



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

# TOURISM MASTER PLAN

CITY OF  
LOS ANGELES

MARCH 2020



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**APRIL 2020**

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Tourism is a crucial, significant and vital industry for the City of Los Angeles, providing monumental economic impact to the region, employing a substantial amount of its residents and generating enormous tax revenue. As visitation to the region continues to grow, we must prepare the city, from infrastructure projects to visitor experience, in order to meet (and exceed) the expectations tourism demands. To this end, in 2018, through a joint project with FUSE Corps and Resonance Consultancy, the Department of Convention and Tourism Development initiated the City's first Tourism Master Plan. We have been working on this strategic plan for almost two years.

It may seem out of place to be talking about the future of tourism while we are in the midst of a global pandemic, one that has led to reduction of millions of dollars from our local economy, countless jobs lost, and people around the world staying home. As we turn our attention to the City's recovery -- our collective recovery -- it will be crucial to have plans and strategies in place (and ready to implement). These will hasten our ability to bring about the new normal -- getting our residents back to work and our key industries/and regional economy back on track. Now is exactly the time to talk about tourism's road to recovery in Los Angeles.

What follows in this Tourism Master Plan are recommendations that, when implemented, will make Los Angeles an exceptional destination while improving the quality of life for our residents. All of the research that went into the plan was completed prior to the COVID-19 pandemic, but the results still hold true; even if the implementation of the recommendations may have to be altered.

What this pandemic has shown is that cities need to have master plans and strategies in place in times of economic boom, as well as times of crisis, and this Tourism Master Plan will give Los Angeles that tool.

With hopeful confidence,



Doane Liu  
Executive Director  
Department of Convention & Tourism Development  
City of Los Angeles

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# THE LAST SIX DECADES HAVE SEEN EXTRAORDINARY GROWTH IN TOURISM AROUND THE WORLD. IN SPITE OF THE MULTIPLE CHANGES AND SHOCKS, TOURISM, ALTHOUGH VULNERABLE, HAS ALWAYS BOUNCED BACK, PROVING ITS RESILIENCE AND CAPACITY TO REBOUND.

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The future brings enormous opportunities for tourism to take center stage in the political and economic agenda, building on its significant contribution to economic growth and development. It also brings added challenges and responsibilities for our sector to take the lead in mitigating its potential impacts on host communities and the environment.

The next decade will see continued growth for the sector. They can also be years of leadership, with tourism leading economic growth, social progress and environmental stewardship. To make this possible, we need to make tourism a priority in policy decisions, foster competitive and responsible business models and practices and increase cooperation between the public and private sectors.

In 2018, the Los Angeles travel and tourism industry contributed an all-time high \$23.9 billion to the economy, generating a record \$36.6 billion in total economic impact. Included in this contribution was 534,258 jobs supported by LA County's Leisure & Hospitality sector, its highest total on record, employing 1 in every 8.5 workers in the county.

"Tourism is an essential source of job creation and business activity across our region—and it helps make Los Angeles a global city and a center of economic growth and prosperity," said City of Los Angeles Mayor Eric Garcetti. "From surpassing 50 million

annual visitors in 2018 to preparing to welcome the 2028 Olympic and Paralympic Games, travel and tourism will continue to power our city to new heights."

Tourism is a powerful force in the growth and development of the Los Angeles economy, developing employment opportunities for residents and producing significant revenue that goes toward the betterment of the community. The Tourism Master Plan places a greater emphasis on ensuring tourism delivers even stronger benefits to the community as it works towards increasing total economic impact to the Los Angeles region.

That impact could be significant. Annual visitors to the Los Angeles region are projected to rise to more than 70 million by the year 2030, which would result in creating more than 400,000 additional jobs for Angelenos and adding as much as a billion dollars a year in tax revenue for the City of Los Angeles.

In order to ensure that Los Angeles is properly prepared to capitalize on this opportunity, the City of Los Angeles Department of Convention and Tourism Development (CTD) engaged Resonance Consultancy (Vancouver and New York) to develop a Tourism Master Plan that would assist the City in delivering a positive visitor experience, while also enhancing the quality of life for residents of LA.

# PROJECTIVES



In the fall of 2018, the City of Los Angeles Department of Convention and Tourism Development (CTD) embarked on the development of a Tourism Master Plan to identify priorities that would enable the City to close the gaps and inefficiencies in its current and past approach towards tourism, and advise on investments and changes that could address such challenges.

**CTD RECOGNIZED A NUMBER OF CURRENT AND UPCOMING CHALLENGES FOR VISITORS ON A REGIONAL AND CITYWIDE BASIS, AND ASKED THAT THE TOURISM MASTER PLAN CONSIDER, AMONG OTHER THINGS:**

- A path for the sustainable growth of tourism in the City, including environmental sustainability, impacts on existing resources and infrastructure, and mitigating or preventing negative implications for local stakeholders or the quality of life of residents.
- Hotel growth within the City, including hotels within walking distance of the Los Angeles Convention Center.
- Matters related to short-term rentals, ride sharing and the legalization of marijuana for recreational use.
- Steps to be taken proactively to improve visitors' experience in relation to the homelessness issue, while being sensitive to the crisis at hand.
- Application of new technology and innovation, including market interruption and impacts, use of new analytics and application of new avenues of communication.
- The competitiveness of LA's approach to major sports and entertainment events.
- The treatment and improvement of large-scale, logistically complex events spanning multiple venues across the City to compete for major opportunities and navigate the negotiation/contracting process.
- How to attract and/or retain high-profile events bringing national and international acclaim to the City.
- Walkability in Downtown Los Angeles versus citywide infrastructure transportation challenges.
- General challenges that exist within certain Council Districts and the potential solutions the City could implement to initiate improvements.

**TWENTY-EIGHT BY '28**

CTD also asked that the Tourism Master Plan include a focus on visitor transportation in the City of Los Angeles, and take into consideration City of Los Angeles Mayor Eric Garcetti's Twenty-Eight by '28 initiative. As reported by Metro:

*The Twenty-Eight by '28 initiative highlights 28 Metro projects for potential completion by the 2028 Summer Olympic and Paralympic Games. The 2028 Games are an opportunity to advocate for resources to accelerate these projects and a milestone to show what can be accomplished by working collaboratively as a region—with benefits to Los Angeles County for generations to come.*

*The Metro Board approved a list of projects, which includes projects already slated for completion by 2028, as well as projects with later delivery dates with potential for acceleration.*



**DEPARTMENT OF CONVENTION AND TOURISM DEVELOPMENT**

Finally, CTD asked that the Tourism Master Plan consider the organization itself, including its organizational structure, current workload, operating budget, mission and scope of work. The Plan should provide recommendations on how CTD could expand its scope of work and existing role to provide the organizational and budgetary tools necessary for implementing the Tourism Master Plan and provide recommendations on how CTD could collaborate with other agencies and stakeholders. With regard to the organization's focus on strategic planning, CTD anticipates that the Tourism Master Plan will serve as a guide on this matter.

**THE CITY OF LOS ANGELES DEPARTMENT OF CONVENTION AND TOURISM DEVELOPMENT**

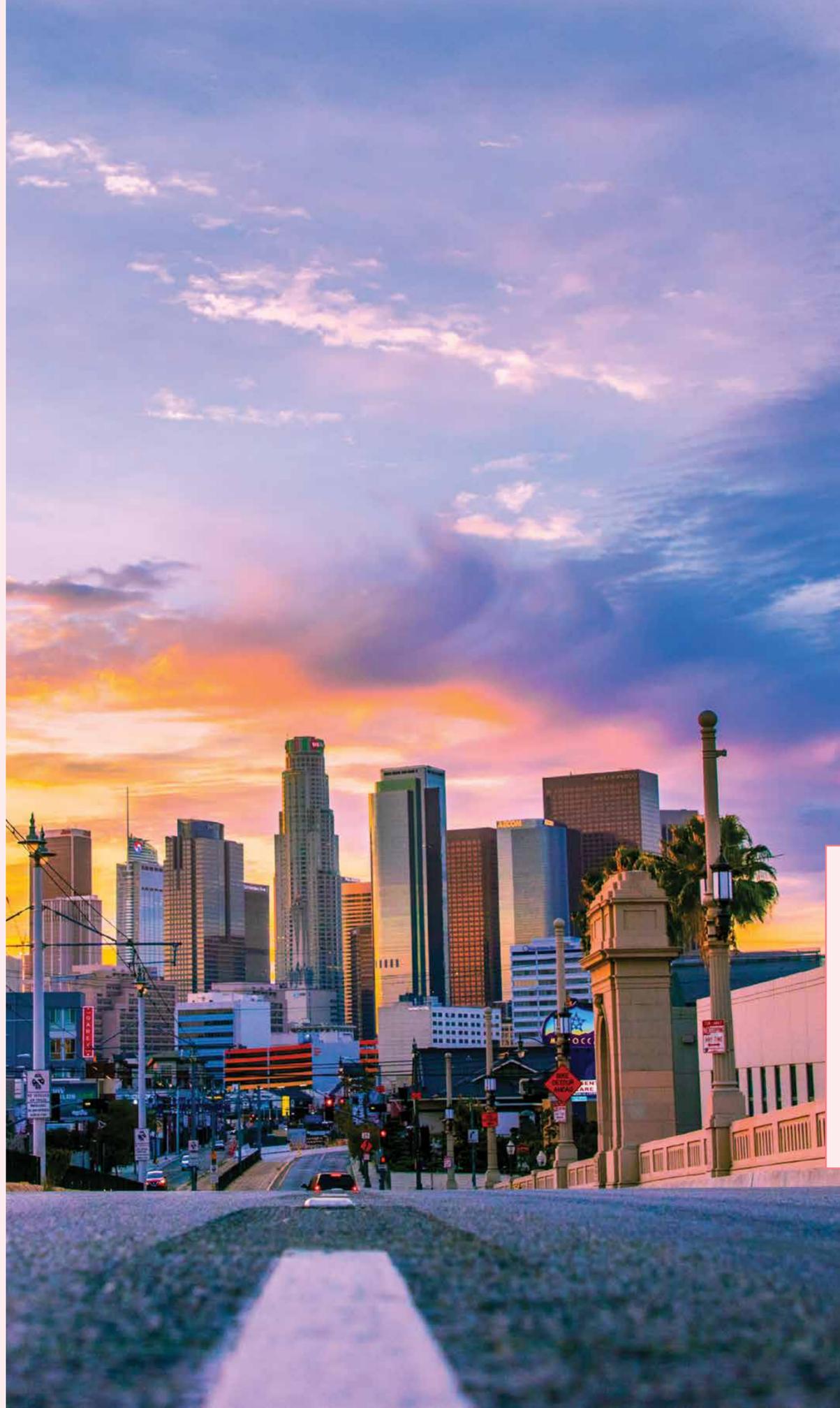
The City of Los Angeles Department of Convention and Tourism Development was created in 2013 as part of the new governance structure when the Los Angeles Convention Center (LACC) facility shifted from public to private management. Its responsibilities are defined as tourism policy, strategic planning for tourism and managing the private operator of the LACC facility and the Los Angeles Tourism & Convention Board (LATCB) for the purposes of increasing the competitiveness of Los Angeles as a convention and tourist destination so that the City can maximize the economic benefits derived from out-of-town visitors whose spending contributes to the growth of the local economy.



# PROCESSES

Resonance Consultancy’s approach to the creation of the Los Angeles Tourism Master Plan was designed to help officials, industry stakeholders and residents articulate and share a clear vision for the future—because when people share a vision of the future, it gives them shared belief, shared purpose and shared passion.

The approach sought to define the destination as more than the sum of its parts. While the Tourism Master Plan addresses critical hardware—such as transportation or the Los Angeles Convention Center—that is required to achieve the City of Los Angeles’ goals, it also addresses the software of relationships and programming required to foster the quality of life, culture and experiences necessary to create a unique and compelling sense of place.



## PHASE 1



### SIX PIECES OF RESEARCH

Our experience has taught us that successful destination management planning requires the participation and alignment of not only industry stakeholders but visitors and the local community as well. As such, the process was designed to consult, engage and collaborate with tourism industry stakeholders, visitors and the community.

It is for this reason that the first stage of the Tourism Master Plan for the City of Los Angeles focused on six research activities. These six pieces of research, which were reviewed and critiqued by a Project Steering Committee of City and community leaders and industry stakeholders, have led to important insights that were considered in developing a future vision for Los Angeles as a destination and the resulting Tourism Master Plan.

- 1 // TREND ANALYSIS
- 2 // STAKEHOLDER ENGAGEMENT
- 3 // VISITOR RESEARCH
- 4 // COMMUNITY RESEARCH
- 5 // COMPETITIVE ANALYSIS
- 6 // HOSPITALITY ANALYSIS

## 1 // TREND ANALYSIS

With the tourism economy evolving rapidly, major long-term trends such as increased competition, evolving demand, labor shortages and crumbling infrastructure present both new opportunities and challenges for destinations. As such, Resonance identified, presented and discussed a number of key tourism trends associated with visitor activities, experiences, markets, destinations and tourism organizations that needed to be taken into account in developing the Los Angeles Tourism Master Plan.

## 2 // STAKEHOLDER ENGAGEMENT

The second piece of research included a listing of Strengths, Weakness, Opportunities and Threats (SWOT) identified in the Stakeholder Engagement conversations conducted in Los Angeles by Resonance Consultancy during the week of February 11, 2019, along with additional calls held the week of February 18th. Approximately 125 stakeholders participated in 55 sessions.

The primary purpose of these discussions was to identify participant opinions, aspirations and ideas for the future of the City of Los Angeles as a destination, while also building an informal group of “champions” for the project who will be critical to endorsing and implementing the Tourism Master Plan upon completion.

## 3 // VISITOR RESEARCH

The objective of the Tourism Master Plan Visitor Survey was to better understand who the current Los Angeles visitors are, how they compare to US travelers in general and what types of travelers might be attracted to the destination in the future.

In consultation with the City of Los Angeles Department of Convention and Tourism Development staff, Resonance developed an online survey to identify and gauge previous visitors’ travel habits, preferences and perceptions of Los Angeles.

The survey was distributed in English, Spanish and Chinese and extensively promoted by Los Angeles Tourism & Convention Board (LATCB) via email and social media platforms. A special secondary effort was undertaken by Resonance to reach Chinese-speaking visitors to assess their experiences.

The survey questions were designed to:

- Assess the demographic and psychographic characteristics of previous visitors to Los Angeles.
- Conduct a segmentation analysis of respondents to better understand Los Angeles visitors and how they differ from US travelers in general.
- Identify the motivating factors that drove previous visitors to select Los Angeles as their destination of choice.
- Assess the quality of and satisfaction with current services, accommodations and amenities throughout Los Angeles.
- Assess previous visitor perceptions of Los Angeles both before and after their visit.

More than 1,500 previous visitors to Los Angeles participated in the survey.

## 4 // COMMUNITY RESEARCH

The organizations and agencies responsible for tourism marketing and management in destinations around the world are undergoing profound change. These organizations and agencies are increasingly becoming responsible for activities beyond attracting greater numbers of visitors. Today’s tourism leaders need to be thoughtful about how the quality of life for residents can be balanced with the quality of the visitor experience; about the kinds of visitors who would most appreciate the destination’s character, its people and its offerings; and how communities can responsibly grow a tourism industry for the benefit of all.

The fourth piece of research was conducted to identify and define general attitudes towards living in the City of Los Angeles and tourism’s impact on resident quality of life.

- What do residents think of the City of Los Angeles as a place to live?
- What are the most important attributes to resident quality of life?
- How do residents view the tourism industry and its impact on the community?

The answers to these questions helped to address key issues with respect to livability, culture, economy and sense of place.

In total, 909 residents of the City of Los Angeles participated in the community survey.

## 5 // COMPETITIVE ANALYSIS

The fifth piece of research analyzed peer review channels from increasingly influential websites such as TripAdvisor and Yelp to identify how many quality experiences cities offer from one product and experience category to the next, as rated by locals and visitors themselves.

This research, which examined the quality of destinations from the visitors’ point of view to measure supply-side performance from one destination to the next, is a valuable tool to better understand the competitive advantages—and weaknesses—of the destination.

## 6 // HOSPITALITY ANALYSIS

Last, HVS Convention, Sports & Entertainment Facilities Consulting (HVS) conducted an analysis of the impact of the Los Angeles Convention Center (LACC) on tourism to Los Angeles.

This research included:

1. A detailed analysis of lodging trends in Downtown Los Angeles and West LA, including projections of supply and demand.
2. A comparison of five lodging submarkets throughout Los Angeles.
3. A comparative analysis of the LACC to eight in-state convention centers and 16 national competitors based on function space and destination amenities.
4. An analysis of LACC lost-business reports, which indicate the impact of expansion and increased hotel supply on LACC demand.
5. An analysis of the net impacts historic LACC operations have had on the local lodging market through a “difference of means” test.
6. An analysis of home sharing in nine submarkets across Los Angeles, including the substitutability of short-term rentals for hotel rooms.



## PHASE 2

Upon completion of Phase 1, which focused on the current state of tourism in Los Angeles, the project team turned its attention to the future; culminating in the Tourism Master Plan and its associated recommendations. As in the first phase, this section of work began with qualitative research, Visioning Sessions, which then guided the formation of the draft, and ultimately final, recommendations that are articulated in the Tourism Master Plan.



### VISIONING WORKSHOPS

The results and information from these six research activities were then presented and discussed in four visioning workshops to more than 75 stakeholders from a broad range of Los Angeles-based industry, government and community organizations, offices, agencies and companies. The participants then engaged in a series of roundtable exercises designed to identify, develop and articulate recommendations for the City of Los Angeles to address the various issues, opportunities and challenges that are facing LA travel and tourism. The exercises specifically focused on recommendations associated with destination development, destination programming and destination management, as well as overtourism.



### DRAFT RECOMMENDATIONS

The results of the four workshops were then compiled into a Draft Recommendations Report, which was presented to the Project Steering Committee for consideration, feedback and comments. The Los Angeles Tourism Master Plan Recommendations, Roles and Responsibilities are the result of this effort.



# TOURISM MAASTRI PLAN



## THE SEVEN STRATEGIC AREAS OF FOCUS

- 1 // DESTINATION STEWARDSHIP
- 2 // DESTINATION DEVELOPMENT
- 3 // DESTINATION PROGRAMMING
- 4 // VISITOR ACCOMMODATIONS
- 5 // VISITOR MOBILITY
- 6 // VISITOR INFORMATION & COMMUNICATIONS
- 7 // DESTINATION MANAGEMENT

The Tourism Master Plan for Los Angeles is the beginning of the City's focus on destination management, and illustrates how the City has taken a significant leadership role in creating a long-term vision for Los Angeles as an exciting and prosperous place to live, work, study and visit, as well as a place for future investment, talent attraction and business development. In doing so, the Tourism Master Plan has sought to balance two major objectives: enhance the visitor experience in LA and increase the quality of life for LA residents.

As a result, this effort sets forth a general set of recommendations, roles and responsibilities that covers the major categories of destination management, from Visitor Mobility and Accommodations to Destination Stewardship and Management, that will allow the City to take the foundational steps to shape this new effort.

To realize the vision for the City of Los Angeles and the Greater Los Angeles metro area, we have organized the Tourism Master Plan recommendations into seven strategic areas of focus.

This document sets forth a discussion of priorities for implementation of the recommendations to help the City of Los Angeles pick the "low-hanging fruit" and organize the necessary resources for some of the more complex, long-term and resource-intensive recommendations. Group One priorities are the highest priority, followed by Group Two and Group Three (lowest priority).

The document also presents Financial Considerations for the Recommendations to help put the budget and funding requirements into perspective and how they might relate to future revenue sources. "Order of magnitude" estimates are made for:

### Lead Organization Activities

High: > \$5 million

Medium: \$1 million to \$5 million

Low: < \$1 million

### Total Non-Lead Capital & Operating Costs

Significant: > \$10 million

Moderate: \$1 million to \$10 million

Minimal: < \$1 million

*The Appendix contains a large collection of case studies, best practices and additional information that should be helpful to the departments, agencies and offices responsible for delivering on the Tourism Master Plan Recommendations.*

# RECOMMENDATIONS





## 1. DESTINATION STEWARDSHIP

- 1.1 Create and Implement a Sustainable Tourism Program for Los Angeles
- 1.2 Engage and Monitor Resident Sentiment Towards Tourism
- 1.3 Prepare a Crisis Management Plan

## 2. DESTINATION DEVELOPMENT

- 2.1 Support the Expansion of the Los Angeles Convention Center
- 2.2 Support a New Hollywood Visitor Center and Scenic Aerial Tramway or Gondola to the Hollywood Sign
- 2.3 Support the Hollywood Walk of Fame Master Plan
- 2.4 Increase Neighborhood Tourism Development

## 3. DESTINATION PROGRAMMING

- 3.1 Develop and Position Los Angeles as a Leading Destination for Sports Tourism
- 3.2 Develop and Position Los Angeles as a Leading Center for Creative Tourism
- 3.3 Develop and Position Los Angeles as a Leading Culinary Destination
- 3.4 Develop and Manage a Citywide Festival and Events Strategy
- 3.5 Celebrate and Promote LA's Rich Cultural Diversity

## 4. VISITOR ACCOMMODATIONS

- 4.1 Increase Short-Term Rental Collaboration
- 4.2 Identify and Advocate for New Hotel Development Opportunities
- 4.3 Monitor and Improve Visitor Satisfaction with Current Hotel Accommodations

## 5. VISITOR MOBILITY

- 5.1 Reduce Usage of Cars by Visitors to the City
- 5.2 Support the Redevelopment of Los Angeles International Airport

## 6. VISITOR INFORMATION & COMMUNICATIONS

- 6.1 Research and Monitor Visitor Behavior
- 6.2 Communicate and Inform Visitors
- 6.3 Modernize and Improve Wayfinding

## 7. DESTINATION MANAGEMENT

- 7.1 Establish Los Angeles Tourism Cabinet and Chief Tourism Officer
- 7.2 Improve Regional Cooperation



## SECTION 1 RECOMMENDATIONS

# DESTINATION STEWARDSHIP

The most significant and recent shift for destinations worldwide has been the broadening of their tourism roles and responsibilities, from destination marketing to destination management. According to the United Nations World Tourism Organization (UNWTO) in May 2019, “Destination management addresses the interactions between visitors, the industry that serves them, the community that hosts them and the environment (natural, built and cultural).”

A growing number of destination leaders prefer the term “destination stewardship,” which speaks more to the growing role they have in influencing how government, industry, visitors and residents interact, rather than directly “managing” the destination in any literal sense.

Destination Stewardship is critically important to ensure Los Angeles’ tourism economy benefits all Angelenos. With the growing number of visitors comes the responsibility to simultaneously promote and protect cultural, environmental and economic assets. Stewardship is more than just about being “green” or protecting the environment. It is a holistic approach to how tourism can benefit the long-term well-being of a community and its environment.

Destination Stewardship is also about working to ensure a more immersive destination experience, managing sustainable visitor growth, promoting equitable economic development and elevating the quality of life and quality of place.

# 1.1 CREATE AND IMPLEMENT A SUSTAINABLE TOURISM PROGRAM FOR LOS ANGELES

While the next 20 years are expected to bring continued growth for travel and tourism in LA, they can also be years of destination leadership: tourism development, economic growth, social progress and environmental sustainability. However, to make this possible, LA's tourism stakeholders (industry, government, visitors and residents) need to make tourism a priority in policy decisions and responsible business models and practices, and increase cooperation between the public and private sectors, especially as it relates to responsible and sustainable tourism in Los Angeles.

As a result of this leadership, Los Angeles is likely to attract more and more millennials, the largest and fastest-growing market segment, who consider the sustainability of a destination one of their top selection criteria.

More generally, the future brings enormous opportunities for tourism in Los Angeles to take center stage in the political and economic agenda, building on its contribution to economic growth and development. At the same time it also brings added challenges and responsibilities for the sector in Los Angeles to mitigate its potential negative impacts on host communities and the environment.

## Suggested Lead

City of Los Angeles Department of Convention and Tourism Development

## Additional Partners

City of Los Angeles Department of Cultural Affairs, City of Los Angeles Mayor's Office of Sustainability, Visit California, Los Angeles Tourism & Convention Board, Cultural Heritage Commission, California Arts Council, California Cultural Districts, Climate Emergency Commission and Office of the Climate Emergency Mobilization

## Priority

Group One

## Financial Considerations

Lead (Medium), Total (Moderate)

## Case Studies & Best Practices

Pages 115 – 118

## Suggested Actions for Implementation

- Review the statewide Destination Stewardship Plan being developed by Visit California and develop strategies to localize the plan's appropriate recommendations.
- Consider the roles, responsibilities, obligations and opportunities between LA's travel and tourism industry and LA's Green New Deal. Define, articulate and implement actions that will help the industry lead LA toward a low-carbon, green-energy future.
- Evolve existing tourism standards and regulations and implement new sustainable tourism regulations that include the Global Sustainable Tourism Council's baseline criteria for tourism businesses and make sure they are adapted to each subsector of tourism in the Greater Los Angeles metro area.
- Develop environmental and social impact indicators for the visitor economy and monitor these regularly in addition to traditional success metrics.
- Take a leadership role in educating and training businesses and visitors on sustainability initiatives.
- Develop and encourage visitors to make a responsible tourism pledge to take a more active role in accepting responsibility for their actions as guests in Los Angeles.
- Work with the Cultural Heritage Commission, California Arts Council, California Cultural Districts and others to designate and protect local landmarks and communities to preserve their cultural heritage and uniqueness.
- Work with the Climate Emergency Commission and the Office of the Climate Emergency Mobilization Director to ensure the industry's involvement and adherence to the goals and objectives outlined in the Sustainable City pLAN.
- Promote the publication of data on tourism's environmental and social footprints in the city to open up a debate on management possibilities.
- Work with the Los Angeles Tourism & Convention Board to educate and encourage visitors to be responsible guests while in the destination.

# 1.2 ENGAGE AND MONITOR RESIDENT SENTIMENT TOWARDS TOURISM

City of Los Angeles residents recognize the major economic contribution, jobs and tax benefits that the tourism industry brings to the LA economy. At the same time, residents acknowledge that these same activities and experiences are key contributors to their local quality of life, and that the opportunities created by and for the tourism industry play a key role in enhancing their opportunity to live, work and play in Los Angeles. These contributors range from arts, entertainment and culture to retail and restaurants, events and festivals, sports and outdoor recreation, and nature, parks and beaches.

On the flip side, residents also acknowledge the impact that tourism can sometimes have on the level of traffic, cost of housing, cost of living, road/street quality, safety and crime, cleanliness and crowds.

Monitoring and understanding the real-time currents of perception and resident priorities about tourism and its impact on quality of life will provide key insight into how Los Angeles is marketed and managed as a destination.

