

- As of May 10, 2022 -

San Francisco Tourism Improvement District
Renewal Management District Plan

Formed under California Streets and Highways Code Sections 36600 et seq. "Property and Business Improvement District Law of 1994," as amended, and augmented by Article 15 of the San Francisco Business and Tax Regulations Code

Submitted to

The Advisory Committee for Renewal of the
San Francisco Tourism Improvement District

The Hotel Business Owners and Operators of the
San Francisco Tourism Improvement District

San Francisco Short-term Residential Rental Business Owners

The San Francisco Board of Supervisors

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San Francisco Tourism Improvement District

Introduction and Background

In 2008, the San Francisco hotel community and the Board of Supervisors approved the San Francisco Tourism Improvement District (*TID* or the *District*), which authorized an assessment on tourist hotel room revenue. TID revenue provided a dedicated source of funds to provide specific benefits to hotels paying the assessment. TID funds generated additional room nights and increased income for hotels by funding promotion of the City and County of San Francisco (*City*) as a meeting and tourism destination.

In the years since, increased sales, marketing, and promotion have helped transform San Francisco's hotel room market into one of the healthiest in the country as measured by increases in average daily room rates (*ADR*) between 2009 and 2018 among the top 25 destinations.¹

In addition, the TID assessment also raised funds for the renovation of the Moscone Convention Center, and for exploration of its potential expansion. A separate business improvement district, the Moscone Expansion District (*MED*), was approved in 2012 to fund a major expansion of the Convention Center. Using those funds, as well as monies contributed by the City, the TID, industry stakeholders and City agencies formed a public/private partnership and successfully completed a \$56 million renovation of the Moscone Convention Center, a major generator of hotel room demand, and later, using funds generated by the MED, a \$500 million expansion. Both projects were completed on time and on budget.

Travel and tourism is San Francisco's largest industry, generating more than \$9 billion in annual economic impact². The hotel industry is a significant employment sector in the City and it relies on a robust travel and tourism industry for its survival. San Francisco vies for tourist and convention business with cities around the world.

Implementation of the TID has allowed San Francisco to compete effectively for convention and tourism business. TID funds support a variety of services, with a particular focus on sales, marketing, and promotional programs designed to generate overnight stays and visitor spending, and personnel and administration to implement these programs. The TID governing board has the legal responsibility for ensuring that TID assessment funds are spent consistent with the requirements of this management plan. The TID contracts with the San Francisco Travel Association (*San Francisco Travel*) to implement these services. All of these efforts are designed to provide specific economic benefits to hotels that pay the TID assessment.

¹ A Performance Analysis of the San Francisco Tourism Improvement District, Tourism Economics, January 2020

² 2018 San Francisco City/County Travel Spending report, SF Travel, Tourism Economics, Longwood International, Destination Analysts, STR

These efforts help maintain and grow San Francisco’s hotel room market for the future. Without them, the City faces the loss of market share for tourism (*i.e.*, leisure travel), conventions, meetings, and events.

The current TID expires on December 31, 2023. This renewal, if approved, will extend the TID for a period of fifteen years (*Renewed Term*), beginning on January 1, 2024 or the effective date of the renewed TID assessment proposed in this Management Plan, if later (*Commencement Date*). The renewal will also expand the scope of the TID to include short-term rentals, which will benefit from the TID activities and therefore would be subject to the TID assessment.

Experienced Leadership

Following establishment of the renewed District, the programs and activities funded by the TID will continue to be managed by an experienced team that includes representatives from the San Francisco hotel and short-term residential rental communities, the City and County of San Francisco, and San Francisco Travel. The majority of this team collaborated to create the San Francisco Tourism Improvement District in 2008.

An advisory committee has provided industry input into the TID renewal process. It includes representatives from the San Francisco Travel Board of Directors, the Hotel Council of San Francisco, and the local hotel and short-term residential rentals industries.

Why Invest in Destination Marketing?

According to Oxford Economics³, “the visitor economy warrants investments in destination promotion:”

- As incomes rise, consumer spending on travel grows at an even faster rate. Employment in the travel economy led growth during the last economic recovery.
- Hospitality and tourism outperformed the aggregate of all other export sectors during the period studied, with employment expanding nearly 10% while all other sectors shrank 1%.
- As incomes rise and globalization continues, U.S. destinations are poised to continue to capitalize through targeted promotional investments.
- Destination marketing plays an integral and indispensable role in the competitiveness of the visitor economy by pooling resources to provide the scale and marketing infrastructure needed to promote a place to national and international markets. One of the benefits of coordinated marketing facilitated by a Destination Marketing Organization (*DMO*) is the ability to have a stable organization and funding base to support destination marketing. As a result, DMOs

³ Destination Promotion: An Engine of Economic Development, Oxford Economics for Destinations International, 2014

are able to efficiently leverage the brand, infrastructure, and relationships that have been built over time. No one business, no matter how large, can achieve the combined global and domestic reach needed to compete in an increasingly crowded field of attractive destinations.

- The study further states that the diversity and quality of the U.S. product, both for leisure and meetings travel markets, positions U.S. destinations to drive further growth through targeted sales, marketing, and promotional investments such as the programs and activities funded by this assessment and developed and implemented by San Francisco Travel.

Destination promotion also provides the scope and strategic vision that support a wide array of individual businesses. Any single business may not capture sufficient share of a visitor's spending to justify marketing to attract visitors to a destination, or the business may have to market itself narrowly. For example, an individual hotel could market the attractiveness of a destination, but it would only benefit from those additional visitors who not only choose the destination but who also choose that particular hotel. Likewise, a person who operates a short-term rental may invest in marketing a specific unit, but acting alone that person may lack the incentive or resources to market the City as a destination. In other words, at the level of an individual business, the returns on an investment in marketing to attract visitors to a destination can be less compelling. However, when viewed at the level of all of the businesses in the destination that pay the assessment, investment in effective, focused destination marketing results in strong economic benefits that are specific to tourist hotels and short-term rentals.

DMOs such as San Francisco Travel also play a role in furthering the strategic potential of the visitor economy. DMOs can take a long-term view of the development of the destination, and pursue tactics to help develop a local visitor economy that will provide long-term benefits to tourist hotels and short-term rentals.

In summary, destination promotion helps expand the visitor economies in ways that are consistent with local priorities, building the types of opportunities that are a critical part of economic development.

Overview

The San Francisco Tourism Improvement District is an assessment district that provides specific benefits to hotels that pay the assessment by funding sales, marketing, and promotional efforts on their behalf. The TID was formed in 2008 and is set to expire at the end of 2023. The member businesses now wish to extend the TID for an additional 15 years, beginning January 1, 2024, and to expand the TID to also include short-term residential rentals. The table below summarizes key aspects of the renewed TID.

<i>Location:</i>	The renewed TID will include all tourist hotels and short-term residential rentals (collectively, “ <i>tourist rooms</i> ”) in the City and County of San Francisco. The District is divided into two geographic areas (<i>Zones</i>). Businesses in Zone 1 are generally located closer to the heart of San Francisco’s principal meetings, tourism, and transportation infrastructure, and pay a higher rate of assessment than businesses in Zone 2.
<i>Services:</i>	The renewed TID will provide specific benefits to tourist hotels and short-term residential rentals by funding targeted sales, marketing, and promotional activities. Those activities are designed to generate additional revenue from increased room nights, rates, and related guest spending at hotels. The TID will continue to contract with San Francisco Travel to provide these services.
<i>Budget:</i>	The annual budget for the first year of the District’s Renewed Term (commencing January 1, 2024) is anticipated to be approximately \$51,401,000. This budget assumes a return to pre-pandemic levels of activity. The budget will fluctuate year-to-year based on assessment collections, which are dependent on room sales, room rates, and occupancy.
<i>Cost:</i>	The assessment rate will be 1.25% of gross revenue for tourist rooms in Zone 1, and to 1% in Zone 2. The TID Board of Directors, acting by supermajority, will have the authority to raise assessment rates by not more than 1% if additional funds are needed to meet unforeseen or critical needs and costs of business attraction and retention.
<i>Duration:</i>	The renewed District will begin imposing assessments on gross revenue from tourist rooms beginning January 1, 2024, or the effective date of the renewed TID assessment proposed in this Management Plan, if later. The term of the renewed District will be 15 years after the Commencement Date.

<i>Management:</i>	The City and County of San Francisco will contract with the existing TID owners’ association, the non-profit San Francisco Tourism Improvement District Management Corporation, which in turn will contract with San Francisco Travel Association to provide the day-to-day operations and carry out the services as provided for in this Management District Plan. A majority of the TID Board of Directors shall consist of representatives of hotels that pay the TID assessment. The TID Board shall also include a representative of short-term rental businesses.
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Name of the District

The District shall continue to be known as the San Francisco Tourism Improvement District.

