated ROI results are subject to third-party audit.
I. Destination Marketing

Critical to the consumption of lodging business room nights is the location, or destination, of the businesses. While a meeting or convention can mandate a destination for a conventioneer or delegate, the transient hotel guest, the tourist, makes a personal travel decision in light of market forces. Consumer direct/destination marketing and messaging are designed to influence, entice and support such decisions and therefore generate incremental transient room night sales. All of the lodging businesses subject to the assessment will directly benefit from consumer direct/destination marketing.

Destination Marketing with Specific Call to Action

Consumer direct destination marketing can include, but is not limited to, consumer direct advertising and earned media (public relations releases) and media contacts. All marketing funded will include specific calls to action directly related to District lodging businesses. Such calls to action might include, but are not limited to, special consumer directed website landing pages featuring only District lodging businesses, links, or phone numbers exclusively dedicated to providing District lodging business information and booking opportunities. All approved campaigns must have budgeted for non-assessment funding reflective of benefit that will be used to augment the District funding to proportionally reflect the percentage of benefit received by non-assessees. Typical direct expenses include advertising costs, agency fees, production, printing, distribution costs, District-related personnel salary, commissions, benefits, training, travel, printed material, promotional items, information technology, market intelligence, research, and performance audits. Typical indirect expenses include related contractor executive management, information technology support, and general & administrative overhead.

While none of these exclusive privileges (calls to action and special website and phone number) will be available to businesses that do not pay the assessment, secondary benefit may accrue to lodging establishments outside the District, but the resulting room night capture will be offset by the utilization of other revenue sources to support these programs. DMOs will be required to demonstrate sufficient alternate revenue sources in support of Consumer Direct/Destination Marketing programs.

Consumer Direct/Destination Marketing programs and services will provide exclusive privileges and specifically benefit all assessed lodging businesses in the District, regardless of size. Benefits resulting from these programs will be realized directly by individual assessed lodging businesses in the target market area or market segment served through the exclusive privilege of participating in a unique contract program, marketing initiative or service.

Multi-Year Tourism Development

Targeted services also include activities related to the Strategic development of multi-year or long-range event planning dedicated to the production of District lodging business leads and room night sales demand. Typical expenses include, but are not limited to, strategic planning, event RFPs, third-
party whitepapers, promotional items, information technology, market intelligence, research, and performance audits. (as defined in Appendix 4)

**J. City Administration**

The City shall recover its actual annual costs and any renewal costs associated with District program oversight, collection, and administration. The amount budgeted each year for City Administration is to be determined on an annual basis, though it is not anticipated to exceed $600,000 in the first year. In no case shall the annual assessment revenue designated for District Administration, City Administration, and the Opportunity/Catastrophe/Contingency Reserve exceed ten percent (10%) of all projected annual assessment revenue. Notwithstanding the foregoing, any subsequent District renewal or modification processes may incur additional one-time costs. Costs for services to be recovered by the City include but are not limited to:

- Economic Development - Contract management and disbursement/reimbursements, coordination and preparation of annual and periodic reports and presentations to Council;
- Office of the City Treasurer - Collection administration, management and auditing;
- Office of the City Auditor - Program auditing;
- Office of the Comptroller - Check disbursements; and
- Office of the City Attorney - Legal review, document preparation, collection services/litigation.

Notwithstanding the foregoing, in addition to the administrative costs described above, litigation costs pertaining to the defense of the District incurred by the City shall be paid from District funds in addition to the recovery of administration costs. Specific provisions for City Administration costs, including recovery of any renewal costs, are contained in the operating Agreement.

**K. Opportunity/Catastrophe/Contingency**

A prudent portion of the District budget will be designated for an Opportunity/Catastrophe/Contingency Reserve. This reserve will be used to: (i) replace actual revenue shortfalls when carrying out the activities, (ii) maximize unique and unforeseen opportunities, and (iii) react to unforeseen situations.

The utilization of these funds will be at the discretion of the Corporation’s Board of Directors but within the approved scope of services to be provided according to this Plan and the Annual and Milestone Reports.

The annual allocation to the Opportunity/Catastrophe/Contingency reserve will not exceed seven percent (7%) of the total budget; nor will the allocation be less than three percent (3%) of the total annual budget, unless and until the cumulative revenue from assessments designated for the combined Opportunity/Catastrophe/Contingency reserves reaches $10 million. Once the cap is
reached, any assessment revenue that would otherwise be designated for the Opportunity/Catastrophe/Contingency reserves will instead be designated for current marketing and sales programs.

If at the expiration of the District, there is an Opportunity/Catastrophe/Contingency reserve remaining, and business owners wish to renew the District, the remaining Opportunity/Catastrophe/Contingency reserve may be used for renewal costs.

If the District is renewed following the thirty-nine and one-half (39 1/2) year term, and the assessment rate and boundaries remain identical going forward, the Opportunity/Catastrophe/Contingency reserve shall be made available to the corporation managing the renewed District in accordance with SDMC section 61.2523(a) or other ordinance provisions which may then exist. These previously accumulated funds may be spent consistently with the allocations in this Plan or may remain in savings for future expenditures consistent with this Plan. Should the District not be renewed, or at any time be dissolved, the previously accumulated assessment revenue (less any funding needed to settle outstanding obligations) shall be proportionally refunded and distributed to the assessed businesses in the District. Should the District be renewed but with different boundaries or assessment criteria, remaining funds shall be transferred to the new District but spent on programs and services to benefit only the assessed businesses in accordance with this Plan.

L. California Constitutional Compliance
The District assessment is not a property-based assessment subject to the requirements of Proposition 218. The Court has found, Proposition 218 limited the term “assessments” to levies on real property.” Rather, the District is a business-based assessment, and is subject to Proposition 26. Pursuant to Proposition 26 all levies are a tax unless they fit one of seven exceptions. Two of these exceptions apply to the District, a “specific benefit” and a “specific government service.” Both exceptions require that the costs of benefits and services do not exceed the reasonable costs to the City of conferring the benefits and services.

1. Specific Benefit
In order to fall within the exception for specific benefits, Proposition 26 requires that assessment funds be expended on, “a specific benefit conferred or privilege granted directly to the payor that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of conferring the benefit or granting the privilege.” The services in this Plan are designed to provide targeted benefits directly to assessed lodging businesses, and are intended to provide benefits directly to only those businesses paying the assessment. These services are tailored not to serve the general public, businesses in general, lodging businesses not in the District, or parcels of land, but rather to serve the specific lodging businesses within the District. The activities described in this Plan are specifically targeted to increase room night sales for assessed lodging businesses

1 Howard Jarvis Taxpayers Association v. City of San Diego (1999) 72 Cal App. 4th 230
2 Cal. Const. art XIII C § 1(e)(1)
within the District, and are narrowly tailored. District funds will be used exclusively to provide the specific benefit of increased room night sales directly to the assessees. For example, assessment funds shall not be used to feature non-assessed lodging businesses in District programs nor to generate sales leads for non-assessed businesses. The activities paid for from assessment revenues are business services constituting and providing specific benefits to the assessed businesses.