### Suggested Lead

Los Angeles Tourism & Convention Board

### Additional Partners

City of Los Angeles Department of City Planning, City of Los Angeles Department of Neighborhood Empowerment

### Priority

Group Three

### Financial Considerations

Lead (Medium), Total (Moderate)

### Case Studies & Best Practices

Pages 119 – 122

### Suggested Actions for Implementation

- Commission a periodic citizen perception survey and communications effort to deepen engagement with residents, expand their knowledge of tourism and manage the visitor/resident balance.
- Create a working partnership with the City of Los Angeles Department of City Planning and other County, City and community agencies to integrate visitor activities and businesses into local and community development policies to have a positive impact on resident quality of life.
- Boost local marketing efforts to strengthen the interest of residents and help them to discover quality of life opportunities in the City and neighboring communities.

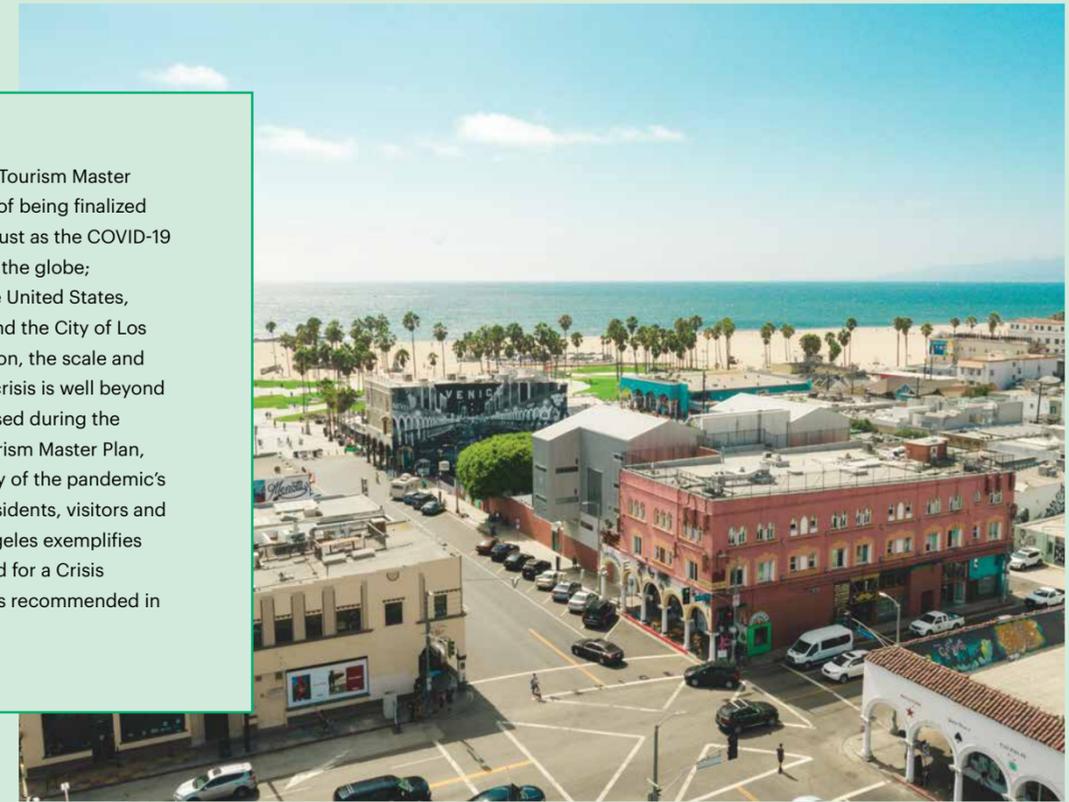
# 1.3 PREPARE A CRISIS MANAGEMENT PLAN

The catastrophic fires in California over the past two years are a stark reminder of how natural and man-made disasters can have an immediate and devastating impact on the travel and tourism industry, its visitors, the destination and a community.

While no destination can be completely ready for these events, there are strategies and plans that a destination should have ready to roll out before, during and after a disaster. Such a plan is intended to assist with visitor needs, help the industry cope and be ready to communicate and welcome back visitors when the time is right.

Although Los Angeles is certainly on the leading edge of crisis management planning, it is critical, given the fact that at any one time there are approximately half a million visitors in town, that LA's crisis management planning focus on potential disasters using a visitor lens to assess and prepare for how the tourism industry and its customers will be organized to react.

The City of Los Angeles Tourism Master Plan was in the process of being finalized and readied for release just as the COVID-19 Pandemic raced around the globe; eventually landing in the United States, the State of California and the City of Los Angeles. Without question, the scale and scope of the COVID-19 crisis is well beyond that imagined or discussed during the development of the Tourism Master Plan, however, the stark reality of the pandemic's impact on millions of residents, visitors and the industries in Los Angeles exemplifies (and highlights) the need for a Crisis Management Strategy as recommended in this section.



### Suggested Lead

City of Los Angeles Emergency Management Department

### Priority

Group One

### Additional Partners

Los Angeles Tourism & Convention Board

### Financial Considerations

Lead (Low), Total (Minimal)

### Case Studies & Best Practices

Pages 123 – 124

### Suggested Actions for Implementation

- Develop, maintain and institutionalize a Disaster Management Plan to assess risks and coordinate the travel and tourism industry's role and responses to crises.



## SECTION 2 RECOMMENDATIONS

# DESTINATION DEVELOPMENT

Building the hardware of a tourism destination, like a convention center or city park, can be a long-term, expensive and complex effort. And, although some of the hardware is tangible and relatively easy and straightforward to assess, plan, develop and operate, there are other types of destination development efforts such as neighborhood or sport tourism development that have many more moving parts and greater complexity that may make them more difficult to implement. Nevertheless, these less tangible

efforts can have a significant local impact for tourism that a convention center cannot.

The objective of Destination Development is to improve the enabling environment for tourism development, build tourism capacity, increase market demand, develop new products based on market demand and improve the positive socioeconomic and conservation outcomes from all tourism activities.



# 2.1 SUPPORT THE EXPANSION OF THE LOS ANGELES CONVENTION CENTER

Research for the Tourism Master Plan has estimated that Los Angeles has lost 2.6-million room nights between 2014 and 2017 as a result of the Los Angeles Convention Center (LACC) being too small or not properly equipped to accommodate the largest meetings, conventions and exhibitions with a sufficient number of adjacent hotel rooms. And, although these losses are unfortunate in their own right, the flow—through impact of these losses—including the visitor spending associated with hotels, restaurants, transportation, entertainment and retail—only multiply the economic impact lost by the greater Los Angeles regional area.

As a destination, the City of Los Angeles is well positioned to compete for conventions that are normally hosted by the larger convention centers in Las Vegas, Orlando and Chicago. However, if the City of Los Angeles does not increase the size of the LACC, the number of meetings spaces and the number of adjacent hotel rooms available, it will be impossible for Los Angeles to compete for mega events.

Finally, although it has been reported that the Los Angeles City Council has approved AEG’s plans to expand the LACC and add a second tower to the AEG-owned JW Marriott Hotel, these plans are not finalized. As a result, the City of Los Angeles, interested stakeholders and the Tourism Master Plan must continue to support and champion the future expansion of LACC and make sure LA benefits from the business opportunity that these major events can bring.

It’s worth noting that, the LACC is the only entity owned by the City of Los Angeles that is generating revenue and creating jobs within the venue and the surrounding neighborhood.

### Suggested Lead

City of Los Angeles Department of Convention and Tourism Development, Los Angeles Convention Center

### Additional Partners

Los Angeles Tourism & Convention Board, City of Los Angeles Bureau of Engineering, ASM Global, Anschutz Entertainment Group (AEG), Staples Center, L.A. Live

### Priority

Group Two

### Financial Considerations

Lead (Medium), Total (Significant)

### Case Studies & Best Practices

Pages 125 – 126

### Suggested Actions for Implementation

- Support, champion, advocate and facilitate City of Los Angeles, CTD, AEG and LACC efforts to expand the Los Angeles Convention Center.
- Work with the City of Los Angeles, CTD, AEG and LACC to integrate the expanded LACC with hospitality supply/demand, mobility options and destination/product development efforts.
- Work with the City of Los Angeles, CTD, AEG and LACC to communicate the benefits and economic impact of the expanded LACC to stakeholders, residents, the industry and media.

## 2.2 SUPPORT A NEW HOLLYWOOD VISITOR CENTER AND SCENIC AERIAL TRAMWAY OR GONDOLA TO THE HOLLYWOOD SIGN

As tourism grows and more visitors seek out iconic sights and landmarks to document their trips via Instagram and other social media platforms, the Hollywood Sign will continue to be inundated by hordes of selfie-seeking visitors, using Google Maps or MapQuest to find easy access to the Sign, blocking residential streets and driveways, crossing over private lawns and impacting and tranquility of local neighborhoods.

At the same time, and cognizant of the visitor intrusion problem, the City has begun efforts to study the feasibility of an aerial tram or gondola to the Hollywood Sign that would remove non-local traffic, illegal parking and disruptive visitors from the residential neighborhoods adjacent to the Sign.

And, although the gondola concept is an appealing option, there are likely to be concerns, discussion and debate before a final decision or agreement to proceed is made by the City. As a result, the City of Los Angeles, interested stakeholders and the Tourism Master Plan should continue to contribute to and support efforts to develop the tramway/gondola and address the unsustainable situation in the adjacent neighborhoods that the Hollywood Sign has created.



### Suggested Lead

City of Los Angeles Department of Recreation and Parks

### Additional Partners

City of Los Angeles Department of City Planning, City of Los Angeles Bureau of Engineering, Hollywood Sign Trust, Hollywood Chamber of Commerce, Friends of Griffith Park, City of Los Angeles Chief Legislative Analyst, Los Angeles Tourism & Convention Board

### Priority

Group One

### Financial Considerations

Lead (Low), Total (Significant)

### Case Studies & Best Practices

Pages 127 – 130

### Suggested Actions for Implementation

- Support and facilitate City of Los Angeles Department of Recreation and Parks efforts to create a visitor center and develop an aerial tramway or gondola to the Hollywood Sign.
- Work with the City of Los Angeles and CTD to communicate the benefits and economic impact of the Hollywood Sign gondola to stakeholders, residents, the industry and media.
- Work with the Los Angeles Tourism & Convention Board to communicate the completed activity/experience to visitors.

## 2.3 SUPPORT THE HOLLYWOOD WALK OF FAME MASTER PLAN

Like Times Square, New York City in the late 1990s, Hollywood Boulevard is suffering from its own iconic status, which is compounded by poor design, insufficient commercial management and unsustainable visitor traffic. All of which has led to a situation where visitors are leaving the experience extremely disappointed and certainly less enthusiastic about their visit to Los Angeles. It's also leading LA residents to avoid the destination completely, which reduces commercial spending in the area and the ongoing viability of entertainment and business activities, retail and restaurants.

The good news is this situation has not gone unnoticed by residents, businesses and stakeholders that include the Hollywood Chamber of Commerce and the City of Los Angeles, and as a result there is a major effort underway to address the infrastructure, physical layout and management of Hollywood Boulevard.

In fact, Council member Mitch O'Farrell (District 13), during his January 2020 State of Hollywood address, announced the release of a Concept Plan being developed by Gensler, a global design and architecture firm, to enhance the built environment and improve the pedestrian experience on the Hollywood Walk of Fame. The goal of the Hollywood Walk of Fame Master Plan is to provide a more pleasant, cohesive and enjoyable experience along the public right-of-way.

However, with that said, transformation of iconic public spaces like Times Square in New York City can take many years, considerable funding and engagement by many different groups to address the situation and move forward in a positive direction. It is thought that the same level of effort will be necessary to address the situation on Hollywood Boulevard.

### Suggested Lead

City of Los Angeles  
Bureau of Engineering

### Additional Partners

Hollywood Chamber of Commerce, Gensler, Los Angeles Tourism & Convention Board, HEART of Hollywood, Office of Council District 13, Office of Council District 4

### Priority

Group One

### Financial Considerations

Lead (Low), Total (Significant)

### Case Studies & Best Practices

Pages 131 – 134

### Suggested Actions for Implementation

- Support and facilitate City of Los Angeles Bureau of Engineering, Hollywood Chamber of Commerce and architecture and design firm Gensler's efforts to develop and implement a master plan for the Hollywood Walk of Fame.
- Support the master plan's guiding principles:
  - Create a place that celebrates the unique identity of Hollywood.
  - Establish a forward-looking framework to address present-day challenges and anticipate future needs.
  - Provide an exemplary experience for pedestrians, bicyclists and transit riders, and enhance safety for all.
  - Catalyze economic development and investment.
  - Provide spaces and amenities that accommodate a range of activities.
  - Protect and preserve valuable historic resources.
- Embrace the key elements of the Concept Plan, including:
  - Provide more space for people
  - Activate the street & sidewalk
  - Create a cohesive streetscape design
  - Enhance landscaping
  - Celebrate Hollywood history & identity
  - Increase safety & accessibility for all
  - Simplify access & parking
  - Improve alternative mobility options
  - Augment the experience
- Work with the City of Los Angeles, CTD and the Hollywood Chamber of Commerce to communicate the benefits and economic impact of the Hollywood Boulevard master plan to stakeholders, residents, the industry and media.
- Work with the Los Angeles Tourism & Convention Board and Hollywood Chamber of Commerce to communicate the completed activity/experience to visitors.



## 2.4 INCREASE NEIGHBORHOOD TOURISM DEVELOPMENT

The dramatic rise of Airbnb and its thousands of listings in neighborhoods around the country, across California and throughout Los Angeles is an excellent illustration that visitors are seeking to “live local”—enjoying accommodations that are embedded in local neighborhoods and experiences, like an old-time coffee shop with worn leather chairs, a boutique clothing store that specializes in 1970s t-shirts, a community theater featuring ethnic music and dance performances, or a futuristic ice cream shop that uses liquid nitrogen to make ice cream on demand.

Although these experiences will never compete with LA’s iconic attractions for the sheer numbers of visitors or the total spending they generate, they do represent an important component of the Los Angeles visitor experience, generating local investment, jobs and business, and preserving culture, history, heritage and diversity. These “local” places, activities and experiences are also the bedrock of LA’s quality of life for the residents who live, work and play in these neighborhoods and help to create the unique sense of place, character, culture and arts that makes LA special.

Incubating, nurturing, empowering, growing and celebrating these neighborhood experiences delivers significant value for residents and visitors, and as such, the Tourism Master Plan is focused on helping communities and neighborhoods develop and promote their assets. The geographic spread of these communities throughout the City of Los Angeles also helps to disperse visitor traffic and spending, and share the wealth that is expected to continue its upward growth trajectory.

### Suggested Lead

Los Angeles City Council Offices

### Additional Partners

City of Los Angeles Department of Neighborhood Empowerment, Neighborhood Councils, Neighborhood Alliances and Coalitions, City of Los Angeles Department of Cultural Affairs

### Priority

Group Three

### Financial Considerations

Lead (Medium), Total (Significant)

### Case Studies & Best Practices

Pages 135 – 138

### Suggested Actions for Implementation

- Establish and operate a Neighborhood Tourism Council comprised of local chambers of commerce and regional business improvement districts with dedicated funding to better leverage the cultural diversity and unique characteristics of neighborhoods as tourism products and improve visitor transportation and connectivity between them.
- Develop training programs to help communities cultivate local visions and identify strategies to harness the power of tourism—collecting, developing, curating and marketing unique experiences in cultural heritage tourism, creative tourism, culinary tourism and more.
- Identify, cultivate and engage neighborhood ambassadors/celebrities to champion individual neighborhoods and raise the awareness and visibility of local opportunities for tourism development.



### SECTION 3 RECOMMENDATIONS

# DESTINATION PROGRAMMING

The heart of any tourist destination is the visitor experience: what they do while they're in the place. Are they visiting LA to compete for the softball or surfing championship? Do they enjoy contemporary art at The Broad or a classical music performance at Walt Disney Concert Hall? Do they dine at a two-star Michelin restaurant or try the hottest new food truck? Do they immerse themselves in the Korean culture of K-Town or do they celebrate their community at LA Pride? Do they dance the night away at some trendy club in West Hollywood or enjoy a big game at Dodger Stadium?

Delivering the visitor experience is not usually the role or responsibility of the destination or an organization charged with marketing or managing a destination, but in many ways it can and should be facilitated by the destination and the Tourism Master Plan. This is especially true when the visitor experience requires organizing multiple businesses, organizations, neighborhoods, places or venues to join forces and create something that none of the individual stakeholders could create themselves. Ultimately, these collective experiences benefit from a broader strategic vision of the destination and an organization that can tap into various specialty stakeholders and resources.

# 3.1 DEVELOP AND POSITION LOS ANGELES AS A LEADING DESTINATION FOR SPORTS TOURISM

From little league baseball tournaments to cheering competitions, surfing championships, equestrian jumping shows and marathon races, sports tourism has become a major component of the leisure tourism business in many communities around the nation. In fact, there are a number of cities and communities like Indianapolis or Colorado Springs that specialize in sports tourism and are well known for hosting some of the nation’s most important amateur competitions.

These sports tourism destinations have combined excellent weather, an enviable geographic location, plentiful indoor and outdoor sports venues, value and family-friendly hotels and restaurants, and excellent retail and entertainment options into a package of activities and experiences that satisfies busloads of athletes, families and friends for a weekend of games, races, tournaments and championships.

And, although there are certainly a number of mega sporting events like the Olympics, College Bowl games and the All-Star Game hosted in Los Angeles, there has never been a concerted citywide effort to capitalize on the amateur sports tourism market, develop tournament-ready venues or market Los Angeles sports tourism properly to maximize the potential economic impact that this segment is poised to offer.

This Tourism Master Plan is a perfect opportunity to shine the light on the development, facilitation and delivery of a sports tourism strategy and experience for Los Angeles that has the potential to be second to none.

## Suggested Lead

City of Los Angeles Department of Convention and Tourism Development

## Additional Partners

City of Los Angeles Department of Recreation and Parks, Los Angeles Tourism & Convention Board, Los Angeles Sports & Entertainment Commission, LA 2028, Los Angeles sports venues and sports teams

## Priority

Group One

## Financial Considerations

Lead (Medium), Total (Significant)

## Case Studies & Best Practices

Pages 139 – 144

## Suggested Actions for Implementation

- Develop a comprehensive Sports Tourism strategy to properly and fully develop, market and host this opportunity.
- Enhance the relationship and communications of the Los Angeles Sports & Entertainment Commission as LA’s primary organization to develop and facilitate the broader segment of Sports Tourism.
- Identify roles, responsibilities, portfolio and resources related to increased Sports Tourism efforts and opportunities.
- Increase efforts associated with Sports Tourism as an important component of LA’s leisure tourism business, and determine, facilitate and develop the new infrastructure, facilities and venues necessary to serve this important market.
- Increase the focus on attracting, hosting and promoting sports federation championship events in the years leading up to LA 2028 to test venues, prepare logistics and conduct trial runs for the 2028 Olympic and Paralympic Games.
- Explore the potential for non-traditional sports such as E-sports, BMX, extreme sports and other activities that could complement mainstream sports.
- Match sports facilities and venues with complementary and nearby hospitality establishments (hotels, restaurants and retail) as an important element of the Sports Tourism strategy.
- Encourage and facilitate the “ChampionLA” private donors fundraising effort to provide a pool of funding available to bid on major sporting events.

## 3.2 DEVELOP AND POSITION LOS ANGELES AS A LEADING CENTER FOR CREATIVE TOURISM

Creative tourism is growing in many destinations around the world, propelled by visitors seeking an engaging and authentic experience, with participative learning in the arts, heritage or special character of a place. It also provides a connection with those who reside in the place and who create a living culture.

The creative tourist is always a participant, someone who learns by doing, finds enjoyment and fulfillment in developing new abilities and wants to interact with local people. As a result, creative tourists get closer to the cultures of the destinations they visit.

While Los Angeles is well known as a “creative capital” as a result of its association with TV, movies and entertainment, it has arguably not yet established itself as a creative tourism destination on par with recent creative tourism winners such as “Creative Switzerland”, winner of the 2018 Best Creative Destination Award from Creative Tourism Network.

This isn’t to suggest that Los Angeles doesn’t have the experience or expertise to deliver a world-class creative tourism experience, but just that it hasn’t focused its destination programming efforts in such a way as to promote, incubate, nurture and develop its creative experiences.

### Suggested Lead

City of Los Angeles Department of Cultural Affairs

### Additional Partners

Los Angeles Tourism & Convention Board, Arts For LA, Los Angeles County Department of Arts and Culture, SoCal Museums

### Priority

Group Two

### Financial Considerations

Lead (Low), Total (Significant)

### Case Studies & Best Practices

Pages 145 – 146

### Suggested Actions for Implementation

- Take a broad perspective of Creative Tourism that includes, but is not limited to, participation in visual arts, music, dance, performing arts, public and street art, craft, design, fashion, architecture, art-making and much more.
- Establish and operate a Creative Tourism Working Group to help rethink what it means to be a creative/cultural city and help create a vision, strategy and operational environment for Los Angeles as a “creative city,” “creative place” or “creative destination” that fosters, incubates, develops and delivers today’s innovative arts and culture experiences, organizations and venues.
- Collect, review and assess information about what other destinations are doing to develop, cultivate and grow their arts and culture tourism experiences, catalog and map arts and culture tourism assets in LA, and develop and implement a Creative Tourism strategy for the Greater Los Angeles metro area that drives new business and repeat visitors.



# 3.3 DEVELOP AND POSITION LOS ANGELES AS A LEADING CULINARY DESTINATION

Culinary tourism is one of the most dynamic and creative segments of tourism today, with Destination Marketing Organizations (DMOs) partnering with chefs, restaurants, food tours and events to build their business and destinations. The International Culinary Tourism Association reports that, because \$12 billion is spent directly on culinary activities by travelers, 88% of destinations consider gastronomy to be strategic in defining their brand and image.

And, while Los Angeles has been recently recognized with six two-star Michelin restaurants and 18 one-star Michelin Restaurants, these new additions haven't yet registered Los Angeles onto the National Geographic/Resonance list of best food cities for 2019. Instead you will find:

- |             |              |               |                    |
|-------------|--------------|---------------|--------------------|
| 1. London   | 6. Rome      | 11. Istanbul  | 16. Las Vegas      |
| 2. Tokyo    | 7. Bangkok   | 12. Singapore | 17. Hong Kong      |
| 3. Seoul    | 8. São Paulo | 13. Madrid    | 18. Berlin         |
| 4. Paris    | 9. Barcelona | 14. Shanghai  | 19. Beijing        |
| 5. New York | 10. Dubai    | 15. Osaka     | 20. Rio de Janeiro |

As the competition heats up, it will take more than a bunch of Michelin-star restaurants to plant the City's flag on the culinary circuit. It will take a holistic approach to creating a world-class food scene, from food trucks and famous chefs to premier culinary schools, world-class food, and wine and craft beer events.

As a result, the Tourism Master Plan should focus a stronger light on LA's culinary experience and help it move to the highest ranks of culinary destinations.

## Suggested Lead

Los Angeles Tourism & Convention Board

## Additional Partners

California Restaurant Association (Los Angeles Chapter), Chef de Cuisine Los Angeles, James Beard Foundation, culinary schools in Los Angeles, dineL.A.

## Priority

Group Two

## Financial Considerations

Lead (Low), Total (Significant)

## Case Studies & Best Practices

Pages 147 – 150

## Suggested Actions for Implementation

- Collect, review and assess information about what other destinations are doing to develop, cultivate and grow their culinary tourism experiences, catalog and map culinary tourism assets in LA, and develop and implement a culinary tourism strategy for the Greater Los Angeles metro area that drives new business.
- Establish and operate a Culinary Working Group to help create a vision, strategy and operational environment for Los Angeles as a place that fosters, incubates, develops and delivers today's innovative culinary experiences, chefs and food/drink establishments.
- Advocate for and encourage culinary infrastructure, small and medium-sized enterprises, locally owned and operated food and beverage establishments, community food halls, local suppliers and reduced red tape throughout the Greater Los Angeles metro area.
- Work to create and invest in new tools to create a world-class culinary community, like Restaurant Improvement Districts, and communicate LA's culinary story, like the Michelin Guide, to residents, visitors and the industry.
- Develop an establishment similar in mission to the James Beard House in New York City to "celebrate, nurture, and honor chefs and other leaders making America's food culture more delicious, diverse and sustainable for everyone."

## 3.4 DEVELOP AND MANAGE A CITYWIDE FESTIVAL AND EVENTS STRATEGY

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When visitors are asked what event they associate with New Orleans, they typically say Mardi Gras. When asked about Montreal they say the Jazz Festival, and with New York they say New Year's Eve, Louisville the Kentucky Derby, and Santa Fe the Balloon Festival. Although these are signature events and festivals that help brand a city globally, there are literally hundreds and thousands of lesser named events and festivals in each of these places that deliver equally or even greater numbers of visitors and spending, and at the same time deliver amazing quality of life experiences for their residents.

Generally speaking, these signature events, and more so the lesser events and festivals, have developed organically in cities and communities around the nation and around the world—it's usually a case of trial and error and survival of the fittest.

In some cases, the events and festivals do an excellent job of supporting the destination's brand, creating new businesses and jobs for the destinations. However, in most cases the destination brand is unfulfilled

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and economic impact or quality of life impact is negligible. Furthermore, in all cases, it can be argued that well-considered strategic planning, incubation, development, curation, investment and promotion can help to deliver events and festivals that actually do fulfill the brand promise and create important economic impact.

Although Los Angeles is not alone in this situation, it is clearly time for the City to examine and articulate its events and festival strategy and how it should be designed to deliver economic impact and enhance quality of life for residents. In doing so, Los Angeles will require professional resources and a dedicated stakeholder committee (cities, counties and communities that brings together private-sector leaders and public-sector officials, industry stakeholders, venue owners/operators/organizers and event producers. Their purpose will be to agree on a destination-wide policy, strategy, program, calendar, themes, sponsorship, seasonality focus, operating plan and one-stop resource to deliver the full potential of events and festivals to Los Angeles.