Purpose of the District

The District will provide specific benefits to businesses operating tourist hotels and short-term residential rentals by funding (i) sales, marketing, and promotional activities; (ii) special industry events designed to attract leisure travelers, conventions, meetings and events; (iii) a buy-down fund to help attract and provide support for qualifying events at the Moscone Convention Center; (iv) staffing, administration and oversight of these programs; and (v) related administrative costs for the TID, and the establishment and maintenance of adequate contingency and reserve funds for the TID and San Francisco Travel.

Specific Benefits to Hotels and Short-term Residential Rentals

Aggressive, targeted destination promotion will benefit businesses that derive revenue from tourist rooms by generating additional revenue from increased room nights, higher rates, and from related guest spending at hotels. These benefits are specific to the assessed businesses, and do not accrue to those not charged. Industry studies demonstrate that healthy tourism and convention business in markets competitive with San Francisco generates growth in hotel “RevPAR” (revenue per available room). Studies indicate that increased tourism and convention attendance arising from aggressive destination promotion, combined with the targeted sales and marketing expenditures designed to maximize lodging performance, will generate increased hotel and short-term residential rental demand, with a positive impact on RevPAR via higher occupancy rates and average daily room rates.⁴ In other words, the assessed businesses receive the benefit of higher yields, derived through the practice of driving demand and maximizing revenue. Studies also indicate that in addition to increased occupancy and room rates, hotels in the District (which are located predominantly in Zone 1) will also derive increased revenues from their ancillary facilities, such as hotel restaurants, bars, meeting space, and spas.⁵ Further, the aggressive sales, marketing, and promotion programs funded by the assessment, leading to growth in RevPAR, likely contribute in increases in hotel values. The services are targeted towards hotels and short-term rentals

⁴ A Performance Analysis of the San Francisco Tourism Improvement District, Tourism Economics, January 2020 and San Francisco Tourism Improvement District Analysis of Short-Term Rental Demand, Tourism Economics, March 2021

⁵ A Performance Analysis of the San Francisco Tourism Improvement District, Tourism Economics, January 2020 and San Francisco Tourism Improvement District Analysis of Short-Term Rental Demand, Tourism Economics, March 2021

that operate tourist rooms, and are not provided to businesses that do not pay the assessment.

All expenditures will be subject to a rigorous annual budgeting process, subject to approval of the TID Board and to annual audit, all designed to ensure that costs incurred in providing the services are reasonable in light of the benefits conferred, and do not exceed the reasonable costs incurred by the City of providing the services or conferring the benefits.

Assessed Businesses; Zones; Boundaries of the District

This will be a business-based district, which will include all tourist hotels and short-term residential rentals operating in the City & County of San Francisco, and which are located in the following geographic areas:

Zone 1: Tourist hotels and short-term residential rentals with addresses:

- On or east of Van Ness Avenue
- On or east of South Van Ness Avenue, and
- On or north of 16th Street from South Van Ness to the Bay, including all tourist hotels and short-term residential rentals east of Van Ness Avenue as if it continued north to the Bay, and north of 16th Street as if it continued east to the Bay.

Zone 2: Tourist hotels and short-term residential rentals with addresses:

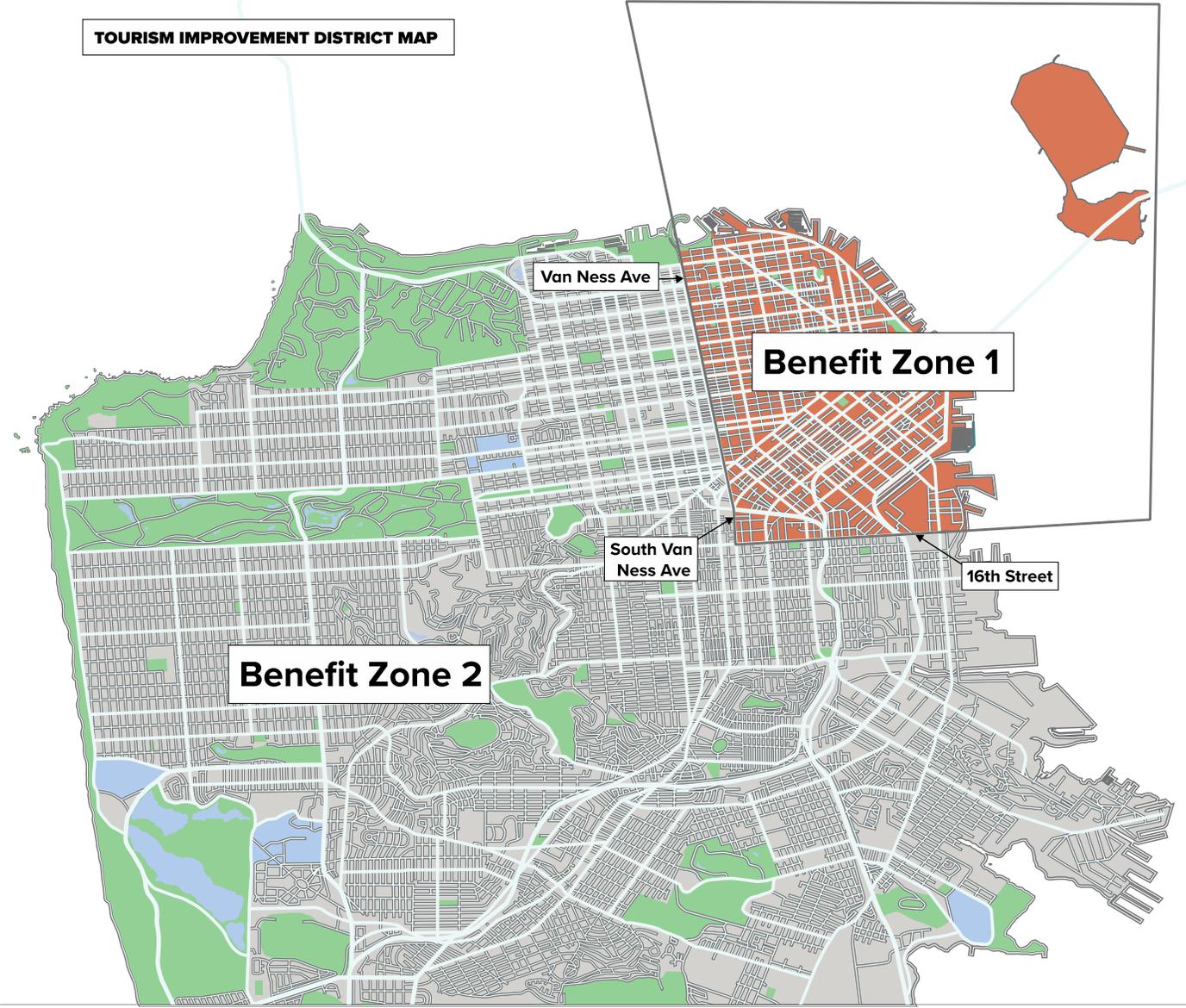
- West of Van Ness Avenue and South Van Ness Avenue, and
- South of 16th Street.

Because they will derive specific benefits from the activities funded by the District, and because this is a business-based district, all tourist hotels and short-term residential rentals that operate in San Francisco (*i.e.*, “tourist rooms”) at any time during the Renewed Term, including new hotels and short-term rentals, will be subject to the assessment.

Hotels and short-term residential rentals in Zone 1 will pay a higher assessment than hotels and short-term residential rentals in Zone 2 because it is expected that assessed businesses in Zone 1 will benefit from a greater positive impact on RevPar. Tourist rooms in Zone 1 are located closer to the majority of the City’s tourism and transportation infrastructure, including Moscone Center, Chase Center, BART, cable cars, Union Square, Fisherman’s Wharf, the Embarcadero and Chinatown. Proportional benefits will also accrue to assessed businesses in Zone 2, directly and via “compression,” *i.e.*, when large convention groups fill tourist rooms in Zone 1 (increasing their occupancy and average daily rate), the data generally show that bookings are also pushed into Zone 2 (increasing occupancy and average daily rate at those hotels and short-term rentals). In sum, hotels and short-term residential rentals in both zones will receive these benefits, but businesses in Zone 1 will pay a slightly higher assessment because they are expected to receive a relatively greater economic benefit as compared to those in Zone 2. This differential provides the basis for structuring two levels of assessment.

A map of the District and a list of existing tourist hotels and short-term residential rentals (with the latter identified by registration number of each short-term rental) within the District are set forth in the Management District Plan. Each year SFTIDMC will work with the City to update the list of tourist hotels and short-term residential rentals to ensure the list is accurate and that all businesses with tourist rooms in the City are properly assessed.

