



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

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

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, June 2, 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 Board of Los Angeles Department of Convention and Tourism Development Commissioners

**3. APPROVE MINUTES:**

- a. Approval of the regular meeting minutes from May 5, 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](https://ethics.lacity.org/lobbying). For assistance, please contact the Ethics Commission at (213) 987-1960 or [ethics.commission@lacity.org](mailto:ethics.commission@lacity.org).

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.

# Item 3a

## Approval of the minutes



**BOARD OF LOS ANGELES CONVENTION  
AND TOURISM DEVELOPMENT COMMISSION**

Regular Meeting Minutes  
May 5, 2021

The Board of Los Angeles Convention and Tourism Development Commission (Board) convened a regular meeting on Wednesday, May 5, 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  
Darren Green, LATCB  
Patti MacJennett, LATCB  
Don Skeoch, LATCB

***Item 1. Call to Order / Roll Call***

President 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 special meeting minutes from April 7, 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 GSMA regarding October event in LA, LASEC regarding Super Bowl, UNITE HERE regarding the Olympics, Las Vegas CVB staff regarding I-15 caucus, Mayor's office and LASEC regarding FIFA World Cup human rights application, LACC/CTD staff to discuss LACC's 50th Anniversary celebration, Doug Arnot of Super

Bowl host committee regarding parking and security, CD 2 and CD 3 regarding budget; attending LACTB's call launching the "Start Your Comeback" campaign, Tourism Master Plan stakeholders meeting, US Travel webinar regarding NYC build back better, Tourism Recovery Roundtable, T3 Committee to give update on Expansion and Modernization, and the Budget and Finance Committee Hearings regarding the CTD budget and GCP and MICLA items.

***Item 4b. ASM Monthly Update***

Ms. Ellen Schwartz reported eight filmings for the month of March resulting in \$1.37M in revenue. Mr. Ben Zarhoud presented the financial data for March, reporting an operating surplus of \$0.07M, which is \$1.6 million above the revised budget projection and \$1.2M above prior year, and \$2.9M in gross revenue, which is \$1.2M above the revised budget projection and \$0.8M in operating expenses, which is \$0.4M below revised budget and \$1.0M below prior year. Mr. Zarhoud reported the March Exhibit Hall occupancy was 12% and the YTD Exhibit Hall occupancy was 40% noting that the remainder of the fiscal year is expected to have low occupancy.

***Item 4c. LATCB Monthly Update***

Mr. Darren Green reported that LATCB has processed 61 leads YTD and booked 253,242 room nights, with year-end goals of 176 leads and 362,725 projected room nights, noting that of the 15 citywide cancellations this fiscal year, 11 have been re-booked for a future year which is 73% retention rate. Mr. Green reported that due to unknown meeting restrictions in LA County, IHRSAs has moved to Dallas for the 2021 event. Mr. Green reviewed CVENT RFP trends over the past three months. Ms. Patti MacJennett provided an update on the current LA County updates and protocol resources. Mr. Don Skeoch reported on hotel recovery, noting the increasing hotel occupancy, and tourist spend data, as well as an overview of LATCB's marketing recovery plan and the "#StartYourComeback" campaign, including four campaign videos.

***Item 5: Action Items***

None

**ADJOURNMENT**

The meeting was adjourned at 9:58 a.m. without objection.

# Item 4a

## Executive Director's Report



# Item 4b

## ASM Update



# LOS ANGELES CONVENTION CENTER MONTHLY UPDATE FOR

APRIL 2021

ELLEN SCHWARTZ



# LACC CELEBRATES EARTH DAY 2021



# LACC CELEBRATES GLOBAL MEETING INDUSTRY DAY 2021



# #GMID21

# LACC APRIL 2021 FILMING/EVENTS

| <u>DATES</u>       | <u>NAME</u>            | <u>LOCATION</u>                       | <u>AMOUNT</u>    |
|--------------------|------------------------|---------------------------------------|------------------|
| March 24 – April 8 | Project Orange         | South Hall G                          | \$139,187        |
| April 8 - 9        | Nike Crew Parking      | Bond Lot/LA Live Way                  | \$3,000          |
| April 9 – May 1    | Spectrum Sports        | Petree Plaza                          | \$6,000          |
| April 10 – 12      | Hyundai Commercial     | Bond Lot, GLP, Pico Dr., South Garage | \$18,475         |
| April 13 – 14      | LA Kings               | Petree Plaza                          | \$7,000          |
| April 15 – 21      | Baker (Disney Feature) | West Hall, GLP, Concourse, Bond Lot   | \$127,205        |
| April 26 – 28      | Fox Sports Net         | Petree Plaza                          | \$3,000          |
| April 29 – 30      | Reset                  | South Hall G, Figueroa Dr.            | \$11,375         |
| April 15 – July 29 | LA Sparks              | West Hall B                           | \$38,692         |
| <b>TOTAL:</b>      |                        |                                       | <b>\$353,934</b> |

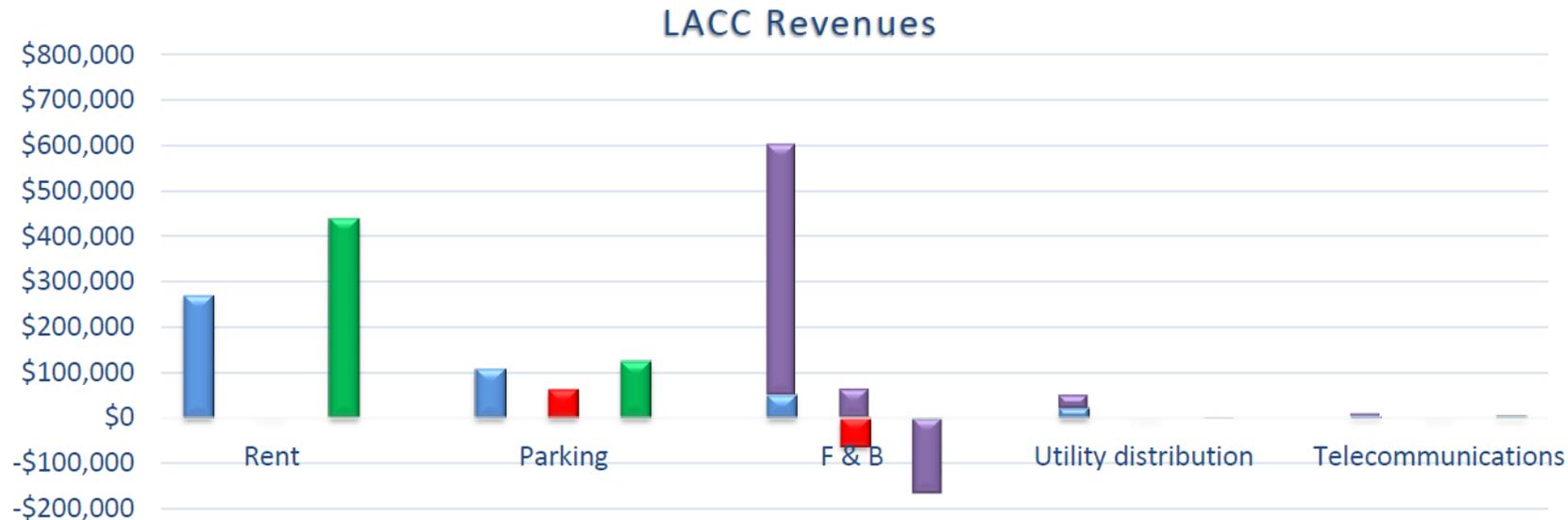
# LACC APRIL 2021 FINANCIALS

## OPERATING SURPLUS (LOSS):

- (\$0.3) million (before approved City Reimbursements, A & I and Capital Projects)
- \$0.7 million above revised budget
- \$0.5 million above prior year

