

Los Angeles
CONVENTION CENTER



50TH ANNIVERSARY | 1971-2021

#LACC50

WELCOME
TO THE
CTD COMMISSION MEETING

September 15, 2021



CITY OF
Los Angeles
DEPARTMENT OF
CONVENTION & TOURISM DEVELOPMENT



CITY TOURISM COMMISSION

Commissioners: Jon F. Vein, President; Otto Padron, Vice President;
Bricia Lopez; David Stone; Vacant



Comments by the public on matters not identified on the agenda, but within the subject matter jurisdiction of the Commission, will be heard only during the item designated as "Public Comment." Public speaking will be limited to three minutes per speaker.

Regular Meeting
Wednesday, September 15, 2021
9:00 a.m.

Dial in number:
1-669-254-5252
Meeting ID: 160 661 2026

1. CALL TO ORDER / ROLL CALL

2. COMMENTS FROM THE PUBLIC

a. General and Agenda Item Public Comments

To make a public comment, dial the number again, enter the meeting ID#, then press *9.
Limit is one minute per speaker, per item.

b. Neighborhood Council representatives on any Neighborhood Council Resolution or Community Impact Statement filed with the City Clerk which relate to any agenda item listed or being considered on this agenda for the City Tourism Commission.

3. APPROVE MINUTES

a. Approval of the regular meeting minutes from August 18, 2021

4. REPORTS

- a. Executive Director Report
- b. ASM Update
- c. LATCB Update

5. ACTION ITEMS

None

6. ADJOURNMENT

NOTICE TO PAID REPRESENTATIVES

If you are compensated to monitor, attend, or speak at this meeting, City law may require you to register as a lobbyist and report your activity. See Los Angeles Municipal Code 48.01 et seq. More information is available at ethics.lacity.org/lobbying. For assistance, please contact the Ethics Commission at (213) 987-1960 or ethics.commission@lacity.org.

Materials related to an item on this agenda submitted to the City Tourism Commission after distribution of the agenda packet are available for public inspection in the Executive Office of the Los Angeles Convention Center, 1201 S. Figueroa Street, Los Angeles, CA 90015, during normal business hours.

As a covered entity under Title II of the Americans with Disabilities Act, the City of Los Angeles does not discriminate on the basis of disability and, upon request, will provide reasonable accommodation to ensure equal access to its programs, services and activities.

Item 3a

Approval of the minutes



CITY TOURISM COMMISSION

Regular Meeting Minutes
August 18, 2021

The Board of City Tourism Commissioners (Board) convened a regular meeting on Wednesday, August 18, 2021 at 9:00 a.m. via Zoom.

PRESENT:

President Jon F. Vein
Commissioner Noel Hyun Minor
Commissioner David Stone

ABSENT:

Vice President Otto Padron
Commissioner Bricia Lopez

PRESENTERS:

Ellen Schwartz, ASM
Ben Zarhoud, ASM
Doane Liu, CTD
Paige Cram Fakhari, LATCB
Kathy McAdams, LATCB

Item 1. Call to Order / Roll Call

President Jon Vein called the meeting to order at 9:02 a.m.

Item 2a. Public Comment

None

Item 2b. Neighborhood Council

None

Item 3a. Approval of the regular meeting minutes from July 21, 2021

UNANIMOUSLY APPROVED BY ROLL CALL VOTE.

Item 4a. Executive Director Report

Mr. Doane Liu provided an overview of his activities since the last Board meeting, which included: meetings with Huddle Up group, LAWA regarding AAAE 2025, LATCB and LA Aerial Rapid Transit, Penske Media Group regarding LA3C Festival, Eric Rosen and VivaLA, IKE regarding tourism kiosks, and the Mayor's office and LA3C; attending South Park BID regarding the Pico Station update; presenting the LACC expansion and modernization plan to the DLANC; and noted that the department name change was

Board of City Tourism Commission
August 18, 2021
Page 2 of 2

approved by T3, and that the vaccination report from Personnel noted that all CTD staff members are full vaccinated. Mr. Liu gave the Board a recap of the 50th Anniversary celebration with the Mayor who attended a LA Art Show pre-opening tour, noting the inaugural LACC Hall of Fame inductees.

Item 4b. ASM Monthly Update

Ms. Ellen Schwartz reported four filmings for the month of June resulting in over \$359,000 in revenue, noting that LACC has experienced over 16 months of non-traditional events. Ms. Schwartz recognized the leaders and employees of the quarter for the last four quarters. Mr. Ben Zarhoud presented the financial data for June, reporting an operating loss of \$1.7M, which is \$0.7M above the revised budget projection and \$0.5M above prior year, and \$1.3M in gross revenue, 27% from rental, 25% from F&B, and 23% from parking. Mr. Zarhoud reported \$1.7M in operating expenses, \$0.3M above revised budget noting that while managing labor forces, benefits of the solar project and vacancies provided savings, deferred maintenance projects and purchases have begun resulting in increasing expenses. Mr. Zarhoud reported the June Exhibit Hall occupancy was 11% and the YTD Exhibit Hall occupancy was 16%, driven by the Sparks event.

Item 4c. LATCB Monthly Update

Ms. Kathy McAdams reported that LATCB has processed 87 leads YTD and booked 313,571 room nights, with year-end goals of 176 leads and 362,725 projected room nights, noting that while 2021 bookings are holding, clients are expecting a reduction in attendees. Ms. McAdams provided an overview of citywide areas of focus and four sales strategies including; key metrics, deployment, convention center expansion, and city wide experience. Ms. McAdams recapped the industry trade shows and conferences LATCB attended over the last four months and provided a sales director region update. Ms. Paige Cram Fakhari provided an overview of meeting marketing areas of focus including; citywide events, regional drive market, diversity & inclusion, and tec & medical focused, noting that the marketing campaigns are estimated to deliver over 10.6 Million impressions with the focus on digital marketing. Ms. Fakhari played a comeback campaign video.

