



## Only in San Francisco

SAN FRANCISCO  
CONVENTION &  
VISITORS BUREAU

December 29, 2008

Mr. Marco Li Mandri  
President, New City America, Inc.  
2130 Columbia Street  
San Diego, CA 92101

### TO WHOM IT MAY CONCERN

This letter is to acknowledge the experience and leadership displayed by Marco Li Mandri and the New City America staff in the development and adoption of the new San Francisco Tourism Improvement District (TID)

We believe that our TID is the largest assessment district, (similar to BIDs), ever formed in North America. Our TID has an estimated first year annual budget of \$27,000,000 and will fund the operations of the San Francisco Convention and Visitors Bureau and well as match funds contributed by the City of San Francisco for the capital improvements and expansion planning for the Moscone Convention Center.

The San Francisco Convention and Visitors Bureau hired New City America in February 2008 to assist us in the process of developing a TID plan. Upon Marco's recommendation, we immediately established a TID Steering Committee to help develop a plan, seek industry and political support, ensure that the City continue to fund tourism related activities after the TID's formation, develop the petition and ballot related to the approval process and work with the City and County of San Francisco to get final approval by the end of the calendar year.

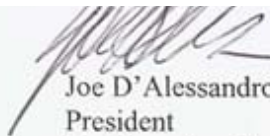
On December 16<sup>th</sup> 2008, the San Francisco Board of Supervisors, with very strong support from Mayor Gavin Newsom and Board President Aaron Peskin, voted unanimously to create the San Francisco TID. The Board acted after 95% of the hoteliers returning their ballots, voted to support the creation of the new TID. The Board of Supervisors simultaneously voted to fund \$40 million dollars in improvements to Moscone Center over the next 5 years – a critical component of winning hotel owners support for the new TID.

Though many hotel owners, general managers, City officials, and CVB staff worked tirelessly on this TID formation effort over the past ten months, we cannot stress enough the important role Marco and New City America played in bringing this district to its successful conclusion.

Marco understands how to create realistic time lines, how to work the political process, how to explain the district formation process and how to put the goals of an organization into a functional and workable plan that can be embraced by the stakeholders.

We would encourage any association of hotel owners or any visitors bureau to work with New City America as they seek to stabilize their funding efforts in these difficult times.

Sincerely,



Joe D'Alessandro  
President  
San Francisco Convention and Visitors Bureau

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