



# BOARD OF LOS ANGELES DEPARTMENT OF CONVENTION AND TOURISM DEVELOPMENT COMMISSIONERS

Commissioners: Jon F. Vein, President; Otto Padron, Vice President;  
Stella T. Maloyan; David Stone; VACANT

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Members of the public who wish to speak during the meeting must submit a "Request to Speak" form to the Board Secretary prior to the commencement of the public comments for each agenda item of interest. 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 two minutes per speaker, unless the presiding officer grants some other amount of time before the commencement of the public comment.

**Special Meeting**  
Wednesday, February 13, 2019  
9:00 a.m.  
Los Angeles Convention Center  
1201 S. Figueroa Street, L.A., CA 90015  
**Executive Board Room**

**1. CALL TO ORDER / ROLL CALL**

**2. COMMENTS FROM THE PUBLIC**

- a) General Public Comments
- 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 Board of Los Angeles Department of Convention and Tourism Development Commissioners

**3. APPROVE MINUTES:**

- a) Approval of the special meeting minutes from January 16, 2019

**4. REPORTS:**

- a) Executive Director Report
- b) AEG Monthly Report – December
- c) LATCB Monthly Report – December

**5. DISCUSSION:**

- a) Status Update on Tourism Master Plan
- b) Status Update on LACC Expansion

**6. ACTION ITEMS:**

NONE

**7. ADJOURNMENT**

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Materials related to an item on this agenda submitted to the Board of Los Angeles Convention and Tourism development 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.

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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.

# LOS ANGELES CONVENTION CENTER MONTHLY UPDATE

**DECEMBER 2018**

ELLEN SCHWARTZ

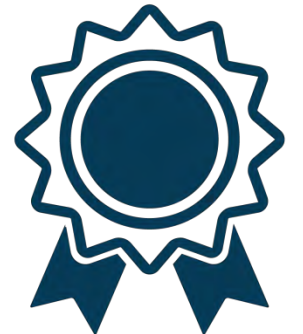


*Los Angeles*  
CONVENTION  
CENTER  
Managed By 

# LEADER OF THE 4th QUARTER



**MICHELLE LEE**  
EVENT MANAGER



# LACC DECEMBER 2018 EVENTS

DEC  
1-9

LA AUTO SHOW 2018  
PUBLIC DAYS  
950,000

DEC  
15

PATCHES & PINS EXPO  
3,000

DEC  
11-15

L.A. COUNTY DEPT. OF HR  
1,500

DEC  
19

NATURALIZATION  
16,000

DEC.  
14

UEI COLLEGE GRADUATION  
2,000

TOTAL

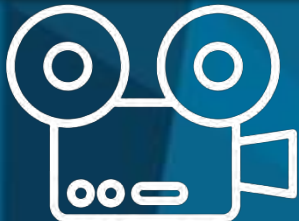
972,500

\*CITYWIDE

# LACC DECEMBER 2018 FILMING & PHOTO EVENTS

<u>DATE</u>	<u>Name</u>	<u>Location</u>	<u>Amount</u>
Dec 5-6	This is Us	Venice Garage	\$6,000
Dec 20	Lenovo	South Garage	\$5,000