Item 5: Action Items

None

ADJOURNMENT

The meeting was adjourned at 9:45 a.m. without objection.

Item 4a

Executive Director's Report



Item 4b

ASM Update



LOS ANGELES CONVENTION CENTER MONTHLY UPDATE FOR

JULY 2021

ELLEN SCHWARTZ



LACC CELEBRATES 50 YEARS

Los Angeles
CONVENTION CENTER



50TH ANNIVERSARY | 1971-2021



LACC HALL OF FAME INDUCTEES



SKI DAZZLE



LA AUTO SHOW



ANIME EXPO

LACC JULY 2021 EVENTS

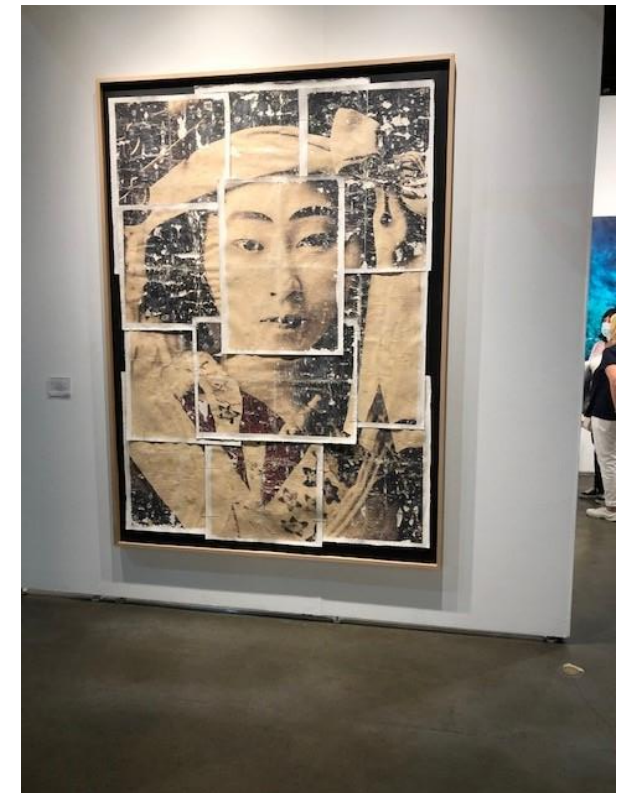


Society for Brain Mapping Therapeutics
July 17 – 19

LACC JULY 2021 EVENTS



July 29 – August 1



LACC JULY 2021 FILMING

DATES	NAME	LOCATION	AMOUNT
June 30 – July 3	Westworld	South Lobby, Kentia, Pico, Fig. Dr., South Garage, Bond Lot	\$69,650
July 1 – July 15	LA Sparks	West Hall B	\$64,496 (partial)
July 6 – 12	Noisy	South Lobby, Kentia, Pico, Fig Dr., Conv. Ctr. Dr., Bond Lot	\$141,990
July 12 - 17	Dollface	South Lobby, Kentia, Pico, Fig Dr. .	\$50,661
July 17 - 18	Lexus Commercial	South Hall K, Kentia, Venice Garage, Pico Dr., Conv. Ctr. Dr.	\$21,181
July 19 - 21	JBL Speaker Testing	West Hall B	\$18,429
July 21 – 27	Someone Out There	Bond Lot, South Garage	\$18,250
July 22 – 24	HBO Untitled Lakers Project	South Lobby, Kentia, Pico, Fig Dr., Conv. Ctr. Dr.	\$101,714
July 30 – 31	Wellcare Commercial	South Lobby, Hall G, Fig Dr.	\$37,185
		12	TOTAL: \$523,556