TOURISM IMPROVEMENT DISTRICT MAP



Proposed Annual Operating Budget, including Activities and Categories of Expenditures

The projected budget for the first twelve months of the Renewed Term is set forth below.⁶ The share of TID funds allocated to the “Moscone Center Buy-Down Fund” will remain constant throughout the Renewed Term at 0.25% of net assessment revenue. Similarly, TID funds allocated to the service categories set forth in the table below (“*Service Categories*”), other than the Moscone Center Buy-Down Fund, will continue to be allocated throughout the Renewed Term in the same proportions as in the Year 1 budget. However, if the SFTIDMC Board of Directors were to approve any increases in assessment rates,⁷ the Board may allocate TID funds attributable to any such increases among one or more of the Service Categories in proportions that differ from the Year 1 budget. For example, if the Board approves an increase in assessment rates to 2.25% in Zone 1 and 2% in Zone 2 in Year 5 of the Renewed Term, (a) TID funds attributable to the original portion of the new rates (1.25% in Zone 1 and 1% in Zone 2), would be allocated among the Service Categories in the same proportions set forth in the Year 1 budget, and (b) TID funds attributable to the increased portion of the new rates (the additional 1% in Zone 1 and .75% in Zone 2) could be allocated among one or more of the Service Categories in proportions that differ from the Year 1 budget. Actual dollars budgeted in any year of the Renewed Term will fluctuate depending on available funds. Each year’s budget will be outlined in annual reports prepared by SFTIDMC and submitted to the Board of Supervisors as required by applicable law.

<i>Programs and Activities</i>	<i>Percent of Budget Allocated</i>	<i>Budget</i>
Sales, marketing, and promotional programs targeted to provide specific benefits to tourist hotels and short-term residential rentals, including, for example, ad creation and media placement, meetings and convention sales, tourism programs and market research; administration and staffing of San Francisco Travel personnel responsible for providing this category of services, including without limitation its satellite and contract offices, and related costs; and establishment and maintenance of adequate reserve funds for San Francisco Travel. (Reserve funds shall be spent in accordance with terms of the	70%	\$28,690,000

⁶ The District’s fiscal year runs from July 1 – June 30. This budget is based on a projection for the first twelve months of the Renewed Term of the District, which if it starts effective January 1, 2024, would include the last six months of FY 2023/24 and the first six months of FY 2024/25. The actual funds available will depend on assessment collections, which may vary from this projection. The categories of expenditures, however, including the proportionate share of the 2024 budget allocated to each category, shall be as presented here. If the Commencement Date of the renewed District is later than January 1, 2024, the first year’s budget shall apply to the 12-month period following the Commencement Date. Further, due to the time lag between levy of the assessment beginning on January 1, 2024, collection of assessment funds by the City of San Francisco, and disbursement of those funds by the City to the District, there will be an initial delay of several months before assessment funds become available.

⁷ A supermajority of the SFTIDMC Board will have the authority to increase assessment rates by no more than an additional 1% in each zone; actual increases, if any, may be less than 1%. See p.12, below.

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Administration and Personnel of San Francisco Travel, including associated expenses for staffing of operations, administrative services, professional support services performed by and for San Francisco Travel, and related costs.	22%	\$9,017,000
Industry Special Events, Administration of the TID, and Operating Contingency Reserve These funds will be used to cover hosting major industry events in San Francisco, and administrative costs and expenses related to the formation, operation and administration of the District, including, for example: Hospitality industry special events that provide specific benefits to businesses that pay the TID assessment. Administrative, operational and professional support services, and related costs, of the District and SFTIDMC, the non-profit corporation that administers the District. This also includes the costs of support services provided by the San Francisco Tax Collector's office for collection, tracking and enforcement of the TID assessment, and the establishment and maintenance of contingency and reserve funds. "Renewal Costs," as defined in this plan. Surplus funds in this category may be transferred to other TID categories of expenditures, including the Moscone Convention Center Buy-Down Fund, upon a majority vote of the Board of Directors of SFTIDMC, in its capacity as the owners' association of the District.	8%	\$3,279,000
SUBTOTAL	100% of budgeted funds excluding Moscone Center buy-down fund	\$40,986,000
Moscone Convention Center Buy-Down Fund for qualifying events	0.25% of Net Assessment Funds	\$10,415,000
TOTAL	100%	\$51,401,000

Renewal Costs

Up to \$800,000 may be expended on the costs of renewing the District (*Renewal Costs*). These expenses may be funded by assessments collected from either the existing TID or the renewed TID. Renewal Costs are being paid as incurred. In the event that a legal action is filed with respect to the validity of the TID and/or its renewal, or if it is determined that a general election is required for approval of the renewed TID assessment, the TID Board of Directors shall have the authority to increase the amount of TID assessment funds allocated to pay for Renewal Costs, up to 20% of all gross assessment revenue for the first year of the renewed TID. In that event, the TID Board of Directors can authorize that the existing TID can advance funds in excess of the \$800,000 for that purpose. All funds from the existing TID used to pay for Renewal Costs may be reimbursed to the existing TID from the renewed TID.

Renewal Costs include actual costs incurred by the San Francisco Travel Advisory Committee, the San Francisco Tourism Improvement District, San Francisco Travel Association, and by the City and County of San Francisco arising out of or related to the renewal process. Reimbursable Renewal Costs include, for example, (a) costs of preparation of the management district plan required by state law, including reports commissioned or obtained in support of the management district plan, (b) costs of circulating and submitting the petition to the Board of Supervisors seeking establishment of the renewed District, (c) costs of printing, advertising and giving of published, posted or mailed notices, (d) costs of engineering, consulting, legal and other professional services provided in support of renewal of the District, including, for example, project management of the renewal process, contract negotiation and drafting, and the provision of legal advice and representation with respect to renewal of the District, including, for example, analysis of legal issues, review and drafting of documents, and any validation or other legal suits or other proceedings, (e) costs of any and all voting and/or ballot proceedings required by law for approval of the renewal and increase of the assessment, and (f) reimbursement of actual costs incurred by the City Treasurer and Tax Collector, and the City's Department of Elections, all consistent with Section 1511(d) of the San Francisco Business and Tax Regulations Code. The basis for determining the amount of Renewal Costs payable by the TID assessment shall be actual costs incurred.

Assessment and Assessment Methodology

Assessment Method - Gross Revenue from Tourist Rooms

Tourist hotels and short-term residential rentals within the District will pay assessments on the basis of the estimated benefit to those hotels and short-term residential rentals. Assessments will be based on gross revenue from tourist rooms using the formula set forth below. During the life of the District, the benefits that will accrue to each assessed business within each zone will correlate directly to the rate of assessments in that zone.

- Zone 1: With respect to gross revenue from tourist hotel rooms and short-term residential rentals generated during the period beginning January 1, 2024, or the effective Commencement Date of the assessment, if later, through the end of the

Renewed Term, which is expected to be December 31, 2038, the assessment shall be 1.25% of gross revenue from tourist rooms.

- Zone 2: With respect to gross revenue from tourist hotel rooms and short-term residential rentals generated during the period beginning January 1, 2024, or the effective Commencement Date of the assessment, if later, through the end of the Renewed Term, which is expected to be December 31, 2038, the assessment shall be 1% of gross revenue from tourist rooms.

Annual revenues generated from assessments will fluctuate over the life of the District based on actual gross revenues from tourist hotel rooms and short-term residential rentals, subject to the maximum assessments set forth in the Management District Plan. Any annual budget surplus or deficit will be rolled into the following year's TID budget.

Also, for clarity, revenue collected from visitors and remitted to the City by tourist hotels or short-term residential rentals (including by a hosting platform on behalf of the short-term residential rentals) for payment of the City's Transient Occupancy Tax or the Moscone Expansion District assessment shall not constitute "Gross revenue from tourist rooms."

The SFTIDMC Board of Directors (*TID Board*) will have the authority to alter the assessment rates, subject to the following: (i) assessment rates shall not be increased by more than 1% in either zone (*i.e.*, a cap of 2.25% in Zone 1 and of 2% in Zone 2), and shall not be reduced below the renewed District's initial rates (*i.e.*, a floor of 1.25% in Zone 1 and 1% in Zone 2); (ii) assessment rates may, but need not be changed in both Zones, but rates in Zone 1 must be at least 0.25% greater than rates in Zone 2; (iii) any changes in assessment rates shall be subject to approval by a supermajority of the TID Board, based on TID Board determination that additional assessment funds are needed to meet unforeseen or critical needs and costs of business attraction and retention for the specific benefit of the assessed business; and (iv) the TID Board must reevaluate annually the basis of a decision to increase assessment rates. "Supermajority" for these purposes means 2/3 of the TID Board, including not less than a majority of the hotel representatives on the TID Board.