## REVENUES:

- \$1.2 million gross revenue (before discounts and service provider share)
- \$0.6 million net revenue
- \$0.5 million above revised budget and \$0.1 million above prior year

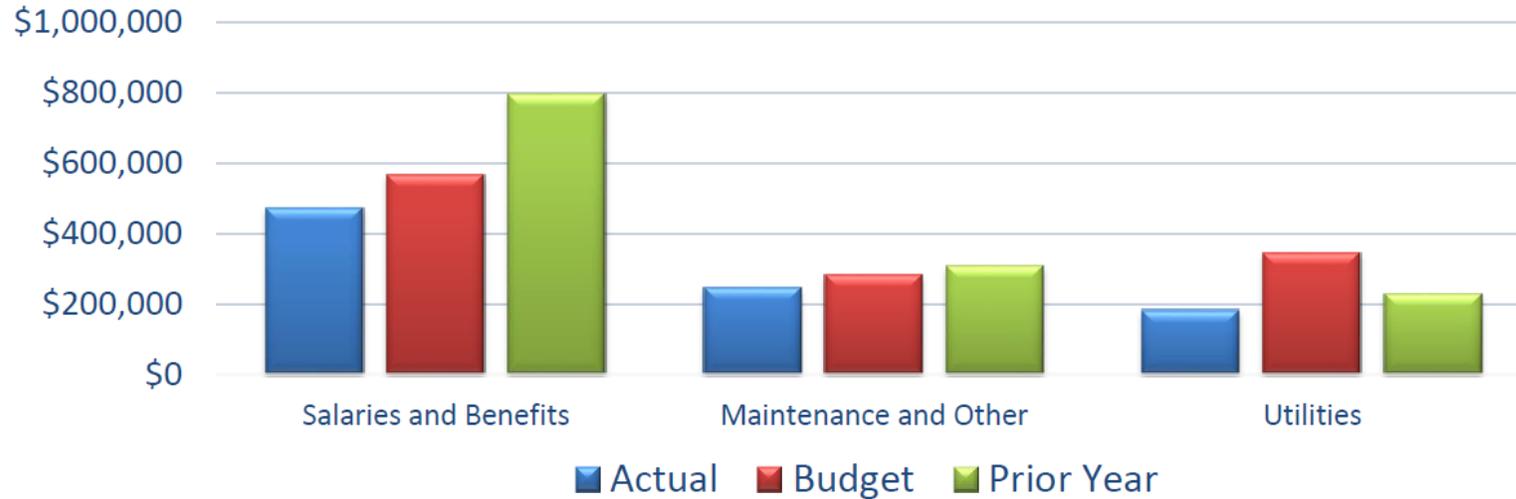


■ Net Revenue - Current Year ■ Net Revenue - Budget ■ Net Revenue - Prior Year ■ Vendor Share / Discount / Expenses

# LACC APRIL 2021 FINANCIALS

## OPERATING EXPENSES:

- \$0.9 million (before approved A & I, Capital Projects, and City reimbursement)
- \$0.3 million below revised budget and \$0.4 million below prior year