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### Suggested Lead

City of Los Angeles Department of Cultural Affairs  
(Special Events Unit)

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### Additional Partners

City of Los Angeles Department of Convention and Tourism Development, City of Los Angeles Bureau of Street Services One-Stop Office, City of Los Angeles Department of Transportation, Los Angeles Tourism & Convention Board, Los Angeles Police Department, Los Angeles Fire Department, City of Los Angeles Department of Recreation and Parks, City of Los Angeles Bureau of Sanitation, City of Los Angeles Department of Building and Safety

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### Suggested Actions for Implementation

- Set forth the vision, goals, strategies and plans for growing the number of visitor-related events and festivals in the Greater Los Angeles metro area that increase direct spending by visitors and enhance the quality of life for residents.
- Develop and implement a comprehensive Greater Los Angeles metro area-wide festivals and events strategy, along with professional resources and a dedicated stakeholder group (CTD, LATCB, City, County and regional communities) that brings together public-sector officials, industry stakeholders, venue owners/operators/organizers and event producers. The strategy should:
  - Agree on a vision to strengthen Greater Los Angeles metro area's support for the arts and culture, culinary arts, diversity and culture, sports events and festivals.
  - Protect, preserve, enhance and utilize public spaces and venues for LA's events and festivals.
  - Identify and articulate detailed funding criteria for festivals and events that will be supported by a new and dedicated funding source.
  - Encourage coordination of festivals and events to maximize timing and impact, while reducing seasonality swings and unsustainable high-volume visitor traffic.
- Implement the recommendations set forth in the December 2016 Management Study of the Special Events Permit Process, produced by Matrix Consulting Group for the City of Los Angeles Mayor's Office to provide general management, customer service and organizational structure to enhance special events permitting in the City of Los Angeles.

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### Priority

Group Two

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### Financial Considerations

Lead (Medium), Total (Moderate)

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### Case Studies & Best Practices

Pages 151 – 152

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## 3.5 CELEBRATE AND PROMOTE LA'S RICH CULTURAL DIVERSITY

According to the United Nations World Tourism Organization, cultural tourism includes “performing arts and cultural tours, travel to festivals and other cultural events, visits to sites and monuments, travel to study nature, folklore or art and pilgrimages.”

And generally speaking, Los Angeles delivers a cultural tourism experience that is second to none. Plus, the diversity of Los Angeles residents, communities, culture, art, music, food and entertainment is a unique tourism asset that is difficult, if not impossible, to match. And in a competitive global industry like travel and tourism, having a unique product and experience that is impossible to duplicate gives Los Angeles a long-term advantage within its competitive set.

Research for this Tourism Master Plan identified that the further development of cultural tourism and a continued focus on diversity in all its guises is an important component of LA tourism and quality of life, and at this time there is no organization, office or agency that is directly responsible or sufficiently funded for making sure this competitive advantage in cultural tourism is cultivated, incubated, developed, fostered and delivered to future visitors and residents.

### Suggested Lead

City of Los Angeles Department of Cultural Affairs

### Additional Partners

Los Angeles County Department of Arts and Culture,  
Los Angeles Tourism & Convention Board

### Priority

Group Two

### Financial Considerations

Lead (Low), Total (Significant)

### Case Studies & Best Practices

Pages 153 – 156

### Suggested Actions for Implementation

- Take a broad perspective of diversity and culture that includes, but is not limited to, history, heritage, music, food, entertainment, communities, neighborhoods, architecture, design, language, religion, people, storytelling, lifestyle, sports, fashion and much more.
- Drive efforts to facilitate a strategic vision of LA's diversity and cultural experience to foster and explore new ideas, events, products and services in cooperation with tourism industry stakeholders.
- Create a strategy for recognizing and removing systemic barriers, access and opportunity, and promoting equity and inclusion in the region's travel and tourism industry.
- Establish and operate a Diversity and Cultural Working Group to help create a vision, strategy and operational environment for Los Angeles as a place that fosters, incubates, develops and delivers today's innovative diversity and cultural experiences, organizations and communities.

**SECTION 4  
RECOMMENDATIONS**

# VISITOR ACCOMMODATIONS

The availability and affordability of accommodations for visitors is key to the growth of tourism in most destinations. With visitor arrivals to Los Angeles forecast to grow from 50 million visitors in 2018 to nearly 70 million in 10 years’ time, there will be growing demand for more accommodations (hotels, motels, campgrounds, RV parks and short-term rentals) for visitors of all kinds.

A detailed market analysis revealed that leisure demand has driven much of the hotel development in West LA, the Valley and Hollywood, while business and group demand has driven development in Downtown LA and at Los Angeles International Airport (LAX). Based on the current proposed pipeline of hotel development, the 2028 forecast of new room nights shows the largest gains expected in Downtown LA, followed by the LAX area and the Valley. The smallest gains are expected in West LA and Hollywood.

While room nights are projected to grow 29% by 2028, forecasted visitor growth of as much as 40% suggests that the current pipeline of proposed and approved hotel development in the City may be insufficient to accommodate visitor volume, and additional visitor accommodation development

may be required between 2024 and 2028. Short-term rentals have also become an important factor to consider in the Los Angeles area. In 2018, short-term rentals generated an estimated \$500 million in revenue in the City of Los Angeles and nearly \$800 million in the nine submarkets analyzed. The majority of this activity is concentrated in three submarkets: Santa Monica/Marina del Rey, Hollywood/West Hollywood and Beverly Hills/Westside.

The City of Los Angeles recently moved to restrict the number of annual short-term rentals. In December 2018, the Los Angeles City Council voted unanimously to impose new rules on short-term rentals. The new rules allow residents to rent out their primary residence for a maximum of 120 days annually. Hosts must live in their primary residence for six months of the year. Hosts must register with the City, and platforms like Airbnb must ensure hosts have a city permit and do not exceed the annual cap of 120 days. Homes that are covered by the City’s Rent Stabilization Ordinance are not allowed to be used for short-term rentals. The ordinance took effect on July 1, 2019.

The impact of this legislation depends on how the regulations are enforced and homeowner and consumer responses to these new restrictions. If the restrictions reduce the availability of short-term rental units in certain areas of the City, the prices of short-term rentals are likely to rise.

These price increases could lead to:

- The entry of new short-term rental supply into the market as homeowners may find it more profitable to rent. This could result in increased frequency of rental availability from existing homeowners and the entry of new homeowners into the market.
- A shift of consumers from short-term rental lodging to hotels.

These effects have been seen in other cities that have implemented similar regulations and followed through with the enforcement of them. If the supply of short-term rentals is reduced, this would create additional demand for hotel lodging, which could create additional demand for hotel room nights over and above the levels forecasted above.

In addition to monitoring and developing the quantity of visitor accommodations available, Los Angeles should also monitor and develop the quality of the existing supply in order to promote repeat visitation to the destination by leisure and business travelers alike. Research for the Tourism Master Plan identified that only 48% of hotels in the Greater Los Angeles area are rated by visitors as very good or excellent in TripAdvisor—placing Los Angeles behind 11 other competing destinations.

	2018 ROOM NIGHTS (MILLIONS)	2028 ROOM NIGHTS (MILLIONS)	FORECAST INCREASE (MILLIONS)
<b>DTLA</b>	2.68	3.76	1.08
<b>HOLLYWOOD</b>	1.83	2.44	0.61
<b>LAX</b>	3.18	3.89	0.71
<b>VALLEY</b>	2.75	3.47	0.72
<b>WEST LA</b>	1.76	2.15	0.39
<b>TOTALS</b>	12.20	15.71	3.51

# 4.1 INCREASE SHORT-TERM RENTAL COLLABORATION

Short-term rentals can and should be an important component of Los Angeles’ hospitality and accommodations product portfolio to deliver visitor-driven choice and resident-driven business development and income-producing property opportunities for the destination.

While the short-term rental market and the online platforms are disrupting the status quo of the accommodations sector, they are also impacting the existing housing crisis by reducing the supply of affordable housing available to residents. As a result, Los Angeles must be careful to strike a strategic balance between this developing visitor product segment and available resident housing.

These concerns led the City of Los Angeles to launch the LA Home-Sharing Ordinance, which is designed to provide structure, rules, regulations and enforcement that helps to keep the balance between visitor demand and resident housing supply.

And, although the Home-Sharing Ordinance is an excellent first step in this direction, there is definitely more that needs to be done to collaborate and maintain the balance and anticipate the future growth of this segment.

## Suggested Lead

City of Los Angeles Department of City Planning—  
Development Services Center (Home-Sharing Unit)

## Additional Partners

City of Los Angeles Department of Convention and Tourism Development, Los Angeles City Attorney and City of Los Angeles Department of Building and Safety, home-sharing platform companies such as Airbnb, HomeAway, Tujia, FlipKey, Xiaozhu, etc.

## Priority

Group Two

## Financial Considerations

Lead (Medium), Total (Minimal)

## Case Studies & Best Practices

Pages 157 – 158

## Suggested Actions for Implementation

- Ensure that short-term rental properties, and the technology platforms they use, collaborate with the City, County and communities of Los Angeles, and seek to create and maintain a level playing field and fair and competitive market for short-term rentals vis-a-vis other segments of visitor accommodations.
- Conduct research, analysis and reporting of home-sharing results, and use this information to inform accommodations strategies and plans for the Greater Los Angeles metro area.
- Craft and execute home-sharing platform agreements that deliver a positive economic impact for property owners, a level and competitive playing field for accommodations-sector stakeholders and product/service choice for visitors.
- Develop and implement “Good Neighbor” programs and a visitor communications strategy to help ensure that home-sharing clients are respectful of the places and neighborhoods they are visiting in Los Angeles, and do not infringe on the quality of life of local residents.



## 4.2 IDENTIFY AND ADVOCATE FOR NEW HOTEL DEVELOPMENT OPPORTUNITIES

Historically, hotel development in LA has responded to visitor-driven demand by developing new leisure accommodations in places like West LA, the Valley and Hollywood, and developing new business- and group-driven accommodations in places like Downtown LA and near Los Angeles International Airport.

While the sophistication of hotel brands, developers and investors is quite high for locating and building new products and upgrading old product in the right places, there are still a number of opportunities for the City to direct and align hospitality investments into the LA sub-markets where growth is expected in the future and where growth is being encouraged to complement other opportunities such as new transportation hubs and corridors, entertainment districts and sports and recreation venues.

In this regard, the City of Los Angeles has previously used its zoning powers and incentive programs to direct or redirect hospitality investment to address specific business opportunities, and doing so in the future will continue to be a powerful tool for tourism and economic development.

### Suggested Lead

City of Los Angeles Department of Convention and Tourism Development

### Additional Partners

City of Los Angeles Department of City Planning, City of Los Angeles Chief Legislative Analyst, City Administrative Officer of Los Angeles, City of Los Angeles Department of Economic & Workforce Development, regional communities, hotel and property owners, investment and development companies

### Priority

Group Two

### Financial Considerations

Lead (Low), Total (Minimal)

### Case Studies & Best Practices

Page 159– 160

### Suggested Actions for Implementation

- Work with City, County and municipal officials to develop and launch a region-wide policy program for hospitality development that encourages new hotel development in Los Angeles, while balancing the need for new housing development.
- Work with City, County and municipal officials to create appropriate zoning and incentive programs for new hospitality development in specific areas that are underserved, have excellent transportation options or have the potential for new hotel demand such as the Valley, San Gabriel, Long Beach, Hollywood Park, Downtown, Venice Beach, San Pedro, Southeast LA and others.
- Enhance the performance measurement, monitoring and reporting of hospitality development incentive programs to account for and justify City of Los Angeles investment.
- Implement the recommendations of the Los Angeles City Controller (Blumenfield Price, CF #15-0850-S2) in regard to future Hotel Incentive Agreements.



## 4.3 MONITOR AND IMPROVE VISITOR SATISFACTION WITH CURRENT HOTEL ACCOMMODATIONS

One of the key decision factors for selection of a holiday or business destination for leisure visitors or meetings and convention delegates is the quality of hotels in the destination. This is especially true where group travel is organized by professional site selectors and event planners who are keenly aware of the competitive situation and how Los Angeles compares to alternative destinations. The bottom line is, if these professionals are not satisfied with the quality of a destination's hotels there are plenty of other options from which to choose, and at this time it appears that LA hotels in aggregate are underperforming the competition.

In addition, there are a number of other destination selection criteria that, directly or indirectly, factor into an individual's or group's decision-making process such as basic customer service, friendliness of staff or residents, and the cleanliness of the place. Although it is difficult to know how important each of these individual criteria are in the overall scheme of destination selection, there is a wealth of information about the visitor experience available to potential visitors through peer review platforms such as TripAdvisor, Yelp, Google and many others. And, with approximately 75% of potential visitors reviewing this online information, for Los Angeles to succeed in this socially transparent industry, it must step up its game and deliver an increasingly higher quality of tourism products and experiences.

### Suggested Lead

City of Los Angeles Department of Convention and Tourism Development

### Additional Partners

Los Angeles Tourism & Convention Board, Destinations International, Hotel Association of Los Angeles, Los Angeles Hospitality Training Academy, Los Angeles hospitality and tourism education and training institutions, social media companies (TripAdvisor, Facebook, Yelp, Kayak, Google, Instagram, etc.)

### Priority

Group Three

### Financial Considerations

Lead (Medium), Total (Minimal)

### Case Studies & Best Practices

Pages 161 – 166

### Suggested Actions for Implementation

- Create a citywide hospitality service leadership and certification program that provides education and recognition for outstanding customer service.
  - Use the international Destination Marketing Organization (DMO) network to collect information, case studies and best practices of Customer Service and Tourism Ambassador programs currently being used by other DMOs.
  - Work with LA educational and training organizations to examine, select and implement customer service training and a possible certified customer service program for LA's travel and tourism partners and businesses.
- Develop and implement a travel and tourism industry business and employee recognition program to award and reward establishments and people who are providing and delivering excellent customer service in LA.
- Identify underperforming hotel properties through an annual destination assessment and geo-fencing of underperforming properties to monitor and report on consumer feedback through user-generated postings on online industry platforms such as TripAdvisor, Facebook, Yelp, Kayak, Google and Instagram.



**SECTION 5  
RECOMMENDATIONS**

# VISITOR MOBILITY

The sprawling nature of Los Angeles, along with the car-centric approach to transportation in the city and surrounding areas, creates a difficult issue for visitor mobility. Just as the City is working to radically change the perception of its residents in regard to transportation, so too must Los Angeles focus on changing the perception of visitors who feel it necessary to rely on automobiles to explore the destination. As the City embarks on the Mobility Plan 2035 and its Twenty-Eight by '28 initiative, it will be critical to factor visitor movements and experiences into these plans. In the short term, visitors need to be better educated on how to move about the city, and in the long term, visitor mobility must be a principal element in any and all transportation infrastructure and destination development activities.

Visitor mobility efforts and enhanced communication will be especially important during the next three to four years at Los Angeles International Airport (LAX), where significant landside construction and redevelopment, estimated at more than \$14 billion—one of the largest public works projects in California's history—is expected to make access, egress and usage of airport facilities more difficult in the short term. Although construction and communication efforts are well underway, the airport and its passengers, companies and industry stakeholders will be tested to find innovative solutions to keep traffic moving and passengers smiling until LAX emerges in 2023 to become one of the world's busiest and best airports. When the modernization project is complete, it is expected that the new LAX will deliver even greater economic benefits to the LA regional area by serving some 100-million passengers by 2040 and enhancing the quality of the overall airport experience.

# 5.1 REDUCE USAGE OF CARS BY VISITORS TO THE CITY

In 2018 there were approximately 7.9-million vehicles (personal and commercial) registered in Los Angeles County. By 2028, during the Los Angeles Olympic Games, there will be an estimated 9.5-million registered vehicles on the road in Los Angeles. That’s a 20% increase in possible vehicles and traffic over the next decade.

While most of these vehicles will be used by residents and employees who live and work in Los Angeles, there will also be more than 500,000 visitors and 10,000 athletes, coaches and officials traveling throughout Los Angeles during the games.

Although Los Angeles is planning significant investments to deliver a vastly improved mass-transit system, based on the Twenty-Eight by ‘28 program, such as connecting the Metro to LAX and the new Los Angeles Stadium and Entertainment District at Hollywood Park, it will still be difficult to move visitors from their cars to other forms of transportation, given the geographic spread of the City; distance between hotels, tourism and entertainment clusters, parks, beaches and recreational activities and sports venues; and the nature of Los Angeles as a destination.

Perhaps even tougher is the need to change the mindset and behavior of visitors who think of Los Angeles as the auto capital of the US, second only to Detroit.

Los Angeles should use the Tourism Master Plan to continue focusing its attention and efforts on reducing the need for visitor auto transportation and creating opportunities for better connections, services, timing and cost savings.

## Suggested Lead

City of Los Angeles Department of Transportation

## Additional Partners

Los Angeles County Metropolitan Transportation Authority, Metrolink, Metro Bike Share, Los Angeles County Bicycle Coalition, micro-mobility companies, Los Angeles Tourism & Convention Board, City of Los Angeles Department of City Planning, Los Angeles World Airports, destination-specific city governments, chambers of commerce and business improvement districts

## Priority

Group Three

## Financial Considerations

Lead (High), Total (Significant)

## Case Studies & Best Practices

Pages 167 – 170

## Suggested Actions for Implementation

- Work to ensure that visitor transportation (public, mass transit, private, biking, micro-mobility and walking) needs, programs, plans and resources are considered and addressed in broader transportation strategies and plans.
- Create an integrated attractions and transportation pass that provides discounts to citywide venues, experiences and a full range of public transportation options.
- Create, launch and implement a visitor communications program and campaign that advocates for, organizes and encourages auto-free visits to Los Angeles.
- Advocate for alternate transportation options (such as DASH, Metro, Metrolink and others) for convention and leisure purposes, and ride-sharing services for minimizing congestion.
- Develop and implement micro-mobility strategies and plans between jurisdictions with high concentrations of leisure visitors such as Hollywood/West Hollywood, Santa Monica/Marina del Rey, Downtown and Beverly Hills/Westside.
- Research and analyze transportation options between hospitality clusters and activity/experience clusters, like the Los Angeles Convention Center, to determine possible opportunities for managing hospitality demand via shared shuttle transportation services.
- Improve and promote airport shuttle service options to key hotel clusters.
- Advocate for development of new hotels in areas well served by public transit.

## 5.2 SUPPORT THE REDEVELOPMENT OF LOS ANGELES INTERNATIONAL AIRPORT

In 2018, Airports Council International reported that Los Angeles International Airport (LAX) handled 87.5-million passengers, making it the second-busiest US airport, after Atlanta’s Hartsfield-Jackson International, and the fourth-busiest airport in the world.

In addition, LAX holds the record for the world’s busiest origin and destination airport, since relative to other airports, many more travelers begin or end their trips in Los Angeles than use it as a connection. LAX also serves as a hub or focus city for more passenger airlines than any other airport in the United States and is the only airport that four US legacy carriers (Alaska, American, Delta and United) have designated as a hub. With that said, LAX ranks second to last in a recent flier popularity survey, just beating out Newark International in New Jersey.

So, it’s no surprise that LAX has embarked on a massive \$14-billion makeover to reimagine, rebuild and deliver: a new people mover system, a new rail connection to LA’s light rail system, a consolidated rental car facility, updated terminals, faster security and atmospherics to “Transform the Airport Nobody Loves into One Everybody Loves” (*Los Angeles* magazine).

While Los Angeles World Airports has already embarked on its massive Landside Access Modernization Program, it will take another three or four years to complete the work and unveil a new and improved Los Angeles International Airport.

### Suggested Lead

Los Angeles World Airports

### Additional Partners

City of Los Angeles Department of Convention and Tourism Development, Los Angeles Tourism & Convention Board

### Priority

Group Two

### Financial Considerations

Lead (High), Total (Significant)

### Case Studies & Best Practices

Page 171 – 172

### Suggested Actions for Implementation

- Continue to produce and deliver a wide range of informative communications geared at airport users (arrivals, departures and connections) to prepare them and guide their usage of facilities and transportation options during the redevelopment of LAX.
- Keep Los Angeles travel and tourism companies, public- and private-sector organizations, agencies and offices up to date with LAX redevelopment progress, issues and challenges so they are prepared to adjust their business and operations accordingly.
- Solicit and incorporate stakeholder feedback to help manage visitor and resident impact from LAX redevelopment efforts.
- Work with airlines and transportation companies to reduce the inconvenience to airport users during the construction and redevelopment of LAX.
- Continue to seek alternative methods of passenger access and egress during the construction and redevelopment of LAX to reduce congestion, traffic and delays.



**SECTION 6  
RECOMMENDATIONS**

# VISITOR INFORMATION & COMMUNICATIONS

Developing, curating and managing a positive visitor experience is a complex task for any destination, and in many respects it's a completely new task that destinations have been forced to adopt as competition for visitors heats up.

So, to compete in this hyper-choice industry, destinations have become experts in telling stories about their places, one better than the next. Yet ultimately, these same destinations must deliver on the promise.

And, while the scope of Visitor Information & Communications can be vast, from developing and implementing real-time visitor technology and communications to providing clear and convenient directions, it also becomes part of the visitor experience itself and an important component for review, analysis and assessment—all with the objective of improving the experience.

# 6.1 RESEARCH AND MONITOR VISITOR BEHAVIOR

Like most consumer industries, the pace of technological advancement and consumer insight continues to accelerate in the field of travel and tourism, with high-tech and market-research companies capturing and tracking information about the visitor experience—from destination selection to purchase decision to on-site visitor experience—for tourists in destinations around the world.

Although excellent research and information about destination selection and the purchase decision of visitors has been available for a number of years, the information about visitor behavior while in the destination has only recently become available as mobile devices provide real-time tracking information about a visitor’s location, specific activities, purchases and actual travel patterns.

When this new tracking information is connected to a visitor’s broader consumer information profile, destination marketing and management organizations will be able to do a deep dive into a visitor’s:

1. Wants and desires, based on their online persona, and use the data and information to craft real-time visitor recommendations, itineraries and experiences that are customized to each visitor and their connection to Los Angeles as a destination.
2. Real-time movements, activities and experience satisfaction, based on their social media postings, and use the data and information to fix problems and issues and improve the overall visitor experience.

By connecting all of this data together, Los Angeles will be better equipped to market and manage the destination, and ultimately provide a customized and enhanced visitor experience to each and every tourist.

## Suggested Lead

Los Angeles Tourism & Convention Board

## Additional Partners

City of Los Angeles Department of Convention and Tourism Development

## Priority

Group Three

## Financial Considerations

Lead (Medium), Total (Moderate)

## Case Studies & Best Practices

Page 173 – 174

## Suggested Actions for Implementation

- Create and maintain a tourism asset map of all visitor establishments, activities, experiences and clusters the Greater Los Angeles metro area that can be used to identify visitor flow, activity and experience gaps, and potential or necessary infrastructure investment.
- Identify and capitalize on the potential opportunity for destination-to-visitor communications originating from the pending rollout of 5G communications networks.
- Identify, collect and manage real-time visitor data that can be used to track, monitor, assess and capitalize on visitor movements, activities, behavior, issues and opportunities and translate that data into visitor intelligence that enhances tourism management initiatives and addresses overtourism issues.
- Create and deploy visitor measurement and monitoring systems to gauge visitor traffic and behavior, potential overtourism issues, as well as the need for and delivery of visitor amenities, including public toilets, safety and security, Wi-Fi, street lighting, parking, bike racks, wayfinding, etc.

## 6.2 COMMUNICATE AND INFORM VISITORS

For a growing number of urban destinations, traffic, congestion and infrastructure redevelopment (like the rebuilding of Los Angeles International Airport LAX) are becoming major issues for visitors (leisure, group, meeting and business), negatively impacting the quality of their experience, and in some cases resulting in delays, frustrations and headaches for visitors.

The homelessness situation in Los Angeles is also making it increasingly difficult to attract the lucrative MICE (meetings, incentives, conferences and exhibitions) business and affluent visitor market segments.

For this Tourism Master Plan, nearly 100% of stakeholders interviewed for the project and a significant portion of visitors and residents surveyed confirmed that traffic, infrastructure and homelessness in LA is at the top of their list of concerns for visiting and living in Los Angeles.

The City of Los Angeles certainly recognizes these issues and is taking major steps to address the situation by:

- Embarking on Twenty-Eight by '28 to improve major transportation infrastructure;
- Investing billions of dollars into LAX to make it a premier international airport; and
- Uniting to address homelessness and bring unsheltered Angelenos inside with homes, healing and hope.

While these issues will continue to be the most challenging to growing LA tourism, establishing direct, real-time communication with visitors to help them work through these challenges will go a long way to improving the overall visitor experience.

### Suggested Lead

Los Angeles Tourism & Convention Board

### Additional Partners

Los Angeles World Airports, Los Angeles Homeless Services Authority, City of Los Angeles Mayor's Office of City Homelessness Initiatives, County, City and community agencies, offices, organizations and the private sector

### Priority

Group One

### Financial Considerations

Lead (Medium), Total (Moderate)

### Case Studies & Best Practices

Pages 175 – 176

### Suggested Actions for Implementation

- Work to ensure that visitors are informed about LA's homelessness situation, understand the complexities of the issue and what is being done to address the issue, how to handle themselves in relation to homelessness encounters during their visit, and how they can help and assist in possible solutions.
- Work with the Los Angeles Tourism & Convention Board to educate and encourage visitors to be responsible guests while in the destination.
- Engage and work with County, City and community agencies, offices, organizations and the private sector to increase opportunities for technology-driven, real-time, on-the-ground visitor communication, engagement, activities and experiences.



## 6.3 MODERNIZE AND IMPROVE WAYFINDING

With almost every visitor to LA carrying a smartphone in their pocket, the need for and nature of wayfinding in the City of Los Angeles is changing by the moment. No longer is it necessary to install a signpost telling visitors directions to the Walt Disney Concert Hall, because they have plenty of options on their mobile device: walking directions, public transit directions, driving directions or ride-share directions. Instead, cities and destinations are rethinking wayfinding in terms of what it can and should be used for.

In fact, some destinations are now using the term “wayknowing,” which goes beyond the “how to get there” and includes real-time information about the journey and the place you are going, such as the waiting time for museum entry or alternative options if your destination is too busy. And for those destinations using the latest technology, wayfinding or wayknowing is now about digital signage, interactive displays and language tailoring that provide interactive and even customized experiences for visitors.

In many ways, wayfinding in the City of Los Angeles is still in the dark ages, pre-smartphones and pre-artificial intelligence, so updating LA’s wayfinding is a major undertaking, but also a major opportunity to rethink how it will and can be used in the future.

### Suggested Lead

City of Los Angeles Department of Convention and Tourism Development

### Additional Partners

City of Los Angeles Department of Transportation, City of Los Angeles Department of Public Works, City of Los Angeles Department of City Planning, City of Los Angeles Bureau of Street Services, Business Improvement Districts, County, City and community agencies/offices

### Suggested Actions for Implementation

- Advocate for and promote a universal, integrated, real-time, digital system of wayfinding to be implemented throughout the Greater Los Angeles metro area.

### Priority

Group Three

### Financial Considerations

Lead (Low), Total (Significant)

### Case Studies & Best Practices

Pages 177 – 178



## SECTION 7 RECOMMENDATIONS

# DESTINATION MANAGEMENT

The success of the Tourism Master Plan for Los Angeles depends, to a great extent, on the protocols, resources and performance measures that are put in place for its implementation.