The assessment imposed by this District is for a specific benefit conferred directly to the payors, lodging businesses with seventy (70) or more rooms, that is not provided to those not charged. The specific benefit conferred directly to the payors, lodging businesses with seventy (70) or more rooms, is an increase in room night sales. The specific benefit of an increase in room night sales for assessed lodging businesses will be provided only to those lodging businesses with seventy (70) or more rooms paying the district assessment, with marketing and sales programs promoting only those lodging businesses with seventy (70) or more rooms paying the district assessment. The marketing and sales programs will be designed to increase room night sales at each assessed lodging businesses with seventy (70) or more rooms. Because they are necessary to provide the marketing and sales programs that specifically benefit the assessed lodging businesses with seventy (70) or more rooms, the administration, and Opportunity / Catastrophe / Reserve funded services also provide the specific benefit of increased room night sales to the assessed lodging businesses.

Although the District, in providing specific benefits to payors, may produce incidental benefits to non-paying businesses, the incidental benefit does not preclude the services from being considered a specific benefit. The legislature has found that, "A specific benefit is not excluded from classification as a 'specific benefit' merely because an indirect benefit to a nonpayor occurs incidentally and without cost to the payor as a consequence of providing the specific benefit to the payor."3

2. Specific Government Service
The Constitution also indicates that the assessment may be utilized to provide "a specific government service or product provided directly to the payor that is not provided to those not charged, and which does not exceed the reasonable costs to the local government or providing the service or product."4 The legislature has recognized that marketing and promotions services like those to be provided by the District are considered government services in the context of business improvement districts and California Constitution Article XIII C. Although the City is not directly providing the services and the Corporation is not a government agency, the marketing services are considered government services within the meaning of California Constitution Article XIII C because the City has created the District and engaged the Corporation to provide the marketing services. Further the legislature has determined that "a specific government service is not excluded from classification as a 'specific government service' merely because an indirect benefit to a

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3 Government Code section 53758(a)
4 Cal. Const., art. XIII C, § 1(e)(2)
nonpayor occurs incidentally and without cost to the payor as a consequence of providing the specific government service to the payor.\textsuperscript{5}

3. **Reasonable Cost**

These exceptions for benefits and services provide that the assessment cannot exceed the reasonable costs to the local government of conferring the benefit or granting the privilege.\textsuperscript{6} In order to ensure that the assessment does not exceed a reasonable cost to the City of conferring the benefit, granting the privilege, or providing the service, the full amount assessed will be used to provide the services described herein. Funds will be managed by the Corporation, and reports submitted on an annual basis to the City. Only assessed lodging businesses will be featured in marketing materials, receive sales leads generated from District-funded activities, be featured in advertising campaigns, and benefit from other District-funded services. Non-assessed lodging businesses will not receive these, nor any other, District-funded services and benefits.

The District-funded programs are all targeted directly at and feature only assessed businesses. It is, however, possible that there will be a spill over benefit to non-assessed businesses. If non-assessed lodging businesses receive incremental room nights, that portion of the promotion or program generating those room nights shall be paid with non-District funds. District funds shall only be spent to benefit the assessed businesses, and shall not be spent on that portion of any program which generates incidental room nights for non-assessed businesses.

4. **Benefit to NonPayors**

The specific benefits and government services provided by the District will be directly provided only to the assessed businesses; they will not be directly provided to non-assessed businesses. Possible indirect benefit does not preclude the District services from being considered a specific government benefit or service. The legislature has directly indicated, in the context of tourism marketing districts, that services are not precluded from classification as a specific government benefit or service merely because an indirect benefit to a non-payor occurs as a consequence of providing the service and without cost to the payor.\textsuperscript{7}

Although the legislature does not require the cost of any incidental benefit to non-payors be separated from the assessment, out of an abundance of caution a study was conducted on benefit generated by the District programs. The study is attached as Appendix 5. The study found that 6.9 percent of marketing programs generate incidental room night sales at non-assessed lodging businesses within and surrounding the City of San Diego. Although it is not required, the portion of programs that generate this benefit will be paid for with non-assessment funds. Assessment funds will only fund that portion of the programs (93.1 percent) which represents a specific benefit to the assessed businesses. For example, if a program costs $100,000 total, the District will fund $93,100

\textsuperscript{5} Government Code section 53758(b)
\textsuperscript{6} Cal. Const. art XIII C § 1(e)(1) and (e)(2)
\textsuperscript{7} AB 483 Ting (2014)
and the remaining $6,900 will be sourced from non-assessment funds. In other words, to the extent that TMD funded programs create benefits for non-assessed hotels within or outside of the City of San Diego, that portion of the program that generates those benefits will be paid for with non-assessment funds.

The amount of the assessment is no more than necessary to cover the reasonable costs of the proposed activities, and the manner in which the costs are allocated to a business owner bear a fair share or reasonable relationship to the businesses' benefits received from the proposed activities. The benefit study in Appendix 5 found that the benefits provided by the District do not exceed the reasonable cost.

The programs provided with District funding receive additional non-assessment funding in the form of grants, corporate sponsorships, event income, transient occupancy tax, and other funds. These funding sources shall be equal to or exceed the amount of benefit conferred to non-payors annually by the District's services. These non-assessment funds will be used to pay for the benefit to non-payers provided by the proposed services, ensuring that assessments will only be used to provide benefits to assessed businesses.
V. Governance and Oversight

A. City Administration and Oversight

The City will oversee collection of the assessments and ensure the expenditure of funds is consistent with this Plan. On an annual basis, within 30 days of the City's finalization of the fiscal year's accounting, the City will provide a full accounting of District assessment revenue including interest earned on any pooled investments, plus interest and penalties collected from delinquent accounts.

Prior to the beginning of each Fiscal year, the City Council, in an open meeting, shall consider the submitted Report of Activities, and may approve as submitted or modified (including the associated expenditure of District revenue).

B. San Diego Tourism Marketing District Corporation Administration

The procedural ordinance provides that the City may contract with a designated non-profit corporation to implement this Plan and to carry out specified activities, subject to the terms and conditions enumerated in the contract with that corporation. The City shall contract with the Corporation, a private non-profit corporation, to serve as the Tourism Marketing District Association, manage the District assessments, and contract for implementation of the proposed marketing and sales programs and services as outlined in this Plan.

Purpose
The specific purpose of the Corporation, a private non-profit corporation, is to directly benefit assessed lodging businesses through the effective and judicious allocation of its revenue and resources to measurably successful tourism promotion, marketing, sales, and advertising programs, and special events, that will generate additional room nights for assessed businesses and not others (except to the extent non-assessment revenue is used to benefit non-assessees).

General Powers
Subject to the provisions and limitations of the California Non-profit Mutual Benefit Corporation Law and any other applicable laws, and subject to any limitations of its Articles of Incorporation and Bylaws, the Corporation's activities and affairs shall be managed, and all corporate powers shall be exercised, by or under the direction of the Board of Directors.

Board of Directors
Only business owners or business owner's representatives paying the District assessment may vote in annual elections of the Corporation. And only business owners or business owner's representatives paying the District assessment may seek serve on the Board of Directors of the Corporation. The Board of Directors shall consist of nine (9) directors unless changed by amendment to the Bylaws of the Corporation.
Board members, officers, and members of the Corporation shall represent the assessed lodging businesses and further their economic interests.

