



## CITY TOURISM COMMISSION



Commissioners: Jon F. Vein, President; Kathleen Rawson, Vice President;  
Taelor Bakewell; Juan Camacho; Cameron Onumah

Public comments will be taken in person only. Members of the public who wish to speak during the meeting must submit a "Request to Speak" form for each agenda item of interest to the Board Secretary prior to the commencement of the public comments. 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 Comments." Public speaking will be limited to a total of three minutes per speaker. Meeting agendas and minutes may be found on the City Tourism Department website, [tourism.lacity.gov](http://tourism.lacity.gov).

Regular Meeting  
Wednesday, August 21, 2024  
9:00 a.m.  
1201 S. Figueroa St.  
Los Angeles, CA 90015

### 1. CALL TO ORDER / ROLL CALL

### 2. COMMENTS FROM THE PUBLIC

- a. General and Agenda Item 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 the City Tourism Commission.

### 3. APPROVE MINUTES

- a. Approval of the special meeting minutes from July 18, 2024

### 4. REPORTS

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

### 5. ACTION ITEMS

None

### 6. DISCUSSION ITEMS

- a. Policy Recommendations for the Los Angeles Convention Center - FY 2023-24 Update

### 7. 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](http://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 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.

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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.

Item 3a

Approval of the

July 18, 2024 Minutes



# CITY TOURISM BOARD OF COMMISSIONERS

## Special Meeting Minutes July 18, 2024

The Board of City Tourism Commissioners (Board) convened a regular meeting on Wednesday, July 18, 2024 at 9:00 a.m. at 1201 S. Figueroa St., Los Angeles, CA 90015.

### **PRESENT:**

President Jon F. Vein  
Taelor Bakewell  
Juan Camacho  
Cameron Onumah  
Kathleen Rawson - arrived at 9:16 am

### **ABSENT:**

None

### **PRESENTERS:**

Kim Weedmark, ASM  
Ben Zarhoud, ASM  
Doane Liu, CTD  
Patti MacJennett, LATCB  
Stacey Sun, LATCB

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

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

### ***Item 3a. Public Comment - Taken out of order***

None

### ***Item 3b. Neighborhood Council***

None

### ***Item 4a. Approval of the regular meeting minutes from June 26, 2024***

### **UNANIMOUSLY APPROVED**

### ***Item 5a. Executive Director Report***

Mr. Doane Liu provided an overview of his activities since the last Board meeting, which included: meetings with Lyft Bike Share, LACC Design Kick Off meeting and expansion updates with the City Team and the Mayor's office; and participating in the LATCB Board of Directors meeting, TTMA Luncheon; attended a World Cup briefing, Budget and Finance Committee and City Council for expansion item on the agenda; and hosted Safety and Security Pre-Conference Roll Calls for Anime Expo and IDEA.

***Item 5b. ASM Monthly Update***

Ms. Kimberly Weedmark introduced the Leader of the Quarter, Kevin McCall, and the Employee of the Quarter, Alan Gonzalez. Ms. Weekmark reported on 8 events during June 2024, 2 of which were Citywide events, with 89,112 total number of attendees and 1 filming/parking clients, as well as the Sales and Marketing activities for the month, which included 6 new events and 2 returning annual events. Mr. Zarhoud presented the financial data for June, reporting an operating loss of \$0.9M and \$2.6 in net revenue, which was \$0.4M above prior year and \$0.6M above the pre-COVID two year average, noting that parking was paced slower due to low campus activity and no play off games this year. Mr. Zarhoud also reported \$3.5M in operating expenses. Mr. Zarhoud reported May's exhibit hall occupancy was 80%, driven by IPW, Engineering Fair, AEW and Cal State LA graduation. Mr. Zarhoud stated that the LACC June Economic Impact was \$45.1M, \$12.4M from local events and \$32.7M from citywide events.

***Item 5c. LATCB Monthly Update***

Ms. Patti MacJennett reported that LATCB has processed 140 leads year-to-date, which is 100% of the year-to-date goal and booked 312,603 room nights, which is 125% of the year-to-date goal, driven by larger events, including the Olympics. Ms. MacJennett also reported on the future events pipeline, noting that 2028 leads are down due to the time required for the Olympic events at the Center. Ms. Stacey Sun presented an update on the 16th DineLA Restaurant Week program, noting a 80% restaurant retention. Ms. Sun also noted a near record of 426 participating restaurants across 79 neighborhoods and offering 31 unique global cuisines.

***Item 2. Election of 2024-2025 Board Officers - Taken out of order***

Vice President Rawson moved to reappoint Jon Vein as President, Commissioner Onumah seconded. Commissioner President Vein moved to reappoint Kathleen Rawson as Vice President, Commissioner Camacho seconded.

UNANIMOUSLY APPROVED

**ADJOURNMENT**

The meeting was adjourned at 9:46 a.m. without objection.