As a result, much of the initial/general focus of the Tourism Master Plan needs to be placed on creating and articulating the leadership, management organization, implementation, infrastructure, roles, responsibilities and regional relationships necessary and required to address a broad range of destination management issues and opportunities identified by the project.

This effort begins with creating a new destination management protocol, or in this case,

taking an existing organization (the City of Los Angeles Department of Convention and Tourism Development) that is currently responsible for overall tourism strategy, and enhancing its role and responsibilities to cover this new assignment.

In addition, although there are very few obstacles or supply-side factors in regard to tourism that need to be fixed or resolved between the City of Los Angeles and the regional municipalities, it goes without saying that there are definitely a significant number of destination management opportunities where better cooperation between LA and the regional municipalities and tourism organizations could result in delivering a broader, deeper and higher-quality tourism experience for visitors.

# 7.1 ESTABLISH LOS ANGELES TOURISM CABINET AND CHIEF TOURISM OFFICER

As of June 9, 2014, the former City of Los Angeles Department of Convention Center became the City of Los Angeles Department of Convention and Tourism Development (CTD) to reflect the City's new vision: to drive economic development and job creation by increasing the competitiveness of Los Angeles as a convention and tourist destination.

CTD strategy for doing so included:

- Privatizing the operations of the Los Angeles Convention Center through a contract with AEG (the City still remains owner of the facility);
- Executing a new governance model that creates a newly empowered Executive Director, an authoritative rather than advisory Board of Commissioners with management responsibilities for the AEG and Los Angeles Tourism & Convention Board (LATCB) contracts, and a mandate to promote the citywide leisure and hospitality sector;
- Modernizing the Convention Center facility and increasing space offerings to improve the City's competitive position in attracting new citywide conventions and retaining returning business; and
- Promoting hotel development, with the goal of adding 4,000 new hotel rooms within walking distance of the Convention Center by 2020.

Although CTD is a relatively new effort by the City of Los Angeles to focus on tourism strategy as well as management of the Convention Center and LATCB, the extraordinary outlook for tourism growth in the City, coupled with the current and future economic impact of tourism on the City, and the overall impact that tourism can and will have on the quality of life for every resident of Los Angeles, suggests that the Tourism Master Plan and the organization responsible for its implementation be afforded the necessary stature within the City of Los Angeles' organizational structure to deliver on the opportunity.

## Suggested Lead

City of Los Angeles Department of Convention and Tourism Development

## Additional Partners

Not applicable

## Priority

Group One

### LOS ANGELES TOURISM CABINET

The newly created Los Angeles Tourism Cabinet will:

- Annually review the Tourism Master Plan recommendations, priorities and progress to date, and set forth annual plans, resources and funding needed for current-year implementation.
- Develop a work plan for Tourism Master Plan activities and incorporate that into its annual operating plan and budget.
- Monitor and review annual progress and performance against the Tourism Master Plan and adjust the Tourism Master Plan, annual operating plan and budget accordingly.
- Work with public, private and community stakeholders to implement, monitor and move forward the Tourism Master Plan.

It is suggested that the Los Angeles Tourism Cabinet include top officials, agency heads, private-sector leaders and organizational directors from:

- City of Los Angeles – Commissions, Departments, Agencies and Offices
- Los Angeles County – Commissions, Departments, Agencies and Offices
- Public Private Organizations, Boards, Districts, Commissions, etc.
- Private-Sector/Industry Members – Attractions, Airlines, Hotels, Transportation, Entertainment, Arts & Culture, Retail, Food & Beverage, Sports Teams
- Venues – Arts, Culture, Entertainment, Sports, Recreation, Parks
- Regional Communities

## Financial Considerations

Lead (Low), Total (Minimal)

## Case Studies & Best Practices

Pages 179 – 180

## Suggested Actions for Implementation

- Expand and enhance the mission, authority and responsibility of CTD to include the new destination management functions described in the seven strategic areas of focus and become the City's primary office of implementation for the Tourism Master Plan.
- Elevate and rename the professional leadership of CTD to City of Los Angeles Chief Tourism Officer.
- Create and establish the Los Angeles Tourism Cabinet (LATC): a public-sector, private-sector and community-based stakeholders forum to discuss, debate and take charge of tactical implementation of LA's Tourism Master Plan strategies, programs and plans.
  - The LATC will become the tourism policy decision-making body where the City of Los Angeles is accountable to the industry and public for development and achievement of tourism-related initiatives.
  - The City's Chief Tourism Officer will chair and host the Los Angeles Tourism Cabinet and organize its efforts to exchange ideas, evaluate Tourism Master Plan initiatives and generate proposals to be used for guiding tourism-related policies.
  - The LATC will prepare its agenda through a collection of working groups, based on the recommendations and action plans of the Tourism Master Plan, which will serve as a starting point for prioritizing and tackling the work of the LATC.
  - The LATC will offer its consultation and advice to the City of Los Angeles for proposals to improve the further development and implementation of the Tourism Master Plan as well as seeing to the deployment and achievement of its goals through periodic monitoring.

## 7.2 IMPROVE REGIONAL COOPERATION

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To assess the quality of LA as a visitor destination and compare its collection of experiences and activities against 14 other competitive destinations, the research for the Tourism Master Plan analyzed peer review channels from increasingly influential websites such as TripAdvisor and Yelp to identify how many quality experiences cities offer from one product and experience category to the next as rated by locals and visitors themselves.

This research examined the quality of destinations from the visitors' point of view to measure supply-side performance from one destination to the next and is a valuable tool to better understand the competitive advantages (and weaknesses) of the destination.

The data for the project was originally collected for the City of Los Angeles; however, after review by the Steering Committee it was decided that limiting the data to the City limits was not reflective of how visitors consume the Greater Los Angeles metro area, so the City data was expanded to include:

- Beverly Hills
- El Segundo
- Hermosa Beach
- Malibu
- Manhattan Beach
- Marina del Rey
- Pasadena
- Redondo Beach
- Santa Monica
- West Hollywood

Moreover, the revision of the research exercise made clear that the premise—the LA destination is equal to the City of Los Angeles—is incorrect. In fact, LA visitors think of the LA destination as the Greater Los Angeles metro area, including the communities listed above and more.

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As a result, the Tourism Master Plan for the City of Los Angeles must take into consideration the issues and opportunities that these neighboring cities and communities are dealing with and capitalizing on and must work hand in hand with the City of Los Angeles to address.

The Tourism Master Plan envisions that the City of Los Angeles will enhance interregional destination management relationships with LA County, neighboring cities, communities and travel and tourism partners that make up the Greater Los Angeles metro area.

A perfect example is in the area of Sports Tourism, where some of the region's major sports venues can be found in neighboring municipalities like Long Beach (Walter Pyramid, Veterans Memorial Stadium), Santa Monica (Corsair Field), Pasadena (Rose Bowl Stadium), Anaheim (Honda Center, Angel Stadium, The Rinks) or Inglewood (SoFi Stadium, The Forum). And in this regard, it makes little sense for these places to compete for the same sports tourism business; instead, they should cooperate to jointly bring competitions and tournaments to the Greater Los Angeles metro area where business can be shared across municipal borders.

A second example is in the area of Festivals & Events, where it makes little sense for the City of LA to host a Food & Wine Festival one weekend, while Beverly Hills hosts a Food & Wine Festival on another weekend. Coordinating event and festival schedules and themes can only enhance and deepen the target markets that are being shared by the City of LA and the neighboring municipalities.

In general, research has shown that visitors do not distinguish between the City of Los Angeles, Beverly Hills, Santa Monica, Long Beach, Pasadena, etc. during their travels. Thus, the City and these regional destinations should work together in cooperation with each other to create a seamless visitor experience and share a "rising tide lifts all boats" mentality, rather than competing with each other for the same business.

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**Suggested Lead**

City of Los Angeles Department  
of Convention and Tourism Development

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**Additional Partners**

Los Angeles Tourism & Convention Board, tourism  
authorities and partners in all regional (non-City of Los  
Angeles) cities, municipalities and communities

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**Tourism Master Plan Recommendations**

- Coordinate Destination Management and Tourism Master Plan initiatives, projects, programs, research, efforts, campaigns, advocacy, communications, etc. with tourism authorities and partners in all regional (non-City of LA) cities, municipalities and communities.
- Organize and host a Los Angeles Regional Tourism Management Group that meets regularly to brief the regional stakeholders on LA Tourism Master Plan strategy, plans and actions; share research, performance and results; solicit cooperation and engagement; and coordinate communications.

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**Priority**

Group One

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**Financial Considerations**

Lead (Low), Total (Minimal)

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**Case Studies & Best Practices**

Pages 181 – 184

- Create, host and chair a Greater Los Angeles metro area Tourism Presidents' Council to share and coordinate all regional tourism marketing and management strategies, programs, plans and initiatives.
- Communicate destination management issues with media outlets, government officials, industry stakeholders and community groups.



# PRIORITIES



For all destinations there are limitations on the resources (organizational, staffing, time and funding) available to carry out tourism master plan recommendations. Los Angeles is no different. As a result, the following table sets out the results of a Priority Analysis of the Tourism Master Plan recommendations and provides some guidance to CTD and the LA Tourism Cabinet on implementing the Tourism Master Plan, and to aid in developing the City’s annual plans and budgeting.

**TO PRIORITIZE THE TOURISM MASTER PLAN RECOMMENDATIONS, EACH WAS SCORED AGAINST EIGHT INDIVIDUAL PRIORITY CRITERIA:**

- 1 //** COST FOR “SUGGESTED LEAD” ACTIVITIES
- 2 //** TOTAL CAPITAL AND OPERATING COSTS
- 3 //** RESIDENT QUALITY OF LIFE IMPACT
- 4 //** ECONOMIC IMPACT
- 5 //** OPPORTUNITY FOR CTD/ LA TOURISM CABINET TO IMPACT
- 6 //** TIMING TO IMPLEMENT
- 7 //** POLITICAL WILL TO MOVE FORWARD
- 8 //** FULFILLMENT OF VISION

**THE INDIVIDUAL RECOMMENDATION SCORES WERE THEN TALLIED (NO WEIGHTING WAS APPLIED) AND RANKED FROM HIGHEST TO LOWEST PRIORITY. THE RESULTS NATURALLY BREAK INTO THREE GROUPS (HIGHEST PRIORITY TO LOWEST PRIORITY) AS FOLLOWS:**

**GROUP 1**

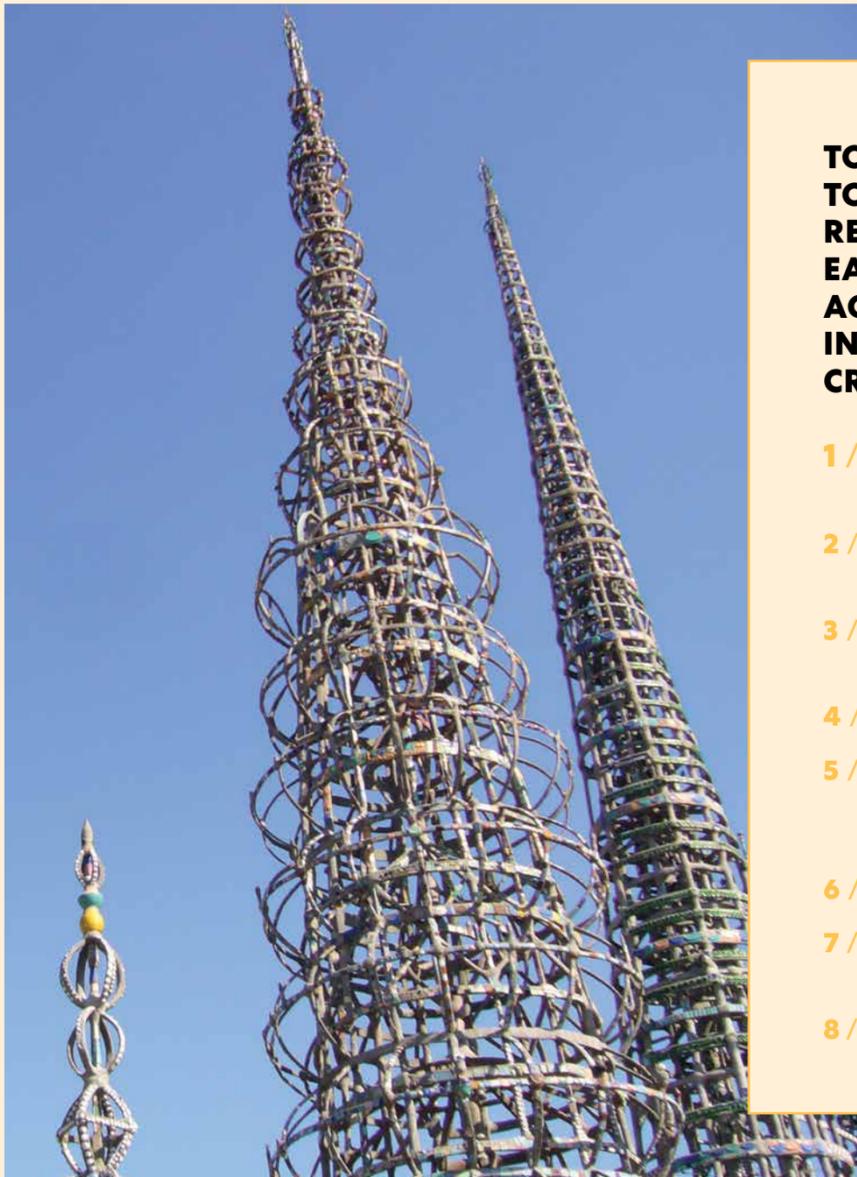
- 7.1 Establish Los Angeles Tourism Cabinet and Chief Tourism Officer
- 7.2 Improve Regional Cooperation
- 2.2 Support a New Hollywood Visitor Center and Scenic Aerial Tramway or Gondola to the Hollywood Sign
- 2.3 Support the Hollywood Walk of Fame Master Plan
- 3.1 Develop and Position Los Angeles as a Leading Destination for Sports Tourism
- 1.1 Create and Implement a Sustainable Tourism Program for Los Angeles
- 1.3 Prepare a Crisis Management Plan
- 6.2 Communicate and Inform Visitors

**GROUP 2**

- 2.1 Support the Expansion of the Los Angeles Convention Center
- 3.2 Develop and Position Los Angeles as a Leading Center for Creative Tourism
- 3.3 Develop and Position Los Angeles as a Leading Culinary Destination
- 3.4 Develop and Manage a Citywide Festival and Events Strategy
- 3.5 Celebrate and Promote LA’s Rich Cultural Diversity
- 4.1 Increase Short-Term Rental Collaboration
- 4.2 Identify and Advocate for New Hotel Development Opportunities
- 5.2 Support the Redevelopment of Los Angeles International Airport

**GROUP 3**

- 1.2 Engage and Monitor Resident Sentiment Towards Tourism
- 2.4 Increase Neighborhood Tourism Development
- 5.1 Reduce Usage of Cars by Visitors to the City
- 4.3 Monitor and Improve Visitor Satisfaction with Current Hotel Accommodations
- 6.1 Research and Monitor Visitor Behavior
- 6.3 Modernize and Improve Wayfinding





# FINANCIAL CONSIDERATIONS

Each of the Tourism Master Plan recommendations will require organizational, professional and financial resources for start-up, planning/study, capital investment, implementation and ongoing operational support for CTD, the Suggested Leads, the Additional Partners and the City of Los Angeles at large.

While it is difficult to pin down a budget for each recommendation and the detailed activities that are to be defined in the future by the implementing departments, offices and agencies at this state, we have compiled an order-of-magnitude summary of financial requirements (start-up, recurring, operating and capital costs for) as follows:

Low: < \$1 million	Minimal: < \$1 million
Medium: \$1-5 million	Moderate: \$1-10 million
High: > \$5 million	Significant: > \$10 million

### 1. DESTINATION STEWARDSHIP

	Cost for Suggested Lead Activities	Total Non-Lead Capital & Operating Costs
1.1 Create and Implement a Sustainable Tourism Program for Los Angeles	Medium	Moderate
1.2 Engage and Monitor Resident Sentiment Towards Tourism	Medium	Moderate
1.3 Prepare a Crisis Management Plan	Low	Minimal

### 2. DESTINATION DEVELOPMENT

2.1 Support the Expansion of the Los Angeles Convention Center	Medium	Significant
2.2 Support a New Hollywood Visitor Center and Scenic Aerial Tramway or Gondola to the Hollywood Sign	Low	Significant
2.3 Support the Hollywood Walk of Fame Master Plan	Low	Significant
2.4 Increase Neighborhood Tourism Development	Medium	Significant

### 3. DESTINATION PROGRAMMING

3.1 Develop and Position Los Angeles as a Leading Destination for Sports Tourism	Medium	Significant
3.2 Develop and Position Los Angeles as a Leading Center for Creative Tourism	Low	Significant
3.3 Develop and Position Los Angeles as a Leading Culinary Destination	Low	Significant
3.4 Develop and Manage a Citywide Festival & Events Strategy	Medium	Moderate
3.5 Celebrate and Promote LA's Rich Cultural Diversity	Low	Significant

### 4. VISITOR ACCOMMODATIONS

4.1 Increase Short-Term Rental Collaboration	Medium	Minimal
4.2 Identify and Advocate for New Hotel Development Opportunities	Low	Minimal
4.3 Monitor and Improve Visitor Satisfaction with Current Hotel Accommodations	Medium	Minimal

### 5. VISITOR MOBILITY

5.1 Reduce Usage of Cars by Visitors to the City	High	Significant
5.2 Support the Redevelopment of Los Angeles International Airport	High	Significant

### 6. VISITOR INFORMATION & COMMUNICATIONS

6.1 Research and Monitor Visitor Behavior	Medium	Moderate
6.2 Communicate and Inform Visitors	Medium	Moderate
6.3 Modernize and Improve Wayfinding	Low	Significant

### 7. DESTINATION MANAGEMENT

7.1 Establish Los Angeles Tourism Cabinet and Chief Tourism Officer	Low	Minimal
7.2 Improve Regional Cooperation	Low	Minimal

Although it is impossible at this stage to know the additional financial resources that will be needed by the City of Los Angeles to implement the Tourism Master Plan (TMP), because some of the work is already underway and other parts of the TMP are yet to be defined in detail, it is not inconceivable that the total will be in the tens of millions of dollars. As a result, the City of Los Angeles should be prepared to explore additional revenue-producing programs to recover the costs associated with the TMP, including but not limited to increasing the Transient Occupancy Tax (TOT), better known as the bed tax, on visitors staying in hotels/motels and short-term rental properties. The TOT is currently at 14% of the rent charged to guests.

For comparison purposes, the following is a table of Total Lodging Tax Rates in 2018 from HVS. In 2018, Los Angeles was ranked at number 32 of 150 cities with 15.50%.

Notable cities with Total Lodging Taxes higher than Los Angeles are: New Orleans at 17.75%, Chicago at 17.39%, Houston and Anaheim at 17.00%, Atlanta at 16.90%, San Francisco at 16.75% and Denver at 15.75%.

Notable cities with Total Lodging Taxes lower than Los Angeles are Washington DC at 14.80%, New York at 14.75%, Boston at 14.45%, Miami at 14.00%, Las Vegas at 13.38%, and Orlando and San Diego at 12.50%.



City	Total	City	Total	City	Total
1 Omaha, NE	20.50%	45 Irving, TX	15.00%	94 Huntington Beach, CA	13.00%
2 St. Louis, MO	18.93%	45 Long Beach, CA	15.00%	94 Jacksonville, FL	13.00%
3 Overland Park, KS	18.10%	45 Sacramento, CA	15.00%	94 Lubbock, TX	13.00%
4 New Orleans, LA	17.75%	45 Montgomery, AL	15.00%	94 Plano, TX	13.00%
4 Memphis, TN	17.75%	45 Little Rock, AR	15.00%	94 Providence, RI	13.00%
6 San Antonio, TX	17.50%	56 Washington, DC	14.80%	94 Riverside, CA	13.00%
6 Cincinnati, OH	17.50%	57 New York, NY	14.75%	94 Moreno Valley, CA	13.00%
6 Birmingham, AL	17.50%	57 Honolulu, HI	14.75%	94 North Las Vegas, NV	13.00%
6 Columbus, OH	17.50%	59 Madison, WI	14.50%	94 St. Petersburg, FL	13.00%
6 El Paso, TX	17.50%	60 Boston, MA	14.45%	110 Salt Lake City, UT	12.92%
11 Chicago, IL	17.39%	60 Worcester, MA	14.45%	111 Greensboro, NC	12.75%
12 Knoxville, TN	17.25%	62 Laredo, TX	14.25%	111 Winston-Salem, NC	12.75%
12 Toledo, OH	17.25%	63 Oklahoma City, OK	14.13%	113 Phoenix, AZ	12.57%
12 Chattanooga, TN	17.25%	63 Saint Paul, MN	14.13%	114 Orlando, FL	12.50%
15 Houston, TX	17.00%	65 Tempe, AZ	14.07%	114 San Diego, CA	12.50%
15 Indianapolis, IN	17.00%	66 Mesa, AZ	14.02%	114 Tallahassee, FL	12.50%
15 Anaheim, CA	17.00%	67 Mobile, AL	14.00%	117 Spokane, WA	12.10%
15 Garden Grove, CA	17.00%	67 Augusta, GA	14.00%	118 Tucson, AZ	12.05%
15 Arlington, TX	17.00%	67 Fort Wayne, IN	14.00%	119 Des Moines, IA	12.00%
20 Kansas City, MO	16.98%	67 Jersey City, NJ	14.00%	119 Santa Clarita, CA	12.00%
21 Atlanta, GA	16.9%	67 Newark, NJ	14.00%	119 Anchorage, AK	12.00%
22 San Francisco, CA	16.75%	67 Newport News, VA	14.00%	119 Bakersfield, CA	12.00%
23 Cleveland, OH	16.50%	67 Norfolk, VA	14.00%	119 Glendale, CA	12.00%
24 Wichita, KS	16.25%	67 Oakland, CA	14.00%	119 Lincoln, NE	12.00%
25 Louisville, KY	16.07%	67 Pittsburgh, PA	14.00%	119 Stockton, CA	12.00%
26 Baton Rouge, LA	16.00%	67 Rochester, NY	14.00%	119 Tampa, FL	12.00%
26 Columbus, GA	16.00%	67 San Jose, CA	14.00%	119 Fort Lauderdale, FL	12.00%
28 Denver, CO	15.75%	67 Chesapeake, VA	14.00%	119 Pembroke Pines, FL	12.00%
28 Charlotte, NC	15.75%	67 Detroit, MI	14.00%	119 Oxnard, CA	12.00%
30 Shreveport, LA	15.60%	67 Hialeah, FL	14.00%	130 Yonkers, NY	11.88%
30 Springfield, MO	15.60%	67 Miami, FL	14.00%	131 Gilbert, AZ	11.77%
32 Seattle, WA	15.50%	82 Scottsdale, AZ	13.92%	132 Chandler, AZ	11.67%
32 Los Angeles, CA	15.50%	83 Buffalo, NY	13.75%	133 Oceanside, CA	11.50%
32 Virginia Beach, VA	15.50%	83 Ontario, CA	13.75%	133 Port St. Lucie, FL	11.50%
32 Baltimore, MD	15.50%	85 Tulsa, OK	13.52%	135 Cape Coral, FL	11.00%
32 Philadelphia, PA	15.50%	86 Durham, NC	13.50%	135 Grand Rapids, MI	11.00%
32 Huntsville, AL	15.50%	86 Reno, NV	13.50%	135 Santa Ana, CA	11.00%
32 Lexington, KY	15.50%	86 Albuquerque, NM	13.50%	135 Santa Rosa, CA	11.00%
39 Portland, OR	15.30%	86 Fresno, CA	13.50%	135 Jackson, MS	11.00%
40 Nashville, TN	15.25%	90 Minneapolis, MN	13.40%	140 Vancouver, WA	10.40%
40 Akron, OH	15.25%	91 Las Vegas, NV	13.38%	141 Colorado Springs, CO	10.25%
42 Glendale, AZ	15.17%	92 Richmond, VA	13.30%	142 Chula Vista, CA	10.00%
43 Tacoma, WA	15.13%	93 Raleigh, NC	13.25%	142 Fremont, CA	10.00%
44 Milwaukee, WI	15.10%	94 Aurora, CO	13.00%	142 Irvine, CA	10.00%
45 Peoria, IL	15.00%	94 Boise, ID	13.00%	142 Rancho Cucamonga, CA	10.00%
45 Austin, TX	15.00%	94 Brownsville, TX	13.00%	142 San Bernardino, CA	10.00%
45 Amarillo, TX	15.00%	94 Fayetteville, NC	13.00%	142 Sioux Falls, SD	10.00%
45 Corpus Christi, TX	15.00%	94 Garland, TX	13.00%	148 Aurora, IL	9.00%
45 Dallas, TX	15.00%	94 Grand Prairie, TX	13.00%	148 Modesto, CA	9.00%
45 Fort Worth, TX	15.00%	94 Henderson, NV	13.00%	150 Fontana, CA	8.00%



# APPENDIX

## 1.1 CREATE AND IMPLEMENT A SUSTAINABLE TOURISM PROGRAM FOR LOS ANGELES

### CASE STUDY – DESTINATION STEWARDSHIP (VISIT CALIFORNIA)

Destination stewardship is critically important to ensure California’s tourism economy remains an economic engine for all Californians. More people are traveling than ever before, and the tourism industry’s long-term viability depends on its ability to protect, preserve and promote the traveler experience.

Visit California has partnered with Coraggio Group to develop California’s first statewide Destination Stewardship Plan. The plan will provide a framework to ensure the ongoing vibrancy of California’s travel and tourism industry. It will include a robust situation analysis, vision, strategies, implementation guidance and resources to support the goals of the plan. There will be ongoing opportunities for industry input.

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*Visit California has created a tool kit for Travel Media & Trade. A link to the tool kit can be found at: [media.visitcalifornia.com/researchandfacts/california-tourism-sustainability-resource-center/california-tourism-sustainability-resource-center](https://media.visitcalifornia.com/researchandfacts/california-tourism-sustainability-resource-center/california-tourism-sustainability-resource-center)*

### CASE STUDY – GLOBAL SUSTAINABLE TOURISM COUNCIL

The Global Sustainable Tourism Council (GSTC) establishes and manages global sustainable standards, known as the GSTC Criteria. There are two sets: Destination Criteria for public policymakers and destination managers, and Industry Criteria for hotels and tour operators. These are the guiding principles and minimum requirements that any tourism business or destination should aspire to reach in order to protect and sustain the world’s natural and cultural resources, while ensuring tourism meets its potential as a tool for conservation and poverty alleviation.