Exemptions

Except as noted below, the exemptions that apply to the San Francisco Transient Occupancy Tax (*TOT*) shall also apply to the TID assessment. As of the effective date of this Plan, those exemptions are set forth in the San Francisco Business and Tax Regulations Code, Article 7, §506(a) – (c). To the extent that the *TOT* exemptions may be modified from time to time, including by any amendments to section 506, those modifications shall also apply to the TID assessment exemptions. Thus, as of the date of this Plan, no TID assessment shall be imposed hereunder:

- a. Upon a permanent resident, currently defined in San Francisco Business and Tax Regulations Code, Article 7, §501(g) as: "Any occupant as of a given date who has or shall have occupied, or has or shall have the right of occupancy, of any guest room in a hotel for at least 30 consecutive days next preceding such date";

- b. Upon a corporation or association having a formally recognized exemption from income taxation pursuant to Section 501(c) or 501(d) or 401(a) of Title 26 of the United States Code as qualified by Sections 502, 503, 504 and 508 of Title 26 of the United States Code; or
- c. Where the rent is less than the rate of \$52 a day or \$130 per week. For multiple occupancy guest rooms where the hotel determines who will share the rooms, this exemption shall be based on the rent charged per person.

In addition, revenue from the lodging of airline crews shall be exempt from the TID assessment.

Method of Collecting Assessments

The TID assessment will be collected and enforced by the Treasurer and Tax Collector of the City (*Treasurer and Tax Collector*). The Treasurer and Tax Collector shall transfer assessment payments on a monthly basis to SFTIDMC. Nonpayment and delinquent payment of assessments shall be subject to interest and penalties and the enforcement procedures set forth in Article 6 of the Business and Tax Regulations Code, as it may be amended from time to time. The Treasurer and Tax Collector shall enforce imposition of interest and penalties and collection of assessments pursuant to the 1994 Act, Article 15 and the San Francisco Business and Tax Regulation Code Article 6, as each may be amended from time to time.

SFTIDMC will continue to manage and administer the TID pursuant to a management contract with the City, as approved by the Board of Supervisors. The management contract will also include provisions identifying and defining procedures for collection and enforcement of the assessment, including, for example, hotel and short-term residential rental recordkeeping requirements, audits, assessment of penalties and interest, claims, and refunds. No bonds will be issued to fund the renewed TID.

Number of Years Assessments will be Levied

The renewed District will begin imposing assessments on tourist room revenue as of the Commencement Date, and for the 15-year duration of the Renewed Term of the District. Expenditure of collected assessments may continue after expiration of the Renewed Term.

Maximum Annual Assessment Revenue Projections

Table 2, below (3rd column), shows the maximum annual assessment revenues assuming that (a) the initial assessment rates of 1.25% in Zone 1 and 1% in Zone 2 remain constant for the duration of the Renewed Term, and (b) each year during the Renewed Term assessment revenue collections increase by 10% over the prior year.

Table 2 (4th column) also shows the maximum annual assessment revenues assuming that (a) a supermajority of the TID Board were to approve an increase in assessment rates to 2.25% in Zone 1 and 2% in Zone 2 beginning in 2025, (b) those increased rates were to remain constant for the duration of the Renewed Term, and (c) each year during the Renewed Term assessment revenue collections increase by 10% over the prior year. *Note that these are projections of maximum annual assessment revenues based on the above assumptions. Actual annual assessment revenues may differ, depending on actual assessment rates, numbers of tourist rooms in San Francisco, and market conditions.*

TABLE 2
Maximum Annual Assessment Revenue Projections

Year	Calendar Year	Maximum Revenues Based on Initial Rates ⁸	Maximum Revenues Based on Increased Rates ⁹
1	2024	\$51,401,000	\$51,401,000
2	2025	\$56,542,000	\$96,434,000
3	2026	\$62,196,000	\$106,077,000
4	2027	\$68,415,000	\$116,685,000
5	2028	\$75,257,000	\$128,354,000
6	2029	\$82,782,000	\$141,189,000
7	2030	\$91,061,000	\$155,308,000
8	2031	\$100,167,000	\$170,839,000
9	2032	\$110,183,000	\$187,923,000
10	2033	\$121,202,000	\$206,715,000
11	2034	\$133,322,000	\$227,387,000
12	2035	\$146,654,000	\$250,126,000
13	2036	\$161,320,000	\$275,138,000
14	2037	\$177,452,000	\$302,652,000
15	2038	\$195,197,000	\$332,918,000
		\$1,633,151,000	\$2,749,146,000

⁸ Projected Assessment revenues based on assessment rates of 1.25% in Zone 1 and 1% in Zone 2, with no increase in rates for remainder of Renewed Term, and 10% annual increase in collections beginning year 2.

⁹ Projected Assessment revenues if a supermajority of TID Board were to increase assessment rates in Year 2 to 2.25% in Zone 1 and to 2% in Zone2, and maintain those rates for remainder of Renewed Term. The increase from Year 1 to Year 2 reflects solely an upward adjustment in rates. Each of Years 3 – 15 reflects a 10% annual increase in collections.

Use of TID Revenue Upon Renewal

Any assessment revenues from the original TID that are attributable to occupancy of tourist rooms prior to the Commencement Date, and revenues derived from the sale of assets acquired with those remaining revenues, shall be transferred to the renewed district. As the renewed district includes additional businesses (short-term residential rentals) not included in the TID prior to renewal, the remaining revenues shall be spent to benefit only the businesses included in the TID prior to the Commencement Date of the renewal. These remaining revenues are not subject to the “maximum collections” table in the prior TID Management Plan, and as such would be in addition to the maximum collections set forth in Table 2, above.

Implementation Timeline

Approval of Renewal of the District

Renewal of the District for an additional 15-year term requires submission to the San Francisco Board of Supervisors of written petitions signed by the owners of tourist hotels and short-term residential rentals in the District that, in the aggregate, will pay more than 30% of the assessments proposed to be levied. After submission of those petitions, the San Francisco Board of Supervisors may approve a Resolution of Intention to renew the District and to levy the assessments for the 15 years of the Renewed Term.

If this Resolution of Intention is approved by the Board of Supervisors, the City’s Department of Elections will distribute assessment ballots to all tourist hotels and short-term residential rentals that would be subject to assessment during the Renewed Term of the proposed renewed District. The Board of Supervisors will hold a public hearing 45 days or more after adopting the Resolution of Intention. After close of the public hearing, the returned assessment ballots will be tabulated. The ballots are counted based on a weighted-voting formula, with votes weighted according to each business owner’s (*i.e.*, each tourist hotel and short-term residential rental in the District) estimated assessments in relation to the total estimated assessments proposed to be levied on all business owners in the proposed renewed district. The estimated assessments shall be based on TID assessment collections from tourist hotels during 2019, and an extrapolation from TOT collections from short-term residential rentals during 2019. The weighted vote allocated to tourist hotels that did not exist in 2019, but which exist at the time of the balloting (if any), shall be based on the average TID assessment paid by each tourist hotel in 2019 on a per-room basis. The weighted vote allocated to short-term residential rentals that did not exist in 2019, but which exist at the time of the balloting (if any), shall be based on the average TID assessment that would have been paid by each short-term residential rental had the TID assessment applied to short-term residential rentals in 2019. If and to the extent allowed by law, “Hosting Platforms” may vote on behalf of short-term residential rentals on whose behalf the Hosting Platform provides, collects or receives a fee for “Booking Services.” (“*Hosting Platform*” and “*Booking Services*” are defined in the glossary to this Plan.) If the weighted assessment ballots cast in opposition

exceed the weighted assessment ballots cast in support, there will be a “majority protest” and the Board of Supervisors may not renew the District.

Disestablishment

If there is no indebtedness incurred to accomplish any of the purposes of the District that is outstanding and unpaid, the District may be disestablished under any of the following circumstances, consistent with California Streets and Highways Code Section 36670 and San Francisco Business and Taxations Code Section 1511:

(1) By a majority vote of six or more members of the Board of Supervisors if they find that there has been a misappropriation of funds, malfeasance, or a violation of law in connection with management of the District;

(2) During the operation of the District, there shall be a 30-day period each year in which assesses may request disestablishment of the District. The first such period shall begin one year after the date of establishment of the renewed District and shall continue for 30 days. The next such 30-day period shall begin two years after the date of the establishment of the renewed District. Each successive year of operation of the district shall have such a 30-day period. Upon the written petition of the owners or authorized representatives of businesses in the District who pay 50 percent (50%) or more of the assessments levied, the Board of Supervisors shall pass a resolution of intention to disestablish the District. The Board of Supervisors shall notice a hearing on disestablishment; or

(3) A supermajority of eight or more members of the Board of Supervisors may initiate disestablishment proceedings for any reason.