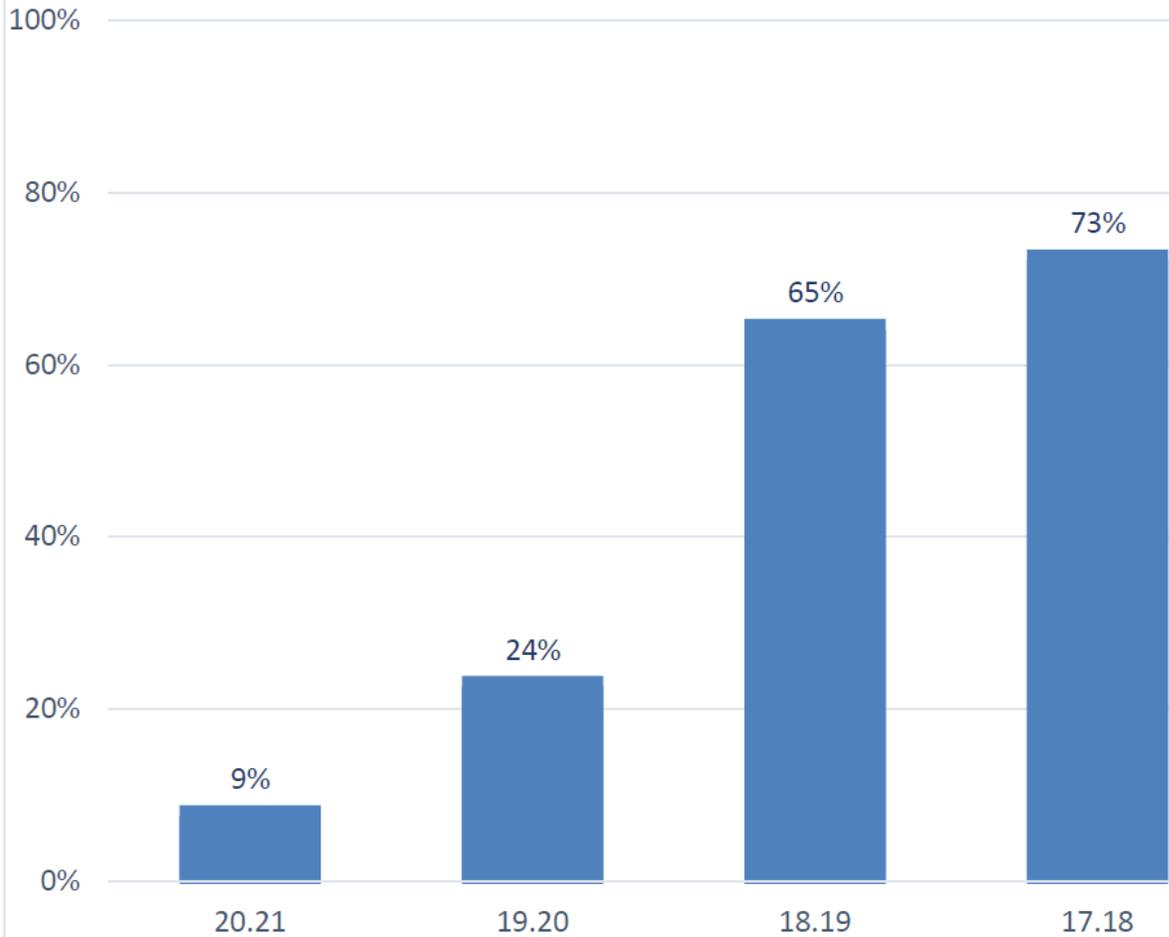


CITY REIMBURSEMENT - \$0.17 million

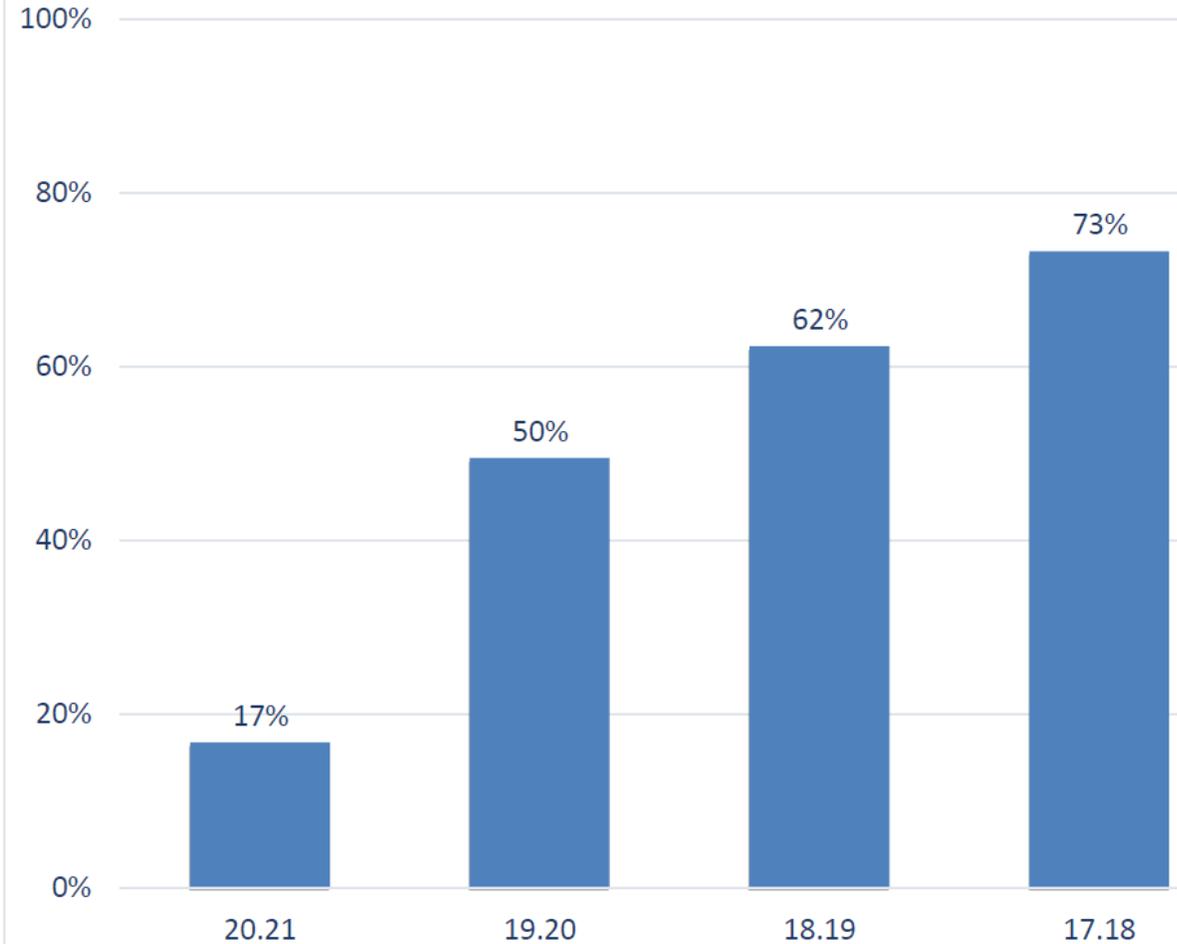
Capital and Alterations & Improvements

# LACC APRIL 2021 OCCUPANCY

## Exhibit Hall Occupancy



## Exhibit Hall Occupancy (July-April)



# Item 4c

## LATCB Update

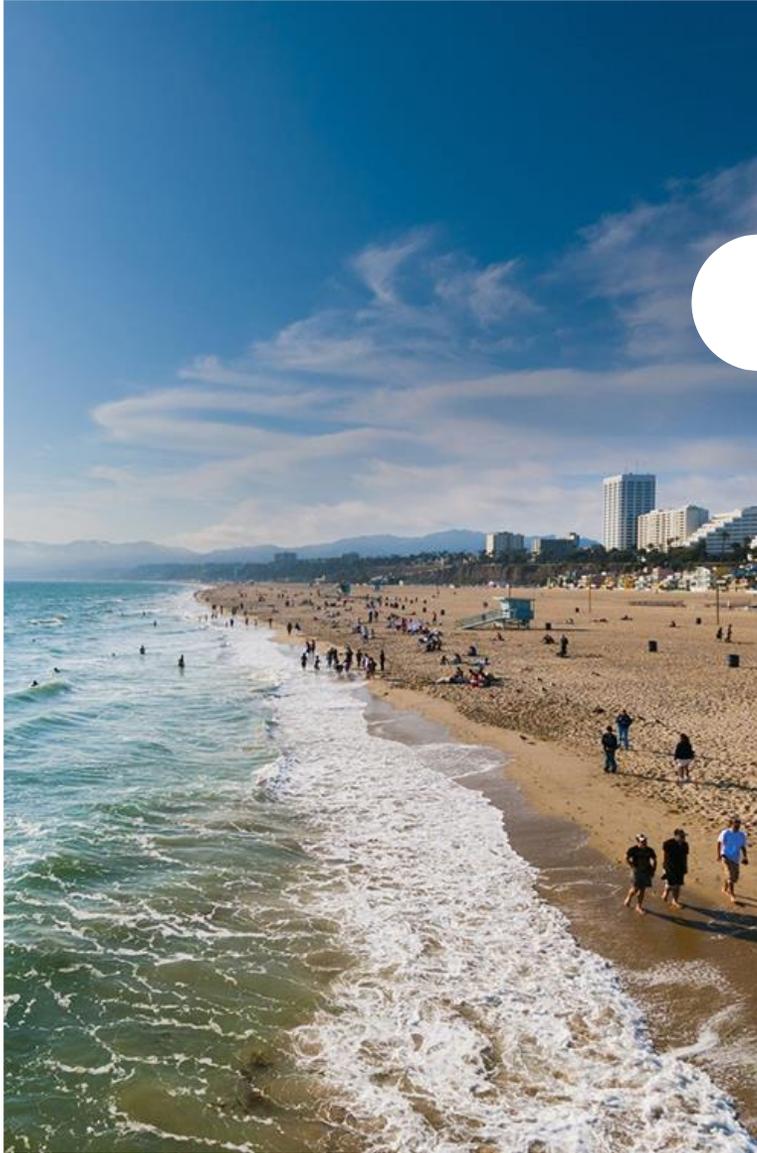


# CTD Board of Commissioners

June 2, 2021

*Los Angeles*<sup>TM</sup>

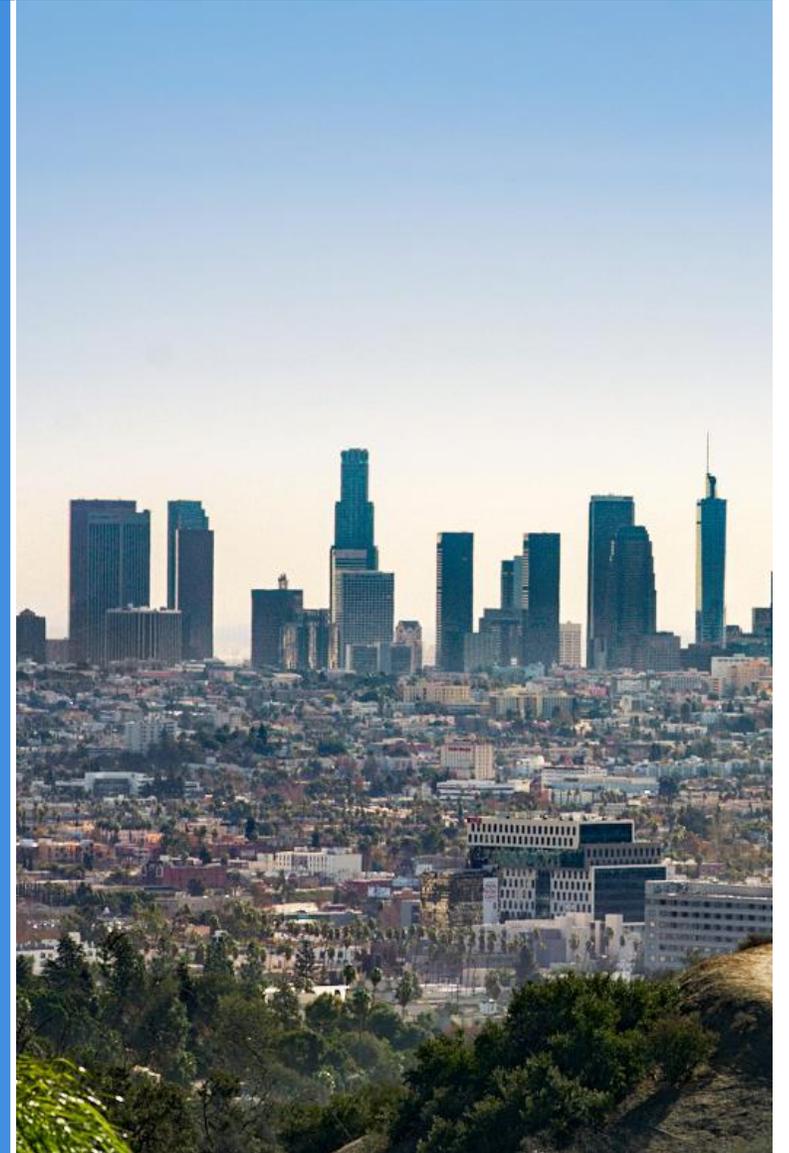
Los Angeles Tourism & Convention Board



# SALES UPDATE

**Darren K. Green**

Senior Vice President,  