**TOTAL FILMING: \$11,000**



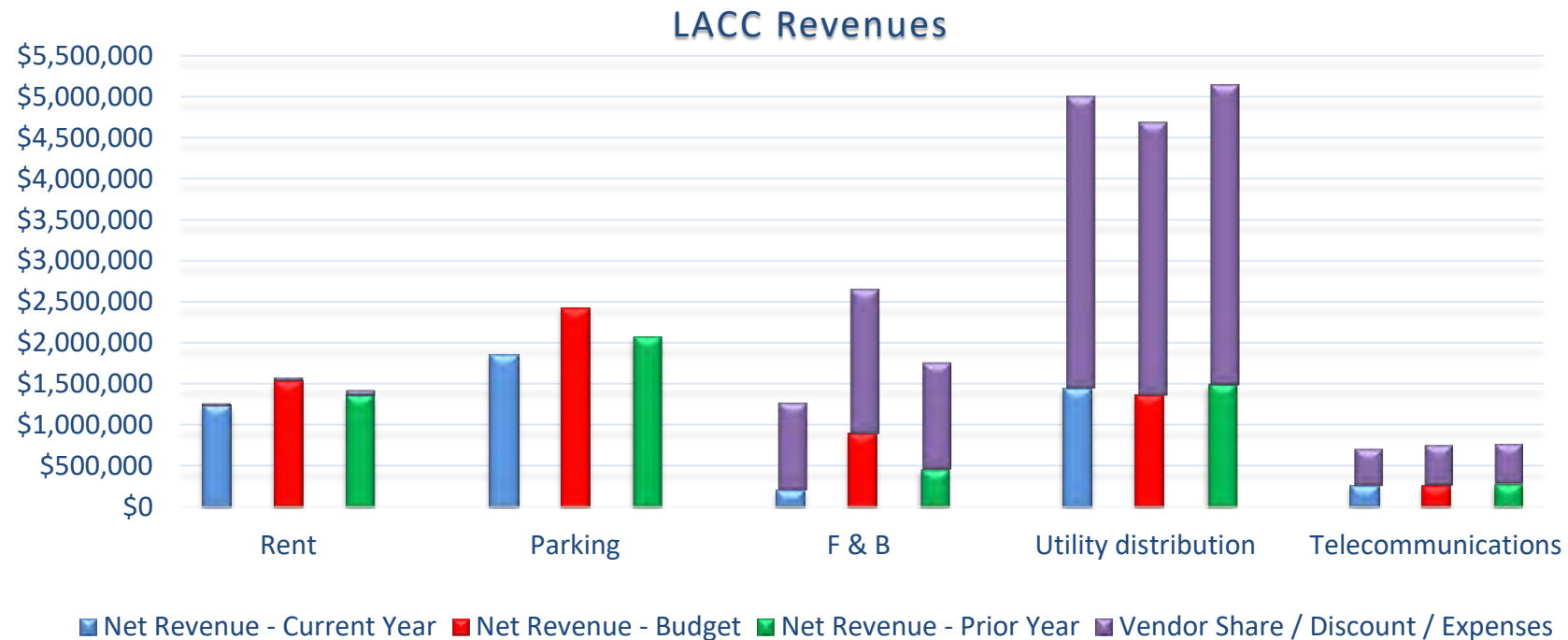
# LACC December 2018 FINANCIALS

## OPERATING SURPLUS:

- \$2.7 million (before approved City Reimbursements, A & I and Capital Projects)
- \$1.5 million below budget
- \$427K above prior year

## REVENUES:

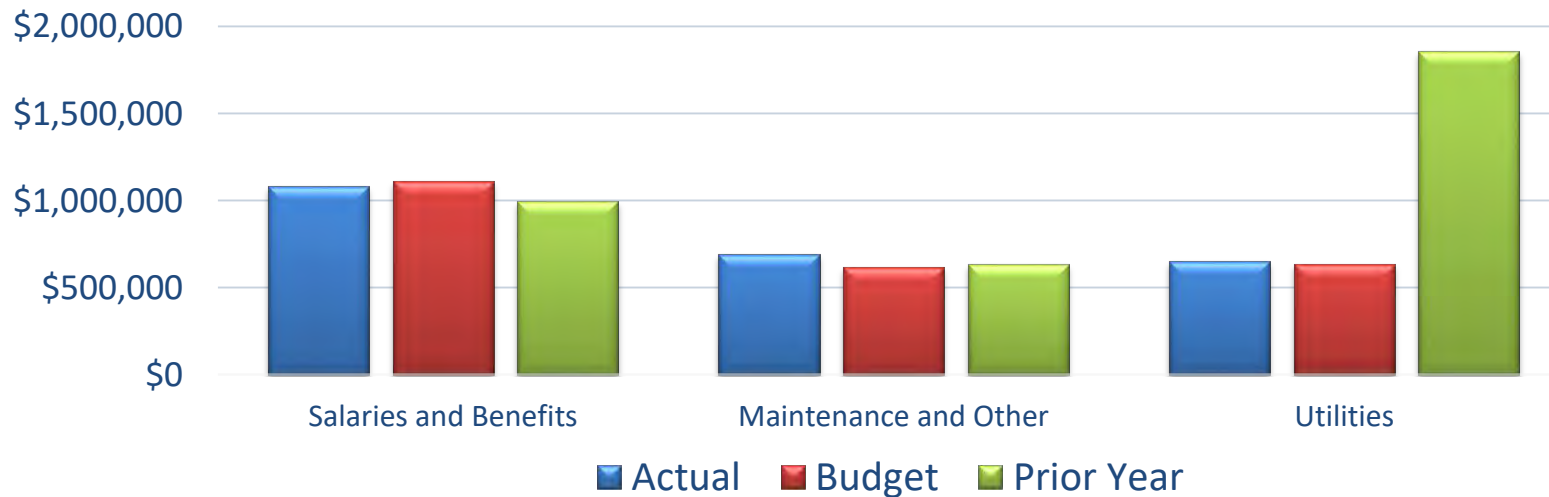
- \$10.5 million gross revenue (before discounts and service provider share)
- \$5.1 million net revenue
- \$1.4 million below budget and \$0.6 million below prior year



# LACC December 2018 FINANCIALS

## OPERATING EXPENSES:

- \$2.4 million (before approved A & I, Capital Projects, and City reimbursement)
- \$59K above budget and \$1.1 million below prior year
- Prior year utilities includes a one time \$1.3 million utility user tax charge