## Item 4a

# Executive Director's Report



# Item 4b

## ASM Update



# LOS ANGELES CONVENTION CENTER MONTHLY UPDATE – JUNE 2024

**KIMBERLY WEEDMARK**  
GENERAL MANAGER

**BEN ZARHOUD**  
ASST. GENERAL MANAGER



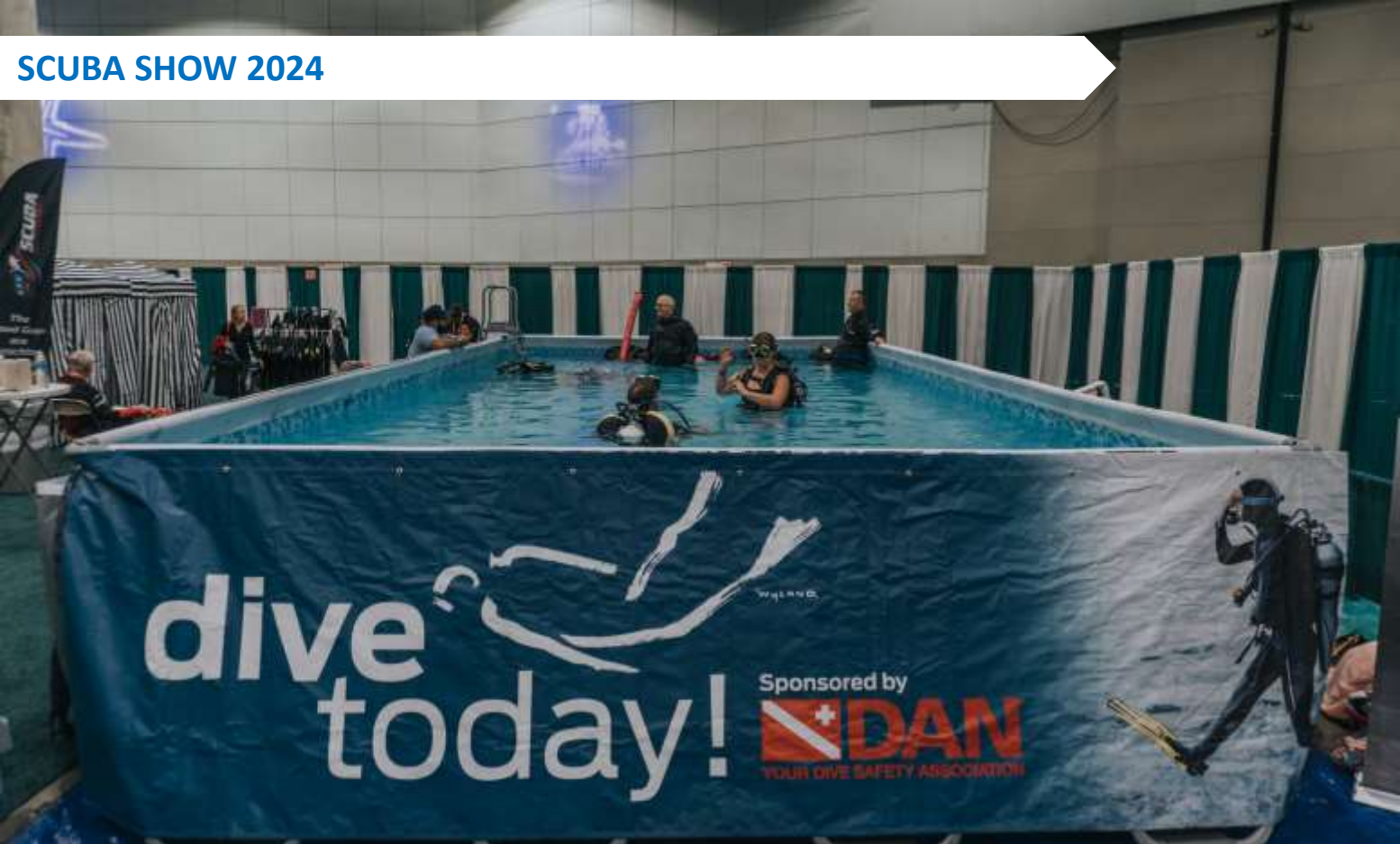
# June 2024 Events

## 104,275 Total Attendees

- 06/01 – 06/02 – The Scuba Show (4,350 guests)
- 06/01 – 06/02 – Ultimate Women’s Expo 2024 (4,000 guests)
- 06/01 – 06/02 – One Piece Offline Regional (1,800 guests)
- 06/08 – Yugioh! Regional Qualifier (1,000 guests)
- 06/14 – 06/16 – SoCal Cup: Open Championship Volleyball (60,300 guests)
- 06/14 – 06/16– Islamic Center of So Cal – Eid Al-Adha (1,200 guests)
- 06/22 – JSTBAGGED (700 guests)
- 06/23 – El Shaddai DWXI Prayer Partners (1,800 guests)
- 06/24 – 06/27 – Society of Manufacturing Engineers 2024 (4,500 guests)
- 06/26 – 06/28 – PLC Institute (2,625 guests)
- 06/28 – 06/29 – BETX 2024 (22,000 guests)

\*MEETING  
\*CITYWIDE  
\*CONSUMER SHOW  
\*ASSEMBLY  
\*TRADE SHOW







ULTIMATE WOMEN'S EXPO 2024





# SoCal Cup: Open Championship Volleyball









SOCIETY OF MANUFACTURING ENGINEERS







# Filming Event in June 2024

Total: \$0

Name	Production Company	Space	Amount
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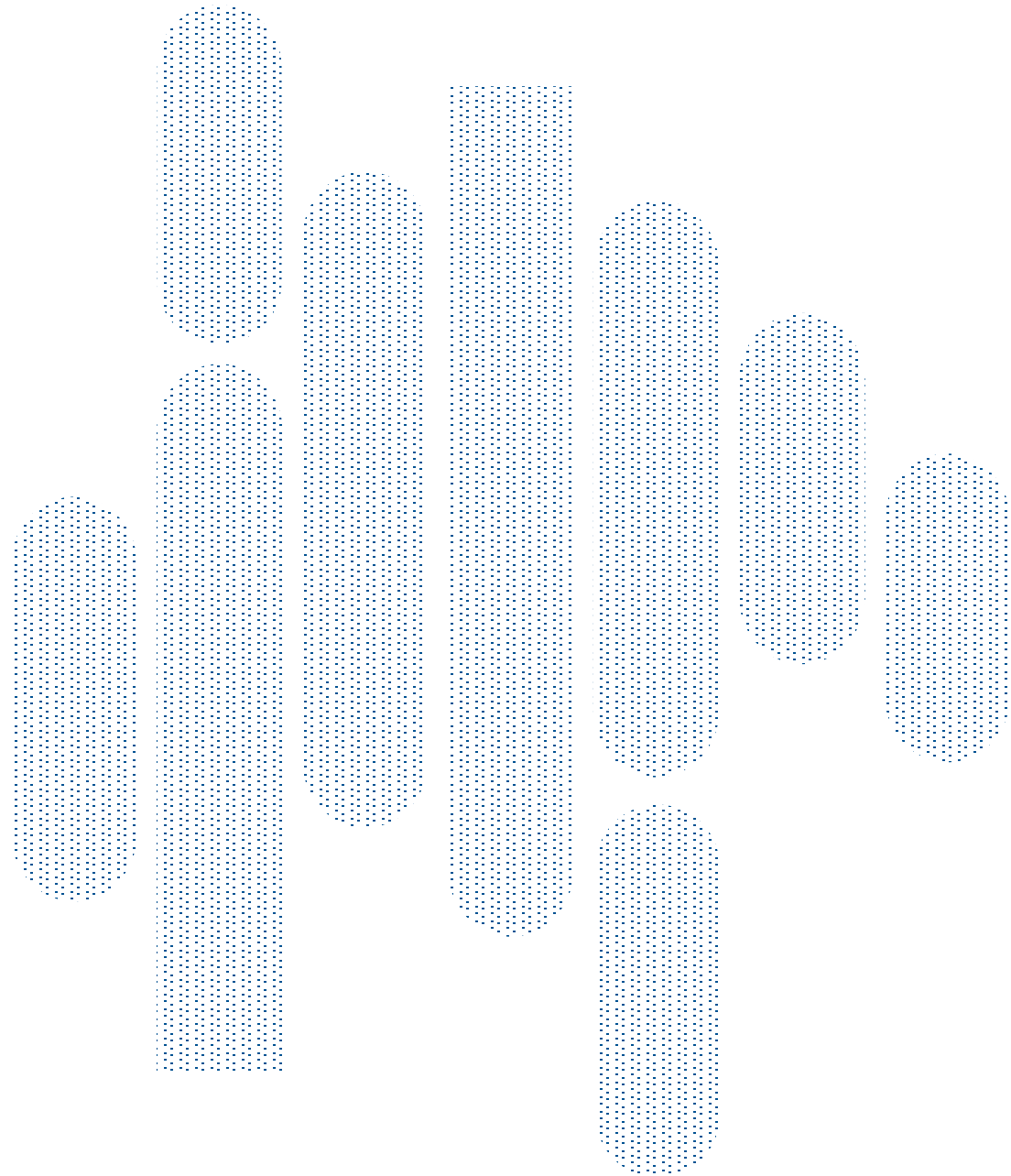
NO FILMINGS IN JUNE

# Sales Activity

## 12 Events Licensed in June 2024

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- Assemblies: 2
- Consumer Shows: 7
- Citywides: 1
- Meetings: 2
- Tradeshows: 0