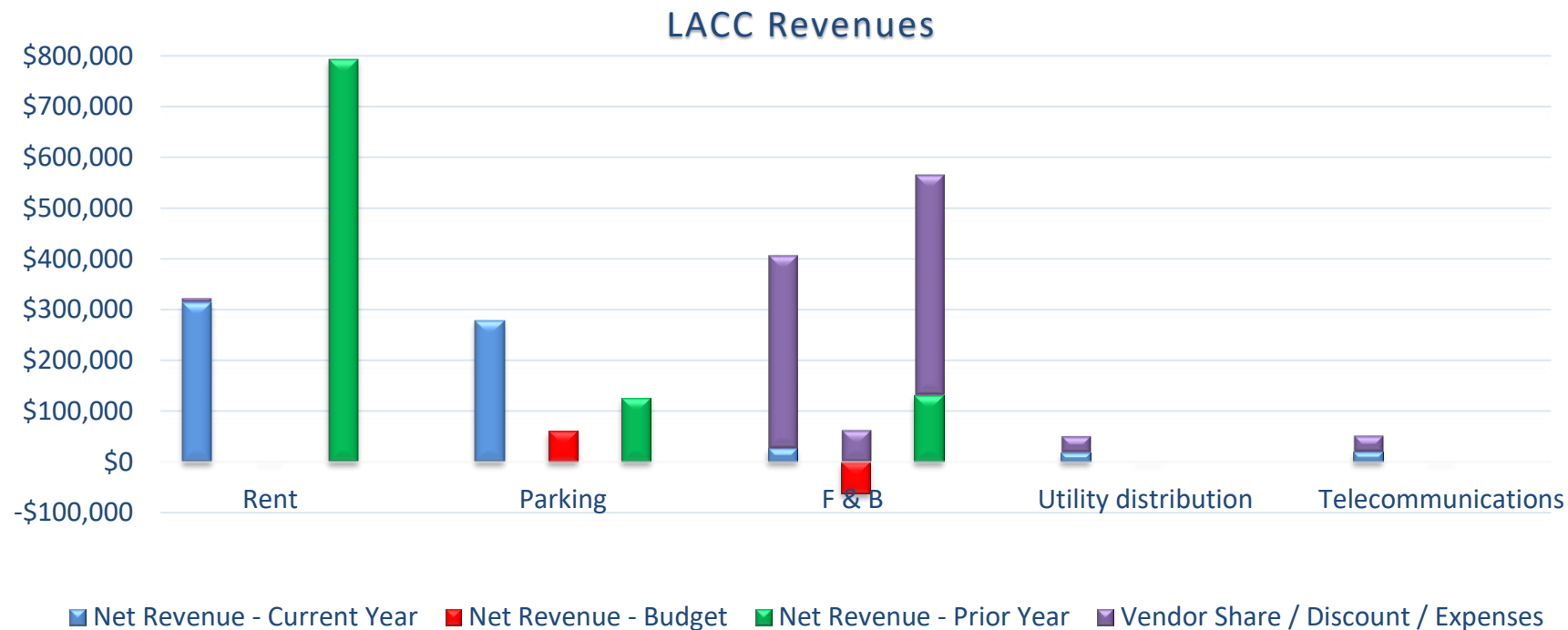
LACC JULY 2021 FINANCIALS

OPERATING SURPLUS (LOSS):

- (\$0.2) million (before approved City Reimbursements, A & I and Capital Projects)
- \$0.9 million above budget
- \$0.3 million below prior year

REVENUES:

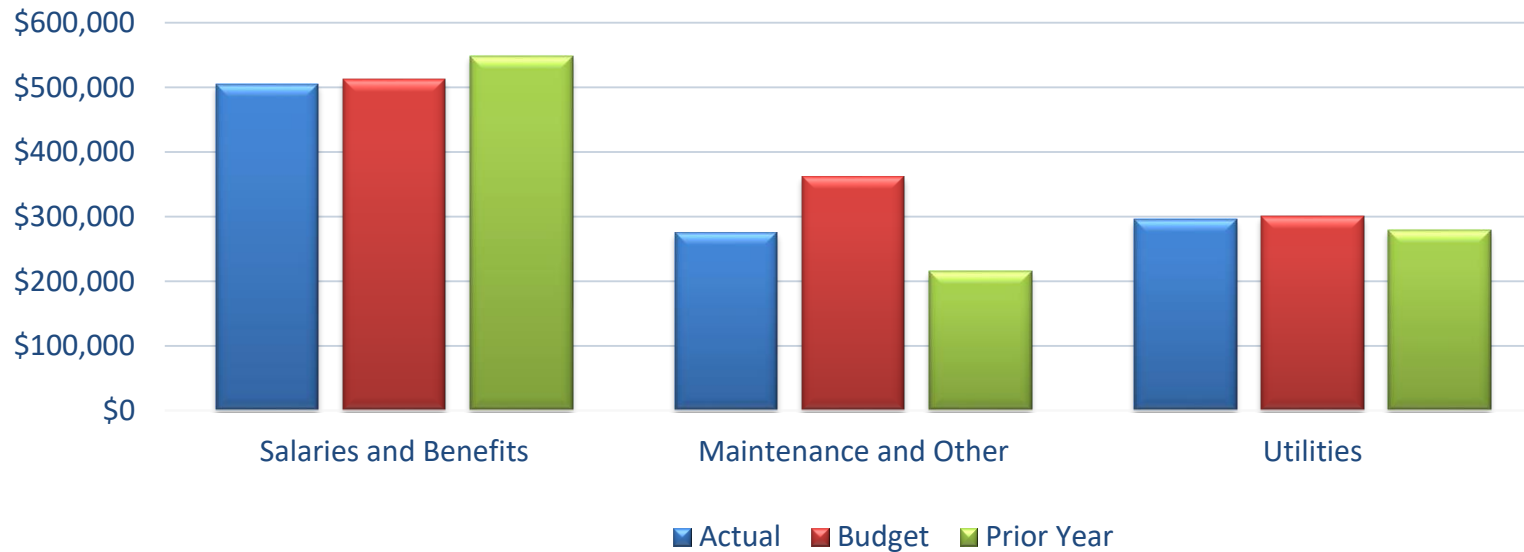
- \$1.4 million gross revenue (before discounts and service provider share)
- \$0.9 million net revenue
- \$0.8 million above budget and \$0.3 million below prior year



LACC JULY 2021 FINANCIALS

OPERATING EXPENSES:

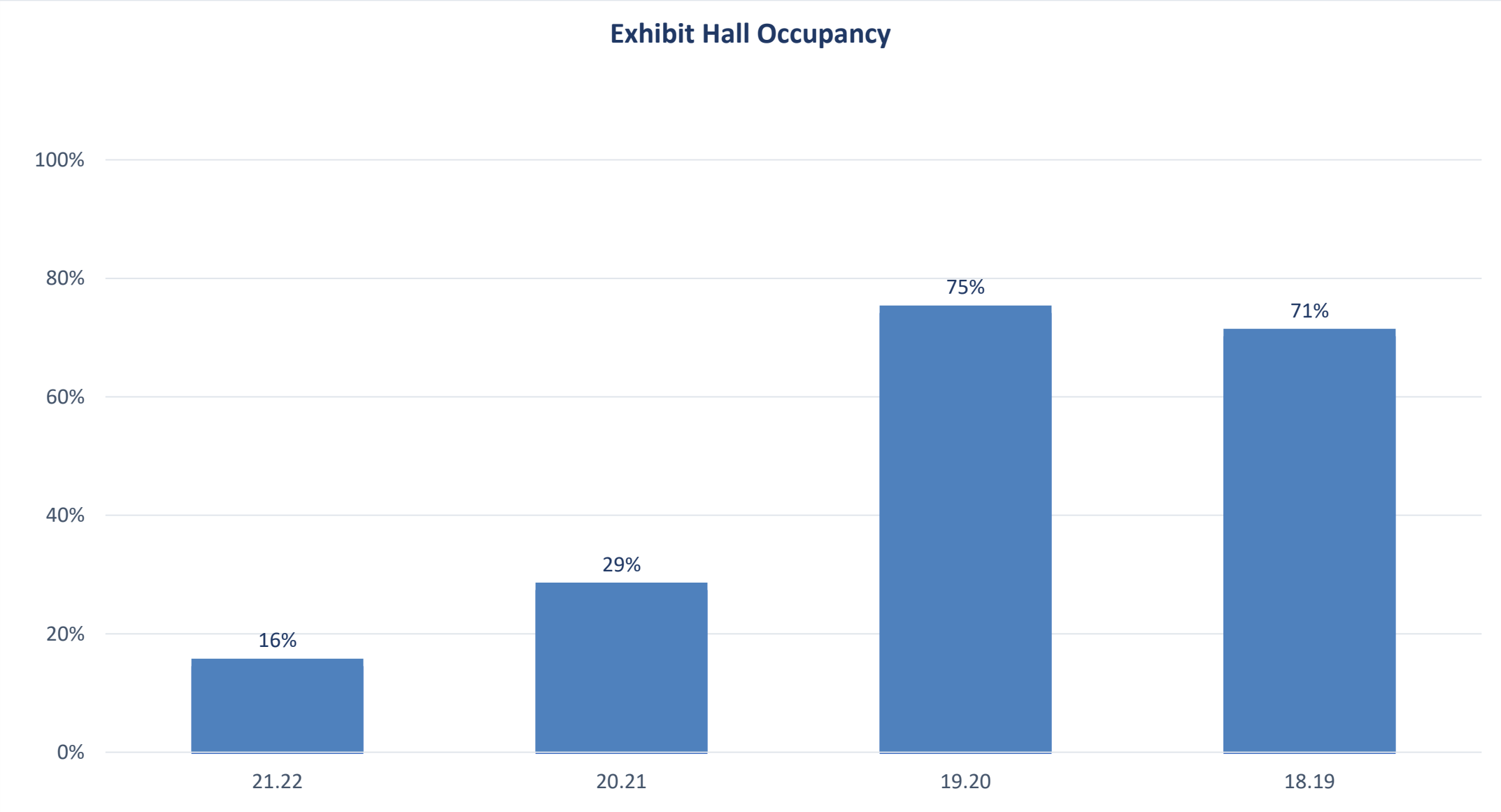
- \$1.1 million (before approved A & I, Capital Projects, and City reimbursement)
- \$0.1 million below budget. Consistent with prior year



CITY REIMBURSEMENT - \$0.1 million

Capital and Alterations & Improvements

LACC JULY 2021 OCCUPANCY



Item 4c

LATCB Update



CTD Board of Commissioners

September 15, 2021



Los Angeles Tourism & Convention Board



SALES UPDATE

Darren K Green

Chief Sales Officer



CITYWIDE CONVENTION SALES

YTD FY21/22 PRODUCTION RESULTS

Lead Production	Leads Actual
FY 21/22 Goal	176
FY 21/22 YTD	21
FY 20/21 STLY	16

Booked Room Nights Produced	RNs Actual
FY 21/22 Goal	225,000
FY 21/22 YTD	8,599
FY 20/21 STLY	63,635