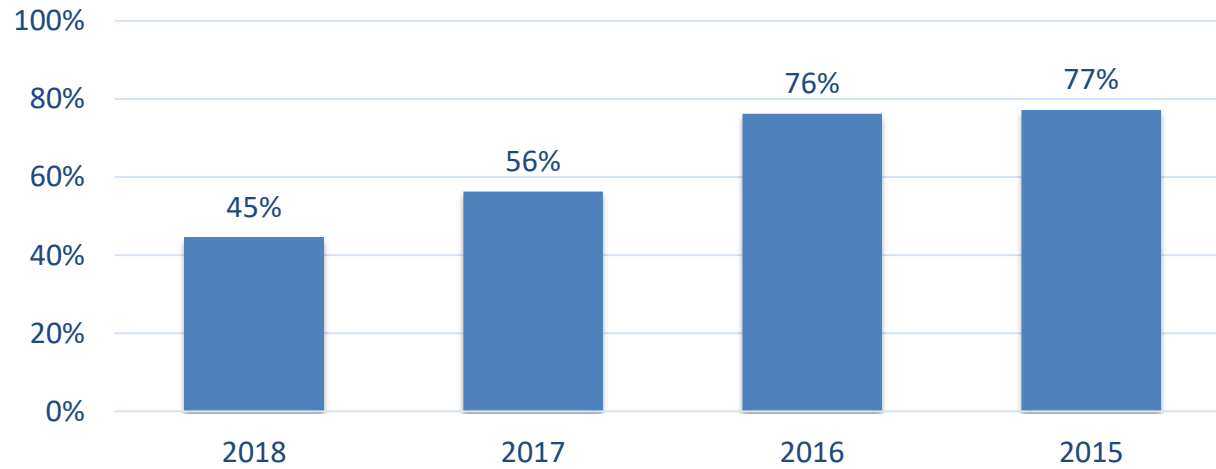


**CITY REIMBURSEMENT - \$358K**

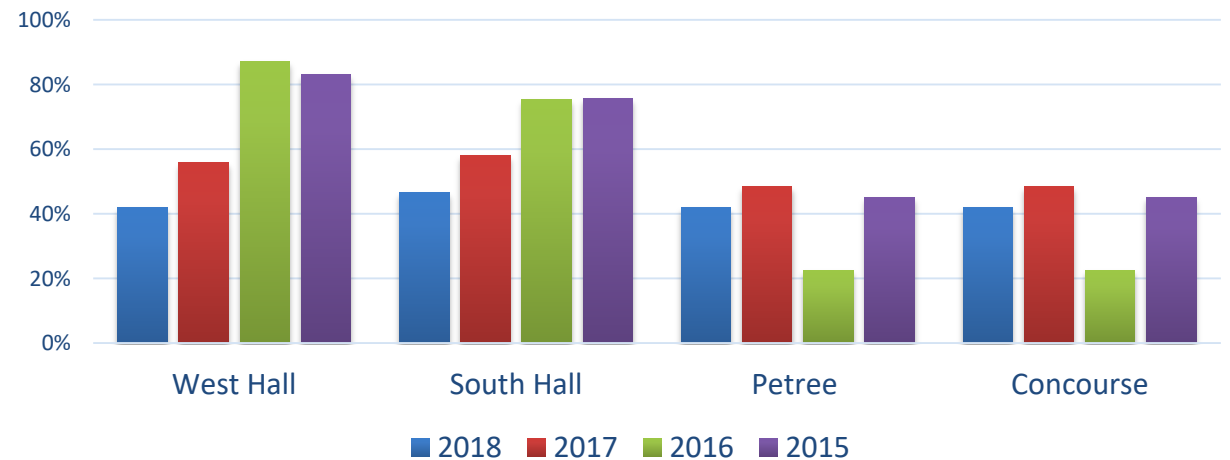
**Capital and Alterations & Improvements**