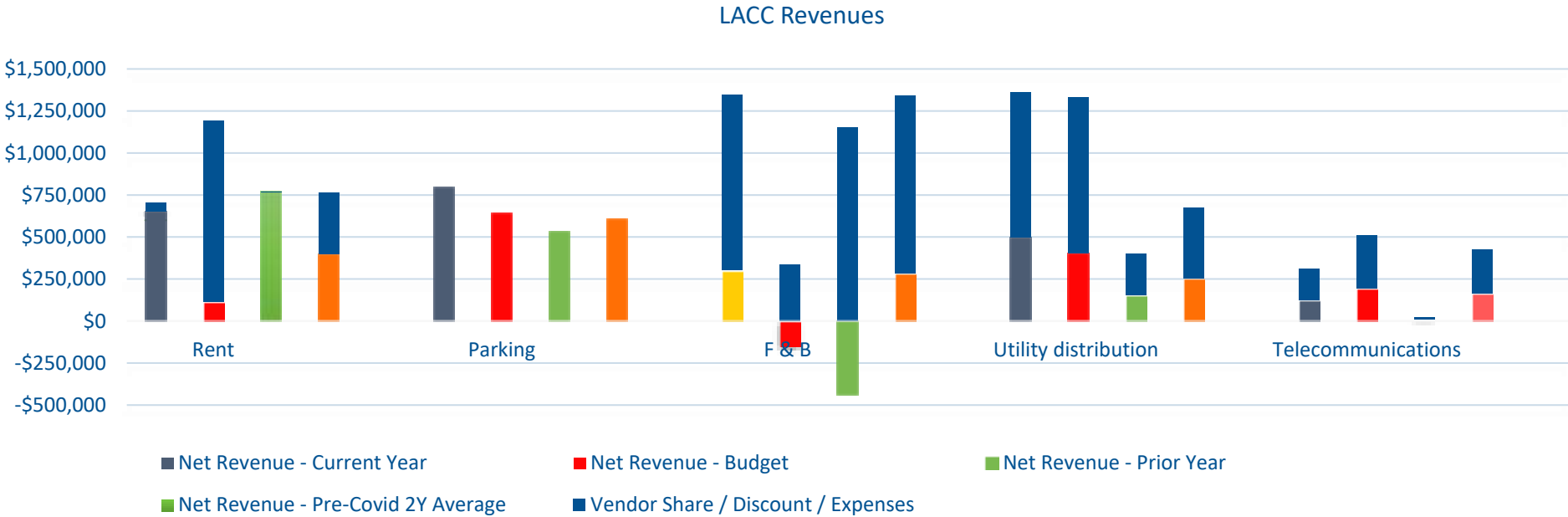
# June 2024 Financials

Operating Surplus (loss):

- (\$2.8) million (before approved City Reimbursements, A & I and Capital Projects)
- \$1.2 million below budget
- \$2.3 million below prior year and \$2.8 million below Pre-Covid 2Y average

Revenues:

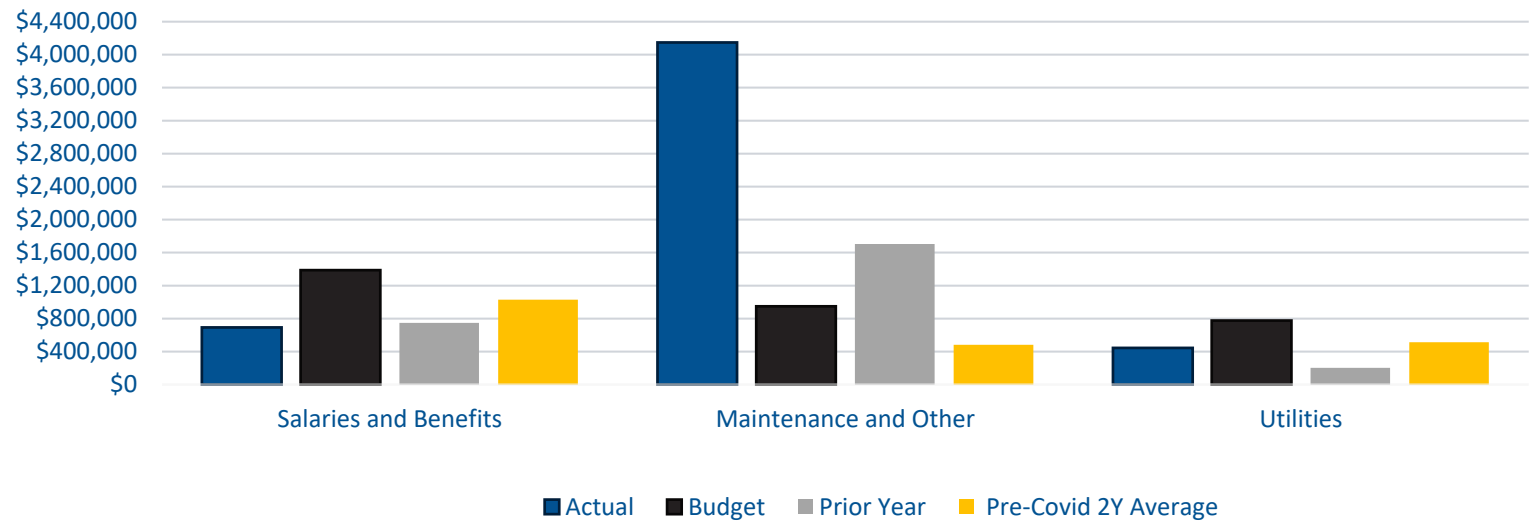
- \$4.9 million gross revenue (before discounts and service provider share)
- \$2.5 million net revenue
- \$1.0 million above budget
- \$0.3 million above prior year and \$0.6M above Pre-Covid 2Y Average



# June 2024 Financials

## Operating Expenses:

- \$5.3 million (before approved A & I, Capital Projects, and City reimbursement)
- \$2.2 million above budget
- \$2.6 million above prior year and \$3.4 million above Pre-Covid 2Y Average