**Board Nominations & Elections**

Elections to the Board of Directors will be held annually. A call for self-nominations will occur annually and all qualified self-nominees will be listed on the ballot for Board elections. In addition to, or in the absence of, self-nominations, the Nominations Committee of the Board may put forth a slate of nominees at each election.

The procedure for nominations and elections, including the timing for nominations, and the protocol for distribution and collection of ballots, is defined in the Bylaws of the Corporation. The Corporation will annually arrange for the City, or the City's designee, to administer, count and report the results of the balloting for Board elections.

**Board Officers**

Officers of the Board of Directors shall be elected by a majority vote of the Board at the first regularly scheduled meeting of the Board following annual Board member elections.

**Board Standards and Conduct**

The Corporation is organized as a 501(c)6 mutual benefit corporation, and its purpose is the management of the resources of the District. The primary measures of the Corporation's success will be the exclusive privileges and specific benefits it delivers to the assessed businesses. Because the delivery of a specific measurable benefit to the assessed businesses is required by law, and is the primary legal purpose of the Corporation, it is recognized that members of the Board of Directors, through their assessed businesses, will receive benefit from the activities of the Corporation.

In addition, the City's enabling procedural ordinance recognizes, analogously to the PBID Law, that the Corporation is a "private entity and may not be considered a public entity for any purpose, nor may its board members or staff be considered to be public officials for any purpose." Notwithstanding the foregoing and regardless of state allocations for mandate reimbursements, the Corporation shall comply with the Ralph M. Brown Act, California Government Code §54950 et seq., at all times when matters within the subject matter of the District are heard, discussed, or deliberated, and with the California Public Records Act, California Government Code §6250 et seq., for all documents relating to activities of the District.

Furthermore, the Corporation’s Board of Directors shall comply with the California Corporations Code and shall develop internal policies defining standards, responsibilities and conduct for the Board of Directors.

**A Volunteer Board of Directors**

The members and officers of the Board of Directors of the Corporation will serve as volunteers. They will receive no compensation for their service individually or collectively. They are not entitled
to, nor may they make a claim for, reimbursement of any personal or professional expenses attributed to their service. Other than Directors and Officers Liability Insurance no benefits such as, but not limited to, health insurance, worker's compensation insurance, disability insurance, reimbursement of out-of-pocket expenses, or paid vacation, will be provided.

**Limiting Contact Between Applicants and the Board of Directors**

It will be vital that the application and allocation process for funding from the *Corporation* be open, fair, and efficient. To this end, the written submission of an application and supporting materials, as well as any public presentation that may be required from applicants, will be the foundation for Board discussion and deliberations. Board members are encouraged to limit their contact and communication with applicants regarding their applications or proposed application to open and public meetings of the Board and its committees, and to disclose any extra-meeting contact or communication prior to participating in the consideration of that applicant's submission.

**C. Report of Activities**

**Annual Report**

The *Corporation* shall cause to be prepared annually a report for the coming fiscal year. The first report of the renewed district included the activities for the first eighteen months of operation, from January 1, 2013 through June 30, 2014. The final report of the renewed district will include activities from July 1, 2052 through June 30, 2052. Every fifth year, a Milestone Report shall be submitted instead of the Annual Report, which shall include all of the information required in the Annual Report.

The report may propose changes, including, but not limited to, the boundaries of the *District* or to any benefit zones within the *District*, the basis and method of levying assessments, and any changes in the classification of categories of business if a classification is used.

The report shall be filed with the *City* by mutually agreed upon dates pursuant to the operating *Agreement*, and shall refer to the *District* by name, specify the fiscal year to which the report applies, and with respect to that fiscal year, will contain all of the following information:

- Any proposed changes to the boundaries of the *District*;
- The activities to be provided for that fiscal year;
- An estimate of the cost of providing the activities for that fiscal year;
- The method and basis of levying the assessment in sufficient detail to allow each business owner to estimate the amount of the assessment to be levied against his or her business for that fiscal year;
- The estimated amount of any surplus or deficit revenues to be carried over from the previous fiscal year; and
• The estimated amount of any contributions to be made from sources other than assessments levied pursuant to this Plan as necessary to ensure that assessment-funded programs directly benefit assessees alone.

District Milestone Report
The Corporation shall cause to be prepared a retrospective and prospective District Milestone Report every five (5) fiscal years for which assessments are levied. This District Milestone Report will include the required annual Report of Activities for the prospective fiscal year. The first District Milestone Report of the renewed District will include the reporting of results for the initial five and one-half years of operation, from January 1, 2013 through June 30, 2018. The final Milestone Report of the renewed district will include reporting of results from July 1, 2048 through June 30, 2052. Reports for the intervening period will include reporting of results for the prior five (5) years. Reports will be submitted to the City on agreed upon dates pursuant to the operating Agreement.

The report may propose changes, including, but not limited to, the boundaries of the District or any benefit categories within the District, the basis and method of levying the assessments, and any changes in the classification of benefit categories or categories of business, within categories, if used.

The report shall be filed with the City on agreed upon dates pursuant to the operating Agreement, and shall refer to the District by name, specify the five (5) prospective fiscal years to which the report applies, and with respect to those five (5) fiscal years, shall contain all of the following information:

• Any proposed changes to the boundaries of the District or to any benefit categories or classification of businesses within the District;
• The general activities to be provided for the next five (5) fiscal year cycle;
• An estimate of the cost of providing the activities for the next five (5) fiscal year cycle;
• The method and basis of levying the assessment in sufficient detail to allow each business owner to estimate the amount of the assessment to be levied against his or her business for each fiscal year for the next five (5) year cycle;
• The estimated amount of any surplus or deficit revenues to be carried over one year to the next for the next five (5) fiscal year cycle; and
• The estimated amount of any contributions to be made from sources other than assessments levied pursuant to this Plan as necessary to ensure that assessment-funded programs directly benefit assessees alone.

The City Council may approve the report as filed by the Corporation, or may modify any portion of the report and approve it as modified. Such modification shall only be made subject to the noticing provisions of San Diego Municipal Code sections 61.2519 and 61.2520. The Council shall not approve a change in the basis and method of levying assessments that would impair a contractual obligation of the City.
D. Modifications of Plan
The Corporation may, at any time, make a written request that the City Council modify this Plan. Any modification of this Plan shall be made pursuant to SDMC §61.2520, as that ordinance now reads or may hereafter be amended, but shall include prior written notice of the proposed modification to assessed businesses and a noticed public hearing on the proposed modification.

E. Modifications of District Operating Agreement
The City and Corporation shall enter into an operating Agreement for operation of the District. Mutually agreed modifications shall be made pursuant to the provisions of the approved operating Agreement.
Appendix 1 – Definition of Lodging Establishments

For the purposes of the assessment levied in connection with the renewed District:

1. The assessment shall be calculated as a percentage of the Assessable Rent of each lodging business.

2. “Lodging Business” means a business, other than: a recreational vehicle park or campground; or a business whose principal purpose is to rent rooms for occupancy to tenants for use as a primary residence, such as a Single Room Occupancy (SRO) hotel, that is a “hotel” pursuant to SDMC Section 35.0102 and has seventy (70) or more rooms.