# LACC December 2018 OCCUPANCY

## Exhibit Hall Occupancy



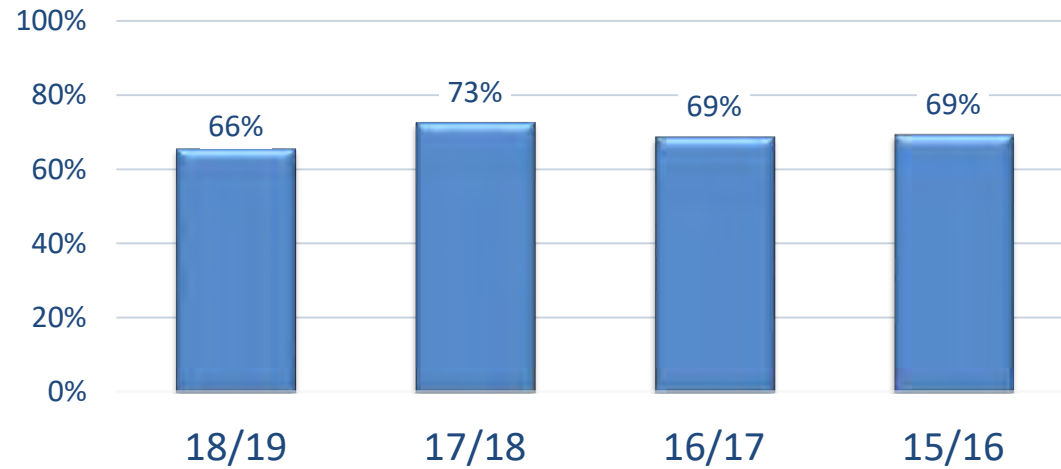
## Occupancy by Exhibit Hall



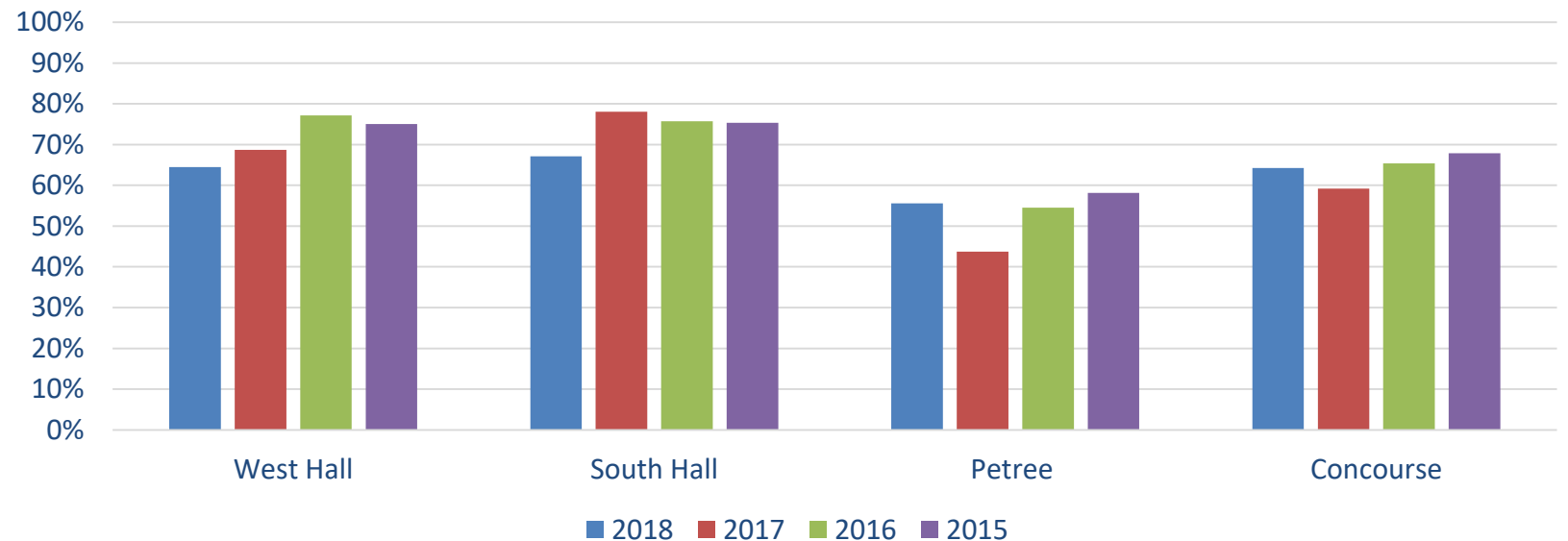


# LACC YTD 2018/2019 OCCUPANCY

## Exhibit Hall Occupancy – (July - December)



## Occupancy by Exhibit Hall – (July – December)



# LACC December 2018 ECONOMIC IMPACT

\$30 million in Projected Economic Impact



# CTD Board of Commissioners Meeting

February 13, 2019

Los Angeles

# CITYWIDE CONVENTION SALES YTD FY 18/19 PRODUCTION RESULTS

Lead Production	Leads Actual
FY 18/19 Goal	220
FY 18/19 YTD	<b>134</b>
FY 17/18 STLY	122

Booked Room Nights Produced	RNs Actual
FY 18/19 Goal	390,000
FY 18/19 YTD	<b>210,491</b>
FY 17/18 STLY	237,241

Dated February 6, 2019

# RECENT BOOKINGS



International Association of Exhibition & Events  
2022 Expo! Expo! Annual Meeting & Exhibition  
December 6-8, 2022  
**4,162 Room Nights**



American Association of Endodontists  
2024 AAE Annual Session  
April 17-20, 2024  
**6,050 Room Nights**