Sales & Services



# CITYWIDE CONVENTION SALES

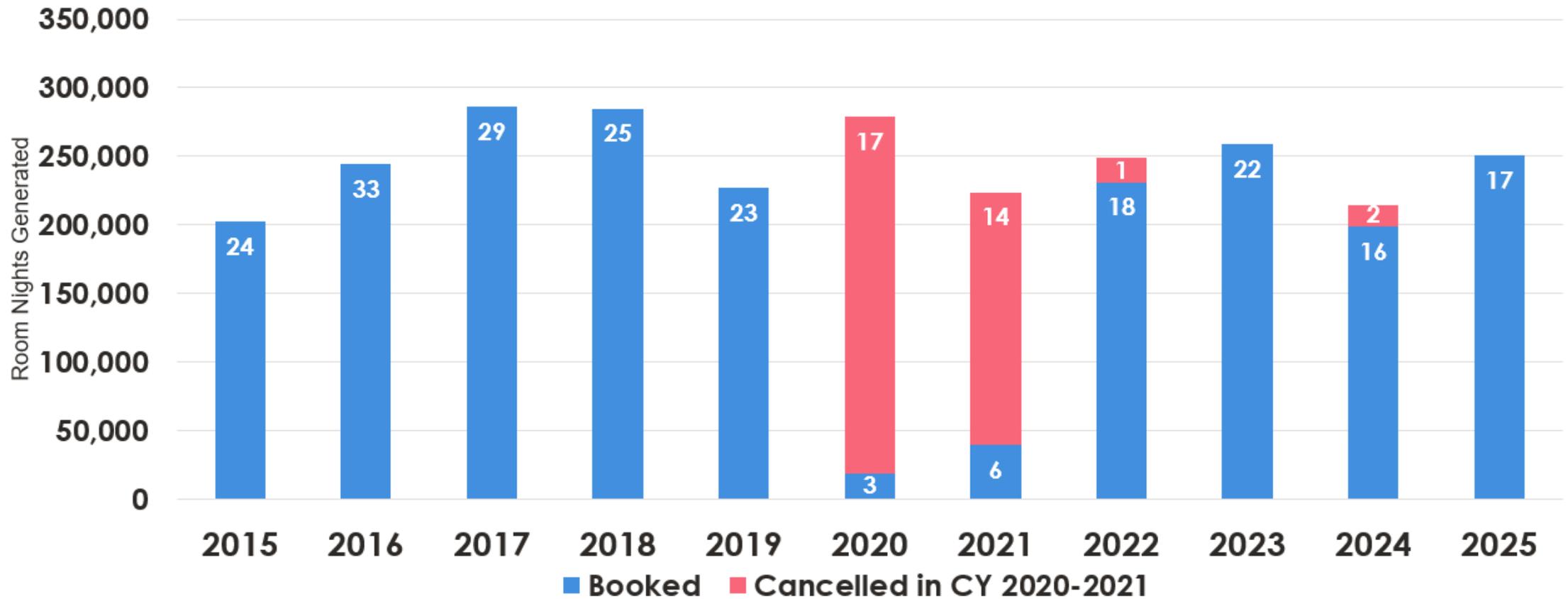
## YTD FY20/21 PRODUCTION RESULTS

| Lead Production | Leads Actual |
|-----------------|--------------|
| FY 20/21 Goal   | 176          |
| FY 20/21 YTD    | <b>71</b>    |
| FY 19/20 STLY   | 152          |

| Booked Room Nights Produced | RNs Actual     |
|-----------------------------|----------------|
| FY 20/21 Goal               | 362,725        |
| FY 20/21 YTD                | <b>313,571</b> |
| FY 19/20 STLY               | 318,207        |