3. “Assessable Rent” means “rent,” as that term is defined in SDMC Section 35.0102, subject to the exclusions set forth in SDMC Sections 35.0111 and 61.2516.

For reference:

SDMC Section 35.0102 defines “hotel” as “any structure or any portion of any structure which is occupied, or intended or designed for Occupancy, by Transients for dwelling, lodging, or sleeping purposes, and is held out as such to the public. ‘Hotel’ does not mean any hospital, convalescent home, or sanitarium.”
Appendix 2 – Procedural Ordinance

(As of July 1, 2012, but may be amended from time to time.)

Chapter 6: Public Works and Property, Public Improvement and Assessment Proceedings
Article 1: Public Improvement and Assessment Proceedings
Division 25: San Diego Tourism Marketing District Procedural Ordinance
(Added 5-30-2007 by O-19622 N.S.; effective 6-29-2007.)

§61.2501 Purpose and Intent
The purpose and intent of this Division is:

(a) To allow for the establishment of a tourism marketing district to provide for tourism development, including coordinated joint marketing and promotion of San Diego businesses, in order to retain and expand the lodging industry which is one of the top revenue generators for the San Diego economy and a key employment sector.

(b) To create a mechanism to fund promotional activities for tourism development through the levy of assessments upon the businesses to which the special and specific benefit from those activities is conferred.

(c) To provide a method for the involvement of a nonprofit entity to participate in the preparation and review of proposed tourism marketing district plans for district activities.

(d) To provide a method for the City Council to authorize a nonprofit entity with specific interest in the promotion of City tourism to implement and administer district activities.

(e) To provide a mechanism with which a charge may be imposed for a special and specific benefit conferred directly to the payors that is not provided to those not charged and which does not exceed the reasonable costs to the City of San Diego of conferring the benefit.

("Purpose and Intent" added 5-30-2007 by O-19622 N.S.; effective 6-29-2007.)
(Amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011.)

§61.2502 Citation of Division
This division may be cited as the San Diego Tourism Marketing District Procedural Ordinance.
("Citation of Division" added 5-30-2007 by O-19622 N.S.; effective 6-29-2007.)
§61.2503 Rules of Construction
This Division shall be liberally construed in order to effectuate its purposes. No error, irregularity, informality and no neglect or omission of any officer, in any procedure taken under this Division which does not directly affect the jurisdiction of the San Diego City Council to order the work shall void or invalidate such procedure for any assessment or the cost of the work done thereunder.

("Rules of Construction" added 5-30-2007 by O-19622 N.S.; effective 6-29-2007.)
(Amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011.)

§61.2504 Definitions
For purposes of this division, defined terms appear in italics. The following definitions apply in this Division:

"Activities" means, but is not limited to, the promotion and marketing of assessed businesses to provide a special and specific benefit to assessed businesses within the district that is not provided to those not paying the assessment.

"Assessment" means a levy for the purpose of conducting activities which will provide a special and specific benefit to the assessed businesses located within a tourism marketing district is not provided to those not paying the assessment. Assessments levied under this Division are not special taxes.

"Business" means any and all types of hotels where a structure, or any portion of a structure, is held out to the public as being occupied, or designed for occupancy, by transients for dwelling, lodging or sleeping purposes.

"Business owner" means the owner, operator, or authorized representative of the business who is noted on City records as the responsible party for the remitting and reporting of Transient Occupancy Tax pursuant to San Diego Municipal Code section 35.0114.

"District management plan" or "plan" means a proposal as defined in sections 61.2507.

"Tourism marketing district," or "district," means an area established pursuant to this Division, within which businesses pay assessments to fund activities.

"Tourism marketing district association" or "association" means a private nonprofit entity which represents, and whose membership includes only the assessed business owners or business owners' representatives in a district and which participates in the preparation and review of proposed district management plans for district activities that provide a special and specific benefit to assessed businesses that is not provided to those that are not assessed. A tourism marketing district association may be an existing nonprofit entity or a newly formed nonprofit entity. In accordance with California Streets and Highways Code section 36614.5, the association is a private entity and may not be considered a public entity for any purpose, nor may its board members or staff be considered to be public officials for any purpose.

Transient has the same meaning as in San Diego Municipal Code section 35.0102.
§61.2505 Alternative Financing Method; No Limit on Other Provisions of Law
This Division provides an alternative method of financing certain activities. The provisions of this Division shall not affect or limit any other provisions of law authorizing or providing for activities or the raising of revenue for the benefit of businesses.

§61.2506 Establishment of Tourism Marketing District
A tourism marketing district may be established as provided in this Division, in the following manner:

(a) Upon the submission of a written petition, signed by the business owners in the proposed district who will pay more than 50 percent of the assessments proposed to be levied, the City Council will initiate proceedings to establish a district by the adoption of a resolution expressing its intention to establish a district. Where the same business owner would be assessed an amount in excess of 40 percent of the total amount of all assessments proposed to be levied, that business owner's share of the assessment over such 40 percent shall not be included in determining whether the petition is signed by business owners who will pay more than 50 percent of the total amount of assessments proposed to be levied.

(b) The petition of business owners required under subdivision (a) shall include a summary of the district management plan. That summary shall include all of the following:

(1) A map showing the boundaries of the district.
(2) Information specifying where the complete district management plan can be obtained.
(3) Information specifying that the complete district management plan shall be furnished upon request.

(c) The resolution of intention described in subdivision (a) shall contain all of the following:

(1) A brief description of the proposed activities, the amount of the proposed assessment, a statement that bonds will not be issued, and a description of the exterior boundaries of the proposed district. The descriptions and statements do not need to be detailed and shall be sufficient if they enable an owner to generally identify the nature and extent of the activities and the location and extent of the proposed district.
(2) A time and place for a public hearing on the establishment of the tourism marketing district and the levying of assessments, which shall be consistent with the requirements of section 61.2508.

("Establishment of Tourism Marketing District" added 5-30-2007 by O-19622 N.S.; effective 6-29-2007.)

(Amended 12-18-2007 by O-19691; effective 1-17-2008.)

(Amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011.)

§61.2507 Tourism Marketing District Management Plan

The district management plan shall contain all of the following:

(a) A map of the district.

(b) The name of the proposed district.

(c) A description of the boundaries of the district, including the boundaries of any benefit zones, proposed for establishment or extension in a manner sufficient to identify the affected lands and businesses included. Nothing in this Division prohibits the boundaries of a district created pursuant to this Division to overlap with other districts created pursuant to this Division or assessment districts established pursuant to other provisions of law including, but not limited to, the Parking and Business Improvement Area Law of 1989, California Streets and Highways Code sections 36500 - 36551, or the Property and Business Improvement District Law of 1994, California Streets and Highways Code sections 36600 - 36671.

(d) The general description of activities proposed for each year of operation of the district and the estimated maximum cost thereof.

(e) The estimated total annual amount proposed to be expended each year for administration and operation of the district.