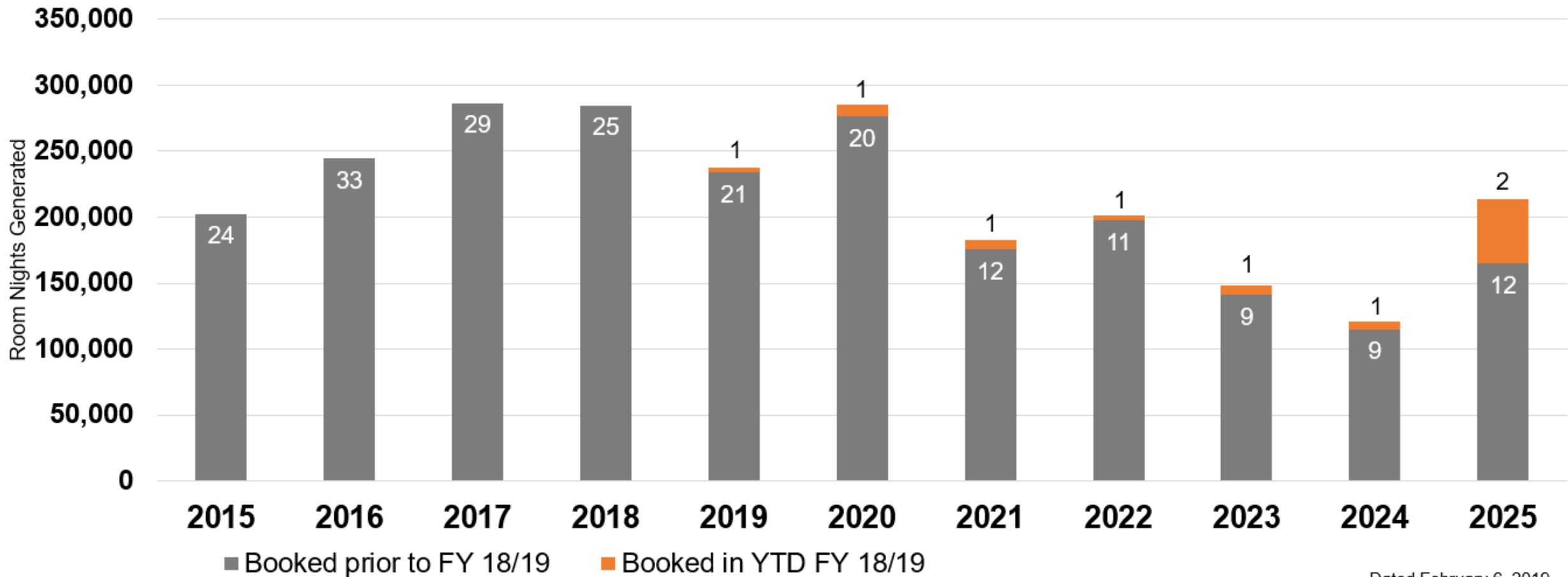


American Society of Microbiology  
ASM Microbe 2025  
June 19-23, 2025  
**22,320 Room Nights**



American Institute of Architects - AIA  
2033 AIA Conference on Architecture  
May 19-21, 2033  
**17,890 Room Nights**

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



Dated February 6, 2019

# RECENT SITES



Society of American Gastrointestinal Endoscopic Surgeons  
2024 SAGES Postgraduate Course & Scientific Sessions  
April 3-6, 2024  
**7,080 Room Nights**



Canon USA, Incorporated  
Canon Camera Convention 2021  
September 23-25, 2021  
**8,881 Room Nights**



Amazon  
Boost  
May 29 – April 2, 2020  
**18,600 Room Nights**



National Association for College Admission Counseling  
2024 NACAC National Conference  
September 25-29, 2024  
**18,046 Room Nights**



American Urological Association  
AUA Annual Meeting  
April 27-29, 2029  
**49,001 Room Nights**



American Geophysical Union - AGU  
AGU Fall Meeting 2028  
December 11-15, 2028  
**48,224 Room Nights**

# SALES TRAVEL CALENDAR

## Recent Events:

- **PCMA Convening Leaders** in Pittsburgh, PA, January 6<sup>th</sup>-9<sup>th</sup>
- **MPI Global Board of Trustees Meeting** in Dallas, TX, January 14<sup>th</sup>-15<sup>th</sup>
- **HSMAI Adrian Awards** in New York, NY, January 22<sup>nd</sup> (D.Green top 25)
- **Super Bowl** in Atlanta, GA, February 3<sup>rd</sup>





# PCMA CONVENING LEADERS

- January 6-9, 2019
- Pittsburgh, PA
- Over 4,000 Attendees
- LATCB Client Event at Ace Hotel Pittsburgh
- Hosting PCMA Education Conference, June 25-28, 2019, Los Angeles



Los Angeles™

# SALES TRAVEL CALENDAR

## Upcoming Events:

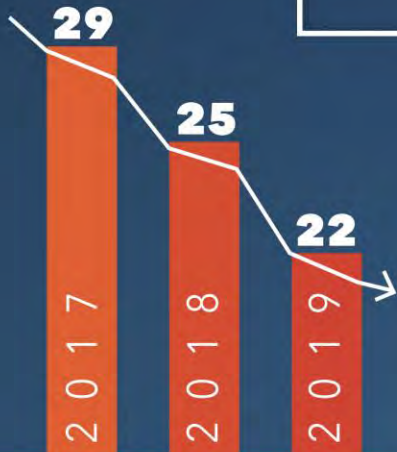
- **GRAMMY's** in Los Angeles, CA, January 6<sup>th</sup>-8<sup>th</sup>
- **AIME** in Melbourne, Australia, February 18<sup>th</sup>-20<sup>th</sup>
- **GSMA Mobile World Congress** in Barcelona, Spain, February 25<sup>th</sup>-28<sup>th</sup>
- **Experient Envision** in Las Vegas, NV, March 13<sup>t</sup>-15<sup>th</sup>



# LACC TRANSFORMATION TASK FORCE

- **Darren Green**, SVP, Sales
- **Kathy McAdams**, VP, Citywide Convention Sales
- **Wendy Kheel**, VP, Tourism Insights
- **Callan Koenig**, Senior Digital Producer
- **Shant Apelian**, Director, Corporate Communications
- **Bruce McGregor**, Director, Sales Operations
- **Mary Gallagher**, Director, Mid-Atlantic Region Convention Sales
- **Paige Cram**, Marketing Director, Sales
- **Patti MacJennett**, SVP, Business Affairs

# Necessity of the LACC Expansion



Number of citywide conventions

Citywides at the LACC continue to decrease.