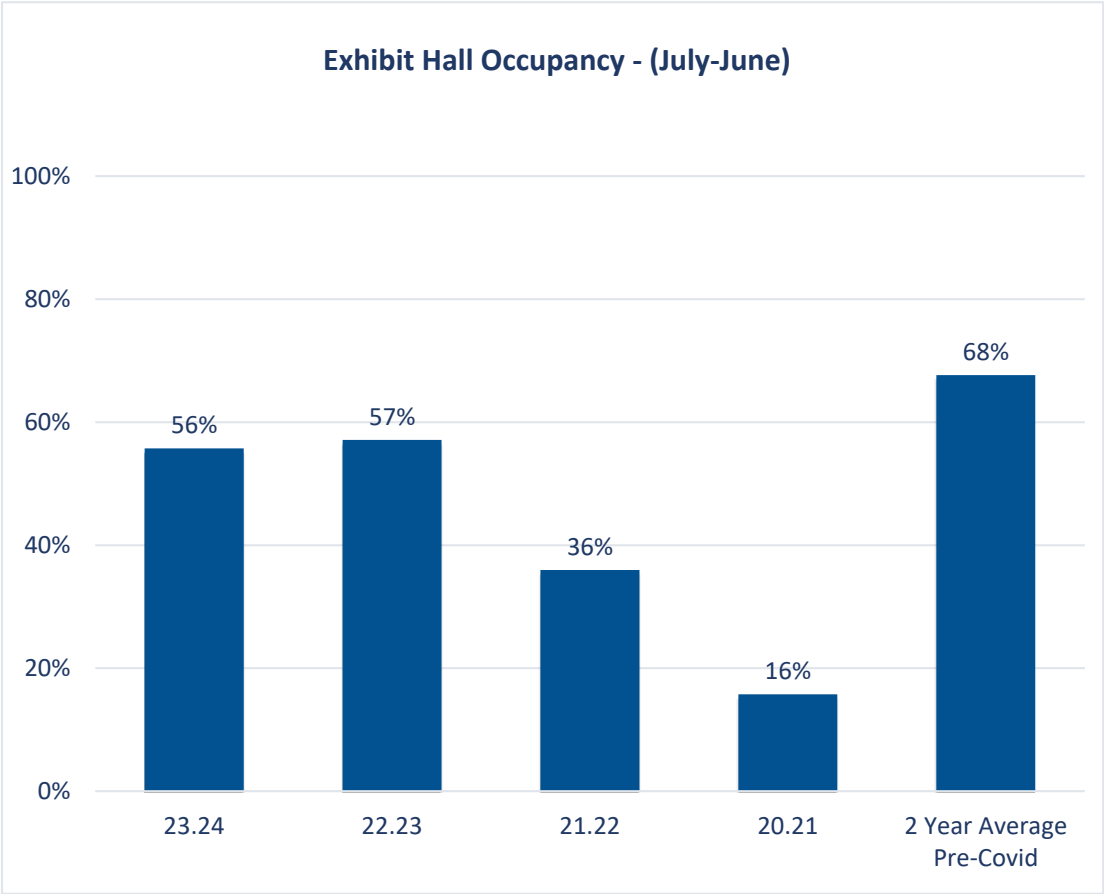
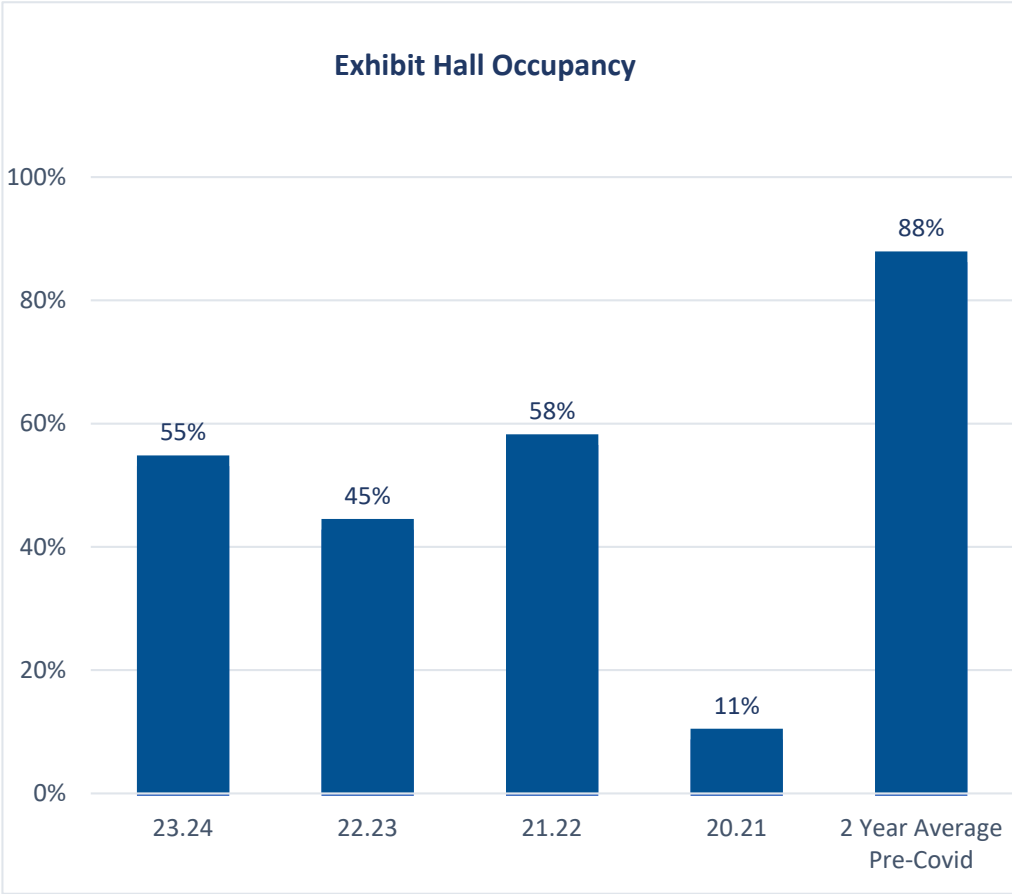


YTD Performance (unaudited) – Net Revenue \$35.4 million vs budget of \$29.1 million, Expenses \$32.0 million vs budget \$27.2 million, Operating profit \$3.4 million vs budget of \$1.9 million.

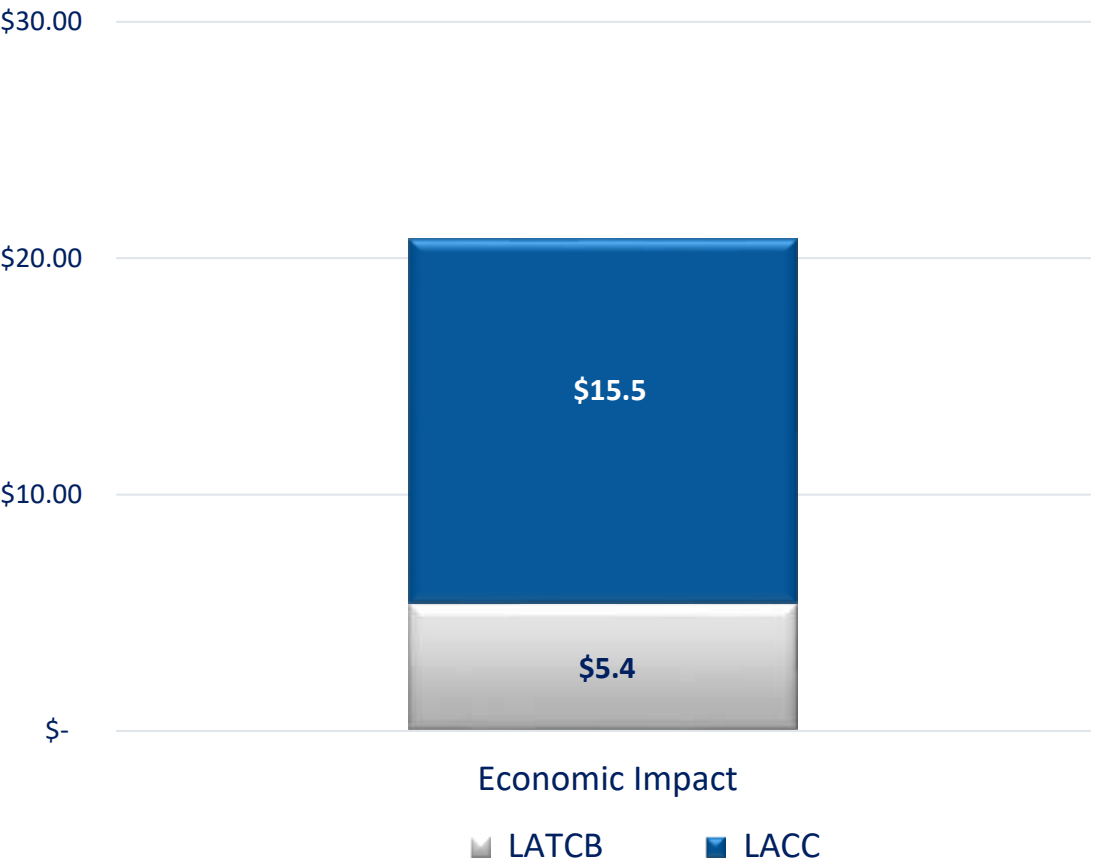
City Reimbursement – Credit of \$0.4 million