The GSTC Criteria form the foundation for GSTC’s role as the global accreditation body for certification programs that certify hotels/accommodations, tour operators and destinations as having sustainable policies and practices in place. GSTC does not directly certify any products or services, but it accredits those that do.

The GSTC is an independent and neutral organization, legally registered in the US as a 501(c)3 non-profit organization that represents a diverse and global membership—including UN agencies, NGOs, national and provincial governments, leading travel companies, hotels, tour operators, individuals and communities—all striving to achieve best practices in sustainable tourism.

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*More information about GSTC can be found at: [gstcouncil.org](https://gstcouncil.org)*

### CASE STUDY – THE SUSTAINABLE CITY pLAN

The Sustainable City pLAN is a roadmap for a Los Angeles that is environmentally healthy, economically prosperous and equitable in opportunity for all—now and over the next 20 years. The pLAN focuses on both short-term results and long-term goals that will transform our city.

LA’s first-ever Sustainable City pLAN connects the dots for Los Angeles by building on the three legs of the stool needed for any thriving city: Environment, Economy and Equity.

When the City of Los Angeles Mayor released the first 2015 Sustainable City pLAN he committed to annual progress reports and a major update to the pLAN every four years. With immediate and evolving challenges facing our environment and economy, a renewed commitment to action is needed now more than ever. We are facing a global climate emergency that must be solved with changes right here at home so that we leave behind a safe world for future generations.

LA’s Green New Deal is an expanded vision for our pLAN—securing clean air and water and a stable climate, improving community resilience, expanding access to healthy food and open space and promoting justice for all—and for the future we have to build on behalf of our children and grandchildren.

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*More information about the Sustainable City pLAN of Los Angeles can be found at: [discoverlosangeles.com/travel/the-sustainable-city-plan-of-los-angeles](https://discoverlosangeles.com/travel/the-sustainable-city-plan-of-los-angeles) and [plan.lamayor.org](https://plan.lamayor.org)*

### KEY PRINCIPLES

First, a commitment to the Paris Climate Agreement and to urgent action with a scientifically driven strategy for achieving a zero-carbon grid, zero-carbon transportation, zero-carbon buildings, zero waste and zero wasted water.

Second, a responsibility to deliver environmental justice and equity through an inclusive economy, producing results at the community level, guided by communities themselves.

Third, a duty to ensure that every Angeleno has the ability to join the green economy, creating pipelines to good paying, green jobs and a just transition in a changing work environment.

Fourth, a resolve to demonstrate the art of the possible and lead the way, walking the walk and using the City’s resources—our people and our budget—to drive change.

LA’s Green New Deal will guide our city’s transition to an equitable and abundant economy powered by 100% renewable energy. This plan will support the creation of hundreds of thousands of good, green jobs in all of our communities by:

- Building the country’s largest, cleanest and most reliable urban electrical grid to power the next generation of green transportation and clean buildings.
- Educating and training Angelenos to participate in the new green economy.
- Enacting sustainable policies that prioritize economic opportunity.

## CASE STUDY – RESPONSIBLE TOURISTS (GLOBAL SUSTAINABLE TOURISM COUNCIL)

The Global Sustainable Tourism Council is also working to help guests effect change by asking hotels and other travel providers to gain certification as the most effective means to provide strong evidence that their operations are sustainable.

GSTC has also published a short guide entitled “The Responsible Tourist: How to find, book and get the most from your holiday” by Anna Spenceley and Andrew Rylance.

## WHAT IS A RESPONSIBLE TOURIST?

The term responsible tourism is used in a lot of forms, from ‘eco-tourism’ to ‘sustainable tourism’ and ‘conscious tourism.’ They all have their specific nuances, but in essence, responsible tourism:

- Minimizes negative impacts on the economy, environment and society.
- Generates economic benefits for local people and enhances the well-being of host communities, improves working conditions and access to the industry.
- Involves local people in decisions that affect their lives and life changes.
- Makes positive contributions to the conservation of natural, social and cultural heritage, to the maintenance of the world’s diversity.
- Provides more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social and environmental issues.
- Provides access for people with disabilities and disadvantages.
- Is culturally sensitive, engenders respect between tourists and hosts and builds local pride and confidence.

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More information about *The Responsible Tourist* can be found at:  
<https://www.gstcouncil.org/wp-content/uploads/2010/09/The-Responsible-Tourist---issue-1-FINAL.pdf>



## THE TOURISM PLEDGE SKIFT.COM

A number of important tourism destinations have recently implemented a tourism pledge.

Tourism pledges are commonly thought of as a way to improve visitor behavior. But done right, they can also potentially help attract a desirable kind of traveler: one who cares about the environment as much as locals.

Done right, these pledges can also help attract the kinds of conscientious, high-value travelers that so many destinations are keen to host. As a marketing tactic, it’s admittedly a subtle one. But in the age of overtourism, that might be a good thing.

An article on Skift.com *Destinations Leverage Tourism Pledges as Marketing Tactic as Age of Overtourism* details a number of recent case studies of destinations that have implemented a tourism pledge.

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The Skift.com article can be found at:  
[skift.com/2019/07/19/destinations-leverage-tourism-pledges-as-marketing-tactic-in-age-of-overtourism/](https://skift.com/2019/07/19/destinations-leverage-tourism-pledges-as-marketing-tactic-in-age-of-overtourism/)

## 1.2 ENGAGE AND MONITOR RESIDENT SENTIMENT TOWARDS TOURISM

### RESEARCH – FIRST-EVER UNWTO/IPSOS SURVEY SHOWS THAT CITIZENS RECOGNIZE THE POSITIVE IMPACT OF TOURISM

Madrid, Spain, 24 January 2019—According to the first-ever global survey conducted by the World Tourism Organization (UNWTO) and IPSOS, 47% of respondents think ‘they live in cities with a high number of tourists.’ Over 50% believe tourism has a positive impact in generating wealth and promoting cultural exchanges, and 49% feel there should be measures to improve tourism management. Only 12% of respondents favor limitations to the number of visitors.

The online survey was conducted across 15 countries and targeted 12,000 people to better understand residents’ perception towards city tourism, its impacts and management strategies.

“Today, adequately managing tourism to the benefit of visitors and residents alike, ensuring that local communities are listened to and benefit from tourism is more important than ever,” said UNWTO Secretary-General Zurab Pololikashvili. “There is a pressing need to set a roadmap for urban tourism which is fully aligned with the urban agenda,” he added.

Nearly half of the respondents (47%) think “they live in a city with a high number of visitors.” Yet, results vary significantly across countries, ranging from 68% in Australia to only 33% in France.

The generation of wealth and income, the creation of intercultural exchanges and of new offers of leisure activities stand out as the biggest impacts on cities. The perception of tourism’s positive impacts is particularly strong in Argentina, Australia, the Republic of Korea, Spain and Sweden.

For many urban destinations around the world, addressing the challenges of growing tourism demand and adequately managing tourist flows is now a priority. In a similar way, the results show that 49% of respondents feel that there should be measures to better manage tourism. Again, values change significantly by country—from 75% in Argentina to only 24% in Japan.

Of all respondents, over 70% think these measures should focus on improving infrastructure and facilities as well as in creating attractions for both tourists and residents. Only 12% think measures should include the limitation of the number of visitors and only 9% considered that tourism promotion should be stopped.

### OVERTOURISM? – UNDERSTANDING AND MANAGING URBAN TOURISM GROWTH BEYOND PERCEPTIONS

Alongside rapid urbanization, the growth of the tourism sector led by economic development, lower transport costs, travel facilitation and a growing middle class in advanced and emerging economies has made cities increasingly popular destinations for business and leisure tourists.

Today, the income generated from both domestic and international tourism contributes significantly to the socioeconomic and cultural development of many cities and their surroundings. Yet the growth of urban tourism also creates important challenges to ensure sustainable growth and practices that minimize any adverse effects that the development of tourism may have.

As a consequence, we have witnessed a rise in negative attitudes among local populations towards visitors due to issues of perceived overcrowding, noise and other nuisances attributed to tourists, the emergence of protests in some cities and the spread of terms such as “overtourism” and “tourismphobia” in the media.

To better understand the challenges arising from visitor management in urban contexts, particularly the relationship between residents and visitors, this report proposes 11 strategies and 68 measures to help understand and manage visitor growth in urban destinations.

On the resident side of the equation, the report recommends ensuring the local communities benefit from tourism, including but not limited to the following:

- Increase the level of employment in tourism and strive to create decent jobs.
- Promote the positive impacts of tourism, create awareness and knowledge of the sector amongst local communities.
- Engage local communities in the development of new tourism products.
- Conduct an analysis of the supply-demand potential of the local communities and promote their integration in the tourism value chain.
- Improve quality of infrastructure and services considering residents and visitors.
- Stimulate development of impoverished neighborhoods through tourism.

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A copy of the UNWTO survey results can be found at:  
[https://webunwto.s3-eu-west-1.amazonaws.com/imported\\_images/51637/unwtoipsosglobalsurveysummary.pdf](https://webunwto.s3-eu-west-1.amazonaws.com/imported_images/51637/unwtoipsosglobalsurveysummary.pdf)

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A copy of the full report can be found at:  
[e-unwto.org/doi/pdf/10.18111/9789284420070](https://doi.org/10.18111/9789284420070)

## CASE STUDY – RESIDENT COMMUNICATIONS

There are a number of destinations that have found themselves in the awkward position of having to justify their investment in tourism, so the US Travel Association has compiled a report titled *Made in America – Travel's Essential Contribution to Economic Development*.

The report illustrates three case studies focused on creating a sense of place and pride for residents.

### NYC & COMPANY MARKETS THE STAY-CATION

NYC & Company leveraged New York City residents for its long-running See Your City campaign. At the campaign's launch, Fred Dixon, president and CEO of NYC & Company, said, "We want to give New Yorkers a new perspective on the five boroughs. Start thinking of the more than 250 New York City neighborhoods as 250 opportunities to travel."

Nearly four years since the launch, See Your City has curated content from locals that is available to visitors who want to live like a local during their visit, and has created an appreciation for the travel industry—even if the idea of traveling only requires a ride on the subway.

As storytellers focused on promotion that will attract new and diverse visitors—and keep them coming back to experience more—destination marketing organizations can find new ways to help residents be proud of where they live.

### NEW ORLEANS & COMPANY CAPTURES THE SPIRIT OF THE CITY

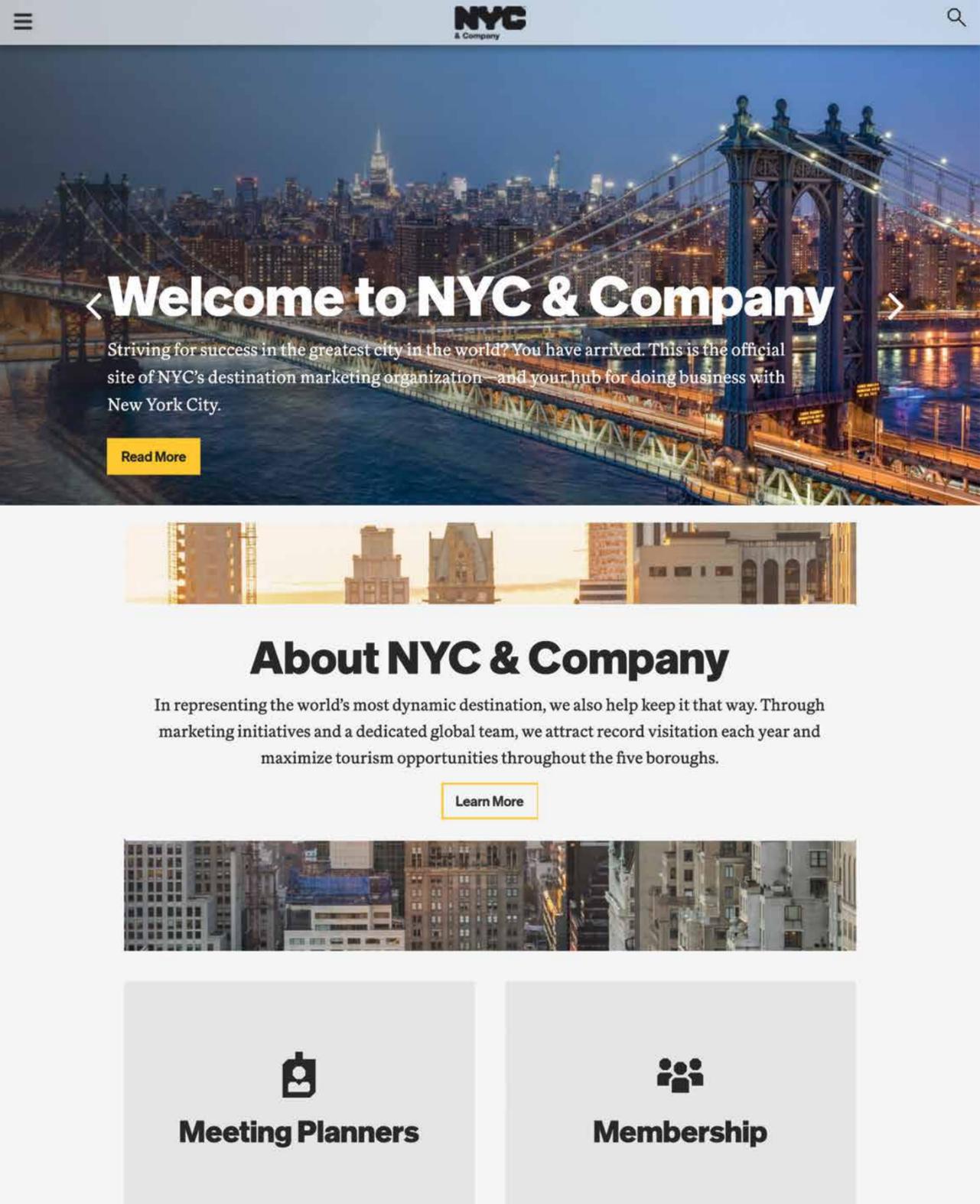
As New Orleans' largest employer, tourism generates billions of dollars in tax revenues for the local economy. The refreshed tourism campaign from New Orleans & Company is raising awareness among city residents that while visitors may come and go, their dollars stay—and ripple through the community to fund city services, police, schools, salaries, and ultimately, improve the quality of life for every New Orleanian.

New Orleans & Company will focus on ensuring that tourism benefits all residents as it continues to drive business to tourism stakeholders and provide a world-class destination for visitors. By connecting employment seekers to career opportunities and other workforce initiatives, New Orleans & Company is focused on new ways to support its residents by providing training, support and pathways forward.

### WYOMING OFFICE OF TOURISM PROMOTES WY PRIDE

Developed to diversify visitation across the state, the Fly Your WY program encourages visitors to see more of the state than the most popular Wyoming highlights by inspiring residents to promote travel in their local communities. Designed to be shared in travel photos and through social media, 500 bright orange "That's WY" flags were distributed to the state's 23 counties on March 7, 2018. The day was coined 3.07 Day after the only area code in the state. Residents and local businesses celebrated their state pride and flooded social media with photos and videos showing off the Cowboy State with language that focused on 307, as well as the #FlyYourWY campaign.

A copy of the US Travel report can be found at:  
[ustravel.org/system/files/media\\_root/document/MadeInAmerica\\_DIGITAL\\_FINAL\\_0.pdf](http://ustravel.org/system/files/media_root/document/MadeInAmerica_DIGITAL_FINAL_0.pdf)



**NYC & Company**

# Welcome to NYC & Company

Striving for success in the greatest city in the world? You have arrived. This is the official site of NYC's destination marketing organization—and your hub for doing business with New York City.

[Read More](#)

## About NYC & Company

In representing the world's most dynamic destination, we also help keep it that way. Through marketing initiatives and a dedicated global team, we attract record visitation each year and maximize tourism opportunities throughout the five boroughs.

[Learn More](#)

  
**Meeting Planners**

  
**Membership**

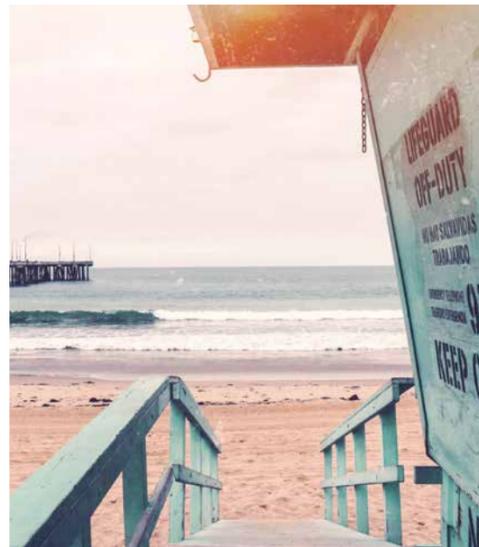
## 1.3 PREPARE A CRISIS MANAGEMENT PLAN

### BEST PRACTICE – UNITED NATIONS ENVIRONMENT PROGRAMME (UNEP) DISASTER RISK MANAGEMENT FOR COASTAL TOURISM DESTINATIONS RESPONDING TO CLIMATE CHANGE – A PRACTICAL GUIDE FOR DECISION MAKERS

When sudden disaster strikes, rescuers often have only a short time—sometimes referred as the “golden hours”—in which to respond; this is the period when a rapid response capability is vital, and when preparedness (or lack of it) can make all the difference. Experience has shown, time and again, that it is local people who are best placed to save lives and to coordinate the return to normality. And it is the degree to which people are prepared for disasters that determines how vulnerable or resilient their community will be.

Responding to this challenge, UNEP in cooperation with the Caribbean Alliance for Sustainable Tourism developed a practical handbook to support coastal tourism destinations to prepare and respond to natural disasters. The handbook has the following objectives:

- Increase the operational capacity of local communities in coastal tourism destinations to respond in emergencies caused by natural disasters;
- Support the adaptation efforts of these communities to climate change; and
- Reduce the impacts of natural disasters on local communities in coastal tourism destinations.



The handbook provides disaster managers and local, municipal and community planners, as well as other stakeholders in the tourism sector, with practical guidance on how to better prepare for disasters in coastal destinations.

Although the report is focused on coastal communities, much of the tourism planning and management processes are the same for other destinations.

A copy of the UNEP report can be found at: [onecaribbean.org/wp-content/uploads/Disaster-Risk-Management-Coastal-Tourism-UNEP-CAST.pdf](http://onecaribbean.org/wp-content/uploads/Disaster-Risk-Management-Coastal-Tourism-UNEP-CAST.pdf)

### ACADEMIC RESEARCH – STRATEGIES FOR CRISIS PREPAREDNESS OF TOURIST DESTINATIONS

It is not often that academic research is used as an illustration of best practice or case study in work such as the Los Angeles Tourism Master Plan, but the following dissertation is particularly on point and comprehensive. The work is from:

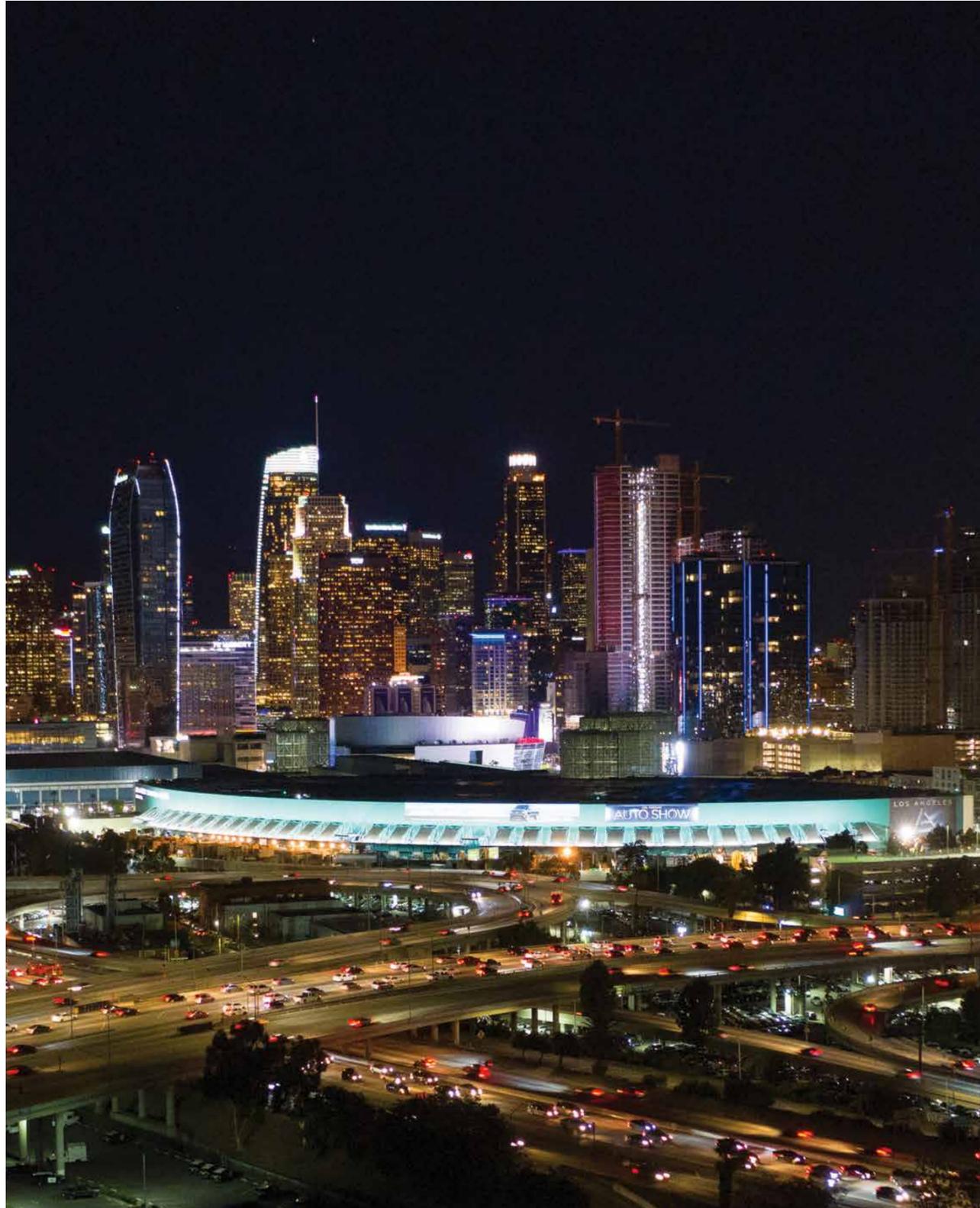
2017  
Walden University ScholarWorks  
Walden Dissertations and Doctoral Studies Collection  
*Strategies for Crisis Preparedness of Tourist Destinations*  
Carrine V. M. Todman-Lewis  
Walden University

#### ABSTRACT

Billion-dollar disasters are projected to increase at a statistically significant rate of 5% annually. Crises affect the viability and lucrativeness of tourism business and implicate destinations in the process. Crisis preparedness is vital to improving outcomes and reducing consequential effects in the tourism industry—a key contributor to socioeconomic progress and infrastructural development worldwide. The study was an exploration of the strategies used for crisis preparedness to

reduce business interruptions and improve the image of destinations affected by large-scale natural disasters and human-induced crises. A multiple case study was conducted based on the cycle of preparedness framework. Data were gathered from organization documents and semi-structured interviews by telephone with six executives of six destination management organizations located in the south and west regions of the United States. Transcribed data were coded and then validated via member checking, revealing three themes: organizational preparedness, operational preparedness and strategic communication. Specifically, possessing a crisis mindset, predetermining crisis risks and responses, and managing information to safeguard the reputation of tourism organizations and destinations were attributed to preparedness at the local and organization levels. Tourism and hospitality professionals may benefit from devising crisis plans, establishing rapport with crisis leaders and teams, and partnering with the media to promote positive perceptions and travel behaviors of tourists. Implications for social change include identifying strategies to limit the impact of crises on individuals and communities to improve the perceptions of safety of a tourist destination after a crisis and thus enhance its economic growth.

This dissertation provides excellent guidance to destinations, large and small, which need to develop a Disaster Management Plan for tourism. A copy of the dissertation can be found at: [pdfs.semanticscholar.org/9f83/61ddcf9fe989194dd5da3592a5a4a1c3f7a0.pdf](https://pdfs.semanticscholar.org/9f83/61ddcf9fe989194dd5da3592a5a4a1c3f7a0.pdf)



## 2.1 SUPPORT THE EXPANSION OF THE LOS ANGELES CONVENTION CENTER

### THE CITY OF LA DEPARTMENT OF CONVENTION AND TOURISM DEVELOPMENT WHITE PAPER – THE FUTURE OF THE LOS ANGELES CONVENTION CENTER

#### CONCLUSION

The simple truth is that the Los Angeles Convention Center is at a historic crossroads. Over the last 20 years, the LACC has made no major physical improvements, while over the same period, cities like San Diego, Anaheim and San Francisco, as well as many others around the nation, made significant investments in their convention centers.

If Los Angeles continues to do nothing while competitor cities continue to do more, the LACC will fall into irrelevance as a national and international convention center. The LACC could simply become a big hall for hosting consumer shows—routine events that attract local residents, but not the thousands of out-of-town conventioners who inject millions of dollars of new revenue and thousands of new jobs into the City and region.

Similar investments in the future prosperity of Los Angeles in the global economy are well underway at the Port of Los Angeles and the Los Angeles International Airport. As the second-largest city in the nation, the US capital of the booming Pacific Rim and one of the most recognized urban brands in the world, Los Angeles should boast a convention center commensurate with its global status, or it will yield its market share to smaller cities with fewer assets.

All of the pieces are in place—political support, a world-class design proposal, a steadily growing economy and a vibrant neighborhood and city—to redefine the future of the Los Angeles Convention Center.

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A copy of the City of LA Department of Convention and Tourism Development White Paper The Future of the Los Angeles Convention Center can be found at:  
[ctd.lacity.org/sites/default/files/The%20Future%20of%20the%20LACC%20White%20Paper.pdf](http://ctd.lacity.org/sites/default/files/The%20Future%20of%20the%20LACC%20White%20Paper.pdf)

## 2.2 SUPPORT A NEW HOLLYWOOD VISITOR CENTER AND SCENIC AERIAL TRAMWAY OR GONDOLA TO THE HOLLYWOOD SIGN

### BEST PRACTICE – COPING WITH SUCCESS MANAGING OVERCROWDING IN TOURISM DESTINATIONS (WTTTC AND MCKINSEY & COMPANY)

The travel and tourism sector is a cornerstone of our global economy—and thanks to a growing middle class, improved digital and physical connectivity, and generations of people with an insatiable appetite to explore the world, it is expanding rapidly. Of course, this growth is accompanied by challenges, many of which can be summed up with the term “overcrowding.” Overcrowding is by no means new—but it seems to be coming to a head in popular destinations across the globe.