# 37

Number of conventions **lost** in 2018 because the LACC was **"not suitable"**. Marks a 32% annual increase.

It is clear that the facility needs updating.

1997 Los Angeles    2001 San Diego    2004 Denver    2008 Phoenix    2017 Anaheim    2019 San Francisco    2021 Seattle



# 717,704

booked room nights **at risk** for cancellation beginning 2022 if expansion doesn't take place

Key west coast competitors have all renovated more recently than LA.

Exposure increases exponentially if plans do not move forward.

# Brand Marketing

February 13, 2019

Los Angeles

# Campaign Evolution

# LOS ANGELES: ONE CITY, ONE BRAND.

CONSUMER

TRAVEL TRADE

SALES

MEMBERSHIP

CORPORATE

The messaging may change per audience, but not the brand.



# The Research (2016-2019)

- **MINDSET & LIFESTYLE** Top appealing dimensions of L.A.
- **ETHOS OF L.A.** is what travelers believe make our City most unique
- Travelers give the **PEOPLE OF L.A.** a lot of credit
- Want to be immersed in the **DIVERSE & FORWARD-THINKING** environment
- Sense of **PHYSICAL & PERSONAL FREEDOM**, “open” culture without restriction
- Experiencing **NEW & DIFFERENT CULTURES** is a primary driver for travel
- Embrace **FREE-SPIRITED SELF**, express and play out free-spirited self

# Where We've Been

1. Research points to **MINDSET & LIFESTYLE** as a primary driver and differentiator
2. Strategic shift to a more emotional space – the “**FEELING OF L.A.**”
3. Travel Ban as a catalyst, focus on **DIVERSITY & INCLUSIVITY** adds more meaning
4. “**EVERYONE IS WELCOME**” Campaign continues
5. Research adds “**SENSE OF FREEDOM**” as important differentiator
6. **HUMAN CENTERED BRAND PURPOSE & PILLARS**: the strategic foundation for our future

# **This is our purpose**

**Los Angeles inspires people around the world to open their hearts and minds.  
We believe that welcoming all cultures, ideas, creative and personal pursuits creates  
a freedom that nourishes the spirit of our visitors, our city, and the world we share.**



# CONNECTING OUR PRODUCT TO OUR BRAND PURPOSE

Our *brand pillars* are the lenses through which we talk about our product, so that our messaging always ladders up to our *brand purpose*. If our messaging supports the vision of our purpose, then we're communicating in a way that's on brand and will make a stronger emotional impact on our audience.

## BRAND PURPOSE

**LOS ANGELES INSPIRES PEOPLE AROUND THE WORLD TO OPEN THEIR HEARTS AND MINDS.  
WE BELIEVE THAT WELCOMING ALL CULTURES, IDEAS, CREATIVE AND PERSONAL PURSUITS CREATES  
A FREEDOM THAT NOURISHES THE SPIRIT OF OUR VISITORS, OUR CITY, AND THE WORLD WE SHARE.**

## BRAND PILLARS

INDIVIDUALITY

IMAGINATION

OPTIMISM

DYNAMISM

## BRAND PRODUCT PILLARS

ARTS & CULTURE

CULINARY

OUTDOORS & WELLNESS

SPORTS & ENTERTAINMENT

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## BRAND PILLARS

INDIVIDUALITY

IMAGINATION

OPTIMISM

DYNAMISM

## SALES PRODUCT PILLARS

WORLD-CLASS VENUES

LEADERSHIP & TALENT

DIVERSE DESTINATIONS

PERSONAL TOUCH

An aerial photograph of a beach at sunset. The sky is a warm orange and yellow, reflecting on the water. Waves are breaking on the shore, and two surfers are visible riding a wave. The beach is sandy, and buildings are visible in the distance along the coastline.

**These are the values we celebrate...**

**LOS ANGELES TOURISM & CONVENTION BOARD**

A close-up, low-angle shot of a person's legs from the knees down, wearing red and white striped socks and red roller skates with orange wheels. The person is standing on a light blue roller rink floor. In the background, there are white circular markings on the floor, including the word "BEACH" written in large, dark letters. The lighting is bright, casting a shadow of the person's legs and skates onto the floor.