Capital and Alterations & Improvements

# Occupancy June 2024



\$20.9 million in Estimated Economic Impact





THANK YOU

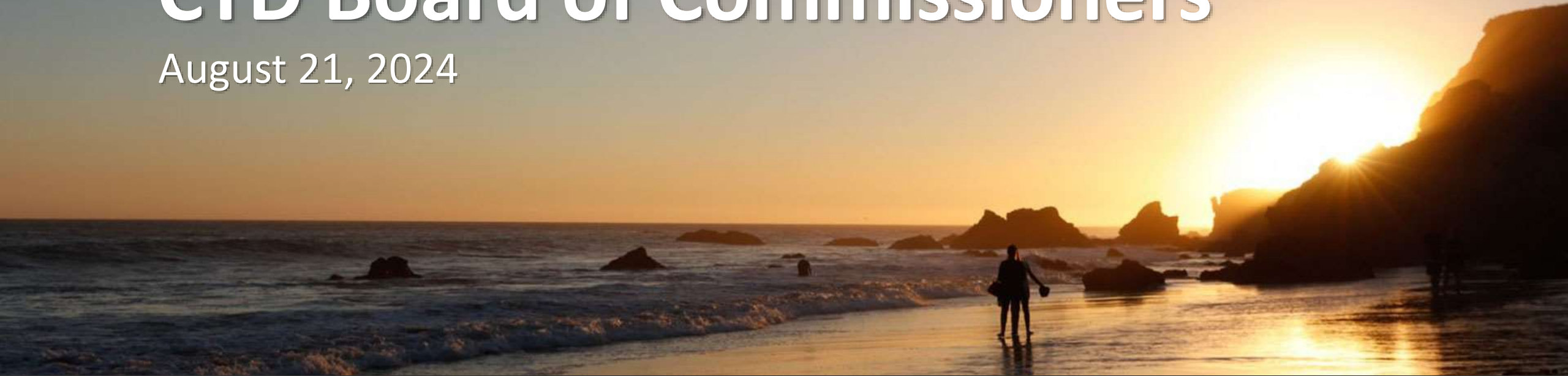
# Item 4c

## LATCB Update



# CTD Board of Commissioners

August 21, 2024



Los Angeles Tourism & Convention Board





# PRESIDENT & CEO REPORT

Adam Burke











**LOS ANGELES WELCOMES BACK**

## Current Market Dynamics

- Pace of international recovery
- Increased global competition
- Softening domestic sentiment / demand
- Emergence of second tier group destinations
- Brand tarnish

# Urgency, Agility & Competitive Positioning

- Correlation to Causation
- Awareness to Action
- Quality AND Quantity
- Collaboration to Collective Impact
- Lagging Indicators to Leading Indicators



# Sales Update FY23/24 Year- end Citywide Results

**Bryan Churchill**  
Sr. Vice President, Hotel  
Sales





# CITYWIDE CONVENTION SALES

Sales Production for FY 2024 through June

Data last refreshed 8/14/2024 11:20:04 PM

Calendar  
Fiscal Year

Year  
2024

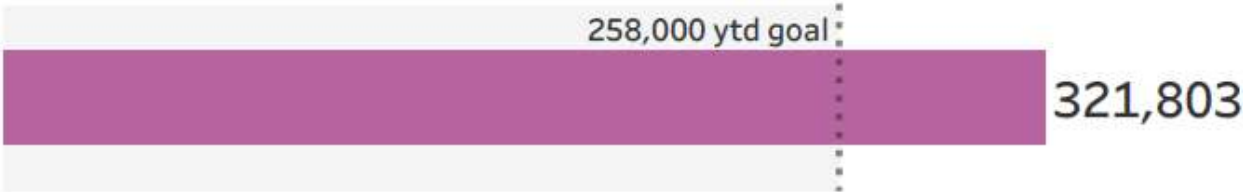
Month  
June

## Citywide

FY 2024 through June

Booked Room  
Nights

125%  
to ytd goal



258,000  
annual goal

Bookings

133%  
to ytd goal



18  
annual goal

Leads  
Produced

100%  
to ytd goal



140  
annual goal



Citywide OTB Room Nights by Arrival Year

● Booked in FY 2024



OTB Meetings, Bookings in FY 2024 and Cancellations in FY 2024

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OTB Meetings	26	23	3	6	16	21	17	16	19	13	9	9
Booked in Year	0	0	0	0	0	0	2	2	9	6	1	2
Cancelled in Year	0	0	0	0	0	0	1	0	0	2	0	0



Citywide Active Pipeline Summary

Data last refreshed on 8/14/2024 11:20 PM

Sales Type	Sales Manager	Peak Bucket	Corp or Assn	Vertical Market
Citywide	All	All	All	All