(f) The proposed source or sources of financing including the proposed method and basis of levying the assessment in sufficient detail to allow each business owner to calculate the amount of the assessment to be levied against their business.

(g) The planned frequency for the levying of the assessments.

(h) The specific number of years in which assessments will be levied. The maximum term for any district is 40 years. The district management plan may set forth specific changes in assessments for each year of operation of the district.

(i) The proposed timing and duration of activities under the plan.

(j) Any proposed rules and regulations to be applicable to the district.

(k) A list of the businesses to be assessed then in existence.

(l) A description of the procedures utilized by the association for the nomination and election of the association’s board of directors.
(m) Any other item or matter required to be incorporated therein by the San Diego City Council, the San Diego Municipal Code, or any other applicable law.

The district management plan shall be approved by City Council at the time City Council considers the petition of businesses seeking to establish a tourism marketing district. Should the businesses or the tourism marketing district association seek to modify the plan at any time, such modifications shall be subject to the requirements of sections 61.2519 and 61.2520.


(Amended 12-18-2007 by O-19691; effective 1-17-2008.)

(Amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011.)

§61.2508 Notice of Proposed Assessments; Public Hearing

(a) If the City Council proposes to levy a new or increased assessment pursuant to this Division, the City shall comply with the following notice, protest, and hearing procedures:

1. The City Council shall identify all businesses which will have a special and specific benefit conferred on them by the activities and upon which an assessment will be imposed.

2. All assessments shall be supported by the management plan.

3. The City shall give notice by mail to the business owner of each identified business. Each notice shall state the estimated total initial annual assessments for the entire district, the duration of the payments, the reason for the assessment and the basis upon which the amount of the proposed assessment was calculated, and a specific formula in sufficient detail to allow the business owner to calculate the proposed assessment on the business, together with the date, time, and location of a public hearing on the proposed assessment.

4. If the proposed assessment formula is based on gross room revenue, the amount of the proposed assessment for each identified business shall be estimated based on gross room rental revenue for the City's most recent complete fiscal year.

5. Each notice shall also include, in a conspicuous place, a summary of the procedures for the completion, return, and tabulation of the ballots required pursuant to section 61.2508(a)(6), including a statement that the assessment shall not be imposed if the ballots submitted in opposition to the assessment exceed the ballots submitted in favor of the assessment, with ballots weighted according to the proportional financial obligation of the affected business. The City shall give notice by mail at least 45 days...
prior to the date of the public hearing upon the proposed assessment. On
the face of the envelope mailed to the business owner, in which the notice
and ballot are enclosed, there shall appear in substantially the following
form in no smaller than 16-point bold type: “OFFICIAL BALLOT
ENCLOSED.” The City may additionally place the phrase “OFFICIAL
BALLOT ENCLOSED” on the face of the envelope mailed to the
business owner, in which the notice and ballot are enclosed, in a language
or languages other than English.

(6) Each notice given pursuant to this section shall contain a ballot that
includes the City’s address for receipt of the ballot and a place where the
person returning the assessment ballot may indicate his or her name, a
reasonable identification of the business, and his or her support or
opposition to the proposed assessment. Each ballot shall be in a form that
conceals its contents once it is sealed by the person submitting the ballot.
Each ballot shall be signed and either mailed or otherwise delivered to the
address indicated on the ballot. Regardless of the method of delivery, all
ballots shall be received at the address indicated, or the site of the public
testimony, in order to be included in the tabulation of a majority protest
pursuant to section 61.2508(a)(8).

Ballots shall remain sealed until the tabulation of ballots pursuant to
section 61.2508(a)(8) commences, provided that a ballot may be
submitted, changed, or withdrawn by the person who submitted the ballot
prior to the conclusion of the public testimony on the proposed assessment
at the hearing required pursuant to this section. The City may provide an
envelope for the return of the ballot, provided that if the return envelope is
opened by the City prior to the tabulation of ballots pursuant to section
61.2508(a)(8), the enclosed ballot shall remain sealed as provided in this
section.

(7) At the time, date, and place stated in the notice mailed pursuant to section
61.2508(a)(3), the City shall conduct a public hearing upon the proposed
assessment. At the public hearing, the City shall consider all objections or
protests, if any, to the proposed assessment. At the public hearing, any
person shall be permitted to present written or oral testimony. The public
hearing may be continued from time to time.

(8) At the conclusion of the public hearing, a person or persons designated by
the City shall tabulate the ballots submitted, and not withdrawn, in support
of or opposition to the proposed assessment.

(9) The City Council may, if necessary, continue the tabulation at a different
time or location accessible to the public, provided the City Council
announces the time and location at the hearing. Technological methods
may be used in the tabulation of the ballots, including, but not limited to, punchcard, or optically readable (bar-coded) ballots.

(10) A majority protest exists if the ballots submitted, and not withdrawn, in opposition to the proposed assessment exceed the ballots submitted, and not withdrawn, in its favor, weighting those ballots by the amount of the proposed assessment to be imposed upon the identified business for which each ballot was submitted.

(11) If there is a majority protest against the imposition of a new assessment or an increase in an existing assessment, the City shall not impose or increase the assessment.

(b) In addition to the requirements of section 61.2508(a), the City shall also comply with California Government Code section 54954.6, as it relates to adopting any new or increased assessment.

(“Notice of Proposed Assessments; Public Hearing” added 5–30–2007 by O–19622 N.S.; effective 6-29-2007.)

(Amended 12-18-2007 by O-19691; effective 1-17-2008.)

(Amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011.)

§61.2509 City Council Adoption, Revision or Modification of Assessments; Modification of Approved Activities; Changes to District Boundaries

At the conclusion of the public hearing to establish the district, the City Council may adopt, revise, change, reduce or modify the proposed assessment or the type or types of activities to be funded with the revenues from the assessments. At the hearing, the City Council may only make changes to the boundaries of the proposed tourism marketing district that will exclude territory containing businesses that the City Council finds will not benefit from the proposed activities; and may only change proposed assessments by reducing them.

(“City Council Adoption, Revision or Modification of Assessments; Modification of Approved Activities; Changes to District Boundaries” added 5–30–2007 by O–19622 N.S.; effective 6-29-2007.)

(Amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011.)

§61.2510 Resolution of Formation of Tourism Marketing District

(a) If the City Council, following a public hearing, decides to establish a proposed tourism marketing district, the City Council shall adopt a resolution of formation that shall contain all of the following:

(1) A brief description of the proposed activities, the amount of the proposed assessment, and a description of the exterior boundaries of the proposed district. The descriptions and statements do not need to be detailed and shall be sufficient if they enable an owner to generally identify the nature
and extent of the activities and the location and extent of the proposed district.

(2) The number, date of adoption, and title of the resolution of intention.

(3) The time and place where the public hearing was held concerning the establishment of the district.

(4) A determination regarding any protests received. The City Council shall not establish the district or levy assessments if a majority protest was received.

(5) A statement that the operations of the district established by the resolution shall be subject to any amendments to this Division.