# Individuality

**People here are celebrated for being different, for being themselves, for being whatever they want to be. We think creating an environment where everyone feels comfortable expressing their individuality just makes the collective stronger.**



# Imagination

**We see imagination as a personal expression of freedom.  
Unbridled imagination is the source of our creativity,  
our entrepreneurship, our ideals, and our vision of the future.**

LOS ANGELES TOURISM & CONVENTION BOARD





An elderly couple is dancing joyfully in a public square. The woman is wearing a pink fringed dress and glasses, and the man is wearing a light blue suit and a straw hat. They are both smiling and laughing. In the background, there are stone columns, colorful flags, and musicians playing instruments like trumpets and guitars. The scene is set during sunset or sunrise, with warm lighting.

# Optimism

**Our optimism is more than a sunny disposition. It's seizing opportunities, fearless experimentation, and the belief that open hearts and minds create the best of all possible worlds.**



# Dynamism

Welcoming all people, ideas, cultures, and creativity creates a space that's always progressing toward a brighter future. Our city and our people are always evolving, experimenting and reinventing the brand new.



A scenic photograph of a beach at sunset. The sky transitions from a deep blue at the top to a bright orange and yellow near the horizon. Several tall palm trees are silhouetted against the sky. In the foreground, a wooden pier extends into the ocean, with a small pavilion structure at its end. The text "Los Angeles" is overlaid in the center in a white, cursive script font with a thick pink shadow. A small crescent moon is visible in the upper right portion of the sky.

Los Angeles™

# Logo

## Logo

This is our primary logo and should be used in most cases

The image shows the word "Los Angeles" written in a bold, black, cursive script font. The letters are thick and have a slight shadow effect, giving it a three-dimensional appearance. A small trademark symbol (TM) is located at the end of the word.

# Logo

## Logo Family

This is the logo family



Los Angeles™

Consumer (B2C / B2B)



Los Angeles™  
TOURISM & CONVENTION BOARD

Corporate

# Affiliate Logos



# Brand Colors

## Brand Colors

Our updated color palette.

Hero colors are pointed out and should be the main colors used with the remainder of the colors used as accents (including gradients).



#0087ff  
Location: 17.49%  
RGB: (0, 135, 255)  
CMYK: (75.38, 46.09, 0, 0)  
PMS: 2925 C

#f8667a  
Location: 29.75%  
RGB: (248, 102, 122)  
CMYK: (0, 75.03, 36.11, 0)  
PMS: 709 C

HERO COLOR 3  
#f8669d  
Location: 23.21%  
RGB: (248, 102, 157)  
CMYK: (0, 75.3, 6.99, 0)  
PMS: 218 C

HERO COLOR 1  
#1ac2ff  
Location: 54.27%  
RGB: (26, 194, 255)  
CMYK: (61.88, 4.4, 0, 0)  
PMS: 311 C

HERO COLOR 2  
#fb8e4b  
Location: 55.16%  
RGB: (251, 142, 75)  
CMYK: (0, 54.18, 76.26, 0)  
PMS: 164 C

#a96fc8  
Location: 52.67%  
RGB: (169, 111, 203)  
CMYK: (39.698, 63.54, 0, 0)  
PMS: 2577 C

#40ffff  
Location: 87.7%  
RGB: (64, 255, 255)  
CMYK: (48.3, 0, 11.76, 0)  
PMS: 332 C

#ffbd17  
Location: 82.94%  
RGB: (255, 189, 23)  
CMYK: (0, 27.91, 97.26, 0)  
PMS: 1235 C

#4f93e3  
Location: 82.94%  
RGB: (79, 147, 227)  
CMYK: (65.6, 35.11, 0, 0)  
PMS: 279 C



# Logo Colors

## Logo Colors

Brand logos may be used with the defined 3 "hero colors"

The word "Los Angeles" in a blue, cursive script font with a white outline and a trademark symbol.The word "Los Angeles" in a pink, cursive script font with a white outline and a trademark symbol.The word "Los Angeles" in an orange, cursive script font with a white outline and a trademark symbol.The word "Los Angeles" in a black, cursive script font with a white outline and a trademark symbol.

# URL

## URL Usage

When used in print, collateral, etc. the url should appear in all lowercase.

When used for editorial, the url should appear in upper/lower case.

**discoverlosangeles.com**

**www.DiscoverLosAngeles.com**

**meetlosangeles.com**

**www.MeetLosAngeles.com**

# Font Family

## Fonts

The typography is clean and modern.

Headline font is **Mont LA Bold**.

Digital Body Copy is **Avenir**.

Long Form Print Body Copy is **Hoefler**.