***Pipeline:**

Dated September 8, 2021

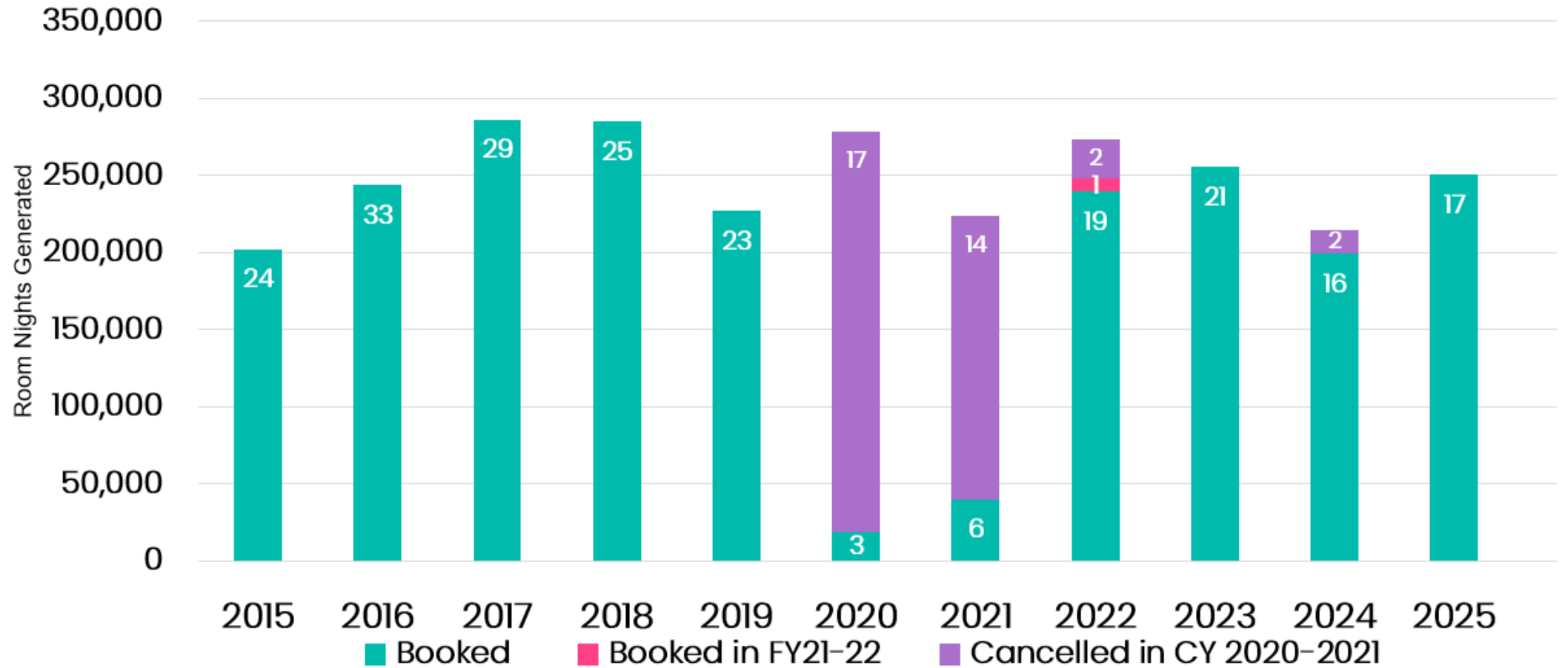
CITYWIDE CONVENTION PIPELINE

YEAR	RNs
2022	99,391
2023	96,653
2024	168,809

YEAR	RNs
2025	161,254
2026	85,500
2027	181,743

Dated September 8, 2021

CITYWIDE CONVENTION BOOKED ROOM NIGHTS 2015-2025 CALENDAR YEAR ARRIVAL DATE



Dated September 8, 2021



**PROFESSIONAL MEETINGS
AND EVENTS (PME's)**

PME OBJECTIVES

- Develop a strategic campaign targeting meeting and events professionals that showcases California is open for business.
- Increase business travel by reintroducing California to key event professionals as a leading destination for meeting, conventions and incentives.
- Integrate and extend destination sales messaging.
- Generate immediate demand and booking for California meetings, to stimulate the economy and job recovery now and in the future.

PROFESSIONAL MEETING AND EVENTS - KEY POINTS

- State of California allocating **\$95m** to support and drive tourism
- Visit California has historically focused on the consumer segment
- Key areas for focus have been leisure and international
- Group business was challenging to support based on the competitive nature of major destinations
- The Pandemic has fostered collaboration amongst these destinations as we emerged to welcome back meetings and events.
- **\$5m** of the **\$95m** for the 1st time has been earmarked to support efforts to drive meetings, events and conventions



PME GUIDING PRINCIPLES

1. Do what the industry can't do for itself
2. Support product education and brand health.
3. Guide statewide California presence.
4. Extend California sustainability messaging.

WORKING GROUPS

Brand and Advertising Working Group		
Name	Title	Company
Misti Kerns	President & CEO	Santa Monica Travel & Tourism
Rob O'Keefe	President and CEO	Monterey Convention & Visitors Bureau
Steve Goodling	President and CEO	Long Beach Convention & Visitors Bureau
Junior Tauvaa	Chief Sales Officer	Visit Anaheim
Trade Show/ Industry Events Working Group		
Name	Title	Company
Darren Green	Chief Sales Officer	Los Angeles Tourism & Convention Board
Junior Tauvaa	Chief Sales Officer	Visit Anaheim
Steve Goodling	President and CEO	Long Beach Convention & Visitors Bureau
Kathy Janega-Dykes	President & Chief Executive Officer	Visit Santa Barbara
Linsey Gallagher	President	Visit Napa Valley
Matthew Martinucci	VP Sales & Destination Services	Team San Jose
Road Shows/ Site Visits Working Groups		
Name	Title	Company
Darren Green	Sr. Vice President of Sales	Los Angeles Tourism & Convention Board
Misti Kerns	President & CEO	Santa Monica Travel & Tourism
Steve Goodling	President and CEO	Long Beach Convention & Visitors Bureau
Nicole Rogers	Executive VP & Chief Sales Officer	San Francisco Travel Association
Colleen Pace	Chief Sales & Marketing Officer	Visit Greater Palm Springs
Margie Sitton	Sr. Vice President of Sales & Services	San Diego Tourism Authority