Dated May 20, 2021

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



Dated May 24, 2021

# Major Factors Impacting Group Segment

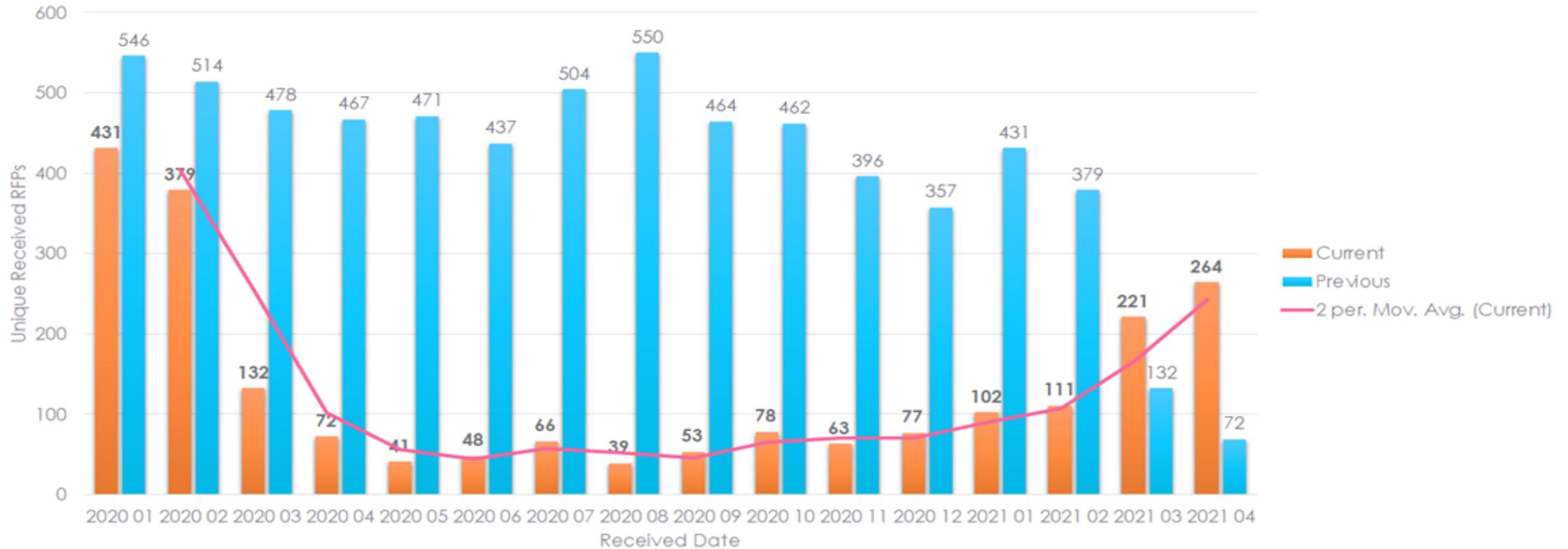
Darren Green

**March 2020, as the meetings market began its shutdown;**

- Sales focus shifted to mitigating group cancellations/rebookings
- Monitoring hotel closures and staffing reductions,
- LATCB became the primary source of information for planners/stakeholders
- Began working in tandem with Resiliency Task Force to resume meetings
- Surveys revealed that outdoor open air venues were perceived as safest
- Virtual platforms became the primary source of gathering and sharing
- At the start of 2021, everyone expected the new year to signal the return
- Measurable increases in business activity didn't start until March
- Most destinations started reopening in March & most planners started to get the green light for travel & planning with April
- Translating the tier structure and so it's easily understood
- Planners are still working to convince decision makers it is ok to meet
- Reopening Experience will be key as it relates to the return of attendee's and expectations outside of the hotel and the city experience when planners committed to LA.

# Los Angeles - data and forecasts: Group/Events

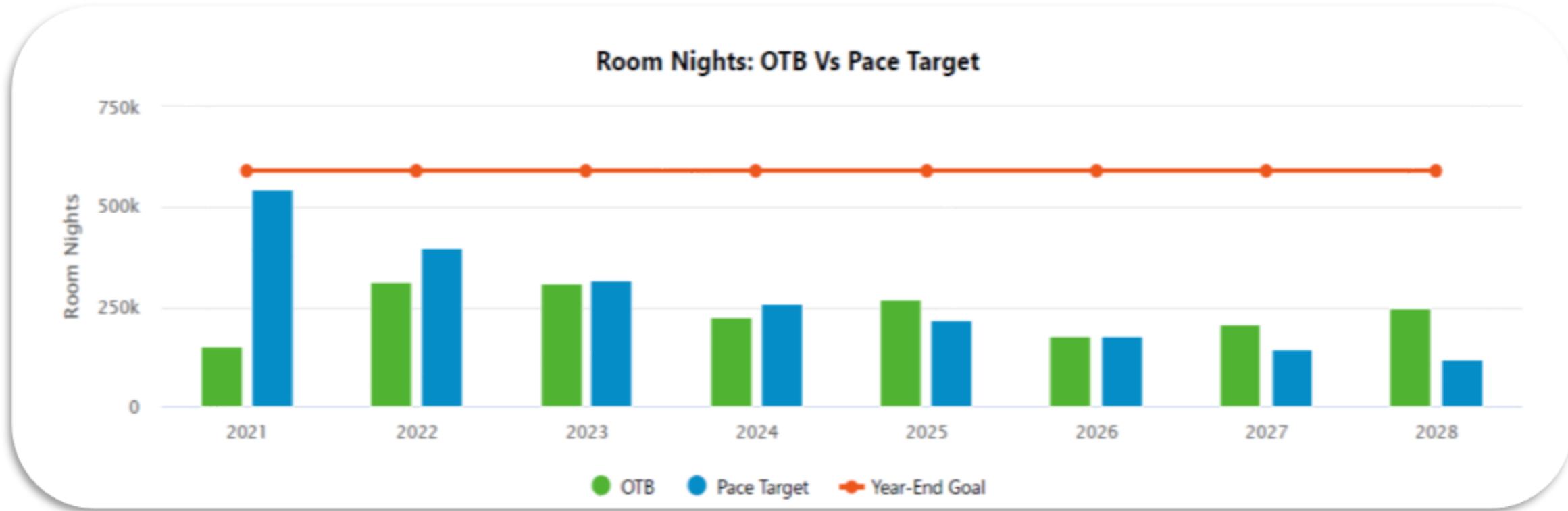
## RFPs Received - Greater Los Angeles Market Jan 2020 - Apr 2021 YOY Comparison



### SimpleView Imported Event Leads

| Fiscal Year | July | August | September | October | November | December | January | February | March | April | May | June | YTD  |
|-------------|------|--------|-----------|---------|----------|----------|---------|----------|-------|-------|-----|------|------|
| FY 18-19    | 159  | 146    | 140       | 163     | 140      | 100      | 200     | 170      | 196   | 170   | 189 | 165  | 1584 |
| FY 17-18    | 80   | 106    | 156       | 125     | 156      | 109      | 174     | 157      | 98    | 86    | 78  | 106  | 1247 |
| FY 16-17    | 67   | 73     | 101       | 83      | 83       | 77       | 89      | 90       | 98    | 86    | 78  | 106  | 847  |
| 3 Year Ave  | 102  | 108    | 132       | 124     | 126      | 95       | 154     | 139      | 131   | 114   | 115 | 126  | 1226 |

# Los Angeles – Data and forecasts: Citywide, Self-Contained Pace



# Industry Key Points:

## Group & Meetings Industry – Current State vs Future State

### Economic Climate - Pressing/Key Issues:

- **Higher costs for meeting/event planners...**
  - PPE
  - State & Federal guidelines, protocols
- **Lower Revenues & ROI's for events**
  - Reduced attendance
  - Cut-backs on corporate sponsorships
  - Shorter programs, fewer revenue generating opportunities for show organizers
- **Risk Mitigation & Liability Concerns**
  - Legal implications, lawsuits
  - Insurance requirements



# FOLLOWING THE DATA & TRENDS

U.S. TRAVEL  
ASSOCIATION®

AMERICAN  
EXPRESS  
GLOBAL  
BUSINESS  
TRAVEL

cvent

pcma

 NORTHSTAR  
TRAVEL GROUP

 MPI®

# SURVEY RESEARCH – WHAT PLANNERS ARE SAYING

- Associations are leading the way for group business due to financial needs
- Corporate liability factors mean corporate meetings are slow to return
- Incentive travel will remain domestic until it is considered safe to send people overseas
- Diversity & inclusivity is important to planners and decision makers in their destination choice
- Sustainability is important to meetings & how they move forward
- Planners indicate they will cover up to 20% of Covid testing and protocol needs
- Corporations have saved \$\$\$ not sending their teams on the road - will evaluate spend differently moving forward
- Planners budget limitations keep them from innovating
- Hybrid is here to stay - at least at first

# WHAT PLANNERS LOVE THE MOST ABOUT LA

- Food scene
- Walkability of options
- Weather
- Something different to do everyday



# VIRTUAL SITE VISIT FINDINGS: STAKEHOLDER HIGHLIGHTS

- Homeless situation is of real concern even for the Beverly Hills properties
- Lack of clarity around the convention center expansion is a concern for the stakeholders
- Perception that LA has been closed the longest may affect reopening
- Location where everything happens - you can have the red carpet experience
- Being a large hub, the feasibility of getting to LA is ideal and revitalization of Downtown gives lots of entertainment options