Mont - Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz  
1234567890

Avenir - Book

ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz  
1234567890

Hoefler - Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz  
1234567890

# Los Angeles Tourism Master Plan

Building Infrastructure and Capacity  
for LA's Next Wave of Tourism



CITY OF  
*Los Angeles*  
DEPARTMENT OF  
CONVENTION & TOURISM DEVELOPMENT

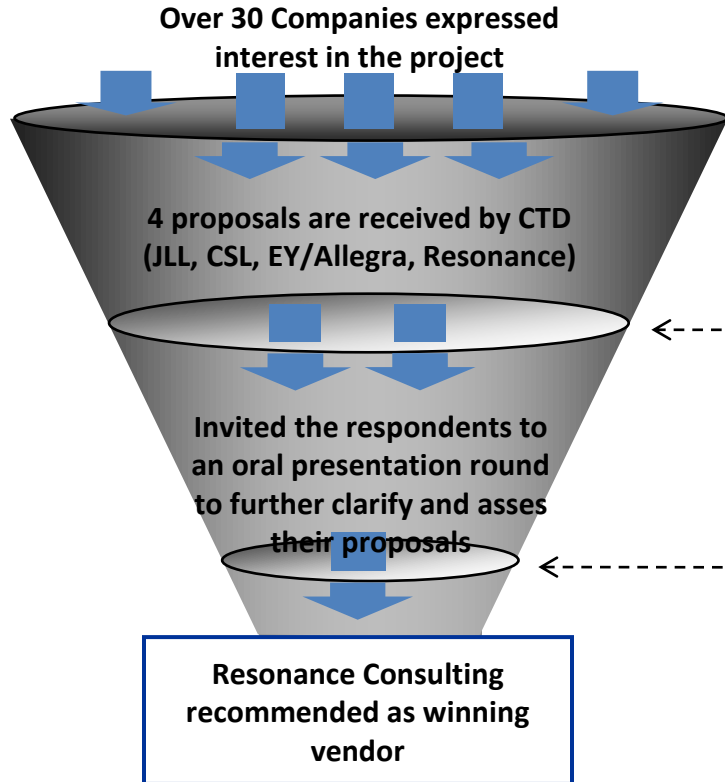
# PROJECT DEFINITION

**Collaborate** with CTD leadership and consultants to help **develop** a long term strategic plan that will address the tourist experience needs and identify current and upcoming challenges related to tourism growth in Los Angeles.

**Success** is defined by...

- ✓ Administering the process for developing the Tourism Master Plan
- ✓ Ensuring cross sector (public and private) participation in all phases of the project
- ✓ Developing an actionable Implementation Roadmap that allows for meaningful discussion and builds coalitions to take on the prioritized recommendations from the Master Plan
- ✓ Soliciting buy in from project stakeholders whom act as project champions for the Implementation

# PROJECT PROGRESS – RFP / VENDOR SELECTION



## Methodology

### Disseminate information to interested parties

Conducted 2 RFP pre-proposal conferences to share information with interested parties; followed up with 9 addendums that answered questions potential proposers sent in to the committee

### Review and score proposals: assess each vendor(s) response against scoring criteria\*

Used the written submitted proposals to draft initial rankings of the bids and determined what areas to investigate further via Oral presentations

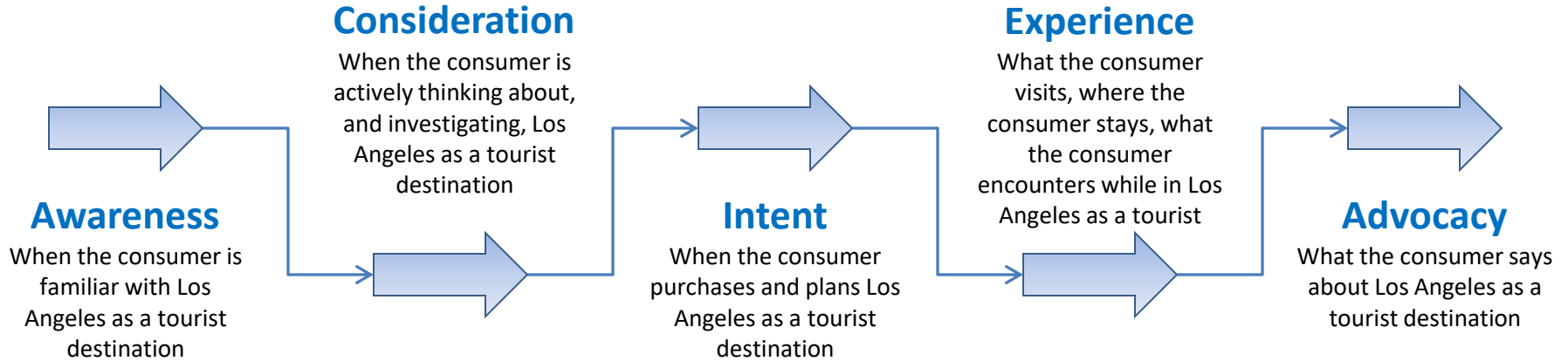
### Committee prepares final scoring and selects winning bid

Built upon the initial draft rankings, final score sheets were tabulated to arrive at a consensus winning bid

#### \*scoring criteria

Experience – Proposer	Personnel	Quality of Proposal	Price Quotation
Experience – Key	References	Methodology	LBPP

# PROJECT SCOPE – LOS ANGELES TOURIST EXPERIENCE



LA Tourism Marketing Plans

LA Tourism Master Plan

## Phase 1 / Situational Analysis Report

- Stakeholder, Visitor & Community Engagement
- Destination Analysis
- Hospitality Analysis

## Phase 2 – Tourism Master Plan

- Visioning Sessions
- Master Plan Development

# PROJECT TIMELINE