PROPOSED PME PROGRAM

Destination California

Oct. 7-9, 2021
Coronado, CA

Taste of CA Receptions - Roadshows

Nov./Dec. 2021
East Coast

PCMA- Convene Leaders

Jan. 9-12, 2022
Las Vegas, NV

PCMA- Destination Showcase & Visionary Awards

Spring 2022
Washington DC

2021

2022

IMEX

Nov. 9-11, 2021
Las Vegas, NV

Northstar Leadership Forum

Dec. 12-15, 2021
Pebble Beach, CA

Super Bowl VIP Events

Feb. 13, 2022
Los Angeles, CA

Site Visits

Oct 2021-June
2022

2022

Dream Big Platform

Celebrates diversity, champions being open-minded



Exploring what's next



Creative



Anything is possible vibe



Meetings Translation

Inclusivity & Collaboration
Abundance / Product Choices

Innovation & Entrepreneurship Safety
/ Tech

Inspiration & Fresh Perspective

Optimism; engagement towards one's work and with colleagues

MEETINGS BRAND LAUNCH

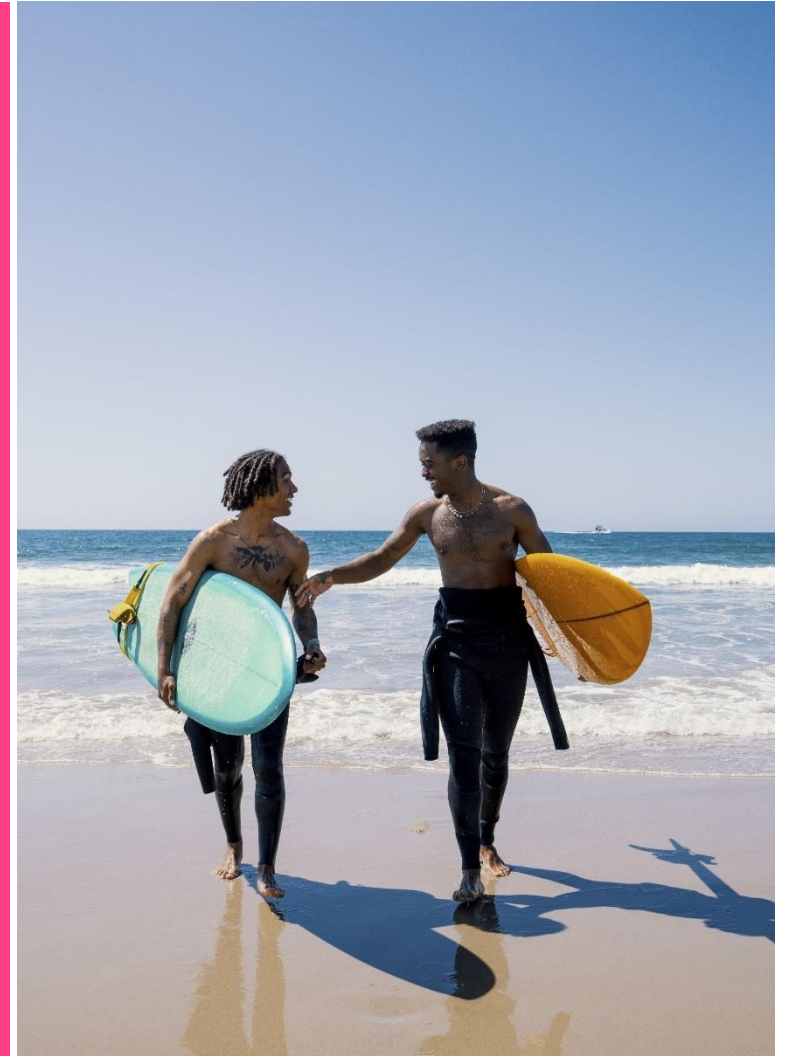
- IMEX Press Conference and Media Availability (Tentative)
- Road Show Integrations
- IMM USA: NYC Media Mission (January)
- Super Bowl LVI (February)





STRATEGIC OVERVIEW

Adam Burke
President & CEO





CURRENT STATE

- **Financial health**

- Conservative financial management
- LATMD Reserve
- City Grant
- Visit California State Grant
- EDA Grant under ARP

- **Right message at right time**

- Consumer sentiment
- Ability to expand advertising
- LA♥; Inside Out; Comeback
- New logo & branding



CURRENT STATE

- **Destination Evolution**

- Tourism Master Plan
- Exciting new product
- Decade of major events
- LAX modernization
- LACC expansion
- Hotel development pipeline

- **Pace of Recovery**

- Occupancy and demand
- Citywide retention rate
- International presence vs. reopening
- Delta variant