All outstanding indebtedness, if any, must be paid prior to disestablishment of the District.

Renewal Schedule

Task	Estimated Date of Completion
Final approval of Management District Plan by TID Renewal Advisory Committee and SFTIDMC Board of Directors	March 2022
Distribute petitions endorsing plan to affected TID hotel and short-term residential rentals business owners/operators, including to Hosting Platforms, as applicable.	March 2022
Submit minimum 30% weighted petitions endorsing Plan and proposed assessments to the Board of Supervisors (BOS)	April 2022
Introduce BOS Resolution of Intention to renew the TID, with final Management District Plan and supporting documents	April/May 2022
BOS Committee hearings	May/June 2022
BOS vote on Resolution of Intention at public hearing	June/July 2022
Department of Elections distributes ballots, 45-Day Ballot Election Period Initiated	July 29, 2022
BOS Committee hearing/meeting and final public hearing at BOS, on Resolution of Formation/Establishment to renew District and levy assessments; ballots due and counted; District renewed	September 13, 2022
Management contract with City reviewed and renewed	October/December 2022
TID Assessment renewal becomes effective	January 1, 2024 ¹⁰
First monthly TID Assessment payment transferred to SFTIDMC following renewal	Not later than 45 days after the monthly filing deadline following the Commencement Date, above.

¹⁰ The renewed District will begin imposing assessments on tourist room revenue beginning January 1, 2024, or the effective date of the TID assessment proposed in this Plan, if later (the *Commencement Date*).

Task	Estimated Date of Completion
TID services initiated during the Renewed Term	Assuming no gap between expiration of the existing term of the TID and the Renewed Term, TID services are expected to continue without interruption. If there is such a gap, TID services during the Renewed Term shall be initiated no later than 30 days following the receipt by SFTIDMC, in its capacity as owners' association for the TID, of TID assessment funds from the City's Tax Collector after the Commencement Date.

Governance of the District

The District will continue to be managed by the San Francisco Tourism Improvement District Management Corporation, a 501c(6) non-profit corporation, which is currently designated as the “owners’ association” for the District under the terms of California’s Property and Business Improvement District Law of 1994, as amended. The SFTIDMC has been in operation since 2009 and has established policies and procedures to effectively manage the funds and business affairs of the District. SFTIDMC has a contract with the City, under which it has the authority to manage the District and to ensure that the activities described in this Plan are carried out. SFTIDMC and the City will enter into a new, updated contract to cover the Renewed Term. Under an agreement with SFTIDMC, San Francisco Travel currently provides administrative services in support of TID operations, and will continue to provide those services during the Renewed Term. Significant cost savings will be realized by not establishing a new organization to serve as owners’ association for the District.

The SFTIDMC is currently governed by a volunteer, 11-member Board of Directors. The majority of seats on the Board are reserved for representatives of the San Francisco hotel industry. Also, a majority of Board members are present or former directors of San Francisco Travel.

The SFTIDMC Board of Directors shall continue to be governed by a volunteer, 11-member

Board of Directors during the Renewed Term, and shall be structured as follows:

- Six seats will be reserved for representatives of tourist hotels, (i) a majority of which shall be no less senior than hotel general managers, and (ii) at least one of which shall be a representative of a tourist hotel in Zone 2;
- One seat will be reserved for the Chair of San Francisco Travel Association;
- One seat will be reserved for the City Administrator;
- One seat will be reserved for the City Controller;
- One seat will be reserved for a representative of the short-term residential rentals that are subject to the assessment and shall not be a hosting platform; and
- One seat will be reserved for an at-large member of the tourism business community of San Francisco.

A majority of the authorized number of directors shall at all times be individuals who represent businesses that are not delinquent in payment of any TID assessments. Further, a majority of the authorized number of directors shall at all times be individuals who are present or former members of the Board of Directors of San Francisco Travel. Meetings of the SFTIDMC Board are open to the public. Notice is posted on www.sftid.com and at the San Francisco Public Library, Main Branch.

SFTIDMC will provide an advanced copy of its draft budget to the City Administrator and the City Controller, who sit on the SFTIDMC Board of Directors, to allow for feedback on the draft budget before it is submitted for approval of the SFTIDMC Board of Directors. The advanced copy will be provided with meaningful time to be reviewed, as will be stipulated in the administration agreement between SFTIDMC and the City.

In connection with SFTIDMC's retention of San Francisco Travel to provide the services outlined in this management plan during the renewed term, San Francisco Travel is entering into an agreement with the City providing that three unelected representatives of the City, consisting of (i) the Director of the City's Office of Economic and Workforce Development, (ii) the Director of the City's Convention Facilities, and (iii) the General Manager of the Moscone Convention Center, shall have the right to attend and participate in meetings of the San Francisco Travel Board of Directors, without vote. In addition, two unelected representatives of the City shall serve as voting members of the San Francisco Travel Board of Directors in accordance with its bylaws, consisting of (a) a seat currently occupied by the Airport Director of San Francisco International Airport, and (b) a seat reserved for the City Administrator.

With respect to any agreement between SFTIDMC, in its capacity as owners' association for the District, and a third party for the provision of services called for in this management plan (the "*Subcontractor*"), that agreement shall require that the Subcontractor accurately report how all TID assessment funds are spent in accordance with this management plan's service categories. All expenditures made shall be done in accordance with this management plan and will be subject to the administration agreement between SFTIDMC and the City.

Appendices

- A. List of Assessed Businesses, including tourist hotels and short-term residential rentals
- B. Glossary
- C. San Francisco Tourism Improvement District Analysis of Impact on Short-Term Rental Demand, Tourism Economics, March 2021
- D. A Performance Analysis of the San Francisco Tourism Improvement District, Tourism Economics, January 2020
- E. 2018 San Francisco City/County Travel Spending report, SF Travel, Tourism Economics, Longwood International, Destination Analysts, STR
- F. Destination Promotion: An Engine of Economic Development, Oxford Economics for Destinations International, 2014

Appendix A – List of Assessed Businesses

All tourist hotels and short-term residential rentals operating in the City and County of San Francisco that generate revenue from tourist rooms shall be included in the TID and assessed throughout the Renewed Term of the TID, as more specifically provided for in this plan. The following is a list of hotels and short-term residential rentals known at the time of adoption of this plan, which generate revenue from tourist rooms. A list of the short-term residential rentals known at the time of adoption of this plan, and identified by registration numbers assigned by the City’s Office of Short-Term Rentals, is included in Appendix A. Because this is a business-based District, hotels and short-term residential rentals that generate revenue from tourist rooms that open for business within the District in the future will also be included in the TID and subject to the assessment. Any short-term residential rental not identified in Appendix A, but which is registered as a host with the City’s Office of Short-Term Rentals as of the time of adoption of this Plan or later, including any successor to the City’s Office of Short-Term Rentals, shall also be included in the TID and subject to the assessment.

Hotel Name	Address	Zone
ABIGAIL HOTEL	246 MCALLISTER ST	1
ABVISOMA	10 HALLAM ST	1
ADANTE HOTEL	610 GEARY ST	1
ADELAIDE HOSTEL LLC	5 ISADORA DUNCAN LN	1
ADMIRAL HOTEL	608 OFARRELL ST	1
ADRIAN HOTEL	493 EDDY ST	1
ADRIENNE KIMBALL	1000 PINE ST	1
ADRIENNE KIMBALL	441 MASON ST	1
AIDA PLAZA HOTEL	1087 MARKET ST	1
ALDRICH HOTEL	439 JONES ST	1
ALEXIS PARK SAN FRANCISCO	825 POLK ST	1
AMERICA HOTEL	1075 POST ST	1
AMERICANIA HOTEL	121 7TH ST	1
AMSTERDAM HOSTEL	749 TAYLOR ST	1
ANDREWS HOTEL THE	624 POST ST	1
ARGONAUT HOTEL	495 JEFFERSON ST	1
AXIOM	28 CYRIL MAGNIN ST	1
BALBOA HOTEL	120 HYDE ST	1
BAY BRIDGE INN	966 HARRISON ST	1
BAY HOTEL	128 JONES ST	1
BEACON GRAND	450 POWELL ST	1
BEI SAN FRANCISCO	50 8TH ST	1
BEL-AIR HOTEL	344 JONES ST	1
BERESFORD ARMS HOTEL	701 POST ST	1
BERESFORD HOTEL	635 SUTTER ST	1
BEST OF 52 LLC	900 NORTH POINT ST 315	1
BEST WESTERN CIVIC CENTER	364 9TH ST	1
BEST WESTERN GLO	415 O'FARRELL ST	1