In this report, we aim to provide a tool kit—context, best practices and tactics to consider—to help destination leaders and planners develop their own approach and build a path forward. Sites, cities, regions and countries can reap the benefits of tourism while preserving the unique qualities that make them worth visiting in the first place. Regardless of the individual tactics, destinations must continually engage all stakeholders. Managing overcrowding is a journey, not an end point, and engaging the interested parties along the way matters just as much as the actual actions taken.

The term “overcrowded” is imprecise, and the world’s great attractions draw crowds for a reason. We would not want to dampen the expression of human curiosity that is the basis

of tourism. Still, industry players—and travelers themselves—widely acknowledge the problem. To date, little has been done to systematically understand and address it. Why?

Overcrowding is not exactly alike in any two destinations. We focus on five types of problems associated with tourist overcrowding: alienated local residents, a degraded tourist experience, overloaded infrastructure, damage to nature, and threats to culture and heritage. Some places endure two or more of these problems at the same time, but once localities determine their most important issues, they can select the most suitable solutions.

Overcrowding is currently more a matter of sensibility than data. Not everyone will agree when popularity tips into overcrowding. To provide an empirical foundation for destinations and help local leaders assess their situation and identify vulnerabilities, we created a diagnostic based on simple, widely available indicators, including tourist arrivals, social media reviews, seasonality and pollution.

Overcrowding is easier to prevent than to recover from. Good tourism management practices and stringent planning are key to the sustainable development of tourism. Our research and interviews with tourism experts highlighted the following four best practices—regardless of whether a destination is facing overcrowding:

1. Build a comprehensive fact base and update it regularly. Countries, regions, cities and sites must begin by gathering detailed data and developing their analytics capabilities to inform and refine tourism strategies.
2. Conduct rigorous, long-term planning to encourage sustainable growth. Destinations need to shift their focus from promotion to broader planning and management challenges. Those with a clear, long-term strategy built upon a solid fact base are more likely to achieve sustainable growth and mitigate—or even prevent—overcrowding.
3. Involve all sections of society—commercial, public and social. The perfect data and strategy can only work if all stakeholders are engaged throughout the process. Tourism authorities should create committees and other formal mechanisms to work with stakeholders, including local communities, to discuss problems and devise solutions.
4. Find new sources of funding. Once data, strategy and stakeholders are aligned, destinations can explore a growing number of innovative approaches to finance investments in infrastructure and sustainability.

There is no easy fix to overcrowding. Once destinations have sorted out the fact base, strategy, stakeholders and funding, they must then identify and execute practical actions, both for the long and the short term. Among the possibilities:

1. Smooth visitors over time. Many destinations suffer from imbalances of visitors during certain seasons, days of the week and times of day, as well as during headline events. Destinations must develop tactics to “smooth” these imbalances so communities and businesses can continue to reap the benefits of tourism.
2. Spread visitors across sites. Spreading visitors geographically can help distribute tourists more evenly across residential and under-visited areas and thwart bottlenecks in overcrowded locations.
3. Adjust pricing to balance supply and demand. Pricing can be an effective way to better align demand with supply. But while increasing the costs of visiting a destination or site is likely to limit the number of visitors, it also raises considerations of elitism and the ability of domestic tourists to access their own heritage.
4. Regulate accommodation supply. Some destinations place direct controls on the supply of tourism accommodation—including beds in both hotels and short-term rentals.
5. Limit access and activities. When overcrowding reaches a critical stage, the tactics above may not be enough to mitigate or recover from it. As such, some destinations are limiting or even banning certain tourist activities.

## CASE STUDY – OVERTOURISM AND INSTAGRAM

Hook Research, a London-based “Audience Insight” agency, reported (August 2019) that Amsterdam removed the “I Amsterdam” sign—citing protests from locals, who believed that the landmark was a massive contributor to the Dutch capital’s infamous overtourism problem, attracting crowds of social-media obsessed tourists looking for another perfect picture “for the gram.”

This incident is just one in a larger pattern of events around the world that point to a fascinating side of social media that we don’t normally talk about: the impact of digital media and behaviors on the physical world around us.

Forty percent of UK millennials now report that they are thinking about “how Instagrammable a location is” when planning their next holiday.

This means that more and more tourists are being driven to the same key places around the world, in order to snap the same photos that they’ve seen shared by their favorite Instagrammers.

Although the “I Amsterdam” sign has sadly left its home at the Rijksmuseum, it’s not goodbye forever. The Dutch tourist board has now begun to counteract Amsterdam’s negative experience of social media’s extreme outcomes and manipulate them into something more positive. This optimistic approach involves touring the sign in and around Amsterdam to help boost tourism in these “less-discovered” areas for local business owners.

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A copy of the Hook Research article can be found at:  
[hookresearch.co.uk/overtourism-the-future-of-instagramable-hotspots/](http://hookresearch.co.uk/overtourism-the-future-of-instagramable-hotspots/)





## 2.3 SUPPORT THE HOLLYWOOD WALK OF FAME MASTER PLAN

### “HEART OF HOLLYWOOD” RELEASES CONCEPT PLAN FOR HOLLYWOOD WALK OF FAME LOS ANGELES

Council member Mitch O’Farrell, during his annual State of Hollywood address, announced the release of a concept plan to enhance the built environment and improve the pedestrian experience on the Hollywood Walk of Fame, the latest proposal regarding his “HEART of Hollywood” initiative.

In 2019, Gensler was retained to work on a Master Plan for the historic Walk of Fame with the goal of designing a more pleasant, cohesive and enjoyable experience along the public right-of-way. The concept plan is the first major step toward the final Master Plan. Based on the design and recommendations contained within the Master Plan, the City will plan for targeted construction projects to improve the area.

“The Walk of Fame Master Plan is the signature project of my ‘HEART of Hollywood’ initiative, and the concept plan is just the first step,” said O’Farrell. “We are working to update the Walk of Fame in a balanced, holistic cohesive way. As this evolves, we will keep building a sense of consensus and collaboration around various ideas. I encourage Hollywood stakeholders to view the concept plan in its entirety, provide feedback and join us throughout this process.”

The concept plan is the product of months of community outreach, including focus group meetings, an open house and over 20 roundtable discussions hosted by the Council member’s office. Community outreach efforts will continue as the plan moves forward. The plan envisions a Walk of Fame that better accommodates people, especially pedestrians,



and businesses by adding more street trees, sidewalk dining and lighting, to name just a few of the proposed amenities.

The concept plan is viewable online at [heartofhollywood.la](http://heartofhollywood.la), where Hollywood stakeholders are encouraged to view the document and provide feedback. In 2020, Gensler and the City will further their technical analysis of the area, and perform more refined design proposals on various elements that may be recommended.

The City of Los Angeles Bureau of Engineering is the lead City agency on the project.

## BEST PRACTICE – OVERTOURISM

### BARCELONA STRATEGIC PLAN

The Barcelona City and Tourism Council Adopted the following strategy statement to address overtourism in the city:

Barcelona will adopt a comprehensive and cross-cutting approach to managing urban spaces in order to reconcile tourist activities with ongoing, everyday life in the city.

Tourist activities and visitor practices shape the city's urban spaces. Their intensity and volume are very unequal throughout the municipal territory, with an obvious, high concentration in certain areas around the main attractions. These areas are subject to a high intensity of use which leads, in cases such as the area around the Sagrada Família and Park Güell or much of Ciutat Vella, to saturation and pressure on daily life.

Facing this situation, the city is opting to reduce pressure on its most congested areas so as to reclaim an ongoing quality of life on the one hand, and on the other to ensure a balance between uses and access to basic resources by the resident population, such as basic services and housing.

There are three lines of action associated with this strategy.

### TOURIST MANAGEMENT OF THE DISTRICTS

Developing district tourism management strategies that include the necessary tools for enabling district action in response to the various situations and challenges.

#### STRATEGIC GOALS

- Promoting coordination between tourism management strategies and the other territorial and sectoral municipal policies.
- Integrating tourist activities and businesses into local and community development policies to have a positive impact on improving conditions in the neighborhoods.
- Preparing comprehensive management plans for over-visited spaces, to minimize their negative impact, in collaboration with private and community players.
- Creating formal and stable participatory and work spaces in the districts with a greater tourist presence to share proposals and initiatives among the various players in the territory and the City Council.
- Involving tourist operators to integrate the various places, seasons and temporary periods in the management of the more popular spaces.
- Exploring new meeting and coordination spaces among the city's various economic and social players to create business synergies.
- Finding new public-private coordination formulas based on specific projects for promoting products and temporary and non-structural events.

### CROWDED SPACES

Barcelona will generate a new stable management model for crowded spaces that applies improvements agreed to by the various parties and is governed by the area itself and creates wealth that is fairly and sustainably distributed.

#### STRATEGIC GOALS

- Integrating the Turisme de Barcelona Consortium into coordination spaces around the policies launched by the city.
- Integrating tourist activities and businesses into local and community development policies to have a positive impact on improving conditions in the neighborhoods.
- Preparing comprehensive management plans for over-visited spaces to minimize their negative impact, in collaboration with private and community players.
- Creating formal and stable participatory and work spaces in the districts with a greater tourist presence to share proposals and initiatives among the various players in the territory and the City Council.
- Promoting a coordinated territorial strategy among the various competent authorities to boost attractions such as new centers, routes, landscapes and experiences beyond their municipal boundaries.



### URBAN BALANCE STRATEGIC GOALS

- Looking out for illegal accommodation, in particular the unlicensed letting of entire flats, which puts housing access at risk.
- Promoting innovative business initiatives that create quality jobs and do not monopolize basic resources such as housing or urban spaces.
- Promoting the permanent residence of locals through multiple forms of tenancy and housing contracts.
- Making the conservation of the cultural and natural heritage compatible with its enjoyment, by ensuring that visits to it are compatible with its social function.

## 2.4 INCREASE NEIGHBORHOOD TOURISM DEVELOPMENT

### BEST PRACTICE – TOURISM READY (NEW YORK, NY)

Tourism Ready was created by NYC & Company in 2015 to spread tourism and economic prosperity throughout NYC's five boroughs. The goal of this program is to increase visitation to off-the-beaten-path neighborhoods throughout the City and help local businesses reap the monetary benefits of tourism. New York City's travel and tourism sector generates approximately \$66 billion in annual economic impact.

Business owners throughout NYC's five boroughs are encouraged to join the program, now supported by NYC & Company's new global partner, Mastercard.

The initial entry into Tourism Ready, Tourism Ready 101, is an annual program that consists of seven educational sessions, as well as one-on-one assistance as needed. At the end of the year, businesses that have created an approved business profile, appropriate pricing structure

and have met the attendance requirement, successfully complete the program and are invited to the annual culmination event, Discover More NYC, to interact with tour operators and destination management companies. One-hundred-and-fifty local businesses have successfully completed the program since its inception.

Tourism Ready demonstrates NYC & Company's determination to spread tourism throughout the City. The program enables businesses to achieve success by providing the tools needed to prosper in the industry.

Upon completion of Tourism Ready 101, business owners are invited to participate on borough committees in the Bronx, Brooklyn, Harlem (Manhattan), Queens and Staten Island to continue developing unique NYC product offerings.

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More information about NYC & Company's Tourism Ready program can be found at: [business.nycgo.com/membership/tools-and-resources/tourism-ready/](https://business.nycgo.com/membership/tools-and-resources/tourism-ready/)

### BEST PRACTICE – NEIGHBORHOOD TOURISM DEVELOPMENT (KANSAS CITY, MO)

The Neighborhood Tourist Development Fund (NTDF) program provides support to non-profit organizations through contracts for services, established by State law in 1989 to help promote Kansas City's distinct and diverse neighborhoods through cultural, social, ethnic, historic, educational and recreational activities in conjunction with promoting the city as a premier convention, visitor and tourist center.

The tourism and convention industry contributes \$4.6 billion in direct expenditures to the Kansas City metropolitan area's economy. Kansas City receives about 22.3 million US visitors annually. The city's top activities are shopping, fine dining, gaming, sightseeing, cultural attractions, sports events and exhibits/festivals. The Neighborhood Tourist Development Fund plays a significant role in these activities.

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More information on the Kansas City NTDF can be found at: [kcmo.gov/city-hall/departments/city-manager-s-office/neighborhood-tourist-development-fund-ntdf](https://kcmo.gov/city-hall/departments/city-manager-s-office/neighborhood-tourist-development-fund-ntdf)

## RESEARCH – URBAN LAND INSTITUTE TEN PRINCIPLES FOR RESPONSIBLE TOURISM

Tourism is a double-edged sword. On one hand, it provides communities with many benefits: new jobs, an expanded tax base, enhanced infrastructure, improved facilities and an expanded market for local products, art and handicrafts. In short, it can be an important tool for community revitalization. On the other hand, it can create problems and burdens for local communities such as crowding, traffic congestion, noise, increased crime, haphazard development, cost-of-living increases for residents and degraded resources.

“The impacts of tourism on a community can be beneficial if planned and managed, or extremely damaging if left without controls,” says Michael Kelly, former chairman of the American Planning Association’s tourism planning division.

Yet, tourism involves a lot more than marketing. It also involves making destinations more appealing. This means identifying, preserving, enhancing and/or restoring a community’s natural and cultural assets—in other words, protecting its heritage and environment. It is, after all, the unique architecture, culture, wildlife or natural beauty of a community or region that attracts tourists in the first place.

In today’s global marketplace, competition for tourist dollars is fierce. If the destination is too crowded, too commercial or too much like every other place, then why go? The best marketing a community can have is by word of mouth. This occurs when the reality of the place meets or exceeds the mental image that visitors have been sold through marketing and promotion. Creation of a false image can spoil a vacation. What’s more, it can reduce repeat visitation. Tourists may come once, but they will not come back.

The truth is, the more a community comes to look and feel just like every place else, the less reason there is to visit. At the same time, the more a community does to enhance its uniqueness, the more people will want to visit. This is the reason why local land use planning, historic restoration and urban design standards are so important.

To attract and retain tourists, local officials need to become much more aware of the overall character of their community. This is because studies reveal significant differences between resident and tourist perceptions of a community. Tourists are open and receptive to everything they see, while longtime residents tend to tune out the familiar environments along the roads they travel day in and day out.

### Ten Recommendations on Tourism

How can a community attract tourists and their dollars without losing its soul? Ten recommendations follow.

1. Preserve and restore historic buildings, neighborhoods and landscapes.
2. Focus on the authentic.
3. Ensure that tourism support facilities are compatible with their surroundings.
4. Interpret the resource.
5. Protect community gateways.
6. Control outdoor signs.
7. Enhance the journey as well as the destination.
8. Get tourists out of their cars.
9. Link sites.
10. Recognize that tourism has limits and must be managed.



### 3.1 DEVELOP AND POSITION LOS ANGELES AS A LEADING DESTINATION FOR SPORTS TOURISM

#### BEST PRACTICE – SPORTS TOURISM DESTINATIONS

Although there are a number of sports tourism destinations and organizations that excel in this sector, there are a handful of sports commissions in larger and up-and-coming markets that should be considered as aspirational for Los Angeles to consider in growing its sports tourism business. These include Houston, Tampa and Kansas City on the top shelf list, and Orlando and Detroit on the up-and-coming list.

#### HARRIS COUNTY – HOUSTON SPORTS AUTHORITY

The Harris County—Houston Sports Authority is a government agency that maintains and oversees the bond debt service on the professional sports stadiums, as well as assisting with sports marketing for the destination.

#### MISSION STATEMENT

Provide oversight to world-class, professional sports venues and promote the region for sports-related events, which enhance economic development and bring better quality of life to residents.

#### VISION STATEMENT

To be the most innovative, successful and trusted Sports Authority in the world.



More information on the Harris County – Houston Sports Authority can be found at: [houstonports.org](http://houstonports.org)

#### TAMPA SPORTS AUTHORITY

Tampa Sports Authority is the manager of Raymond James Stadium, three city golf courses and the Tournament Sportsplex of Tampa Bay as well as the landlord for George M. Steinbrenner Field and the Amalie Arena. The Authority was created on May 28, 1965, by Governor Hayden Burns for the purpose of planning, developing and maintaining a comprehensive complex of sports and recreational facilities for the Tampa Bay area.

#### MISSION STATEMENT

Tampa Sports Authority was created in 1965 by an enabling act of the Florida Legislature for the purpose of:

- Planning, developing and operating a comprehensive complex of sports and recreational facilities.
- Issuing revenue bonds and refunding bonds to carry out the purpose of this act and for the rights and remedies of bondholders.
- Providing sources of revenues including appropriations from the City of Tampa and the Board of County Commissioners of Hillsborough County to the Authority.
- Providing for competitive bidding of certain contracts.

More information on the Tampa Sports Authority can be found at: [tampasportsauthority.com](http://tampasportsauthority.com)

## **GREATER KANSAS CITY SPORTS COMMISSION & FOUNDATION**

A privately funded, nonprofit membership organization launched in 1966, the Greater Kansas City Sports Commission and Foundation consists of the events and membership-driven Greater Kansas City Sports Commission, the fundraising arm of the Greater Kansas City Sports Foundation and the Women's Intersport Network, which is part of the Foundation.

Kansas City Sports Commission staff works to fulfill the mission to enhance the quality of life and economic success of Greater Kansas City by taking the lead in maintaining and selectively acquiring a diversity of amateur and

professional sporting events; to collaborate with area economic development agencies to attract and retain amateur and professional sports organizations; and to promote the lifetime benefits of sports for the citizens of Greater Kansas City.

### **MISSION**

Drive Kansas City's overall sports strategy, enrich the quality of life, create economic impact and raise visibility for our region.

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More information on the Kansas City Sports Commission can be found at:  
[sportkc.org](http://sportkc.org)

## **GREATER ORLANDO SPORTS COMMISSION**

The Greater Orlando Sports Commission (GO Sports) strategically solicits, creates and supports sports-related events and businesses that enhance our community's economy.

In 2017, GO Sports hosted or co-hosted more than 1,300 events in Greater Orlando with a total economic impact exceeding \$1.4 billion in direct spending within our community.

The GO Sports strategy for growing sports tourism and enhancing the economy within the Greater Orlando region includes the following approach:

- Evaluate and decide whether to pursue and renew events.
- Bid on new event opportunities.
- Create new owned and operated events (i.e. Celebrating Women in Sports).
- Advocate for the strategic development of sports infrastructure.

The Greater Orlando Sports Commission has a two-tier approach to evaluating opportunities:

Revenue-Generation Criteria for Consideration:

- Attraction Tickets
- Event Risk/Reward
- Event Management Fees
- Room Night Generation
- Hotel Commissions
- Public and Private Funding

Non-Revenue Criteria for Consideration:

- Exposure and Branding for the Region  
Civic Pride

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More information about GO Sports can be found at:  
[greaterorlandosports.com](http://greaterorlandosports.com)



## **DETROIT SPORTS COMMISSION**

The mission of the Detroit Sports Commission is to enhance the local economy and image of metro Detroit through attracting and hosting regional, national and international amateur sporting events. The DSC is a not-for-profit charitable organization, IRS 501 (C) (3), and a subsidiary of the Detroit Metro Convention & Visitors Bureau (DMCVB).

Sport is the beating heart of metro Detroit. Its world-class venues can be found throughout the region and at the very center of its vibrant entertainment—and food-loving downtown district. Its proud fans epitomize the city’s work hard, play hard philosophy and warmly embrace every sport with the same wholehearted spirit.

Metro Detroit welcomes every opportunity to build mutually beneficial partnerships that deliver outstanding events in an unparalleled set-up. If you’re looking for a city that delivers a proven national and international platform for sport, Detroit’s the obvious choice.

## **EXPERIENCE**

Detroit’s long history of hosting sports events—from the Ryder Cup to the Super Bowl, the AAU Junior Olympic Games to the NCAA Men’s Final Four—ensures it has the expertise and experience to showcase your event to the world.

## **COMMUNITY**

Our passionate team of well-trained, experienced volunteers is quick to embrace any new event with efficiency and enthusiasm.

## **MODERN URBAN INFRASTRUCTURE**

Looking for a venue that’s a perfect fit for your sport? Detroit’s numerous modern venues can comfortably accommodate crowds of every size.

Detroit is the only city in North America with all four professional teams located in the Downtown Core. All venues are supported by a modern, highly efficient transport infrastructure.

## **LOCATION**

Our award-winning city boasts 40,000 hotel rooms and was named a Top 10 global city destination by Lonely Planet, the world’s largest travel guidebook publisher. Detroit was the only continental US city selected for the prestigious list.

Detroit Metropolitan Airport handles 1,200 flights every day to and from 150 destinations on four continents and is only a 90-minute flight for 60% of the US population.

## **HOSPITALITY**

Detroit has a celebrated service-led community. The can-do philosophy of our forward-thinking and experienced team of professionals will ensure your event is hassle-free and delivered to the highest standards.

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More information about Detroit Sports Commission can be found at: [detroitssports.org](http://detroitssports.org)

## 3.2 DEVELOP AND POSITION LOS ANGELES AS A LEADING CENTER FOR CREATIVE TOURISM

### CASE STUDY – CREATIVE SWITZERLAND SOURCE: CREATIVE-SWITZERLAND.COM

Our creative partners will give you an opportunity to discover your creative potential—one workshop at a time, and to explore Switzerland, you would have never guessed, exists.

At Creative Switzerland we believe in the power of human interaction and connection. We enable creative workshop providers in Switzerland to feature their workshops. We also support them on

their entrepreneurial journey with personalized marketing activities and strategies.

In Switzerland, creative workshops include chocolate, cooking, baking, candle making, art, handmade cosmetics, 3D printing, masterminds, writing, paper, wood, watchmaking, cheese, sewing and more.

### CASE STUDY – CREATIVE TOURISM SOURCE: CREATIVE TOURISM NETWORK

Creative Tourism is considered a new generation of tourism that involves the tourists themselves and the locals in the creation of the tourist product (co-creation).

Painting in Tuscany, being a “sillettero” for a day in Medellín, participating in a craft workshop in Loulé (South Portugal) or in the charming villages of the Empordanet (Catalonia), taking part in a photographic route in the French Provence or in Urla (Turkey), preparing your chocolate in Quito, carving sculpture on ice in Canada, learning traditional dances in Brazil, participating

in cooking classes in Thailand, mixing like a DJ in Ibiza or even performing your own concert in Barcelona...

... are just some examples of the endless list of experiences that the new generation of travelers is looking for!

This new way of discovering a foreign culture by experiencing it has been growing for the last decade. Nowadays, tourists no longer want to attend traditional sightseeing tours, they need to feel involved in the destination’s daily life and to co-create signature experiences with the locals.

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More information on Creative Tourism and how different destinations have applied the concept can be found at: [creativetourismnetwork.org](http://creativetourismnetwork.org)

## ACADEMIC RESEARCH – CREATIVE TOURISM AND LOCAL DEVELOPMENT

RICHARDS, G. (2009) IN: WURZBURGER, R., PATTAKOS, A. AND PRATT, S. (EDS) CREATIVE TOURISM: A GLOBAL CONVERSATION. SANTA FE: SUNSTONE PRESS, PP. 78-90.

Creative tourism is a new form of tourism that has the potential to change existing models of tourism development and to make a contribution to diversifying and innovating the tourist experience. By doing so, creative tourism can help to stimulate local economic, social and cultural development. This paper examines the background and development of the creative tourism concept, showing how the production and consumption of experiences has shifted from cultural tourism to creative tourism. In conclusion, a number of different models of creative tourism development are presented, illustrating how the concept has been implemented in different ways around the world.

In general, there are two basic modes of implementation of creative tourism:

- Using creativity as a tourist activity
- Using creativity as backdrop for tourism

The first is a more “classic” model of creative tourism, since it emphasizes the active engagement of tourists in creative activities in the destination. However, increasingly, communities are realizing that their creative lives can make a place attractive to be in, even if the tourists themselves don’t “do” anything creative themselves. Santa Fe is a good example of this: the artistic and creative community of Santa Fe produces a particular “atmosphere” or “vibe” that makes the city attractive to be in, even for visitors who don’t visit the opera or buy a painting.

There are also many different types of experiences and products that can be offered to the creative tourist. Again, these experiences range from more active forms of involvement, such as learning a specific skill, to browsing galleries and shops looking at creative products.

Many cities have a reputation of being “creative” in one way or another, just as Santa Fe does. In many cases this creativity is experienced by the visitor not so much in the direct consumption of creative activities, but rather through the general atmosphere or buzz of the place as a whole, which is generated by the creative sector.

In conclusion, it seems that creative tourism can offer many advantages to destinations wishing to develop new forms of tourism activity. Arguably, it has a number of important advantages over many more conventional forms of tourism, including cultural tourism:

- Creativity can provide a source of tourism activity, as well as an attractive backdrop for general tourism activity
- Creative development of tourism can help sustain the atmosphere of the destination
- Creative tourism can become a means of business development for crafts producers and other small creative enterprises
- Enables local people to use their own creativity (and puts them in control of the process)
- It is a renewable resource

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A copy of the research paper can be found at: [researchgate.net/publication/254786284\\_Creative\\_tourism\\_and\\_local\\_development](https://researchgate.net/publication/254786284_Creative_tourism_and_local_development)

### 3.3 DEVELOP AND POSITION LOS ANGELES AS A LEADING CULINARY DESTINATION

#### GASTRONOMY [CULINARY] TOURISM

##### UNITED NATIONS WORLD TOURISM ORGANIZATION, 5TH UNWTO WORLD FORUM ON GASTRONOMY TOURISM

Gastronomy is one of the sectors most valued by tourists. When we travel we like to discover the local cuisine of the destination, to explore its restaurants, to taste the typical products and the traditions, and to be able to live surprising, unique and special experiences. The data show that, according to the World Tourism Organization, more than a third of a tourist's spending is dedicated to food. Gastronomy has become one of the main reasons to travel.

The UNWTO defines gastronomy tourism as a type of tourism activity which is characterized by the visitor's experience linked with food and related products and activities while travelling. Along with authentic, traditional, and/or innovative culinary experiences, gastronomy tourism may also involve other related activities such as visiting the local producers, participating in food festivals and attending cooking classes.

Over recent decades, gastronomy tourism has gone beyond the table setting and now includes all sectors of a destination's food and tourism chain—producers (agriculture, fishing, etc.), processing firms (dairies, olive mills, canning plants, wineries, etc.), the tourism and hospitality sector (restaurants, specialized accommodation, gastronomic activity firms, etc.), the retail sector, the commerce sector (sale of products) and even the knowledge sector.