(6) A statement that the activities to be provided to benefit businesses in the district will be funded by the levy of the assessments. The revenue from the levy of assessments within a district shall not be used to provide activities that directly benefit businesses outside the district or for any purpose other than the purposes specified in the resolution of intention, as modified by the City Council at the hearing concerning establishment of the district.

(7) A statement specifying the time and manner for levying the assessments by the City Treasurer.

(8) A statement that any assessment imposed pursuant to this Division is levied solely upon the business owner within the district, that the business owner is solely responsible for payment of the assessment when due, and that, if the business owner chooses to collect any portion of the assessment from a transient, that portion shall be specifically called out and identified for the transient in any and all communications from the business owner as a “San Diego Tourism Marketing District Assessment.”

(9) A finding that the activities funded by the assessments will provide a special and specific benefit to businesses within the tourism marketing district that is not provided to those not paying the assessment.

(b) The adoption of the resolution of formation and recordation of the notice and map pursuant to section 61.2512 shall constitute the levy of an assessment in each of the fiscal years referred to in the district management plan.


(Amended 12-18-2007 by O-19691; effective 1-17-2008.)

(Amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011.)

§61.2511 City Clerk to Record Notice and Map of District
Following adoption of a resolution establishing a district pursuant to section 61.2510 the City Clerk shall record a notice and map of the district.

(Renumbered from former Section 61.2512, and amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011.)

§61.2512 City Council Establishment of Benefit Zones
The City Council may establish one or more separate benefit zones within the district based upon the degree of benefit derived from the activities to be provided within the benefit zone, and may impose a different assessment within each benefit zone. The City Council may also define categories of businesses based upon the degree of benefit that each will derive from the activities to be provided within the district, and may impose a different assessment or rate of assessment on each category of business, or on each category of business within each zone.

(“City Clerk to Record Notice and Map of District” added 5-30-2007 by O-19622 N.S.; effective 6-29-2007.)

(Amended 12-18-2007 by O-19691; effective 1-17-2008.)

(Renumbered from former Section 61.2513, retitled to “City Council Establishment of Benefit Zones” and amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011.)

§61.2513 Establishment, Modification or Disestablishment; Districts and Benefit Zones
All provisions of this Division applicable to the establishment, modification, or disestablishment of a tourism marketing district apply to the establishment, modification, or disestablishment of benefit zones or categories of business. In order to establish, modify, or disestablish a benefit zone or category of business, the City Council shall follow the procedure to establish, modify, or disestablish a tourism marketing district.

(“Council Establishment of Benefit Zones” added 5-30-2007 by O-19622 N.S.; effective 6-29-2007.)

(Renumbered from former Section 61.2514, and amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011.)

§61.2514 Expiration of Tourism Marketing District
If a tourism marketing district expires due to the time limit set pursuant to section 61.2507(h), a new district management plan may be created and a new district established pursuant to this Division.

(“Establishment, Modification or Disestablishment; Districts and Benefit Zones” added 5-30-2007 by O-19622 N.S.; effective 6-29-2007.)

(Renumbered from former Section 61.2515, and amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011.)

§61.2515 Collection of Assessments
The collection of the assessments levied pursuant to this Division shall be made at the time and in the manner set forth by the City Council in the resolution establishing the district described in section 61.2510. A method for charging interest and penalties for delinquent payments of assessments may also be prescribed in the resolution establishing the district.

(“Expiration of Tourism Marketing District” added 5–30–2007 by O–19622 N.S.; effective 6-29-2007.)

(Amended 12-18-2007 by O–19691; effective 1-17-2008.)

(Renumbered from former Section 61.2516, and amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011.)

§61.2516 Exemptions from Assessments
The following business revenues are considered exempt from assessment under this Division:

1. Revenues from a transient who has exercised occupancy for more than one month;
2. Revenues from a transient whose room rent is being paid directly or indirectly by the federal government or the State of California, or
3. Revenues from a transient who is by treaty exempt from locally-levied transient occupancy taxes.


(Amended 12-18-2007 by O–19691; effective 1-17-2008.)

(Renumbered from former Section 61.2518, and amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011.)

§61.2517 Validity of Assessments; Contests
The validity of an assessment levied under this Division shall not be contested in any action or proceeding unless the action or proceeding is commenced within 30 days after the resolution establishing the district and levying the assessment is adopted pursuant to section 61.2510. Any appeal from a final judgment in an action or proceeding shall be perfected by the appellant within 30 days after the entry of judgment.

(“Assessments Based on Estimated Benefits” added 5–30–2007 by O–19622 N.S.; effective 6-29-2007.)

(Renumbered from former Section 61.2519, and amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011. Former Section 61.2517 removed.)

§61.2518 City’s Promotional Responsibilities
(a) Nothing in this Division shall relieve the City of its responsibility to promote the City of San Diego as enumerated in San Diego Municipal Code section 35.0128 regarding the use of revenues from the City’s Transient Occupancy Tax.
(b) The City Manager, or the Manager’s designee, will provide the tourism marketing district association, on an annual basis, a statement detailing actual Transient Occupancy Tax revenues collected under San Diego Municipal Code section 35.0103 that are available for promoting the City. This statement shall also describe the prescribed use of revenues from the City’s Transient Occupancy Tax to include, but not be limited to:

1. The annual debt payment for all existing bond obligations related to the San Diego Convention Center Corporation;
2. The annual marketing subsidy as required by the San Diego Convention Center Corporation; and
3. The annual debt payment for all existing bond obligations relative to Balboa Park and Mission Bay Park.

("Exemptions from Assessments" added 5–30–2007 by O–19622 N.S.; effective 6-29-2007.)
(Amended 12-18-2007 by O-19691; effective 1-17-2008.)
(Renumbered from former Section 61.2520, and amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011.)

§61.2519 Modifications of District Management Plan
A tourism marketing district association may, at any time, request that the City Council modify its district management plan. Any modification of the district management plan shall be made pursuant to this Division.
("Validity from Assessments; Contests" added 5–30–2007 by O–19622 N.S.; effective 6-29-2007.)
(Amended 12-18-2007 by O-19691; effective 1-17-2008.)
(Renumbered from former Section 61.2521, and amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011.)

§61.2520 District Plan Modification; Public Hearing Required
(a) Upon the written request of a tourism marketing district association, the City Council may modify the district management plan, including modification of the activities to be funded with the revenue derived from the levy of the assessments, after conducting one public hearing on the proposed modifications. If the modification includes the levy of a new or increased assessment, the City shall comply with the notice and protest requirements of section 61.2508.

(b) The City Council shall adopt a resolution of intention which states the proposed modification prior to the public hearing required by this section. The public
hearing shall be held not more than 90 days after the adoption of the resolution of intention.

(c) The City shall give all business owners within the district written notice by mail, of the proposed modifications of the district management plan, an explanation of the modification, and the reason for the modification, together with the date, time and location of a public hearing on the proposed modification.

("City's Promotional Responsibilities" added 5–30–2007 by O-19622 N.S.; effective 6-29-2007.)
(Amended 12-18-2007 by O-19691; effective 1-17-2008.)
(Renumbered from former Section 61.2522, and amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011.)