Best Western Red Coach Inn	700 EDDY ST	1
BOHEMIAN CLUB	624 TAYLOR ST	1
BOSTON HOTEL	140 TURK ST	1
CABLE CAR HOTEL	1388 CALIFORNIA ST	1
CALISTA ORGANIC HOTEL	1485 BUSH ST	1
CARRIAGE INN	140 7TH ST	1
CASA MELISSA	615 UNION ST	1
CASTLE INN	1565 BROADWAY	1
CASTRO HOTEL INC	705 VALLEJO ST	1
CHANCELLOR HOTEL	433 POWELL ST	1
CHAPTER HOSTEL	655 ELLIS ST	1
CHAPTER SAN FRANCISCO	655 ELLIS ST	1
CHASE HOTEL	1278 MARKET ST	1
CITIZENM SAN FRANCISCO UNION SQUARE	72 ELLIS ST	1
CITY CENTER INN & SUITES	240 7TH ST	1
CIVIC CENTER INN	790 ELLIS ST	1
CIVIC CENTER INN	790 ELLIS ST	1
CLUB DONATELLO	501 POST ST	1
CLUB QUARTERS SAN FRANCISCO	424 CLAY STREET	1
COLUMBUS MOTOR INN	1075 COLUMBUS AVE	1
CORNELL HOTEL	715 BUSH ST	1
COURTYARD BY MARRIOTT AT FW	580 BEACH ST	1
COURTYARD SAN FRANCISCO UNION SQUARE	761 POST ST	1
COVA HOTEL	655 ELLIS ST	1
CW HOTEL	917 FOLSOM ST	1
DAKOTA HOTEL	606 POST ST	1
DESMOND HOTEL	42 6TH ST	1
DONATELLO HOTEL GROUP LLC	501 POST ST	1
DONNELLY HOTEL	1272 MARKET ST	1
EMBASSY U M A	610 POLK ST	1
ENTEELLA HOTEL	905 COLUMBUS AVE	1
EUROPA HOTEL	310 COLUMBUS AVE	1
EUROPEAN HOSTEL	761 MINNA ST	1
EXECUTIVE HOTEL VINTAGE CT LLC	650 BUSH ST	1
EXTRA HOLIDAYS CANTERBURY	750 SUTTER ST	1
EXTRA HOLIDAYS SAN FRAN 70289	590 BUSH ST	1
FAIRMONT HERITAGE PLACE, GS	900 POINT ST	1
FAIRMONT SAN FRANCISCO	950 MASON ST	1
FITZGERALD HOTEL LLC	620 POST ST	1
FOUND HOTEL SAN FRANCISCO	140 MASON ST	1
FOUR SEASONS HOTEL SAN FRANCISCO AT EMBARCADERO	222 SANSOME ST	1
FOUR SEASONS HOTEL SF	757 MARKET ST	1
GALLERIA PARK HOTEL	191 SUTTER ST	1
GALLERIA PARK HOTEL	191 SUTTER ST	1
GATEWAY INN	438 OFARRELL ST	1

GOLDEN GATE HALL	1412 MARKET ST	1
GOLDEN GATE HOTEL	775 BUSH ST	1
GOOD HOTEL	112 7TH ST	1
GRAND HYATT SAN FRANCISCO	345 STOCKTON ST	1
GRANT HOTEL INC	753 BUSH ST	1
GRANT PLAZA HOTEL	465 GRANT AVE	1
GREEN TORTOISE GUEST HOUSE	1118 KEARNY ST	1
HAMPTON INN SAN FRANCISCO DOWNTOWN CONVENTION CENTER	942 MISSION ST	1
HANDLERY UNION SQUARE HOTEL	351 GEARY ST	1
HANDLERY UNION SQUARE HOTEL	260 OFARRELL ST	1
HARBOR COURT HOTEL	165 STEUART ST	1
HARCOURT HOTEL	1105 LARKIN ST	1
HAVELI HOTEL	37 6TH ST	1
HELEN HOTEL	166 TURK ST	1
HERBERT HOTEL	161 POWELL ST	1
HI SF DOWNTOWN	312 MASON ST	1
HILTON SAN FRANCISCO	333 OFARRELL ST	1
HILTON SAN FRANCISCO UNION SQUARE	333 O'FARRELL ST	1
HOLIDAY INN EXP FISHERMANS WHA	550 POINT ST	1
HOLIDAY INN EXPRESS & SUITES FISHERMAN'S WHARF	550 POINT ST	1
HOLIDAY INN EXPRESS UNION SQUARE	235 OFARRELL ST	1
HOLIDAY INN GOLDEN GATEWAY	1500 VAN NESS AVE	1
HOTEL 32ONE	321 GRANT AVE	1
HOTEL 570	570 OFARRELL ST	1
HOTEL 964 LLC	964 HOWARD ST	1
HOTEL ABRI	127 ELLIS ST	1
HOTEL ADAGIO	550 GEARY ST	1
HOTEL ADAGIO	550 GEARY ST	1
HOTEL BIJOU	111 MASON ST	1
HOTEL BOHEME	444 COLUMBUS AVE	1
HOTEL CAZA	1300 COLUMBUS AVE	1
HOTEL DES ARTS	447 BUSH ST	1
HOTEL EDDY INC	640 EDDY ST	1
HOTEL EMBLEM	562 SUTTER ST	1
HOTEL FUSION	140 ELLIS ST	1
HOTEL G SAN FRANCISCO	386 GEARY ST	1
HOTEL GRIFFON	155 STEUART ST	1
HOTEL IKON	325 SUTTER ST	1
HOTEL LE STEINZEL	601 EDDY ST	1
HOTEL L'E STEINZEL	200 MAIN ST FL 6	1
HOTEL NIKKO SAN FRANCISCO	222 MASON ST	1
HOTEL PALOMAR	12 4TH ST	1
HOTEL SPERO	405 TAYLOR ST	1
HOTEL TRITON	342 GRANT AVE	1

HOTEL UNION SQUARE	100 POWELL ST	1
HOTEL UTAH	504 4TH ST	1
HOTEL VERTIGO	940 SUTTER ST	1
HOTEL VIA	138 KING ST STE B	1
HOTEL VITALE	8 MISSION ST	1
HOTEL WHITCOMB	1231 MARKET ST	1
HOTEL ZEPHYR	250 BEACH ST	1
HOTEL ZEPPELIN SAN FRANCISCO	545 POST ST	1
HOTEL ZETTA	55 5TH ST	1
HOTEL ZOE	425 NORTH POINT ST	1
HTL 587	587 EDDY ST	1
HUNTINGTON HOTEL SAN FRANCISCO	1075 CALIFORNIA ST	1
HYATT FISHERMAN'S WHARF	555 POINT ST	1
HYATT PLACE SAN FRANCISCO DOWNTOWN	701 THIRD ST	1
HYATT REGENCY SAN FRANCISCO	5 EMBARCADERO CTR	1
INN ON BROADWAY	2201 VAN NESS AVE	1
INN ON FOLSOM	1188 FOLSOM ST # #	1
INTERCONTINENTAL MARK HOPKINS	999 CALIFORNIA ST	1
INTERCONTINENTAL SAN FRANCISCO	888 HOWARD ST	1
JUSTICE INVESTORS	750 KEARNY ST LL	1
JW MARRIOTT SAN FRANCISCO UNION SQUARE	500 POST ST	1
KENSINGTON PARK HOTEL	450 POST ST	1
KIMPTON ALTON HOTEL	495 BEACH ST	1
KING GEORGE HOTEL	334 MASON ST	1
KRUPA HOTEL	700 JONES ST	1
LAYNE HOTEL	545 JONES ST	1
LE MERIDIEN SAN FRANCISCO	333 BATTERY ST	1
LE MERIDIEN SAN FRANCISCO	333 BATTERY ST	1
LUZ HOTEL	725 GEARY ST	1
MARINE MEMORIAL ASSN	609 SUTTER ST	1
MAYFLOWER HOTEL	975 BUSH ST	1
MERIT HOTEL	1105 POST ST	1
METROPOLITAN CLUB	640 SUTTER ST	1
MITHILA HOTEL	972 SUTTER ST	1
MOTEL 6	895 GEARY ST	1
MUSIC CITY HOTEL LP	1353 BUSH ST STE 112	1
MVC PULSE SAN FRANCISCO	2620 JONES ST	1
NAZARETH HOTEL	556 JONES ST	1
NEMA GUEST SUITES	8 10TH ST	1
NOB HILL HOTEL	835 HYDE ST	1
NOB HILL INN CITY PLAN ETC	1000 PINE ST	1
NOB HILL MOTOR INN	1630 PACIFIC AVE	1
NORTH BEACH HOTEL	935 KEARNY ST	1
OAKWOOD HOTEL	44 5TH ST	1
OLYMPIC CLUB THE	524 POST ST	1