Destinations all over the world are now developing strategies to develop the culinary identity of their territories and to promote proposals whereby their gastronomy and its singularities may exert an important influence on tourists' decisions to travel there and/or to attract the profile of gastronomy tourists who wish to experience the gastronomic culture of the places visited.

#### CASE STUDY – GUIDELINES FOR THE DEVELOPMENT OF GASTRONOMY TOURISM (UNITED NATIONS WORLD TOURISM ORGANIZATION)

Gastronomy tourism forms an integral part of local life and is forged by the history, culture, economy and society of a territory. This bears the natural potential to enrich the visitor experience, establishing a direct connection to the region, its people, culture and heritage.

The interest in gastronomy tourism has grown in recent years alongside its intrinsic promotion of regional identity, economic development and traditional heritage. Having identified its competitive edge, more and more destinations around the world are looking to position themselves as destinations for gastronomy tourism.

The purpose of this guide drawn up by UNWTO and the Basque Culinary Center is to provide a set of practical tools for national tourism administrations (NTAs) and destination management organizations (DMOs) that wish to develop gastronomy tourism.

This set of tools has been created to guide and support NTAs and DMOs and to facilitate their efforts to develop and manage any form of gastronomy tourism, especially during the initial phases of development of a gastronomy destination.

The guide describes some general principles and recommendations for the development of gastronomy tourism in destinations from the perspective of NTAs and DMOs.

It aims to provide assistance on various key aspects in the planning and management of gastronomy tourism destinations, posing in each case a set of guidelines on the work to be done.

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A copy of the Guidelines for the Development of Gastronomy Tourism can be found at: [e-unwto.org/doi/pdf/10.18111/9789284420957](http://e-unwto.org/doi/pdf/10.18111/9789284420957)

More information on Culinary/Gastronomy/Food Tourism strategies, plans, programs and case studies can be found at: World Food Travel Association: [worldfoodtravel.org](http://worldfoodtravel.org)  
United Nations World Tourism Organization: [www2.unwto.org](http://www2.unwto.org)  
Global Food Tourism Association: [globalfoodtourism.com](http://globalfoodtourism.com)  
The Rise of Food Tourism – Skift: [skift.com/insight/free-report-the-rise-of-food-tourism/](http://skift.com/insight/free-report-the-rise-of-food-tourism/)

## CASE STUDY – THE JAMES BEARD FOUNDATION

The James Beard Foundation's mission is to celebrate, nurture and honor chefs and other leaders making America's food culture more delicious, diverse and sustainable for everyone.

The James Beard Foundation promotes good food for good™. For more than 30 years, the James Beard Foundation has highlighted the centrality of food culture in our daily lives. Through the James Beard Awards, unique dining experiences at the James Beard House and around the country, scholarships, hands-on learning and a variety of industry programs that educate and empower leaders in our community, the Foundation has built a platform for chefs and asserted the power of gastronomy to drive behavior, culture and policy change around food. To that end, the

Foundation has also created signature impact-oriented initiatives that include our Women's Leadership Programs aimed at addressing the gender imbalance in the culinary industry; advocacy training through our Chefs Boot Camp for Policy and Change; and the James Beard Foundation Leadership Awards that shine a spotlight on successful change-makers. The organization is committed to giving chefs and their colleagues a voice and the tools they need to make the world more sustainable, equitable and delicious for everyone.

The James Beard Foundation is a national not-for-profit 501(c)(3) organization based in New York City.

More information on the James Beard Foundation and House can be found at: [jamesbeard.org](http://jamesbeard.org)

The screenshot shows the James Beard Foundation website. At the top left is the logo "JamesBeard GOOD FOOD FOR GOOD™ Foundation". To the right are buttons for "DONATE", "JOIN", and "RESERVE", along with a search icon. Below the logo is a navigation menu with links for "About", "Awards", "Events", "Programs", "Join", and "News & Recipes". The main content area features a large banner for the "2020 James Beard Awards" presented by Capital One, with the text "Breaking #jbfa news!". Below the banner are three featured articles: "DINNERS: 7 dishes to try this month" with a photo of a dish, "AWARDS: The 2020 Beard Award Semifinalists!" with a photo of a chef, and "WOMEN'S PROGRAMS: A WEL alum expands her business" with a photo of a woman. At the bottom, there are three small thumbnail images.

## 3.4 DEVELOP AND MANAGE A CITYWIDE FESTIVAL AND EVENTS STRATEGY

### CASE STUDIES – FESTIVALS & EVENTS STRATEGY

There are a number of destinations around the world that are noted for their experience and expertise in developing and implementing a Festival & Events strategy that Los Angeles might consider in the development of its own, including:

#### QUEENSLAND AUSTRALIA

The Queensland Destination Events Program is a strong model to follow to develop a sophisticated strategy, organization and operation for developing and hosting a wide range of events.

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*More information can be found at:*  
[teq.queensland.com/events/events-support/queensland-destination-events-program](http://teq.queensland.com/events/events-support/queensland-destination-events-program)

#### SASKATCHEWAN CANADA

Saskatchewan has produced an event hosting strategy, which is a good case study to consider, providing a clear and practical structure for growing its tourism-events business.

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*More information can be found at:*  
[industry.tourismsaskatchewan.com/apply-for-funding/event-hosting-program](http://industry.tourismsaskatchewan.com/apply-for-funding/event-hosting-program)

#### SCOTLAND

Scotland has produced a sophisticated events strategy, which sets the bar extremely high for comprehensiveness and detail.

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*More information can be found at:*  
[eventscotland.org/stps/the-national-events-strategy/](http://eventscotland.org/stps/the-national-events-strategy/)

#### NORTHERN IRELAND

Without being too complicated or simplistic, Northern Ireland has created an events sponsorship program, strategy, guidelines and application process that is direct, clear and on point for growing the destination with a focus on developing events.

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*More information can be found at:*  
[tourismni.com/Grow-Your-Business/funding-schemes/events/](http://tourismni.com/Grow-Your-Business/funding-schemes/events/)

#### EDINBURGH

The City of Edinburgh has produced a sophisticated festivals strategy, organization and operation, which is one of the leading case studies in this area.

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*More information can be found at:*  
[edinburghfestivalcity.com/about/strategy](http://edinburghfestivalcity.com/about/strategy)

## 3.5 CELEBRATE AND PROMOTE LA'S RICH CULTURAL DIVERSITY

### CASE STUDIES – CULTURAL DIVERSITY AND TOURISM

There are a number of destinations around the world that are noted for their experience and expertise in developing and implementing a cultural diversity tourism strategy and experience that Los Angeles might consider in the development of its own, including:

#### AUSTIN, TEXAS

At the core of cultural tourism is a deep and honest commitment to quality of place and the authenticity and uniqueness of the people and stories that bring it to life, give it character and shape its distinction. Austin is known as a creative city with an established cultural brand. Because

musicians, artists, writers, chefs, filmmakers and all sorts of interesting and talented people choose to and can live and create in Austin, the city and its community benefits. And yet more can be done to support the cultural ecosystem that enables art, culture and creativity to thrive.

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More information can be found at:

[austintexas.gov/sites/default/files/files/CT\\_Plan\\_Final.pdf](http://austintexas.gov/sites/default/files/files/CT_Plan_Final.pdf)

#### BELLINGHAM AND WHATCOM COUNTY, WASHINGTON

The purpose of this Cultural Heritage Tourism Strategic Plan is to increase visitation and the associated new spending generated from tourists to Bellingham and Whatcom County because of cultural and heritage attractions and activities. Stakeholders of arts, cultural and historical

organizations in Bellingham and greater Whatcom County have expressed a need to communicate with their partners and improve coordination to increase awareness of and visitation to the numerous cultural and historic venues, festivals and activities in Bellingham and Whatcom County.

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More information can be found at:

[mrsc.org/getmedia/af81721d-a449-41d5-aedc-f71523f6687e/b45w47tourismplan.pdf.aspx](http://mrsc.org/getmedia/af81721d-a449-41d5-aedc-f71523f6687e/b45w47tourismplan.pdf.aspx)

#### AMERICANS FOR THE ARTS

The features, significance and economic potential of cultural heritage tourists have been widely recognized, and they form a standard part of the thinking and approach of numerous municipal and state development organizations across the country. At the national level, a coalition of agencies and organizations called Partners in Tourism provides information on cultural heritage tourism. More commercially, members of the tourism industry formed the Cultural & Heritage Tourism Alliance to promote this type of travel.

Partners defines cultural heritage tourism as “the coordinated and mutually supportive application of cultural, heritage and tourist resources for the improvement of the overall quality of community life.” This definition puts the interests of the community at the center of cultural heritage tourism. Partners recognizes the importance of high-quality tourist amenities, and views cultural heritage tourism as an important way to bring economic resources into the community. But unlike many other practitioners, Partners emphasizes the interplay between building community and developing resources to attract cultural heritage tourists.

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More information can be found at:

[americansforthearts.org/sites/default/files/culturalheritagetourism.pdf](http://americansforthearts.org/sites/default/files/culturalheritagetourism.pdf)

#### CROATIA

The Action Plan for Cultural Tourism Development stems from the overall Strategy of Tourism Development until 2020 that was adopted in 2013. Cultural tourism has been recognized in the overall Strategy as one of 10 key products of the Strategy of Tourism Development. As such, it should give a key contribution to the overall tourism development oriented to: achieving

better global recognition; repositioning of Croatia as a destination of diverse and authentic contents and events; broadening of the geographic and temporal dispersion of the touristic offer; and enriching of the Croatian tourism offer so as to increase the number of tourist visits and tourism consumption.

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More information can be found at:

[en.unesco.org/creativity/node/16487](http://en.unesco.org/creativity/node/16487)



## CULTURAL & HERITAGE TOURISM IN THE UNITED STATES

Cultural and heritage assets are traditionally “one of a kind” and seek to provide unique experiences not replicated in any other community. Additionally, the artistic or educational missions of these institutions, as well as the interests and work of the artists, performers and artisans, all contribute to a place’s authenticity. Hence, authenticity is a key value and influencer in branding a destination that includes, but is not limited to, its events, architecture, music, dance, cuisine, craft and artistic traditions.

This uniqueness is ill-suited to cookie-cutter programming and marketing. The travel and tourism industry must work closely with cultural and heritage organizations and the community to provide quality visitor experiences without compromising the integrity of message or negatively affecting these authentic resources and living traditions. Each constituent group should be proactive in helping its partners in learning more about how their respective industries work.

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More information can be found at:  
<https://www.achp.gov/sites/default/files/2018-11/CulturalTourismPosition%20Paper.pdf>

## CASE STUDIES AND BEST PRACTICE – CULTURAL HERITAGE TOURISM (PARTNERS FOR LIVABLE COMMUNITIES)

As the tourism industry has boomed in the decades since Partners for Livable Communities began its cultural heritage tourism initiatives, communities have become increasingly eager to find ways to attract tourists and capture the dollars they bring with them.

This guide represents the culmination of our experience and knowledge on an issue that has such a great potential for community development. With this publication, our hope is to demonstrate how cultural heritage is not just something to preserve for future generations, but is in fact an asset that can be leveraged to bring real economic benefits to the community.

As the term implies, cultural heritage tourism involves visiting places that are significant to the past or present cultural identity of a particular group of people. In the United States, America’s

rich history has created a vibrant and complex patchwork of cultural heritages. Americans are accustomed to an array of compound identities—African Americans, Asian Americans, Hispanic Americans, Irish Americans, Italian Americans, Native Americans—that jointly indicate the communities from which they come and the nation they now share.

Cultural heritage tourism provides an opportunity for people to experience their culture in depth, whether by visiting attractions, historical or culturally relevant places, or by taking part in cultural activities.

With this publication, our hope is to demonstrate how cultural heritage is not just something to preserve for future generations but is in fact an asset that can be leveraged to bring real economic benefits to the community.

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A copy of the Cultural Heritage Tourism report can be found at:  
[livable.org/storage/documents/reports/CBC/culturalheritagetourism.pdf](https://livable.org/storage/documents/reports/CBC/culturalheritagetourism.pdf)

## 4.1 INCREASE SHORT-TERM RENTAL COLLABORATION

### BEST PRACTICE – HOME SHARING

#### **PALM SPRINGS VACATION RENTAL REGULATIONS** **SOURCE: MEDIUM.COM (DEC 4, 2017)**

The City of Palm Springs has one of the most sophisticated (you might say, “complex”) and stringent regulations governing short-term rentals of any municipality in the US. The administration and enforcement of those regulations is handled by a dedicated City of LA Department of Vacation Rental Compliance (VRCD), which is funded not by tax dollars but entirely by Vacation Rental Registration Permit fees.

When first enacted in 2008, the Palm Springs Vacation Rental Ordinance was one of the first municipal regulations to require registration, tax collection and monitoring of vacation rentals. It became a model for vacation rental regulations (often called short-term rental regulations in other places).

The following core requirements have been in place for many years and continue to be part of the ordinance today:

- Permit required
- TOT Tax collected
- Occupancy limits
- Contract required
- Local response contact required
- Vacation Rental Hotline

Over time, the ordinance has been revised by both city council actions and administrative regulations issued by the city manager. A major update to the original ordinance, adopted in 2014, and various administrative regulations have, over time, imposed additional regulations (which continue to be part of the current ordinance) including:

- Minimum age for responsible renter
- Prohibition on outdoor/amplified music
- Walk-up trash service required
- Registration number required in advertising
- New restrictions on permit eligibility and number of permits
- Limits on number of rental contracts per year
- “Three strikes” and suspension risk
- Increased penalties for violations
- Failure to register is an extremely serious violation

All adult guests must now sign a “statement of rules and regulations” certifying that they understand the conduct/noise restrictions outlined in the City’s Good Neighbor Brochure. Guests must have an in-person meeting with the local property manager to go over these rules (either as part of check-in or within 24 hours of arriving at the property).

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A copy of the – LA Home Sharing Ordinance can be found at:  
[planning.lacity.org/ordinances/docs/homesharing/adopted/Final%20Ordinance.pdf](http://planning.lacity.org/ordinances/docs/homesharing/adopted/Final%20Ordinance.pdf)  
Information about LA Home Sharing can be found at:  
[planning.lacity.org/plans-policies/initiatives-policies/home-sharing](http://planning.lacity.org/plans-policies/initiatives-policies/home-sharing)  
Background and frequently asked questions regarding the LA Home – Sharing Ordinance can be found at:  
[planning.lacity.org/ordinances/docs/HomeSharing/adopted/FAQ.pdf](http://planning.lacity.org/ordinances/docs/HomeSharing/adopted/FAQ.pdf)

### BEST PRACTICE – HOME SHARING

Additional best practice information, materials and assistance can be found at:

#### **AIRDNA (AIRDNA.CO)**

AirDNA turns industry-savvy, short-term rental data into strategic, actionable analytics. As the world’s leading provider of short-term vacation rental data and analytics, we track the daily performance of over 10 million listings in 80,000 markets globally on Airbnb Vrbo, and more.

Our machine-learning algorithms have revolutionized the industry by deciphering true revenue potential and market demand based on booked, and not blocked, reservations. Airbnb hosts, vacation rental managers, hoteliers and real estate investors all rely on AirDNA’s vacation rental insights to optimize their listings, find lucrative properties and outperform the competition.

#### **NATIONAL ASSOCIATION OF REALTORS** **RENTAL HOUSING RESTRICTIONS** **WHITE PAPER**

In several areas around the country, local governments are seeking to regulate rental housing in various ways. This white paper, prepared by NAR consultant Robinson & Cole LLP, analyzes the issues raised by these different regulatory approaches; provides Realtors® with ways to address these issues, and outlines “best practices” approaches to rental housing.

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A link to the White Paper can be found at:  
[arlingtontx.granicus.com/MetaViewer.php?clip\\_id=1188&meta\\_id=140526](http://arlingtontx.granicus.com/MetaViewer.php?clip_id=1188&meta_id=140526)

#### **HOST COMPLIANCE (HOSTCOMPLIANCE.COM)**

Host Compliance LLC is a privately held company born in San Francisco, CA. Created through the merger of the industry’s two leading companies (Host Compliance and Bear Cloud Software aka STR Helper), Host Compliance combines the “DNA” and technical acumen of Silicon Valley with STR Helper’s founding team’s decades of combined personal experience from serving as Mayors, City Managers, Tax Collectors and Code Enforcement Officers in communities faced with the challenges created by the rapid rise of the sharing-economy and short-term vacation rentals.

With more than 250 local government clients, including major cities such as Austin, TX; Charleston, SC; Denver, CO; Las Vegas, NV; Minneapolis, MN; Nashville, TN; Orlando, FL; Portland, ME and San Antonio, TX, Host Compliance is widely considered the world’s leading provider of short-term rental compliance monitoring and enforcement solutions to local governments.

## 4.2 IDENTIFY AND ADVOCATE FOR NEW HOTEL DEVELOPMENT OPPORTUNITIES

### *LA Hotel Incentive Agreements*

*An analysis of previous City of LA Hotel Incentive Agreements can be found at: [clkrep.lacity.org/onlinedocs/2015/15-0850-S2\\_rpt\\_CTRL\\_08-10-2018.pdf](http://clkrep.lacity.org/onlinedocs/2015/15-0850-S2_rpt_CTRL_08-10-2018.pdf)*

This document provides an overview of general incentive processes, including a comparative summary of five Incentive Agreements approved by the City between 2005 and 2015 based on the Office of the City Controller's review. This document is organized in the following sections:

1. Overview of how the City's Incentive Agreements work;
2. The framework used to approve the Incentive Agreements;
3. The process for developing the Incentive Agreements;
4. The typical features and terms of the Incentive Agreements; and
5. A summary table of specific key issues for all five agreements reviewed.

The report also provides a series of recommendations for possible future agreements.

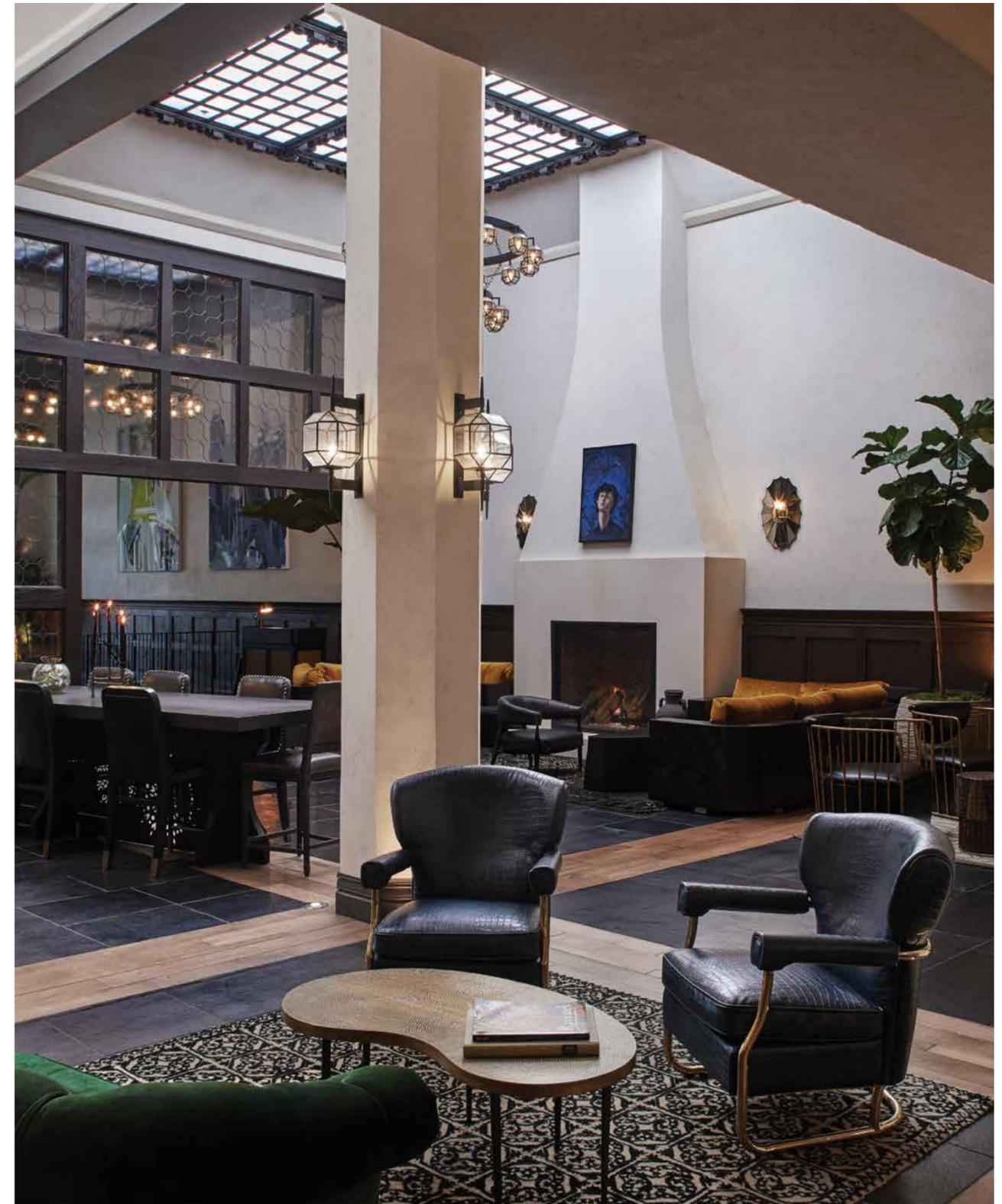
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### **LAEDC Business Incentive Information**

*General Los Angeles County Economic Development Corporation (LAEDC)*

*Business Incentive Information can be found at:*

*[laedc.org/wp-content/uploads/2015/06/2016-17-LAEDC-Business-Guide-fullsm.pdf](http://laedc.org/wp-content/uploads/2015/06/2016-17-LAEDC-Business-Guide-fullsm.pdf)*



## 4.3 MONITOR AND IMPROVE VISITOR SATISFACTION WITH CURRENT HOTEL ACCOMMODATIONS



### BEST PRACTICE – CUSTOMER SERVICE (TOURISM HR CANADA)

Tourism HR Canada is a pan-Canadian organization with a mandate aimed at building a world-leading tourism workforce. Tourism HR Canada facilitates, coordinates and enables human resource development activities that support a globally competitive and sustainable industry and foster the development of a dynamic and resilient workforce.

To achieve this mandate, the organization responds to various labor market issues and invests in programs deemed necessary to address needs; for example:

- Skills, productivity and job design
- Supply, attraction and retention
- Learner and labor mobility
- Labor market/human capital strategies
- Professional standards
- Employer investments in training
- Improved curriculum to respond to market demands
- Quality assurance, program accreditation, rating programs
- Facilitateion of policy discussions
- Labor market adjustments

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More information and details about Tourism HR Canada can be found at: [tourismhr.ca](http://tourismhr.ca)

### BEST PRACTICE – VANCOUVER TOURISM AWARDS PROGRAM

Established in 1989, the Vancouver Tourism Awards Program is a partnership of local tourism businesses. We work with local businesses to recognize and reward tourism, hospitality and customer-service employees who go beyond the call of duty. These important partnerships ensure that our city's front-line service providers are rewarded for a job well done through certificates of nomination, monthly award presentations and at the annual gala event.

Every month, our board selects one winner from more than 300 nominations put forward by visitors to the city. Every nominee receives a Certificate of Nomination, signed by Board Chair Peggie Terry, along with a copy of their nomination ballot. The monthly winner is acknowledged at an awards presentation attended by the board, the Deputy Mayor of Vancouver and friends, family and co-workers.

The winner receives a certificate of recognition signed by the Mayor of Vancouver, gifts from various board members and an official Vancouver Tourism Awards pin with the City of Vancouver Coat of Arms.

In addition to the monthly award presentations, the Vancouver Tourism Awards Program celebrates that year's 12 winners as well as all nominees at the Vancouver Tourism Awards Gala Breakfast. The Gala takes place every year in late October/early November. Employers are encouraged to invite their nominees, who are eligible for prize draws worth more than \$20,000. One of the largest gala events in Vancouver, the annual breakfast consistently draws more than 800 attendees and features a special keynote speaker. Past speakers have included astronaut Chris Hadfield, Olympic medalist Jon Montgomery and former Canuck Trevor Linden.

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More information about the Vancouver Tourism Awards can be found at: [vancouvertourismawards.com](http://vancouvertourismawards.com)

## BEST PRACTICE – CALGARY WHITE HAT ACADEMY

Calgary's White Hat Academy goes beyond delivering excellent customer service by a tourism business, instead it creates ambassadors for the destination.

The White Hat Academy is a free, first of its kind learning program that uses online modules and experiential learning to provide visitor-facing members of Calgary's tourism industry with the knowledge tools and resources they need to be ultimate hosts.

Visitors tend to rely on recommendations from those who have experienced a city first-hand such as friends, family and members of the local tourism industry. As such, the White Hat Academy has become a highly important tool for ensuring these key ambassadors are knowledgeable about, and able to recommend, unique things to see and do in Calgary.

Developed with industry, the online component of the White Hat Academy promotes learning through over 850 images, 300 stories about

Calgary's unique experiences, 160 insider tips for experiencing the best of Calgary, 20 quizzes and interactive activities and much more.

Once students graduate, they are eligible to receive a Calgary Frontline Experience Pass, which accounts for the program's experiential component. Typically distributed in April and available for a few weeks before summer, this pass provides members of Calgary's tourism industry with entry or deals for key attractions, tours, restaurants and more. This adds to the learning journey by providing members of Calgary's tourism industry with the opportunity to personally experience and learn even more about Calgary's offerings.

Knowing that Calgary's tourism industry continues to grow and evolve, Tourism Calgary is committed to keeping this program fresh and to ensuring the tourism industry is aware of changes and new things to see and do. To stay apprised of industry changes and maintain their certification, graduates will be asked to complete an annual re-certification course.

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More information about the Calgary White Hat Academy can be found at: [visitcalgary.com/industry-partners/programs-and-services/activators](http://visitcalgary.com/industry-partners/programs-and-services/activators)

## CASE STUDY – SOCIAL MEDIA MONITORING (TOURISM ESCHOOL)

On the subject of social media tools for tourism brands, Tourism eSchool asks: are you actively listening for people talking about your tourism brand online, especially on social media?

What people say about your tourism brand online, such as on Facebook, Google and TripAdvisor, can make or break your business or region's brand perception.

Did you know that brands who respond to a complaint on social media see a 20% increase in advocacy?