#EVERYONE IS WELCOME



LOS ANGELES TOURISM

DEI COMMITMENTS

1

Seek
community
input

2

Broaden
applicant
pool

3

Maintain
executive
diversity

4

Increase
Board
diversity

5

Continue
inclusive
branding

LOS ANGELES TOURISM

DEI COMMITMENTS

6

Diversify
purchasing
process

7

Enhance
CSR
programs

8

Increase
community
service

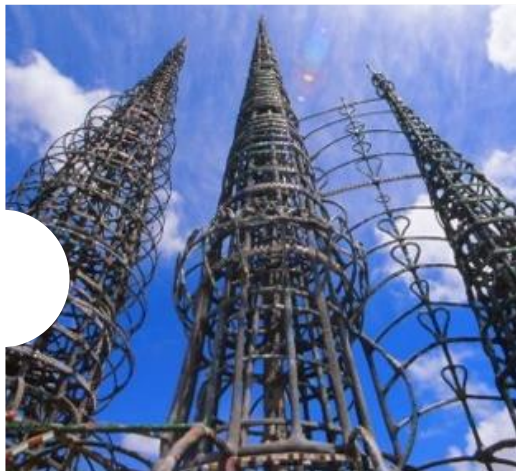
9

Expand
Member
outreach

10

Promote
industry
careers

SOUTH LA



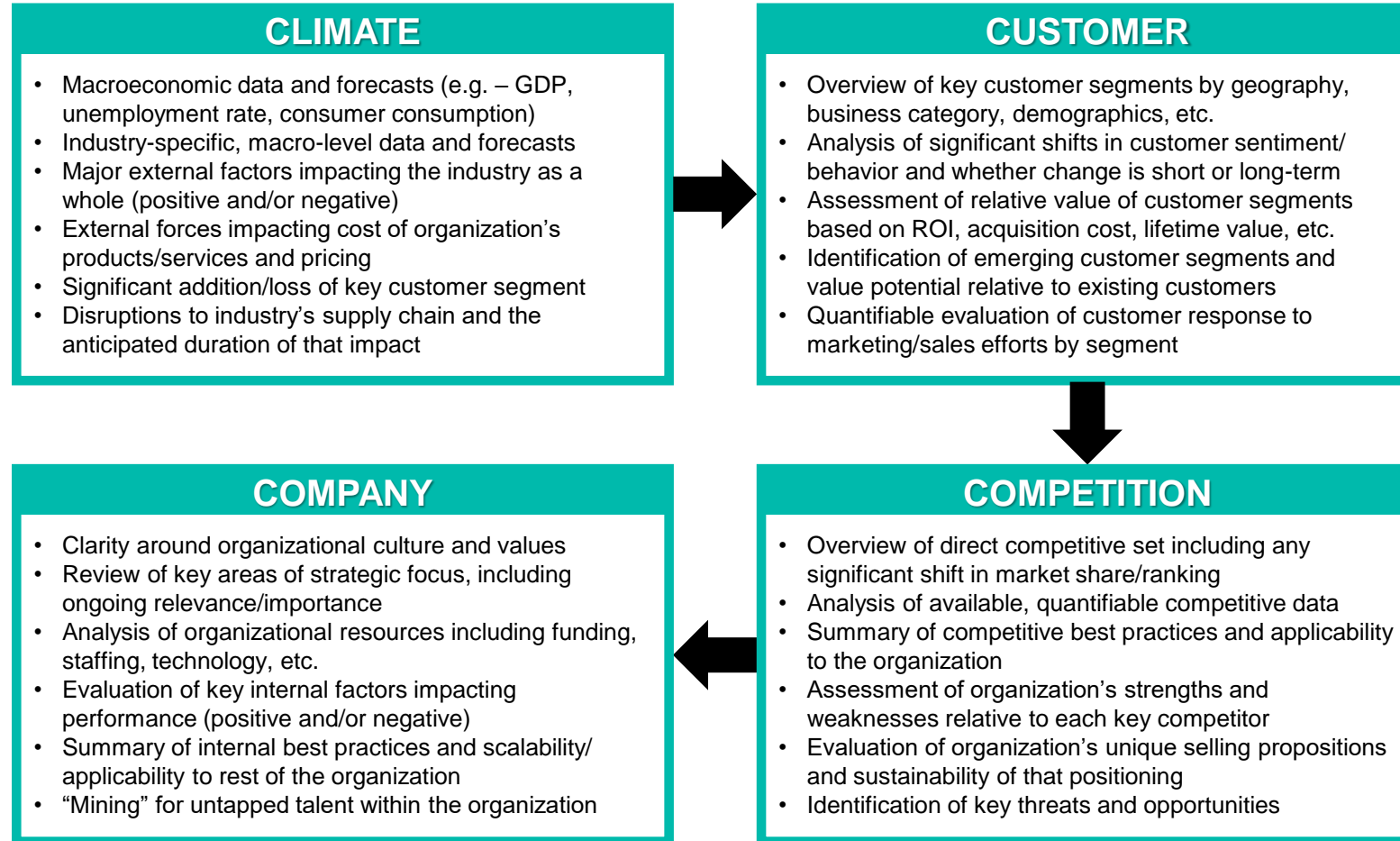


PINNACLE PARTNER

- Holistic, collaborative, industry-wide approach
- Centralized resource for DEI expertise and programming
- Four primary pillars include:
 - Apprenticeship Program
 - Workforce Development
 - Diversity, Equity & Inclusion
 - Research & Data



ANNUAL BUSINESS REVIEW



Sources: Gartner, Harvard Business Review, MIT Sloan Management Review

FY21-22 Business Plan Highlights



Los Angeles Tourism & Convention Board



MARKETING

- Establish and extend **national advertising** campaign
- Leverage LA's reopening and Super Bowl as platforms to launch **integrated marketing** plans
- Maximize opportunities and synergies with **Brand USA** and **Visit California**
- Maintain **base presence internationally** and ramp up based on pace of recovery in key feeder markets
- Capitalize on **evolving LA experience** and **major events**
- Leverage **industry-leading social media** position to complement paid media