§61.2521 Tourism Marketing District Association; Report of Activities

(a) Each tourism marketing district association shall cause to be prepared a prospective report for each fiscal year, except the first year, for which assessments are to be levied and collected to pay the costs of the activities described in the report. The tourism marketing district association's first report shall be due after the first year of operation of the district. The report may propose changes, including, but not limited to, the boundaries of the tourism marketing district or any benefit zones within the district, the basis and method of levying the assessments, and any changes in the classification of categories of business, if a classification is used.

(b) The report shall be filed with the City Clerk prior to the end of each fiscal year, and shall refer to the tourism marketing district by name, specify the fiscal year to which the report applies, and, with respect to that fiscal year, shall contain all of the following information:

(1) Any proposed changes to the boundaries of the tourism marketing district or to any benefit zones or classification of businesses within the district.
(2) The activities to be provided for that fiscal year.
(3) An estimate of the cost of providing the activities for that fiscal year.
(4) The method and basis of levying the assessment in sufficient detail to allow each business owner to estimate the amount of the assessment to be levied against his or her business for that fiscal year.
(5) The estimated amount of any surplus or deficit revenues to be carried over from the previous fiscal year.
(6) The estimated amount of any contributions to be made from sources other than assessments levied pursuant to this Division.

(c) The City Council may approve the report as filed by the tourism marketing district association, or may modify any portion of the report and approve it as
modified. Such modification shall only be made subject to the noticing provisions of sections 61.2520. Any portion of the report which proposes to modify the district management plan shall only be approved after complying with the notice and public hearing requirements of Section 61.2520. The City Council shall not approve a change in the basis and method of levying assessments that would impair an authorized or executed contract to be paid from the revenues derived from the levy of assessments.

(d) A tourism marketing district association shall comply with the Ralph M. Brown Act, California Government Code sections 54950 - 54963, at all times when matters within the subject matter of the district are heard, discussed, or deliberated, and with the California Public Records Act, California Government Code sections 6250 - 6276.48, for all documents relating to activities of the district.

(c) Each business owner paying the tourism district assessment has the right to vote in annual elections of the association and the right to seek nomination or election to the board of directors of the association.

§61.2522 Tourism Marketing District Association; Contract With Nonprofit

The district management plan may state that a tourism marketing district association will provide for and administer the activities described in the district management plan. If the district management plan designates a tourism marketing district association, the City may contract with the designated nonprofit corporation to implement the plan and carry out specified activities, subject to the terms and conditions enumerated in the contract.

§61.2523 Renewal of Expired District

(a) Upon renewal of an expired district, any remaining revenues derived from the levy of assessments, or any revenues derived from the sale of assets acquired with the revenues, shall be transferred to the renewed district. If the renewed district includes additional businesses not included in the prior district, the remaining revenues shall be spent to benefit only the businesses in the prior district. If the
renewed district does not include businesses included in the prior district, the remaining revenues attributable to these businesses shall be refunded to the owners of these businesses.

(b) Upon renewal, a district shall have a term not to exceed forty (40) years. There is no requirement that the boundaries, assessments, or activities of a renewed district be the same as the original or prior district.

("Tourism Marketing District Association; Report of Activities" added 5-30-2007 by O-19622 N.S.; effective 6-29-2007.)
(Amended 12-18-2007 by O-19691; effective 1-17-2008.)
(Renumbered from former Section 61.2525, and amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011.)

§61.2524 Disestablishment of District; Procedures

(a) Any tourism marketing district established or extended pursuant to the provisions of this Division, where there is no outstanding and unpaid indebtedness incurred to accomplish any of the purposes of the district, may be disestablished by resolution of the City Council in either of the following circumstances:

(1) If the City Council finds there has been misappropriation of funds, malfeasance, or a violation of law in connection with the management of the district; or

(2) After the first year of operation of the district, there shall be a 30-day period each year in which assessed business owners may request disestablishment of the district. The first such period shall begin upon presentation to City Council of the district's initial annual report of activities. During each successive year of operation of the district, business owners shall have such a 30-day period to request disestablishment upon presentation of the district's report of activities. Upon the written petition of the business owners in the district who pay 50 percent or more of the assessments levied, the City Council shall pass a resolution of intention to disestablish the district. The City Council shall notice a hearing on disestablishment, pursuant to section 61.2508.

(b) The City Council shall adopt a resolution of intention to disestablish the district prior to the public hearing required by this section. The resolution shall state the reason for the disestablishment, shall state the time and place of the public hearing, and shall contain a proposal to dispose of any assets acquired with the revenues of the assessments levied within the district. The notice of the hearing on disestablishment required by this section shall be given by mail to the owner of each business subject to assessment in the district. The City Council shall conduct the public hearing not less than 30 days after the mailing of the notice to the owner.
business owners. The public hearing shall be held not more than 60 days after the adoption of the resolution of intention.

("Tourism Marketing District Association; Contract With Nonprofit" added 5–30–2007 by O–19622 N.S.; effective 6-29-2007.)
(Renumbered from former Section 61.2526, and amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011.)

§61.2525 Disestablishment; Refund of Assessments
(a) If the disestablishment occurs before an assessment is levied for the fiscal year, the method and basis that was used to calculate the assessments levied in the immediate prior fiscal year shall be used to calculate the amount of any refund. All outstanding assessment revenue collected after disestablishment shall be spent on activities specified in the district management plan.
(b) Upon the disestablishment of a district, any remaining revenues, after all outstanding debts are paid, derived from the levy of assessments, or derived from the sale of assets acquired with the revenues, shall be refunded to the business owners then located and operating within the district in which assessments were levied by applying the same method and basis that was used to calculate the assessments levied in the fiscal year in which the district is disestablished.

("Renewal of Expired District" added 5–30–2007 by O–19622 N.S.; effective 6-29-2007.)
(Renumbered from former Section 61.2527, and amended 10-6-2011 by O-20096 N.S.; effective 11-5-2011.)

§61.2526 Action to Determine Validity; Action Contesting Validity
(a) An action to determine the validity of assessments, contracts, improvements, or activities may be brought by the City or tourism marketing district association pursuant to Chapter 9 (commencing with section 860) of Title 10 of Part 2 of the California Code of Civil Procedure. For such purpose an assessment, activity, improvement, or acquisition shall be deemed to be in existence upon its authorization by City Council.
(b) In accordance with California Streets and Highways Code section 36633, the validity of an assessment levied under this Division shall not be contested in any action or proceeding unless the action or proceeding is commenced within 30 days after the resolution levying the assessment is adopted pursuant to section 61.251. Any appeal from a final judgment in an action or proceeding shall be perfected within 30 days after the entry of judgment.

("Disestablishment of District; Procedures" added 5–30–2007 by O–19622 N.S.; effective 6-29-2007.)
("Action to Determine Validity; Action Contesting Validity" added 10-6-2011 by O-20096 N.S.; effective 11-5-2011 Former Section renumbered to 61.2524.)
Appendix 3 – District Lodging Businesses
List of Lodging Businesses as of May 2016

Lodging businesses will receive specific benefits and privileges resulting from the services provided as indicated in the table starting on the next page.