# VIRTUAL SITE VISIT FINDINGS: KEY MESSAGING PLANNERS SAY LA SHOULD PLAY UP

- Direct flights
- Uniqueness of LA
- Opportunities to network in unique space, more access to entertainment, unique experiences, celebrity chefs and so much there to offer
- LA is glamorous to people - going to live show tapings - Hollywood, lot tours - cool experiences and won't be able to do anywhere else
- Feels like a story - story of LA, focus on the **glamour** of it - movie, music, TV - not LA cliché
- How do you make attendees feel safe in the center, hotel, city and overall - speaking COVID & beyond
- Nearly 300 days of sunshine making it an easy destination to plan outdoor events & activities

# VIRTUAL SITE VISIT FINDINGS: KEY PLANNER HIGHLIGHTS

- Weather is advantageous - outside is better than inside
- Really push the “OUTSIDE” and the weather “we meet under one roof and it’s the blue sky”
- You still have lead with the sparkle of LA. People are still drawn to the potential of the “celeb” of LA.
- CA has perception they handled covid well - need to play off that to create opportunities for health and safety as it is real concern for attendees
- With new buildings, expansion, airport renovations, and new rail track line from airport to downtown - LA is a game changer
- Hybrid models are not sustainable for planners & doesn’t appear to be a long term trend
- Confusion where the convention center expansion stands & how that will impact groups moving forward - want clarity on timeline

# Analysis of Program Performance: Group Segment

## Industry Recovery Tracking

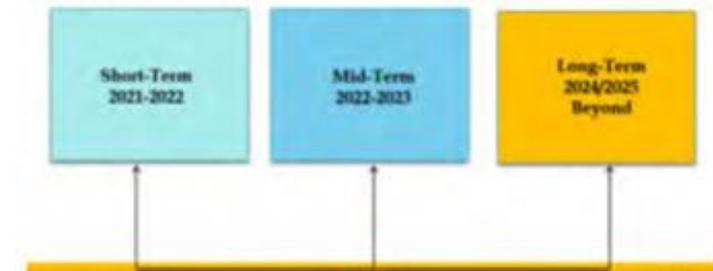
- Sales team strategies & deployment based on industries quickest to recover; emerging vertical sectors
  - **Corporate**

Certain industries are coming back to conduct face-to-face meetings – including **healthcare, technology, insurance, and manufacturing**. These segments are just a few leading the way for hotel group sales recovery!
  - **Association**
    - State | Regional | National
    - Real estate
    - Legal
    - Technology
    - Energy
  - **Los Angeles Key Group Segments**
    - Corporate
    - Association
    - Affinity/SMERF
    - Sports



Components For S&P 500 Index. % Change: +4.99%

| Company Name                    | Sector | Last  | Change | % Change |
|---------------------------------|--------|-------|--------|----------|
| ViacomCBS Inc.                  | XLC    | 37.26 | +57.58 | +154.80% |
| Discovery Inc.                  | XLC    | 30.09 | +41.01 | +136.29% |
| Discovery Inc.                  | XLC    | 26.19 | +33.51 | +127.95% |
| Marathon Oil Corp.              | XLE    | 6.67  | +5.53  | +82.91%  |
| Occidental Petroleum Corp.      | XLE    | 17.31 | +13.32 | +76.93%  |
| DIAMONDBACK ENERGY SERVICES INC | XLE    | 48.40 | +32.61 | +67.44%  |
| Macy's Inc.                     | n/a    | 11.25 | -7.48  | -66.49%  |
| L Brands Inc.                   | XLY    | 37.19 | +23.62 | +63.51%  |
| HOLLYFRONTIER CORP              | XLE    | 25.85 | +15.19 | +58.76%  |
| Devon Energy Corp.              | XLE    | 15.81 | +8.44  | +53.38%  |
| Gap Inc.                        | XLY    | 20.19 | +10.62 | +52.60%  |
| Ford Motor Co.                  | XLY    | 8.79  | +4.58  | +52.10%  |
| EOG Resources, Inc.             | XLE    | 48.87 | +25.13 | +50.39%  |
| Exxon Mobil Corp.               | XLE    | 41.22 | +20.75 | +50.34%  |
| APA Corp.                       | XLE    | 14.19 | +7.04  | +49.51%  |
| Kohls Corporation               | n/a    | 40.69 | +19.77 | +48.59%  |



# CITY WIDE SALES - KEY AND EMERGING SEGMENTS

## Corporate:

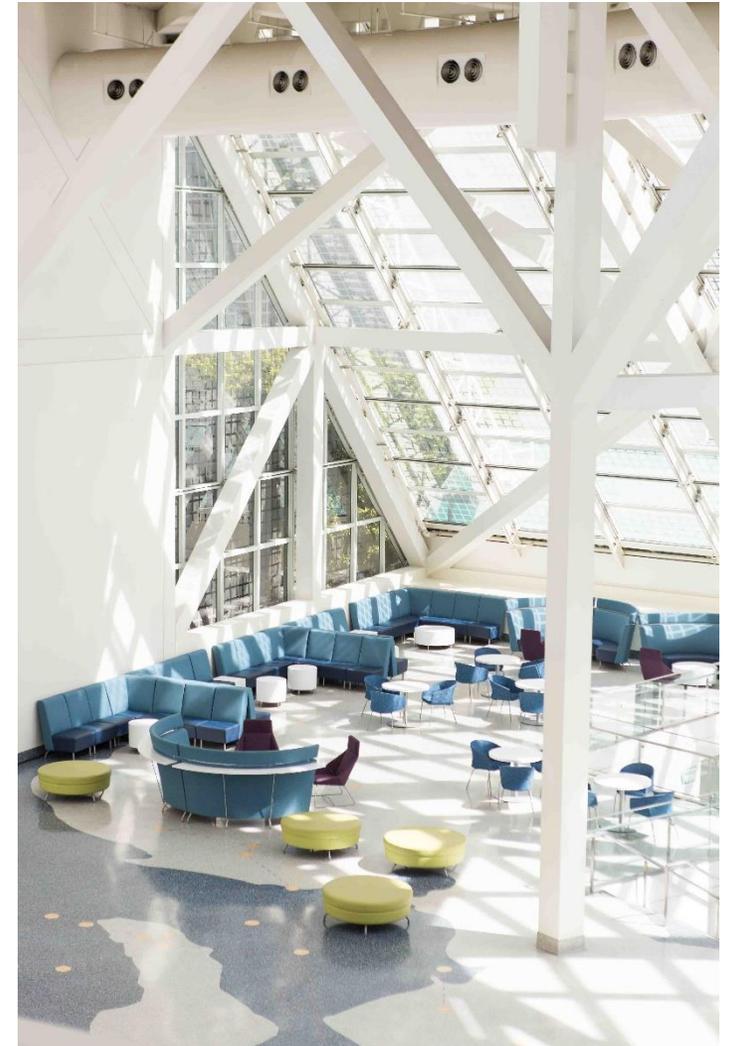
- Tech- while some tech companies are looking at doing smaller regional programs (Trade Desk), others are more optimistic, expecting slightly lower attendees in 2022 and anticipate 6% YOY growth (ServiceTitan)
- Annual events similar to E3- GSMA, Adobe MAX
- Realty
- Finance

## Association:

- Medical- has been a growing segment, and attendees likely will be vaccinated and able to resume live meetings more quickly
- Scientific- same as medical