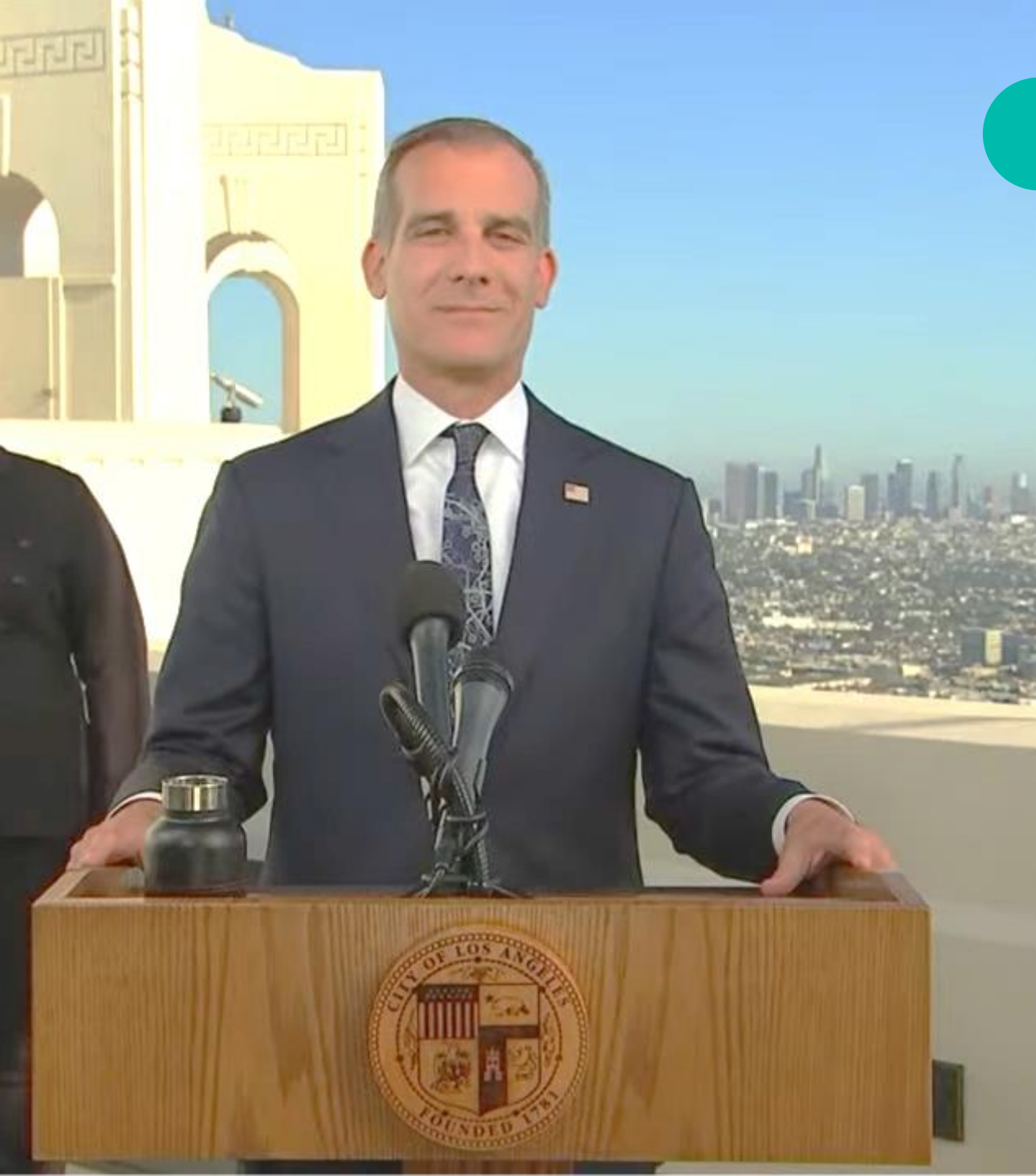
SALES & SERVICES

- Shift primary focus from retention/account management to **proactive selling**
- Respond to **evolving customer expectations** (health & safety, CSR, DEI)
- Utilize **group analytics** as strategic foundation, with focus on **data hygiene**
- Leverage **industry partnerships** to amplify value proposition and drive lead volume
- Shift from primary focus on print media to **social/digital marketing** channels
- Employ data-driven strategy to **rebuilding/redeploying** Sales & Services team
- Continue collaboration with LASEC to secure **signature sporting events**
- Support **LACC expansion** plan



MEMBER PROGRAMS

- Reinstatement of general Membership dues, while **extending suspension** of Lead Hotel dues
- Continue to serve as **“go to” resource** for trusted, real-time information and updates
- Conduct **comprehensive audit** of Member information, including key contacts
- Evolve Member events to a **hybrid model** including both virtual and in-person formats
- Drive **third-party revenues** through existing partnerships and new business development
- **Reevaluate visitor services** to determine appropriate mix of print, digital and in-person
- **Expand Dine LA programming** based on success of new initiatives



EXTERNAL AFFAIRS

- Support implementation of **Tourism Master Plan** to ensure long-term sustainability
- Continue to work with public health to ensure that policy decisions are **informed by industry expertise**
- Serve as the **"voice" of LA Tourism Members** on key issues impacting visitation
- Expand **outreach to key agencies** (EDA, SBA) to increase support for tourism
- Amplify the voice of travel & tourism among Angelenos to **increase community support**
- Implement community engagement strategy to demonstrate **industry stewardship**
- Elevate global recognition of LA as a **leading arts & cultural destination**

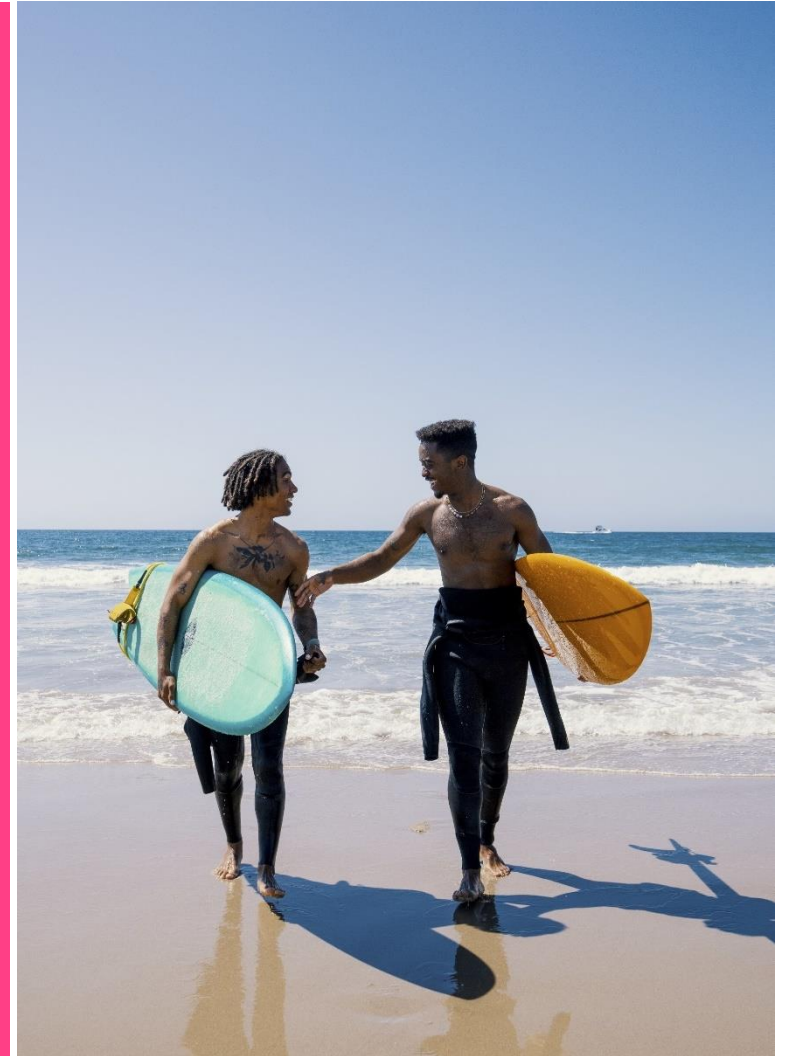


BUSINESS OPERATIONS

- Continue **conservative approach to financial management** to ensure continuity
- **Secure forgiveness** for \$1.6MM PPP loan
- Assess the organization's **marketplace competitiveness** to attract and retain talent
- Further **diversify applicant pool** to increase representation at all levels of the organization
- Leverage technology to become more **agile and efficient** across all business functions
- Mitigate **increased cybersecurity risks** of remote work and sophistication of threats
- With invalidation of EU-US Privacy Shield and likely expansion of CCPA, **ensure ongoing compliance** with regulatory requirements



QUESTIONS?



THANK YOU



Los Angeles Tourism & Convention Board