Leads

91

Null

25% - Qualified lead for LA

1,167,679 room nights  
69 leads

Lead Room Nights

1,518,893

50% - LA has made the short-list

134,053 room nights  
10 leads

75% - LA selected and Hotel TBD

Attendees

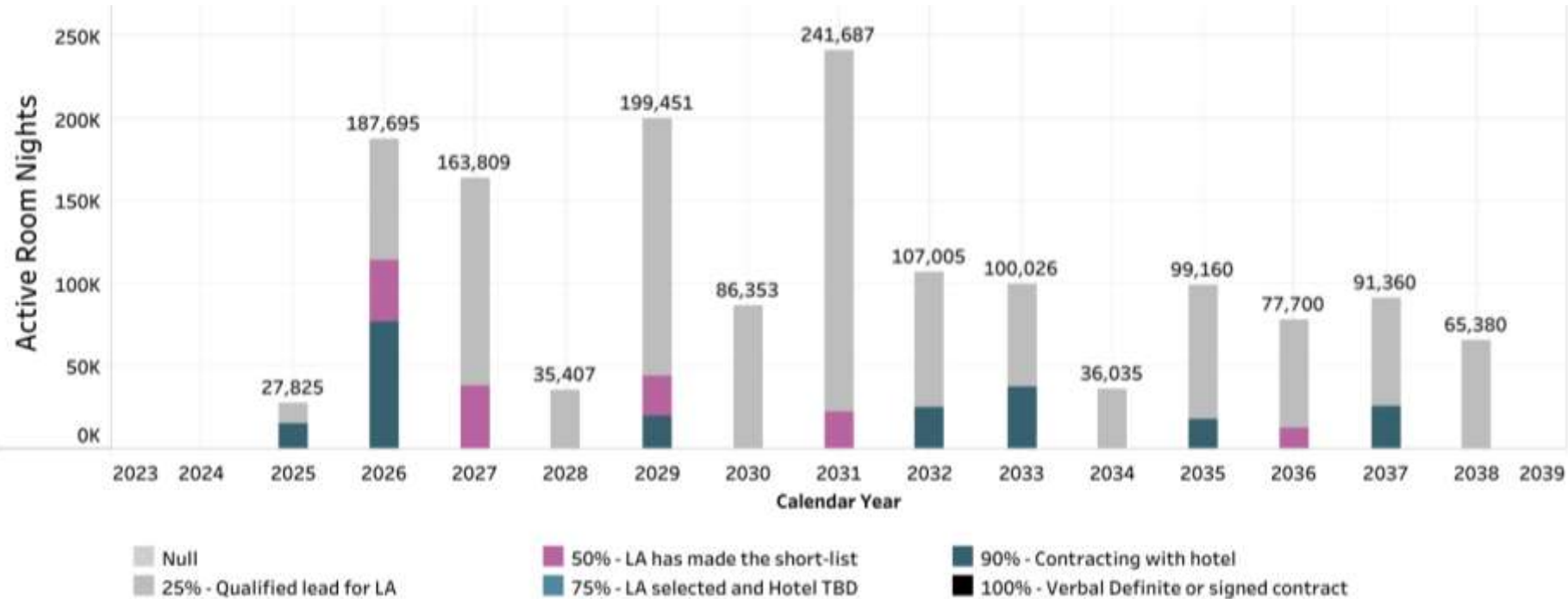
1,270,534

90% - Contracting with hotel

217,161 room nights  
12 leads

100% - Verbal Definite or signed contract

Active Pipeline by Meeting Year

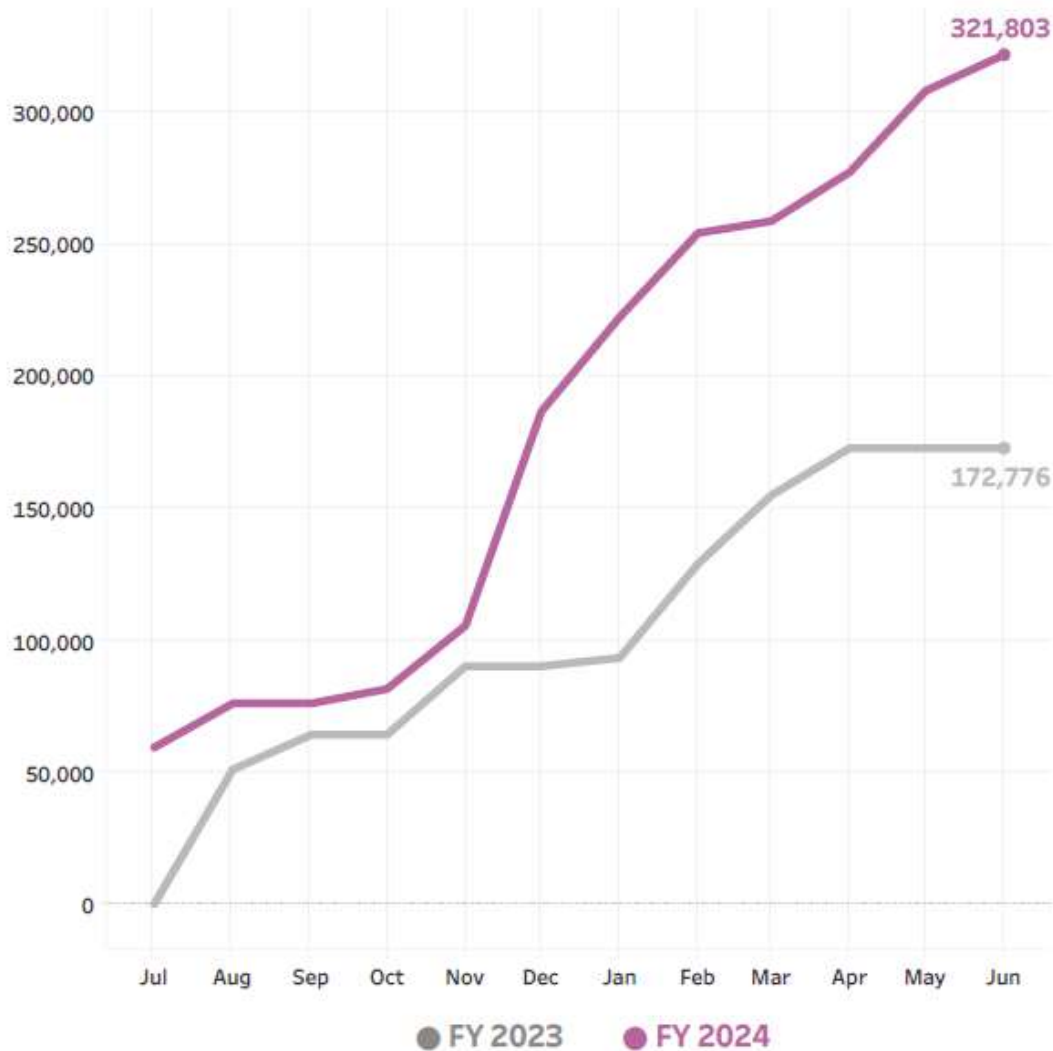




# Citywide Booked Room Nights

FY 2024 through June

Booked Room Nights by Month



Key Metrics

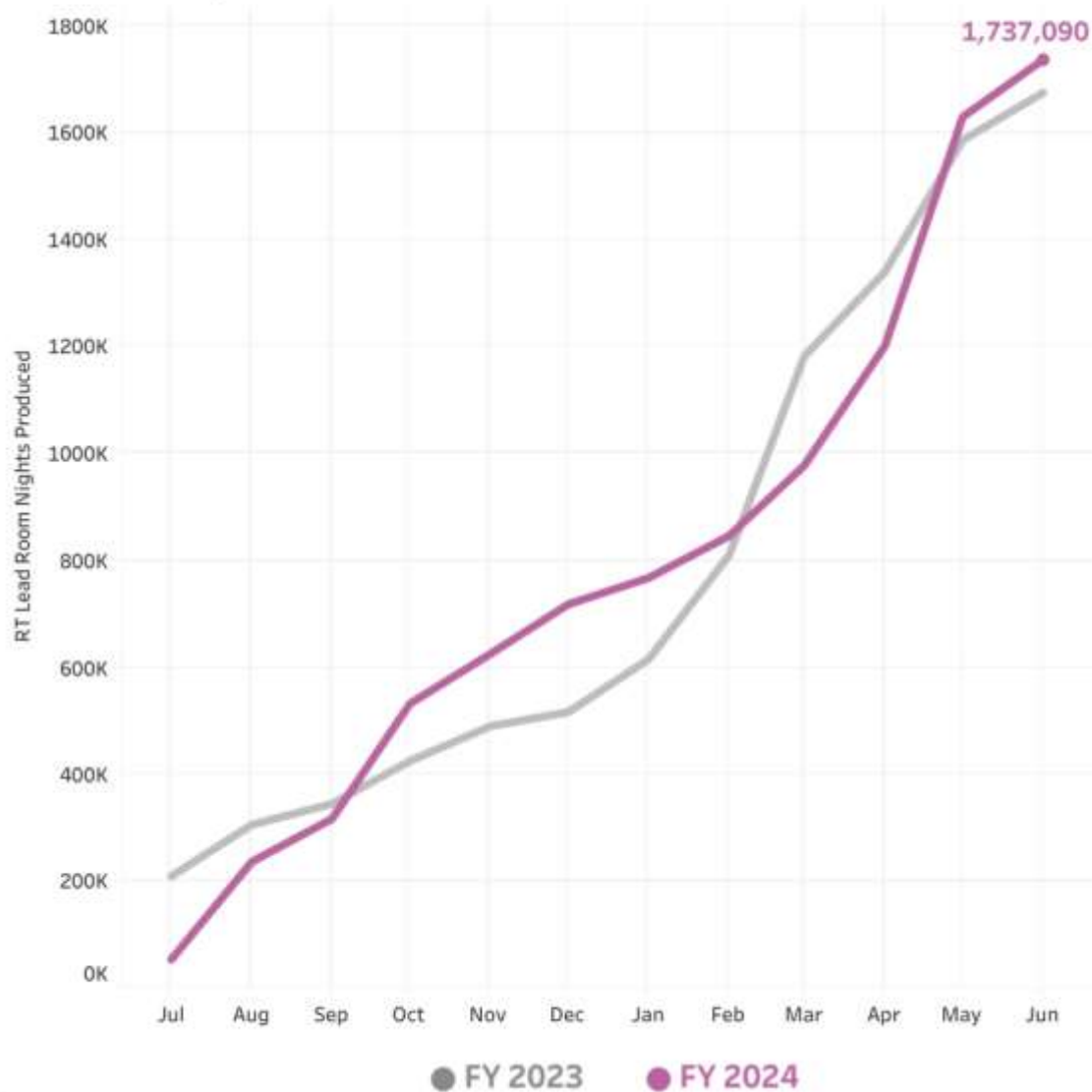
	FY 2024
Bookings	24
Bookings YOY	140%
Booked Room Nights	321,803
Booked Room Nights YOY	86%
Attendees	439,600
Attendees YOY	-13%