<table>
<thead>
<tr>
<th>LAFAYETTE HOTEL &amp; SUITES</th>
<th>BRISTOL COURT HOTEL</th>
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<tr>
<td>MOTEL 6 - AIRPORT</td>
<td>COMFORT INN &amp; SUITES ZOO/SW</td>
</tr>
<tr>
<td>DAYS INN</td>
<td>HILTON SAN DIEGO AIRPORT</td>
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<td>WESTGATE HOTEL COMPANY</td>
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<td>EMBASSY HOTEL</td>
<td>QUALITY INN</td>
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<td>HYATT REGENCY SAN DIEGO</td>
<td>LA JOLLA SHORES HOTEL</td>
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<td>ST.PAUL'S MANOR</td>
<td>HOWARD JOHNSON INN</td>
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<td>BEST WESTERN INN BY THE SEA</td>
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<td>HAMPTON INN SEA WORLD/AIRPORT</td>
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<td>RESIDENCE INN BY MARriott</td>
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San Diego Tourism Marketing District
District Management Plan 7/29/16
Appendix 4 – Programs

TARGETED MARKETING AND SALES PROGRAMS

Meeting and Group Sales & Marketing Programs and Consumer Direct Sales & Marketing Programs to Drive Sales Demand for District Lodging Businesses

Activities to be Implemented through Destination Marketing Organizations

Hotel Meeting Sales
Deployment of a direct sales force tasked to attend sales conferences and make sales calls on meeting planners, association & business group clients, and individuals.

- Typical direct expenses include District-related sales personnel salary, commissions, benefits, training; travel and entertainment of targeted industry professionals such as meals (excluding alcohol); staff travel and related expenses for attendance at industry tradeshows and events, travel, meal and mileage expenses related to sales calls activities; outside services such as lead generation services; remote sales offices; marketing materials and promotional items targeted towards hotel sales efforts; event registration for staff attendance at industry tradeshows and events; funding of events that agree to promote district activities; dues and subscriptions such as membership to trade organizations to create additional client relationships and sales opportunities; information technology, market intelligence, research, and performance audits.

- Typical indirect expenses include related contractor executive management, information technology support, and general & administrative overhead.

Event Management and Group Sales Development
Execution of special events dedicated to the production of District lodging business meeting leads and room night sales demand through, but not limited to, participation in and marketing activities at professional and/or affinity group conferences, organizations or associations of meeting planners, business group clients, and individuals.

- Typical expenses include District-related personnel salary, commissions, benefits, training, travel and entertainment; tradeshows and event expenses such as exhibit fees, facility and booth space rentals; outside contractors, bid & sponsorship fees, remote sales office; printed material and promotional items; food and beverage (excluding alcohol) appurtenant to trade show participation; information technology, market intelligence, research, and performance audits.

- Typical indirect expenses include related contractor executive management, information technology support, and general & administrative overhead.
Consumer Direct Sales & Marketing Programs
Placement of consumer direct sales and marketing campaigns including, but not limited to, Pay-Per-Click Online Banner Advertising and dedicated Online Travel Agency (OTAs such as Expedia, Orbitz, Travelocity) campaigns that are specifically designed to place booking opportunities for assessed businesses in the grasp of consumers who have or may have expressed an interest in traveling to San Diego.

- Typical expenses include outside services such as advertising agency fees; related events and promotions; production and advertising costs, District-related personnel salary, commissions, benefits, training, travel, printed material, promotional items, information technology, market intelligence, research, and performance audits.
- Typical indirect expenses include related contractor executive management, information technology support, and general & administrative overhead.

Sub-Regional Targeting
Supplemental programs of the type detailed in 1.1 and 1.3 above, but specific to District sub-regions outside of the downtown core such as Rancho Bernardo, La Jolla, Mission Bay, Mission Valley, and others.

Competitive Targeting
Programs of the type detailed in 1.1 above, awarded through competitive process.

The activities provided will result in Direct, Indirect, and General & Administrative expenses. A cost allocation methodology shall be approved periodically by the Corporation and made known to its contractors to be used in determining eligible Direct, Indirect, and General & Administration expenses and appropriate per diem, travel, and overhead rates.

The cost allocation methodology approved by the Corporation shall be modeled on OMB Circular A-122 (or successor document) in determining the Direct, Indirect, and General & Administrative expenses to be applied to District funding, notwithstanding that certain District-specific expenses may be treated as exceptions to OMB Circular A-122 with supporting analysis.
DESTINATION MARKETING

Destination Marketing with Specific Call to Action
Destination advertising campaigns and earned media will have specific call to actions such as special consumer directed website landing pages, links, and/or phone numbers to drive sales demand for District lodging businesses. All approved campaigns must have budgeted proportional other source funding reflective of benefit that will be used to augment the District funding to proportionally reflect any benefit to non-assessee.

- Typical direct expenses include advertising costs, agency fees, production, printing, distribution costs District-related personnel salary, commissions, benefits, training, travel, printed material and promotional items, information technology, market intelligence, research, and performance audits.
- Typical indirect expenses include related contractor executive management, information technology support, and general & administrative overhead.

Tourism Development including Travel & Trade
Execution of special events dedicated to the production of District group meeting leads and room night sales demand through, but not limited to, domestic and international travel & trade shows.

- Typical expenses include District-related sales personnel salary, commissions, benefits, and training; international representation in countries such as Germany, UK, and Japan including brochure distribution; travel and entertainment; event food & beverage (excluding alcohol) and printed material and promotional items distributed at tradeshows and events attended by travel trade representatives and decision makers; trade show booths and display production, space rental, display transportation, set up & break down costs; information technology, market intelligence, research, and performance audits.
- Typical indirect expenses include related contractor executive management, information technology support, and general & administrative overhead.

Group Meeting Destination Marketing
Placement of advertisements to targeted affinity group organizations through various mediums such as business, association, or trade networks and publication to directly influence the production of District lodging leads and room night sales through conferences, meeting planners, associations, and group clients.

- Typical expenses include advertising costs, agency fees, production, printing, distribution costs, District-related personnel salary, commissions, benefits, training, travel, printed material and promotional items, information technology, market intelligence, research, and performance audits.
- Typical indirect expenses include related contractor executive management, information technology support, and general & administrative overhead.
Multi-Year Tourism Development

Strategic development of multi-year or long-range event planning dedicated to the production of District lodging business leads and room night sales demand.

- Typical expenses include, but are not limited to, strategic planning, event RFPs, third-party whitepapers, promotional items, information technology, market intelligence, research, and performance audits. Typical indirect expenses include related contractor executive management, information technology support, and general & administrative overhead.

The activities provided will result in Direct, Indirect, and General & Administrative expenses. A cost allocation methodology shall be approved periodically by the Corporation and made known to its contractors to be used in determining eligible Direct, Indirect, and General & Administration expenses and appropriate per diem, travel, and overhead rates.

The cost allocation methodology approved by the Corporation shall be modeled on OMB Circular A-122 (or successor document) in determining the Direct, Indirect, and General & Administrative expenses to be applied to District funding, notwithstanding that certain District specific expense may be treated as exceptions to OMB Circular A-122 with supporting analysis.
Appendix 5 – Benefit Study