## Sport:

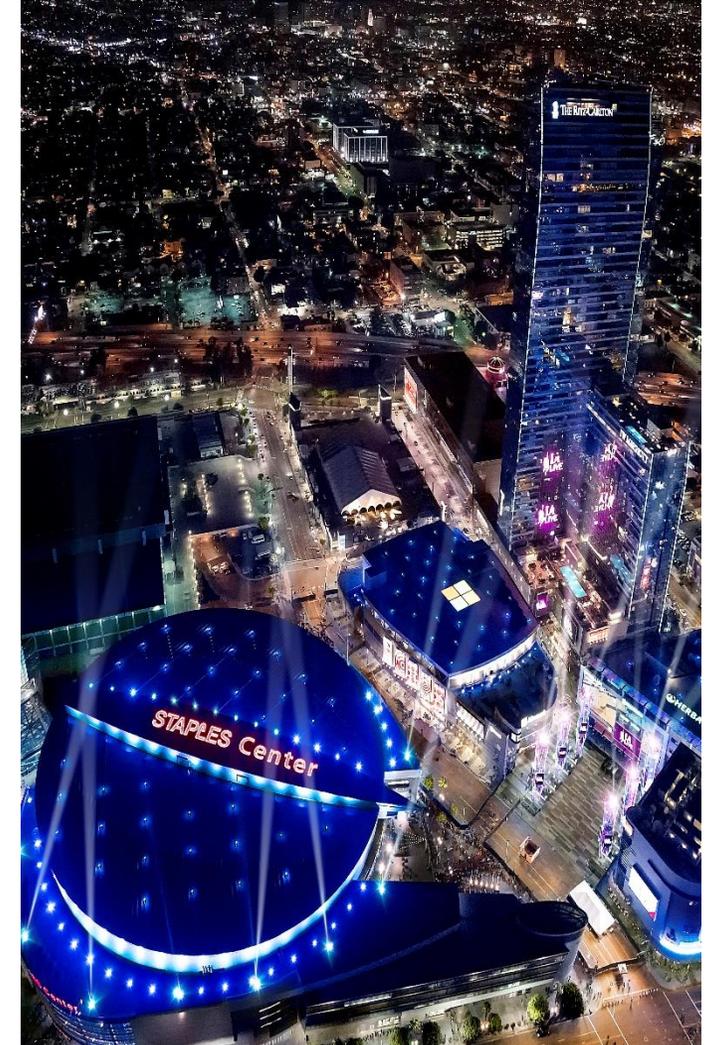
- NBA All Star Weekend
- NFL Super Bowl- rotation to Los Angeles based on success of 2022
- FIFA World Cup



# BEHAVIOR CHANGES – CITYWIDE SALES

## Buyers/Planners:

- **Impact on future years and CW funnel of opportunities**
  - Cancellations and re-bookings have impacted future pace opportunities
  - Lower attendance/room nights and shorter length of stay
- **DTLA Landscape**
  - Status of LACC expansion- new timeline is 2022-2024
    - Analyzing business on the books (at risk)
  - **Las Vegas's 600K expansion now complete**
  - **NYC Javits recently completed \$1.5B expansion**
  - **Seattle expansion to be complete by June 2021**



# HOTEL SALES - BEHAVIOR CHANGES

As of April 2021



## “Before” (During Pandemic)

### Account Management 65%

|                                      |     |
|--------------------------------------|-----|
| Managing New Business - Prospects    | 10% |
| Retaining/Rebooking Current Business | 30% |
| Account Outreach                     | 25% |

### Proactive Sales 10%

|                                      |    |
|--------------------------------------|----|
| Prospecting                          | 0% |
| “Virtual” Face to Face - Sales Calls | 8% |
| Site Inspections                     | 2% |
| Tradeshows                           | 0% |

### Member/Stakeholder Engagement 25%

|        |     |
|--------|-----|
| Hotels | 20% |
| Venues | 5%  |

## “Now” (Recovery/Re-entry)

### Account Management 35%

|                                      |     |
|--------------------------------------|-----|
| Managing New Business - Prospects    | 15% |
| Retaining/Rebooking Current Business | 15% |
| Account Outreach                     | 5%  |

### Proactive (Reactive) Sales 35%

|  |     |
|--|-----|
| Prospecting ( <i>New Market Development</i> )      | 10% |
| Sales Calls – Virtual/F2F ( <i>Introductions</i> ) | 8%  |
| “Virtual” ( <i>In-person</i> ) Site Inspections    | 5%  |
| Tradeshows ( <i>Expanded/Planning</i> )            | 15% |

### Member/Stakeholder Engagement 25%

|        |     |
|--------|-----|
| Hotels | 20% |
| Venues | 5%  |

## Competitive Set Analysis

How the pandemic affected CVB's varies greatly with many destination left in dire situations. Coming out of the situation, those CVB's that still have:

- Sales teams in tact
- Marketing funding
- Facility access
- State regulations allowing meetings

Will be the destinations that are able to recover the group segment faster. We are already seeing the Southeast moving at greater recovery speeds due to faster opening timelines and recovery budgets especially in Florida.

# CAMPAIGN TRANSITIONS

## April 2020-May 2021



Inside Out –  
Outdoor Venues



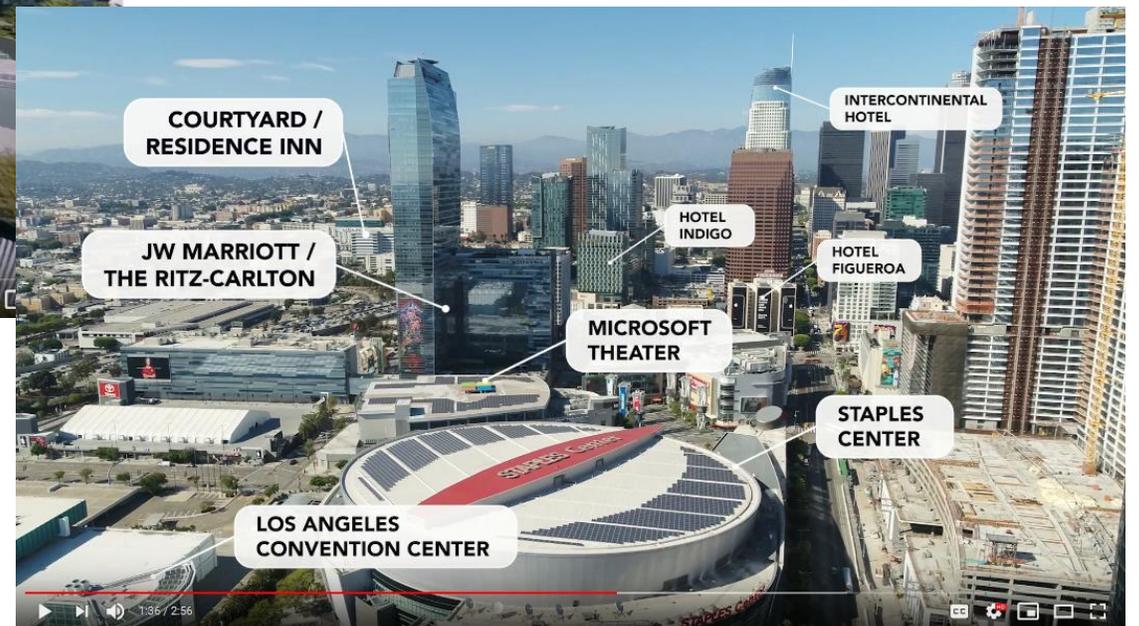
Plan Your Comeback -  
Reopening

# REGIONAL VIDEOS HIGHLIGHT WHAT'S NEW



The Future of Meetings at Hollywood Park

Meetings Make a Comeback at L.A. LIVE



# Social Ad Example

 **Los Angeles Tourism & Convention Board**  
11,948 followers  
5d • 

Meetings are back, and Los Angeles is ready with a walkable Downtown campus, open-air venues, cutting-edge technology and even more development underway. Get ready to plan your comeback! [...see more](#)



**L.A. LIVE  
DOWNTOWN  
LOS ANGELES**

Meetings Make a Comeback at L.A. LIVE

Email  
Sent to  
Database  
(20,000+)



## LA Loves a Great Comeback

Los Angeles is starting its comeback, now welcoming small meetings for groups of up to 400!