Citywide Lead Production

FY 2024 through June

Lead Production by Month



Key Metrics

	FY 2024
Leads Produced	140
Leads Produced YOY	-16%
Lead Room Nights Produced	1,737,090
Lead Room Nights Produced YOY	4%
Attendees	1,296,366
Attendees YOY	-17%





## Blockbuster Short-term Incentive





# BLOCKBUSTER INCENTIVES

- Submit your qualified, new meeting/event LEAD/RFP (Request for Proposal) and receive a **\$50 gift card for 10 – 99 rooms**, or a **\$100 gift card for 100 rooms or more** on peak. Only applicable to new leads, excludes previously sourced.
- Once you book, receive \$10 per actualized room night, up to **\$5,000** back to your organization - just for meeting in LA! Excludes complimentary room nights.



## meetings TODAY

### Los Angeles Tourism Offers Incentives for Meetings and Event Planners

August 7, 2024 | Julia Sile



The Los Angeles Tourism & Convention Board has announced an initiative to increase hotel bookings through their "Now Playing" campaign.

Los Angeles Tourism plans to host over 100 events in the next few months to showcase the different facets that make L.A. unique. Los Angeles Tourism is being provided with hotel offers and financial incentives from the hospitality community.

In the Beach, Chinatown, Downtown Los Angeles/LA Metro, the Westside, and The Valley and Greater Hollywood areas there are over 40 different hotel offers available. These offers can include things like amenities, commissions, upgrades or other added bonuses (ie. L.A. meeting room rentals and vendor fees).

Planners that submit a qualified proposal or equivalent event request may receive gift cards for rooms, offering \$50 for 10-99 rooms or \$100 for 100 rooms or more. This is added upon by a post-booking offering of \$10 for each actualized room night with a maximum value of \$5,000 returned to the organization. Complimentary nights are not included in this tally and the offer is only available for new leads and proposals.



## prevue meetings + incentives

### LA Tourism Rolls Out Blockbuster Incentive Program for Group Bookings

By Regina Baraban - August 7, 2024



Financial rewards and more than 40 special hotel offers in the LA area are available to planners through June 30, 2025.

Planners know the diverse and enduring appeal of Los Angeles, America's entertainment capital and one of the most famous areas on the planet. With more than 30 culturally rich neighborhoods, 75 miles of beautiful shoreline, more museums and performing arts venues than any other U.S. city and an innovative culinary scene, L.A. offers singular opportunities for memorable meetings and incentives. Now, a new campaign from Los Angeles Tourism offers added incentives for booking a meeting or incentive there. Special offers are valid through June 30, 2025. They are part of LA Tourism's "Now Playing" campaign which highlights major events in the Los Angeles area in the coming months.



**NOW PLAYING**  
blockbuster incentives  
leads & bookings\*

\*Terms and conditions apply

# HOTEL GROUP OFFERS



Make the most of your time in Los Angeles and pick your perk with **48 featured hotel offers** spanning LA's neighborhoods of Downtown, Hollywood, LAX & Beach Cities, the Valley and the Westside.

Deals vary by property but may include upgrades, amenities, commissions and freebies like Wi-Fi, vendor fees, meeting room rental fees and more.

Wednesday, August 14, 2024

Newsletter

News and Views Connecting Planners to the Southwest

**LA Tourism offers group hotel incentives with 'Now Playing' campaign**

The new initiative is designed to align meeting and event bookings with upcoming major events in Los Angeles. The campaign gives planners incentives to encourage group bookings, with offers available through June 30, 2025.

[More on ConventionSouthwest.com »](https://www.conventionsouthwest.com)