OMNI SAN FRANCISCO HOTEL	500 CALIFORNIA ST	1
ORANGE VILLAGE HOTEL	411 OFARRELL ST	1
ORCHARD GARDEN HOTEL	466 BUSH ST	1
ORCHARD HOTEL	665 BUSH ST	1
PACIFIC UNION CLUB	1000 CALIFORNIA ST	1
PALACE HOTEL	2 NEW MONTGOMERY ST	1
PALIHOTEL SAN FRANCISCO	417 STOCKTON ST	1
PALO ALTO HOTEL	1685 SACRAMENTO ST	1
PARC 55 SAN FRANCISCO A HILTON HOTEL	55 CYRIL MAGNIN ST	1
PARC 55 SAN FRANCISCO A HILTON HOTEL	55 CYRIL MAGNIN ST	1
PARK CENTRAL HOTEL SAN FRANCISCO	50 THIRD ST	1
PETITE AUBERGE	863 BUSH ST	1
PHOENIX HOTEL	601 EDDY ST	1
PINEAPPLE HOSPITALITY COMPANY	580 GEARY ST	1
PLATINUM INTERCHANGE, INC.	730 POWELL ST	1
POTTER HOTEL	1288 MISSION ST	1
RAM'S HOTEL	80 9TH ST	1
RITZ CARLTON SAN FRANCISCO THE	600 STOCKTON ST	1
RIU PLAZA FISHERMAN'S WHARF	2500 MASON ST	1
RODEWAY INN	615 TAYLOR STREET	1
RODEWAY INN	860 EDDY ST	1
ROYAL INN RESIDENCY LLC	130 EDDY ST	1
ROYAL PACIFIC MOTOR INN	661 BROADWAY	1
SAM WONG HOTEL	615 BROADWAY	1
SAN FRANCISCO INN	385 9TH ST	1
SAN FRANCISCO MARRIOTT	55 4TH ST	1
SAN FRANCISCO MARRIOTT FISHERMAN'S WHARF	1250 COLUMBUS AVE	1
SAN FRANCISCO MARRIOTT UNION SQUARE	480 SUTTER ST	1
SAN FRANCISCO PROPER HOTEL	1100 MARKET STREET	1
SAN REMO HOTEL	2237 MASON ST	1
SESTRI HOTEL	1411 STOCKTON ST	1
SF PLAZA HOTEL	510 BUSH ST	1
SF PROPERTY OWNERS ASSOC INC	750 SUTTER ST	1
SHIRLEY HOTEL	1544 POLK ST	1
SIGNATURE HOTEL SAN FRANCISCO	259 7 TH ST	1
SIMON WU	916 CLAY ST #920	1
SOMA PARK INN	101 9TH ST	1
SONDER HOSPITALITY USA INC.	140 MASON STREET	1
SONNY HOTEL	579 OFARRELL ST	1
SOUTH BEACH MARINA APTS	2 TOWNSEND ST	1
ST CLARE HOTEL	1334 VAN NESS AVE	1
ST CLOUD HOTEL	170 6TH ST	1
ST MORITZ HOTEL	190 OFARRELL ST	1
ST. REGIS HOTEL SAN FRANCISCO	125 3RD ST	1
STANFORD COURT HOTEL	905 CALIFORNIA ST	1

STANLEY HOTEL	1544 CALIFORNIA ST	1
STATFORD HOTEL	240 OFARRELL STREET	1
SUITES AT FISHERMANS WHARF O/A	2655 HYDE ST	1
SUNNYSIDE HOTEL	135 6TH ST	1
SUNSET HOTEL	161 6TH ST	1
SUTTER/LARKIN HOTEL	1048 LARKIN ST	1
SWEDEN HOUSE HOTEL	570 O'FARRELL ST	1
TAJ CAMPTON PLACE	340 STOCKTON ST	1
THE BARTLETT HOTEL & GUESTHOUSE	240 O'FARRELL ST	1
THE BATTERY	717 BATTERY ST	1
THE CARTWRIGHT HOTEL-UNION SQU	524 SUTTER ST	1
THE CLANCY, AUTOGRAPH COLLECTION	299 SECOND ST	1
THE CLIFT ROYAL SONESTA HOTEL	495 GEARY ST	1
THE FRANCISCA CLUB	595 SUTTER ST	1
THE HOTEL MARKER SAN FRANCISCO	501 GEARY ST	1
THE INN AT UNION SQUARE	440 POST ST	1
THE MONARCH HOTEL	1015 GEARY ST	1
THE MOSSER HOTEL	54 4TH ST	1
THE OPAL SAN FRANCISCO	1050 VAN NESS AVE	1
THE PICKWICK HOTEL	85 5TH ST	1
THE RITZ-CARLTON CLUB	690 MARKET ST	1
TILDEN HOTEL	345 TAYLOR ST	1
TOUCHSTONE CITY CENTER HOTEL	480 GEARY ST	1
TOUCHSTONE HOTEL	70 DERBY ST	1
TRAVELODGE AT WHARF	1201 COLUMBUS AVE	1
UNION SQUARE PLAZA HOTEL	432 GEARY ST	1
UNIVERSITY CLUB	800 POWELL ST	1
VAN NESS MOTEL	2850 VAN NESS AVE	1
VERONA PLAZA HOTEL	1087 MARKET ST	1
VILLA FLORENCE	225 POWELL ST	1
VIRGIN HOTELS SAN FRANCISCO	250 FOURTH ST	1
W HOTEL SAN FRANCISCO	181 3RD ST	1
WARFIELD HOTEL INC	118 TAYLOR ST	1
WARWICK SAN FRANCISCO HOTEL	490 GEARY ST	1
WASHINGTON SQUARE INN	1660 STOCKTON ST	1
WESTERN HOTEL	335 LEAVENWORTH ST	1
WESTIN ST FRANCIS THE	335 POWELL ST	1
WHARF INN	2601 MASON ST	1
WHITE SWAN INN	845 BUSH ST	1
WINSOR HOTEL	20 6TH ST	1
WORLDMARK THE CLUB	590 BUSH ST	1
WORTH HOTEL	641 POST ST	1
WOW VO INC	750 SUTTER ST	1
YOTEL SAN FRANCISCO	1095 1095 MARKET ST	1
1625 P LLC	1625 POLK ST	2

16TH STREET HOTEL	3161 16TH ST	2
1906 MISSION	1906 MISSION ST	2
ADRIENNE KIMBALL	327 FULTON ST	2
ALPHA INN & SUITES	2505 LOMBARD ST	2
AMAZON MOTEL	5060 MISSION ST	2
AMIT HOTEL	2060 MISSION ST	2
ASCOT HOTEL	1657 MARKET ST	2
AT THE PRESIDIO TRAVELODGE	2755 LOMBARD ST	2
BEACH MOTEL	4211 JUDAH ST	2
BECKS MOTOR LODGE	2222 MARKET ST	2
BRIDGE MOTEL	2524 LOMBARD ST	2
BROADMOOR HOTEL THE	1499 SUTTER ST	2
BUENA VISTA MOTOR INN	1599 LOMBARD ST	2
CASA LOMA HOTEL	610 FILLMORE ST	2
CHATEAU TIVOLI	1057 STEINER ST #9	2
CHELSEA MOTOR INN	2095 LOMBARD ST	2
COVENTRY MOTOR INN	1901 LOMBARD ST	2
COW HOLLOW MOTOR INN	2190 LOMBARD ST	2
CRYSTAL HOTEL	2766 MISSION ST	2
DAYS INN LOMBARD	2358 LOMBARD ST	2
DAYS INN SLOAT	2600 SLOAT BLVD	2
ECONOMY INN	1 RICHARDSON AVE	2
EDWARDIAN HOTEL	1668 MARKET ST	2
EL CAPITAN HOTEL	2361 MISSION ST	2
FACTORY 1000 HOTEL	1000 FULTON ST	2
FRANCISCO BAY INN	1501 LOMBARD ST	2
GEARY PARKWAY MOTEL	4750 GEARY BLVD	2
GREENWICH INN	3201 STEINER ST	2
HAYES VALLEY INN	417 GOUGH ST	2
HOTEL DEL SOL	3100 WEBSTER ST	2
HOTEL DRISCO	2901 PACIFIC AVE	2
HOTEL KABUKI	1625 POST ST	2
HOTEL MAJESTIC	1500 SUTTER ST	2
HOTEL SUNRISE	447 VALENCIA ST	2
HOTEL TROPICA	663 VALENCIA ST	2
HOWARD JOHNSON - GOLDEN GATE	1940 LOMBARD ST	2
INFINITY SAN FRANCISCO	2322 LOMBARD ST	2
INN AT GOLDEN GATE	2707 LOMBARD ST	2
INN AT THE OPERA	333 FULTON ST	2
INN ON GROVE	465 Grove ST	2
JACKSON COURT CITY SHARES	2198 JACKSON ST	2
JERRY HOTEL	3032 16TH ST	2
KENMORE RESIDENCE CLUB	1570 SUTTER ST	2
KNIGHTS INN	1 RICHARDSON AVE	2
KRISHNA HOTEL	2032 MISSION ST	2