Beginning May 6, Los Angeles County has expanded its reopening, which now includes private events and conferences of increased capacity. As vaccinations increase and case counts continue to drop, our city is welcoming back professionals for both indoor and outdoor gatherings!

With this resumption of small meetings and our city becoming the first Sharecare Health Security VERIFIED™ Destination in the U.S. (the health security initiative powered by Sharecare and Forbes Travel Guide), this is only the beginning for Los Angeles.

LATEST HEALTH & SAFETY UPDATES



“ While we may not be the first destination to reopen, we are determined to be the safest. ”

-Darren K. Green,  
SVP of Sales, Los Angeles Tourism



## Future Developments & Open-Air Meeting Options

2021 is an anticipatory year for Los Angeles, with a number of future projects planned and new open-air options available — like the Super Bowl LVI 2022 host venue, **SoFi Stadium**, which opened last year and will now be able to host groups. 2022 will be just as exciting, with several high-profile hotels and attractions underway.

SEE WHAT'S NEW & AHEAD



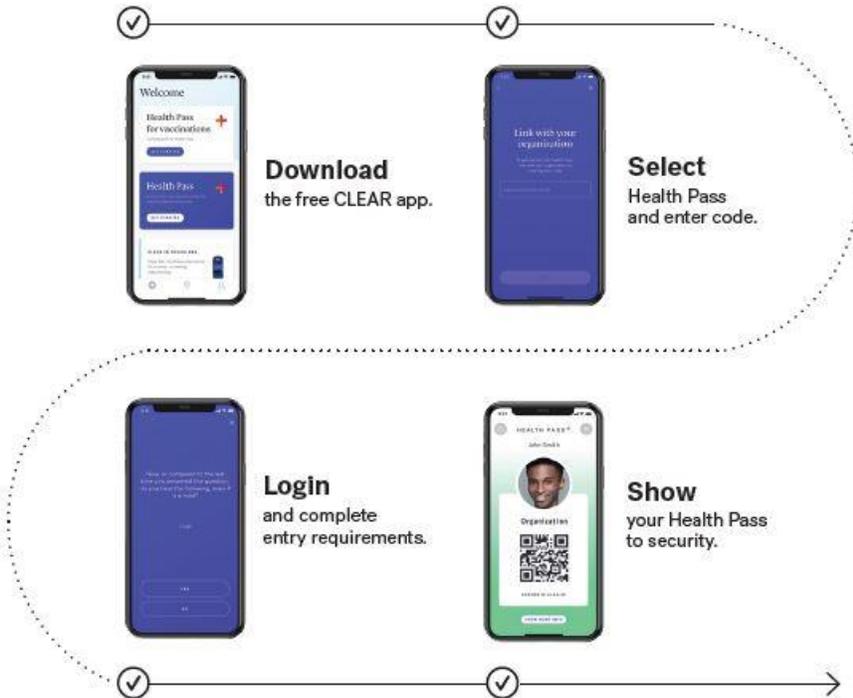
## Take Two – And ... Action!

As we all look forward to a complete industry recovery and getting back to **business in L.A.**, we can't wait to help you plan your comeback. The magic of our city is unlike anywhere else — and accessible when you're ready to experience it.

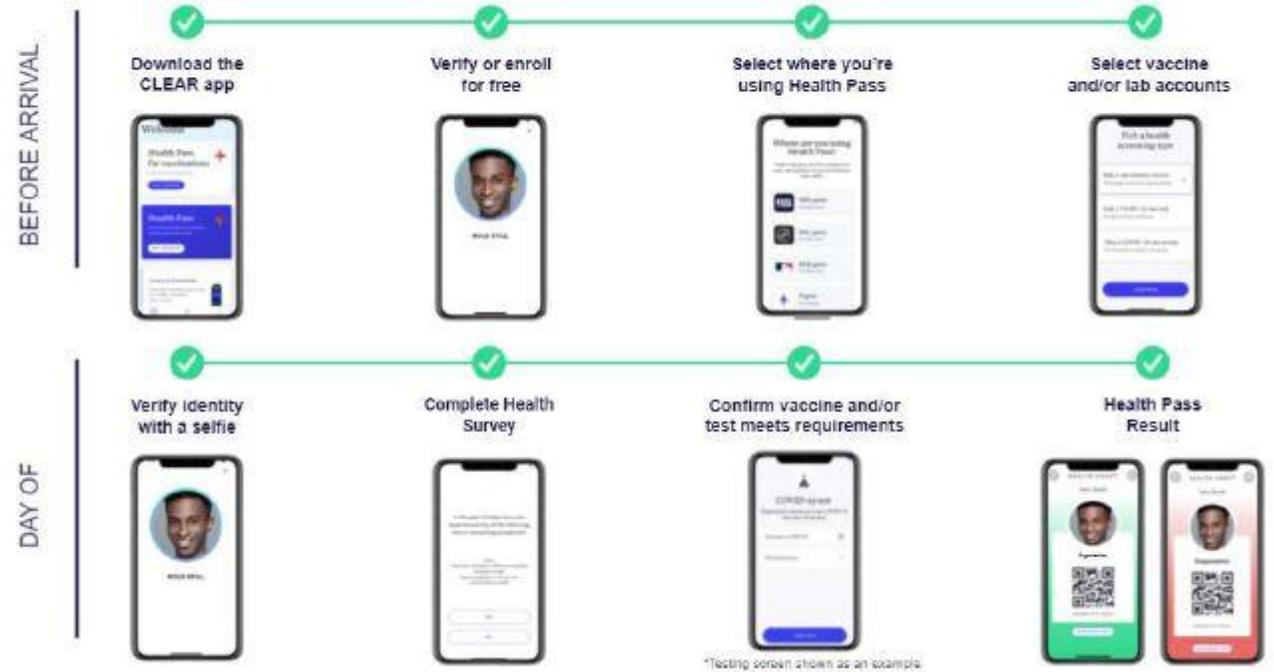
START PLANNING

# Get back to what you love with Health Pass

Health Pass enables users to seamlessly complete health screenings for safer entry to offices, stadiums, events, and beyond. Trusted by 100+ partners, Health Pass is modular so you can decide what requirements a user must complete in order to enter



## Sample Health Pass user journey



- Press release May 24<sup>th</sup> announcing LATCB/CLEAR Partnership
- Allows meeting planners priority access to Health Pass at discounted pricing
- Los Angeles 1<sup>st</sup> DMO to partner with CLEAR
- Communicates our commitment to being the safest destination to host meetings and events

THANK YOU

*Los Angeles*<sup>TM</sup>

Los Angeles Tourism & Convention Board