<p><b>Four Rooms Hotel Los Angeles Beverly Hills</b></p> <p>12% Commission &amp; Complimentary Breakfast</p> <p>BOOK IT</p>	<p><b>Four Rooms Hotel Los Angeles Beverly Hills</b></p> <p>Four Rooms featured group offer</p> <p>BOOK IT</p>	<p><b>Courtyard Los Angeles LAX Century Boulevard</b></p> <p>Free breakfast &amp; parking</p> <p>BOOK IT</p>	<p><b>Hilton Westwood Hills</b></p> <p>Group discounts and incentives</p> <p>BOOK IT</p>	<p><b>AC Hotel Downtown Los Angeles</b></p> <p>AC Hotel Downtown Los Angeles group</p> <p>BOOK IT</p>	<p><b>Fairmont Century Plaza</b></p> <p>Deal of the Century - 25 Points &amp; More</p> <p>BOOK IT</p>	<p><b>AC Hotel Beverly Hills</b></p> <p>Complimentary continental breakfast</p> <p>BOOK IT</p>	<p><b>Sheraton Downtown Los Angeles Hotel</b></p> <p>Surf-A-Ton, Show-A-Ton Promotions</p> <p>BOOK IT</p>	<p><b>Hotel Indigo Los Angeles Downtown</b></p> <p>Complimentary WiFi in Meeting Space</p> <p>BOOK IT</p>
<p><b>The Westin Los Angeles Airport</b></p> <p>Westin Wine &amp; Savory Points</p> <p>BOOK IT</p>	<p><b>Luxe Hotel Los Angeles</b></p> <p>Now Playing! Corporate &amp; Social Groups</p> <p>BOOK IT</p>	<p><b>Hilton Los Angeles Airport</b></p> <p>2X Hilton Honors Points + Free Perks</p> <p>BOOK IT</p>	<p><b>Residence Inn Los Angeles Airport</b></p> <p>Complimentary Meeting Room &amp; Suite Upgrade</p> <p>BOOK IT</p>	<p><b>Residence Inn Los Angeles</b></p> <p>25% Off Room Rentals &amp; A/V</p> <p>BOOK IT</p>	<p><b>Best Western Plus Dragon Gate Inn</b></p> <p>Free upgrade for every 5 rooms</p> <p>BOOK IT</p>	<p><b>Courtyard Los Angeles LAX</b></p> <p>Camp Meeting Room Rental</p> <p>BOOK IT</p>	<p><b>Macy Downtown Los Angeles</b></p> <p>Macy Downtown Los Angeles Group Promo</p> <p>BOOK IT</p>	<p><b>Residence Inn Los Angeles Airport</b></p> <p>Complimentary WiFi in Meeting Room</p> <p>BOOK IT</p>
<p><b>Hilton Los Angeles</b></p> <p>Special Concessions &amp; Group Rates</p> <p>BOOK IT</p>	<p><b>W Hollywood Hotel &amp; Backlot</b></p> <p>Now Playing! Group Offer</p> <p>BOOK IT</p>	<p><b>H Hotel Los Angeles</b></p> <p>Complimentary breakfast</p> <p>BOOK IT</p>	<p><b>Sheraton Hotel Los Angeles</b></p> <p>A/V Discount &amp; Complimentary Room</p> <p>BOOK IT</p>	<p><b>Hotel Pal Lo</b></p> <p>Suite Group Deal</p> <p>BOOK IT</p>	<p><b>Boutique Hotel Los Angeles</b></p> <p>Complimentary meeting space</p> <p>BOOK IT</p>	<p><b>Residence Inn Los Angeles LAX</b></p> <p>Camp Meeting Room Rental</p> <p>BOOK IT</p>	<p><b>Los Angeles Airport Marriott</b></p> <p>Complimentary Group Wi-Fi</p> <p>BOOK IT</p>	<p><b>The Hollywood Roosevelt</b></p> <p>Discounted Parking, Suite Upgrade &amp; More</p> <p>BOOK IT</p>
<p><b>Embassy Suites Los Angeles International Airport</b></p> <p>25% Off Room Rentals &amp; A/V</p> <p>BOOK IT</p>	<p><b>InterContinental Los Angeles</b></p> <p>Triple the Business Rewards Points &amp; 2% Credit</p> <p>BOOK IT</p>	<p><b>The LIME LA</b></p> <p>Pick Your Perks - Discounts &amp; More</p> <p>BOOK IT</p>	<p><b>Sofitel Los Angeles at Beverly Hills</b></p> <p>Upgrade Your Experience, Group Rate Promo</p> <p>BOOK IT</p>	<p><b>Kempinski Hotel Hollywood</b></p> <p>Exclusive Group and Event Offer</p> <p>BOOK IT</p>	<p><b>Hotel Drury</b></p> <p>Pick Your Perks</p> <p>BOOK IT</p>	<p><b>The Hutton</b></p> <p>Now Playing! The Hutton Downtown LA</p> <p>BOOK IT</p>	<p><b>Sheraton Los Angeles Airport Hotel</b></p> <p>Complimentary WiFi, Upgrades &amp; More</p> <p>BOOK IT</p>	<p><b>Sheraton Universal</b></p> <p>Group Package: Amenities, Upgrades &amp; More</p> <p>BOOK IT</p>
<p><b>Hilton Downtown Los Angeles</b></p> <p>Waived Dest. Fee &amp; Comp. Room Rental</p> <p>BOOK IT</p>	<p><b>Hawthorne Hotel Los Angeles</b></p> <p>Suite upgrades at group rates</p> <p>BOOK IT</p>	<p><b>The Popcorn</b></p> <p>15% Commission</p> <p>BOOK IT</p>	<p><b>The Uno Hotel</b></p> <p>Free breakfast</p> <p>BOOK IT</p>	<p><b>Residence Inn Los Angeles Airport LAX Hotel</b></p> <p>Surf-A-Ton, Show-A-Ton Promotions</p> <p>BOOK IT</p>	<p><b>Hotel Angeleno</b></p> <p>15% Commission</p> <p>BOOK IT</p>	<p><b>Warren Court Hotel</b></p> <p>Waived Drive &amp; VIP Access</p> <p>BOOK IT</p>	<p><b>Luxe Hotel Los Angeles</b></p> <p>Waived Room Rental w/ Full Lin</p> <p>BOOK IT</p>	<p><b>Hotel Plaza Inter Los Angeles LAX Century</b></p> <p>Complimentary continental breakfast</p> <p>BOOK IT</p>



# Item 5a

## **POLICY RECOMMENDATIONS FOR THE LOS ANGELES CONVENTION CENTER**

**FISCAL YEAR 2023-24 UPDATE**



# **POLICY RECOMMENDATIONS FOR THE LOS ANGELES CONVENTION CENTER**

## **FISCAL YEAR 2023-24 UPDATE**

**Board of City Tourism Commissioners Meeting  
August 21, 2024**





# BACKGROUND

- In 2020, this Board recommended temporary, emergency discounting provisions in order to retain business at the Los Angeles Convention Center (LACC) in light of the COVID-19 pandemic.
- After Los Angeles City Council (Council) approval, these provisions were added to the Los Angeles Administrative Code by an ordinance drafted by the City Attorney.
- Considering anticipated impacts from the proposed LACC Expansion and Modernization Project, the competitive industry landscape, and the 2028 Olympic and Paralympic Games, this Board approved an extension to the discounting provisions through 2028.
- Current status: waiting for the newest recommendations to be considered by Council.



# SUMMARY OF LACC DISCOUNTING RECOMMENDATIONS

PROVISION	CURRENT POLICY	BOARD-APPROVED RECOMMENDATION	MAIN BENEFIT OF RECOMMENDATION
Ability to discount more than projected TOT for citywide clients	Allowed through 2024	Extend through 2028	LACC can better compete for business
Ability to waive penalties if TOT shortfall	Allowed through 2024	Extend through 2028	Strengthens client relationships
Ability to waive qualifications for citywide discount eligibility	Allowed through 2024	Extend through 2028	Increased flexibility to drive room demand and fill need periods
Ability to discount more than 35% for local events	Allowed through 2024	Extend through 2028	Increased flexibility to fill need periods

# APPLICATION OF POLICY SO FAR....

## Discount > projected TOT for citywides

FISCAL YEAR	APPLICATION	RESULTS
FY 2021-22	0 granted	N/A
FY 2022-23	2 out of 20 citywides	Net revenue + TOT generated exceeded discount amount
FY 2023-24	0 granted	N/A

# APPLICATION OF POLICY SO FAR....

## Waive penalties for TOT shortfalls

FISCAL YEAR	APPLICATION	RESULTS
FY 2021-22	9 out of 11 received waivers	\$4.5 M in TOT generated
FY 2022-23	12 out of 20 received waivers	Only 2 had TOT shortfalls Net revenue exceeded the TOT shortfall amount
FY 2023-24	7 out of 15 received waivers	Only 3 had TOT shortfalls Net revenue exceeded the TOT shortfall amount

# APPLICATION OF POLICY SO FAR....

## Waive citywide qualifications

FISCAL YEAR	APPLICATION	RESULTS
FY 2021-22	0 granted	N/A
FY 2022-23	0 granted	N/A
FY 2023-24	0 granted	N/A

# APPLICATION OF POLICY SO FAR....

## Discount > 35% for local events

FISCAL YEAR	APPLICATION	RESULTS
FY 2021-22	4 out of 85 events	All 4 clients rebooked
FY 2022-23	4 out of 148 events	\$5.0 million net revenue realized
FY 2023-24	2 out of 151 events	\$4.2 million net revenue realized



# CONCLUSION

The provisions are working as intended and will continue to serve as a useful tool for securing business at LACC through 2028.