LA LUNA INN	2555 LOMBARD ST	2
LAUREL INN	444 PRESIDIO AVE	2
LOMBARD MOTOR INN	1475 LOMBARD ST	2
LOMBARD PLAZA MOTEL	2026 LOMBARD ST	2
MANSION ON SUTTER	1409 SUTTER ST	2
MARINA INN	3110 OCTAVIA ST	2
MARINA INN	3110 OCTAVIA ST	2
MARINA MOTEL	2576 LOMBARD ST	2
METRO HOTEL THE	319 DIVISADERO ST	2
MISSION INN	5630 MISSION ST	2
MONTE CRISTO THE	600 PRESIDIO AVE	2
MOTEL CAPRI	2015 GREENWICH ST	2
MY ROSEGARDEN GUEST ROOMS	75 20TH AVE	2
NOE'S NEST BED & BREAKFAST	1257 GUERRERO ST	2
OAK HOTEL	171 FELL ST	2
OASIS INN UMA	900 FRANKLIN ST	2
OCEAN PARK MOTEL	2690 46TH AVE	2
PACIFIC HEIGHTS INN	1555 UNION ST	2
PARKER GUEST HOUSE	520 CHURCH ST	2
PERRAMONT HOTEL	2162 MARKET ST	2
PRESIDIO INN	2361 LOMBARD ST	2
QUALITY INN-SAN FRANCISCO	2775 VAN NESS AVE	2
QUEEN ANNE HOTEL	1590 SUTTER ST	2
RADHA HOTEL	2042 MISSION ST	2
REDWOOD INN	1530 LOMBARD ST	2
ROADWAY INN & SUITES SF	1234 GREAT HWY	2
SAMESUN SAN FRANCISCO	1475 LOMBARD STREET	2
SEAL ROCK INN MOTEL	545 POINT LOBOS AVE	2
SEASIDE INN	1750 LOMBARD ST	2
SONDER USA INC	135 GOUGH ST BLDG	2
STANYAN PARK HOTEL	750 STANYAN ST	2
SUPER 8 MOTEL	2440 LOMBARD ST	2
SURF MOTEL	2265 LOMBARD ST	2
THE ANNEX AT HAYES VALLEY	412 HAYES ST	2
THE ANNEX AT HAYES VALLEY	319 IVY ST	2
THE BUCHANAN HOTEL	1800 SUTTER ST	2
THE GROVE INN	890 GROVE ST	2
THE INN SAN FRANCISCO	943 VAN NESS AVE	2
THE PARSONAGE	198 HAIGHT ST	2
THE SEA SCAPE INN	4340 JUDAH ST	2
THE WILLOWS INN	710 14TH ST	2
TOWN HOUSE MOTEL	1650 LOMBARD ST	2
TRAVEL INN	2230 LOMBARD ST	2
TRAVELODGE BY THE BAY THE	1450 LOMBARD ST	2
TRAVELODGE CENTRAL	1707 MARKET ST	2

TRAVELODGE GOLDEN GATE	2230 LOMBARD ST	2
TWIN PEAKS HOTEL	2160 MARKET ST	2
UNION HOTEL	2030 MISSION ST	2
UNION STREET INN	2229 UNION ST	2
VANTAGGIO SUITES	835 TURK ST	2
WESTMAN HOTEL	2056 MISSION ST	2

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Appendix B – Glossary

“Booking Services” means the services as defined in section 41A.4 of the San Francisco Administrative Code, as it may be amended from time to time.

“BOS” means the San Francisco Board of Supervisors.

“City” means the City and County of San Francisco.

“Commencement Date” means January 1, 2024, or the effective date of the TID assessment proposed in this Plan, if later.

“District” or *“TID”* or *“SFTID”* means the San Francisco Tourism Improvement District.

“Gross revenue from tourist rooms” means “Rent” as set forth in San Francisco Business and Tax Regulations Code, §501(f), as it may be amended from time to time. (“The consideration received for occupancy valued in money, whether received in money or otherwise, including all receipts, cash, credits, and property of any kind or nature, without any deduction therefrom whatsoever”). It is intended that for the duration of the Renewed Term, the calculation of “gross revenue from tourist rooms” that is subject to the TID assessment effective beginning the Commencement Date shall be the same sum as is used to calculate San Francisco’s transient occupancy tax (*TOT*), and this Plan shall be interpreted accordingly. Gross revenue from tourist rooms will include the following charges, regardless of how such charges are characterized:

- a) Charges for a guest room (including non-refundable deposits) regardless of whether the guest uses the room;
- b) Charges for additional guests to occupy the room;
- c) Charges for guaranteeing the availability of a room (sometimes referred to as guaranteed “no-show” charges), regardless of whether the guest uses the room (excluding event attrition fees and event cancellation fees paid by event organizers)

For purposes of this Plan, “tourist room” and “guest room” are used interchangeably.

“Hosting Platform” means those persons or entities as defined in section 41A.4 of the San Francisco Administrative Code, as it may be amended from time to time.

“Renewal Costs” means the costs incurred in renewing the District and eligible for recovery through TID assessments, as set forth in this Plan.

“Renewed Term” means the 15-year term of the District following its Commencement Date.

“Revenue from the Lodging of Airline Crews” means lodging provided to airline cockpit and/or cabin crews pursuant to an agreement between a hotel or short-term residential rental and an airline, which is in furtherance of or to facilitate the crews’ performance of their jobs for the airline, including layovers between flights.

“Short-term residential rentals” means those businesses as defined in section 41A.4 of the San Francisco Administrative Code, as it may be amended from time to time.

“SFTIDMC” means the San Francisco Tourism Improvement District Management Corporation, a California non-profit, mutual-benefit corporation.

“Tourist room(s)” means (a) with respect to hotels, rooms in hotels occupied by tourists or transient visitors, and (b) with respect to Short-term Residential Rentals, any Residential Unit used for *“Tourist or Transient Use”* as defined in section 41A.4 of the San Francisco Administrative Code, as it may be amended from time to time.

“Treasurer and Tax Collector” means the Treasurer and Tax Collector of the City and County of San Francisco.

Appendix C- San Francisco Tourism Improvement District Analysis of Short-Term Rental Demand, Tourism Economics, March 2021

Link to study: <https://sftravel.box.com/s/rv3n9cc6m2w1w71vb6zoxv2abi7r7mee>

Appendix D – A Performance Analysis of the San Francisco Tourism Improvement District

Link to study: <https://sftravel.box.com/s/lte1bo9nf7abvmqxtejag8yrzutahsm9>

Appendix E – 2018 San Francisco City/County Travel Spending report

San Francisco City/County Travel Spending	
Travel Spending Segments	2018
Total Visitor Spending	\$9,311,316,163
Day	\$1,235,799,544
Business	\$224,284,371
% of day visitor spend	18.1%
Leisure	\$1,011,515,173
% of day visitor spend	81.9%
Overnight	\$8,075,516,619
International	\$4,960,388,357
% of total overnight visitor spend	61.4%
Domestic	\$3,115,128,262
% of total overnight visitor spend	38.6%
Business	\$1,954,887,253
% of total overnight visitor spend	24.2%
% of domestic overnight visitor spend	62.8%
Leisure	\$1,160,241,008
% of total overnight visitor spend	14.4%
% of domestic overnight visitor spend	37.2%
Hotel Room Revenue	\$2,697,330,821
% of total overnight visitor spend	33.4%
Group	\$557,853,717
% of total overnight visitor spend	6.9%
% of hotel room revenue	20.7%
Transient	\$2,139,477,103
% of total overnight visitor spend	26.5%
% of hotel room revenue	79.3%
International	\$1,051,393,750
% of hotel room revenue	39.0%
Domestic	\$1,645,937,071
% of hotel room revenue	61.0%

Source: San Francisco Travel Association, Tourism Economics, Longwoods International, Destination Analysts, STR

Appendix F- Destination Promotion: An Engine of Economic Development, Oxford Economics for Destinations International, 2014

Link to Study: <https://sftravel.box.com/s/4uaz4aacadof5o6re1xpt5vrjwpvgtl6>