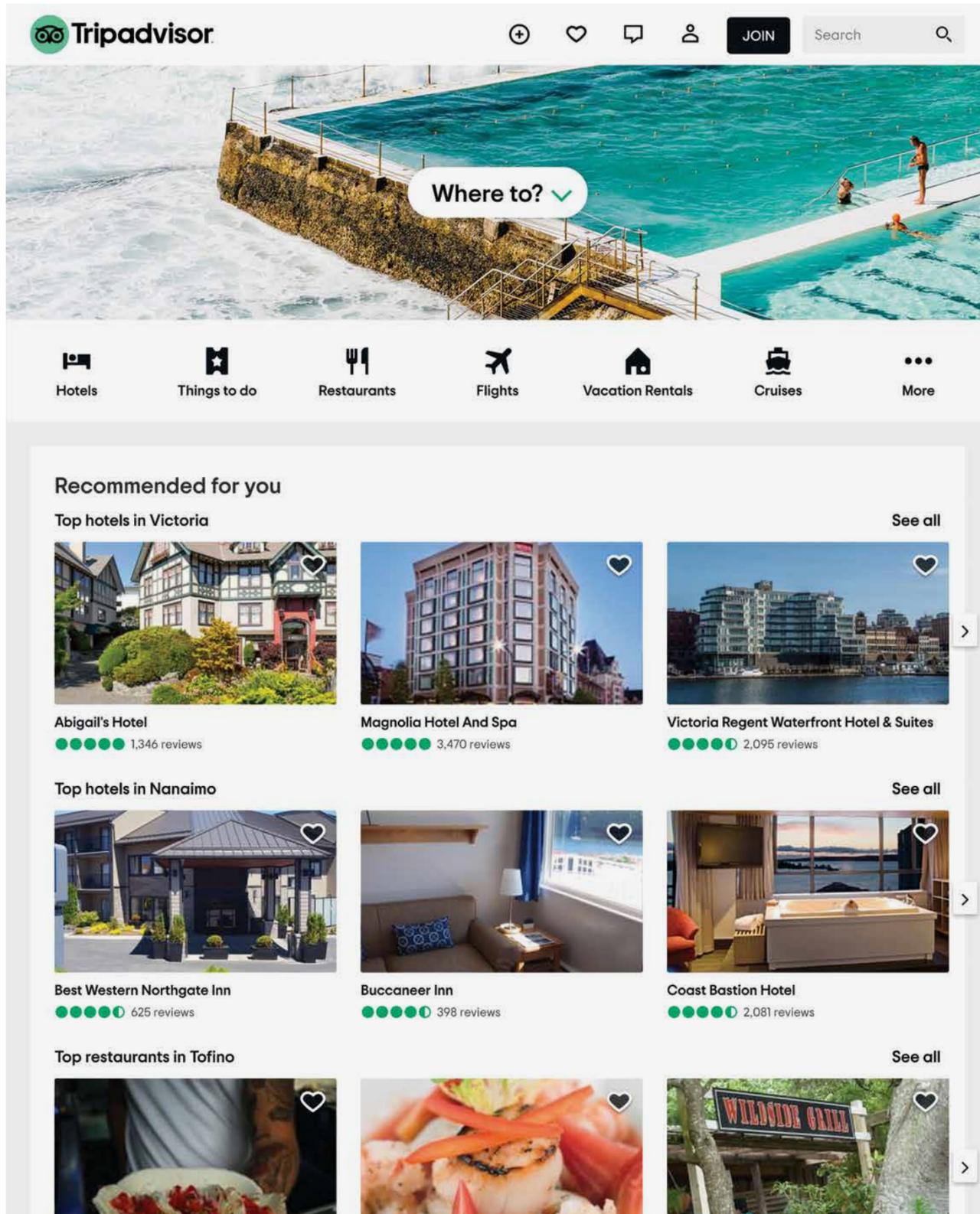
However, if a brand didn't respond to a complaint on social media, they saw a 43% decrease in advocacy!

Therefore, you can either choose to be involved or ignore what people are saying about you online and risk damaging your brand!



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Following is a link to the full article; titled Social Listening Tools for Tourism Brands: [tourismeschool.com/blog/social-listening-tools-tourism/](http://tourismeschool.com/blog/social-listening-tools-tourism/)



## CASE STUDY – SOCIAL MEDIA MONITORING (TRIPADVISOR)

TripAdvisor, like most of the peer review platforms, provides information, tips and education on how to improve a business's performance on the site.

Here are the three primary factors that impact your Popularity Ranking, and ways that you can improve:

### QUALITY OF REVIEWS

Higher bubble ratings positively impact your Popularity Ranking. Set guest expectations before they arrive by making sure any information about your business is up to date and photos accurately reflect your business. Fulfill or exceed those expectations during their stay, and keep those positive reviews rolling in!

### QUANTITY OF REVIEWS

Encourage guests to write reviews because having more reviews is better for your Popularity Ranking. Your Management Center offers a variety of solutions to encourage feedback—and most are free! Use Review Express to send customized emails to encourage past guests to leave reviews. Choose from a library of widgets or print out reminder cards and flyers. Remember: asking customers to leave reviews is a great idea, but offering incentives is against our policy.

### RECENCY OF REVIEWS

Recent reviews carry more weight in your ranking, while older reviews have less impact over time. Make sure to keep encouraging guests to share their feedback online.

More information about TripAdvisor Insights can be found at: [tripadvisor.com/TripAdvisorInsights/w722](https://tripadvisor.com/TripAdvisorInsights/w722)

## 5.1 REDUCE USAGE OF CARS BY VISITORS TO THE CITY

### CASE STUDIES – VISITOR TRANSPORTATION

There are a number of destinations around the world that are noted for their experience and expertise in developing and implementing visitor transportation strategies and plans that Los Angeles might consider in the development of its own, including:

#### QUEENSLAND, AUSTRALIA

The Queensland Tourism and Transport Strategy (QTTS) has been developed jointly by the Department of Transport and Main Roads and the Department of Innovation, Tourism Industry Development and the Commonwealth Games.

The QTTS details the Queensland Government's plan to improve access to our world-class tourism destinations in an effort to enhance the visitor experience and grow the tourism industry. The strategy lays out a vision of "providing an exceptional journey for every visitor," taking a holistic view of tourism and transport and placing visitors' needs front and center.

Informed through extensive consultation with government and industry, the QTTS has 4 priority themes:

- visitor information
- transport services
- ticketing and products
- planning and investment

Actions will be achieved through strong coordination and collaboration between government and industry to invest in infrastructure and services that enhance access and improve connectivity. Key to its success will be strengthening partnerships across all levels of government, and with industry.

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More information can be found at:  
[tmr.qld.gov.au/About-us/Corporate-information/Publications/Queensland-Tourism-and-Transport-Strategy](http://tmr.qld.gov.au/About-us/Corporate-information/Publications/Queensland-Tourism-and-Transport-Strategy)

#### ANAHEIM RESORTS, CALIFORNIA

#### INTEGRATED TRANSPORTATION AND CAPACITY BUILDING PLAN—IMAGINE THE POSSIBILITIES

The Anaheim Transportation Network, a local non-profit transportation management association and a service provider of the Anaheim Resort Transportation system, retained the IBI Group team in the summer of 2015 to undertake this Integrated Transportation and Capacity Building Plan. The Study has been funded through a Transit Planning for Sustainable Communities Grant from Caltrans and the Anaheim Tourism Improvement District.

The primary goal of this Study was to work with stakeholders to formulate a vision for preferred transportation operations in the existing and proposed service areas, to determine future transit needs and to develop financing and institutional structures that meet the needs of the business and commuting constituencies. The resulting goal was to develop a Plan that is fundable, cost-effective and sustainable in providing transit services to residents, employees, commuters and visitors for the next 20 years.

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More information can be found at:  
[rideart.org/wp-content/uploads/2019/01/ART-Draft-Final-Report-6.29.17.pdf](http://rideart.org/wp-content/uploads/2019/01/ART-Draft-Final-Report-6.29.17.pdf)

## BARCELONA

### TOURIST MOBILITY STRATEGY IN BARCELONA

The following introduction has been translated using Google translate from Spanish to English.

Barcelona has become a tourist city in record time, consolidating itself as one of the main European urban destinations. The tourist activity today is central in the configuration of the urban reality given the specific use of the territory, the intensity of its practices and the effects on daily life. In this way, mobility is one of the most determining aspects in the configuration of the destination. Tourism involves implicit mobility, as it exists as long as there are people, objects or images moving from one place to another. Aircraft, trains, road transport or cruise ships make it possible to arrive and leave tourists and hikers in Barcelona and its surroundings. At the same time, tourists and visitors move inside of the city through various forms, with patterns and specific rhythms. Thus, the motivation of the stay, the seasonality, the temporality of the visit, the means of transport, the state of the network of transport infrastructures or the itineraries, among others, are parameters that condition the impact of tourist use on mobility in the city.

The Tourism Mobility Strategy (EMT) is the result of the need to respond to the challenges to manage the city, as a result of the increase in the

number of tourists in Barcelona and the medium-term growth forecast. The EMT goes deep into the knowledge of tourist mobility in order to incorporate it as an inherent part in the urban mobility, leaving it to treat it as an exceptional one, incorporating as their own dynamics, demands and practices of the tourist mobility.

The present strategy of tourism mobility has the purpose to analyze in an exhaustive way the characteristics of the tourist mobility in order to diagnose the more important challenges that define strategic lines and proposals for action. The hope is that they promote a responsible and compatible way of living with everyday mobility and guarantee the rational and coherent use of transport systems and respond to the management strategy of the destination. The present mobility strategy must be addressed in a coordinated way. The main questions regarding the tourist uses of the mobility, ordering a coherent story and taking into account its complexity on the urban and metropolitan stage where these practices take place. This is an exercise without precedents in Barcelona and an unpublished exercise in other large urban destinations in Europe.

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A copy of the Spanish report can be found at:  
[ajuntament.barcelona.cat/turisme/en/strategic-plan/documents](http://ajuntament.barcelona.cat/turisme/en/strategic-plan/documents)  
Google Translation can provide a satisfactory English version of the PDF document.

## NEW SOUTH WALES, AUSTRALIA

### TOURISM AND TRANSPORT PLAN— SUPPORTING THE VISITOR ECONOMY

More people visit NSW than any other state or territory in Australia. Visitors are increasingly seeking opportunities to experience NSW's unique Aboriginal culture and history, while regional NSW hosts multiple festivals and events. No other Australian state offers outback, country, alpine, coastal and subtropical regions all within its borders. Cruise ship visits to regional NSW are growing, supported by related investment in the ports of Newcastle and Eden, leading to higher revenue and increased passenger and crew days.

Transport has the potential to support and enhance existing tourism as well as create new economic development opportunities. In recognition of the critical interconnect between transport and tourism in regional NSW, a supporting Tourism and Transport Plan has been developed as part of Future Transport 2056.

This plan provides a framework of customer outcomes for our visitors and initiatives to guide the work of the NSW Transport cluster over the next 10 years. These customer outcomes and initiatives are designed to harness emerging technology and service models as well as visitor trends. These demonstrate the role that the NSW Transport cluster will play in realizing the NSW Government-wide Visitor Economy 2030 State-wide and regional targets committed in the Visitor Economy Industry Action Plan.

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More information can be found at:  
[future.transport.nsw.gov.au/sites/default/files/media/documents/2019/Tourism%20and%20Transport%20Plan.pdf](http://future.transport.nsw.gov.au/sites/default/files/media/documents/2019/Tourism%20and%20Transport%20Plan.pdf)

## 5.2 SUPPORT THE REDEVELOPMENT OF LOS ANGELES INTERNATIONAL AIRPORT

### CASE STUDIES – VISITOR COMMUNICATIONS

There are a large number of videos, articles and other communications that have been created by Los Angeles World Airports/LAX, LATCB and others that speak to visitors, passengers and residents about the redevelopment at LAX and how to use LAX during the project.

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#### LOS ANGELES WORLD AIRPORTS/LAX

*Monthly Construction Highlights: Key Updates on LAX Modernization Projects, 01/02/2020 12:00 PM*  
[lawa.org/en/news-releases/2020/news-release-001](http://lawa.org/en/news-releases/2020/news-release-001)

*An interactive map that includes current construction projects can be found here:*  
[flylax.com/en/lax-traffic-and-ground-transportation/airport-construction-map](http://flylax.com/en/lax-traffic-and-ground-transportation/airport-construction-map)

*Two Weeks After LAX-IT Launch, LAWA Notes Eight Straight Days of Smooth Operations, Consistent Single-Digit Wait Times for Taxis and Ride Apps, 11/12/2019 09:30 AM*  
[lawa.org/en/news-releases/2019/news-release-129](http://lawa.org/en/news-releases/2019/news-release-129)

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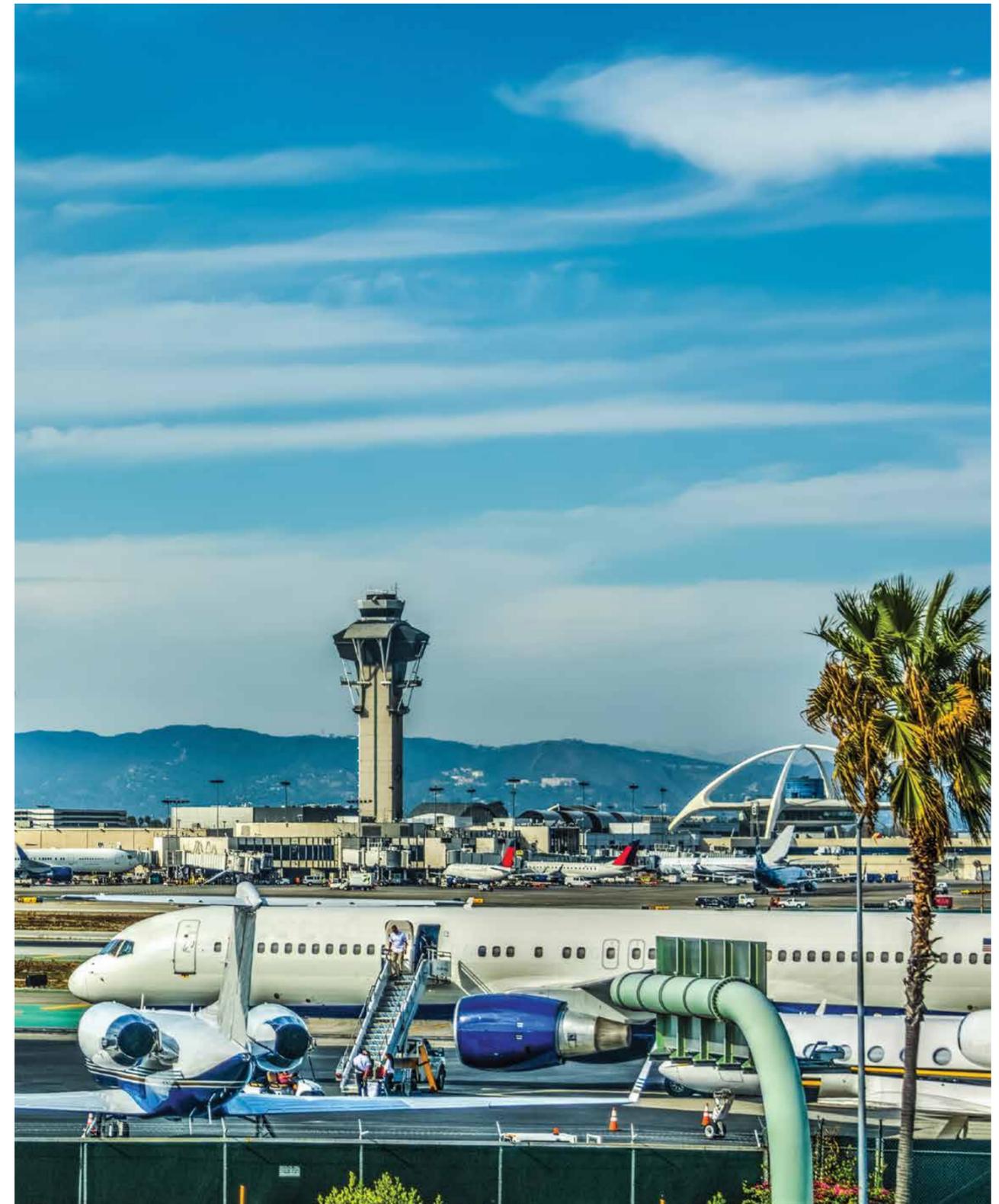
#### LATCB

*Rollins's Rules: Los Angeles International Airport, Henry Rollins shares his travel tips for navigating LAX, by Discover Los Angeles, Jan 7, 2020*  
[discoverlosangeles.com/travel/rollins-rules-los-angeles-international-airport](http://discoverlosangeles.com/travel/rollins-rules-los-angeles-international-airport)

*The Landside Access Modernization Program will Transform LAX, All aboard the Automated People Mover!, by Discover Los Angeles, Aug 2, 2019*  
[discoverlosangeles.com/business-services/the-landside-access-modernization-program-will-transform-lax](http://discoverlosangeles.com/business-services/the-landside-access-modernization-program-will-transform-lax)

*Futurama: What's New at LAX, Explore the multi-billion dollar LAX modernization project by Discover Los Angeles, Aug 27, 2019*  
[discoverlosangeles.com/travel/los-angeles-international-airport-modernization](http://discoverlosangeles.com/travel/los-angeles-international-airport-modernization)

*American Airlines & LAWA Break Ground on \$1.6 Billion Renovation of LAX Terminals 4 & 5, by Discover Los Angeles, Mar 14, 2019*  
[discoverlosangeles.com/business-services/american-airlines-lawa-break-ground-on-16-billion-renovation-of-lax-terminals-4-5](http://discoverlosangeles.com/business-services/american-airlines-lawa-break-ground-on-16-billion-renovation-of-lax-terminals-4-5)





## 6.1 RESEARCH AND MONITOR VISITOR BEHAVIOR

### BEST PRACTICE – ARRIVALIST

Arrivalist, vendor to the Los Angeles Convention & Tourism Board, is a market leader in enabling marketers to better understand the in-market movement patterns of both their current and prospective consumers—and even those of competitors.

Since founding Travel Ad Network in 2003, measuring offline response to online advertising has been a passion for Arrivalist's founder, Cree Lawson. During Cree's tenure with TAN, he saw how destination marketing organizations needed deeper and broader visitation intelligence, and

the need to link that consumer behavior to their marketing efforts. Cree founded Arrivalist to fill this pressing need and has built the platform as an always-on, panoptic "dashboard" for clients and agencies, not just for tourism but for any business that wants to understand relevant consumer visitation patterns. Today, Arrivalist clients include hotels, tourism, attractions, casinos, retail and others. The common thread is that all our clients value unbiased intelligence from a company that is not trying to sell media or audiences, but instead provide actionable consumer insights.

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More information can be found at: [arrivalist.com](http://arrivalist.com)

There are several other technology companies that do similar work, tracking residents and visitors using their mobile technology devices in buildings, in public spaces, on city streets and in larger destinations (cities, counties, regions). They include: PeopleFlow – [peopleflow.com](http://peopleflow.com), and Fluxedo – [fluxedo.com](http://fluxedo.com)

## 6.2 COMMUNICATE AND INFORM VISITORS

### BEST PRACTICE – COMMUNICATIONS ABOUT HOMELESSNESS

Although it is generally difficult to find high-visibility examples of destinations communicating with their visitors about the homelessness issue, there are a group of destinations that are doing it very quietly.

#### COMMUNITY SERVICE COUNCIL OF OKLAHOMA

A Way Home for Tulsa is a guide for businesses to respond to homelessness that provides best practices for helping those in Tulsa who are experiencing homelessness.

This comprehensive guide serves to help Tulsa business owners, executive leaders, human

resources directors, staff supervisors and team members unite in a collective effort to end homelessness.

Although the guide does not specifically speak to Tulsa visitors, it does speak to the businesses that speak to Tulsa visitors.

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A copy of *A Way Home for Tulsa* can be found at: [csctulsa.org/wp-content/uploads/2019/09/CSC\\_AWH4T-Biz-Resource-Guide\\_Sept-2019\\_web.pdf](https://csctulsa.org/wp-content/uploads/2019/09/CSC_AWH4T-Biz-Resource-Guide_Sept-2019_web.pdf)

#### SAN FRANCISCO SOURCE: SKIFT REPORTED (NOV 2018)

San Francisco Travel began putting information cards in its visitor centers and in city hotels this year that explain the homeless situation and offer examples of how visitors can get involved.

#### ATLANTA SOURCE: FAST COMPANY REPORTED (MARCH 2019)

The Dignity Museum builds empathy between visitors and the homeless.

In a parking lot southwest of Atlanta, a new museum brings visitors into conversation with the systemic issues of homelessness—a growing concern in the US and one that’s not often understood. “We wanted to create a space where the voices of individuals experiencing homelessness and poverty could speak for themselves,” says Terence Lester, founder of the Dignity Museum and the homelessness-focused nonprofit Love Beyond Walls. The museum, which will open March 23, is built in a single shipping container divided into three rooms that each present a different way of understanding homelessness.

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More information about Dignity Museum can be found at: [lovebeyonwalls.org/dignity-museum/](https://lovebeyonwalls.org/dignity-museum/)

### BEST PRACTICE – DESTINATIONS ADDRESSING HOMELESSNESS

Northstar Meetings Group published an article in January 2019 about how “CVBs Take on the Homeless Crisis” and while most of the article concerns how Convention and Visitors Bureaus (CVBs) are advocating for cities to address the issue, it also reports how the CVBs themselves are addressing the issue, including:

- Explore St. Louis has developed several turnkey programs that make it easy for groups to contribute to local community resources, such as the St. Louis Dream Center, which operates a soup kitchen and food pantry that provides hot meals as well as showers and haircuts to community members in need.
- The Memphis Convention & Visitors Bureau teamed up with the Downtown Memphis Convention Center last January to help fund Work Local Memphis. The innovative program, launched in 2016, transports job-seeking panhandlers to cleanup sites twice a week, with the aim to reduce urban blight. Workers are provided with food, a day’s wages, and additional services and counseling as needed. “The impact of this program is visible all across our downtown,” says Kevin Kane, president and CEO of the Memphis CVB.
- The Minneapolis Convention Center donates all untouched leftover food from events to People Serving People, Minnesota’s largest family-focused agency for helping the homeless. Just blocks from U.S. Bank Stadium, PSP’s shelter houses 350 to 370 people on any given night and serves more than 250,000 meals annually.
- The Ernest N. Morial Convention Center and New Orleans & Company, the Big Easy’s convention and visitors bureau, each contribute \$250,000 toward the annual \$1.5 million operational cost of the city’s new 12,000-square-foot, 100-bed shelter, which opened on the second floor of the former Veterans Affairs Hospital Building in September 2018. “The Ernest N. Morial New Orleans Exhibition Hall Authority has supported over \$75 million in external programs in the last 18 months that improve our city’s quality of life and our visitors’ experience,” says Melvin Rodrigue, president of the facility. “This low-barrier shelter [meaning it is open to all who need it] is among the most important and innovative.”
- Salt Palace Convention Center in Salt Lake City donates space annually for Project Homeless Connect, a one-day event that began in San Francisco in 2004 to help the homeless and has since spread to other cities including Denver and Washington, D.C. The event draws more than 500 volunteers who assist homeless people with services such as haircuts, immunizations, medical and dental care, substance-abuse counseling, library cards, housing services and employment assistance, as well as legal and financial aid.

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The Professional Convention Management Association published (Oct 2018) a long list of efforts convention centers are undertaking to respond to homelessness. The list can be found at: [pcma.org/how-convention-centers-are-responding-to-homelessness/](https://pcma.org/how-convention-centers-are-responding-to-homelessness/)

## 6.3 MODERNIZE AND IMPROVE WAYFINDING

### CASE STUDIES – DIGITAL WAYFINDING

Digital Mounts, a California company serving the diverse needs of the audiovisual industry since 1977, published an article titled “Top 5 U.S. Cities with Digital Signage” (February 2019) that reported, “Digital signage is booming across the United States as an integral part of the next generation of ‘smart cities’. According to a recent Deloitte article, the goal of smart cities is to create digitally connected ecosystems that enhance people’s lives through a digital connection. This movement focuses on leveraging a combination of data, digital displays, and user-centered design.”

The top five digital cities in the United States include New York, Boston, San Francisco, Chicago and Seattle, all of which ranked within the top 50 on an international scale.

Each city utilizes digital signage in various ways, including:

- Digital wayfinding
- Free Wi-Fi kiosks
- Real-time news and weather updates
- Live bus and train schedules
- City construction information
- Contextually relevant advertising
- Hyperlocal community information
- Emergency alerts

#### **NEW YORK, NEW YORK—RANKED #4 INTERNATIONALLY**

Home to the iconic and vibrant Times Square, New York City can be considered the heart of digital signage displays. The fast-paced consumer-driven culture influences much of the larger than life technology being deployed in the city. However, eye-catching digital displays are making their way onto the streets of the concrete jungle. New York City has made strides to replace phone booths on the streets with over 7,000 digital kiosks. These digital displays provide access to interactive wayfinding services, weather updates and free Wi-Fi. New York Public Transit is also magnified through the use of forward-thinking digital technology. Digital displays are emerging on subway platforms, tourist attractions and retail stores across the city. The constant installation and cutting-edge technology that is seeping into the city makes New York City a major authority on how to build a smart city through the means of modern technology and digital signage innovation.

#### **BOSTON, MASSACHUSETTS—RANKED #7 INTERNATIONALLY**

Digital displays fuel transit solutions throughout the country. In Boston, digital signage has been rolled out across the city’s metro system. Not only is digital signage spread across the transit routes in the city, but Boston also leverages the

power of digital signage in their world-renowned convention centers. The Boston Convention and Exhibition Center is considered the most technologically advanced convention facility in the United States. With state-of-the-art digital displays, BCEC encapsulates the integration of digital signage in major technology hubs in cities. The flexibility of digital advertising and digital displays has grown immensely over the last few years. With the introduction of digital billboards in Boston, there are even more possibilities for advancements towards smart city initiatives.

#### **SAN FRANCISCO, CALIFORNIA—RANKED #11 INTERNATIONALLY**

Smart cities and digital signage are all about reaching people instantly and improving the lives of communities. San Francisco’s network of digital signage does just that. Tourists and residents are greeted with a digital network in the center of San Francisco at the Moscone Center, with digital panels lining all sides of the building. The digital presence in the city travels from the historic Union Square to the Financial District, and even throughout the Westfield Shopping Center on Market Street. Digital panels also surround AT&T Park where nearly 40,000 Giants fans attend each night during the season. San Francisco is home to a network of billion-dollar companies all constantly working towards enhancing technology within society. It’s no surprise that digital signage has become a key component of everyday life in this innovative environment.

#### **CHICAGO, ILLINOIS—RANKED #17 INTERNATIONALLY**

Deep-dish pizza, the Chicago Bears and digital signage are all three features highlighting the uniqueness of the Windy City. Digital displays

are scattered throughout many parts of Chicago, including the iconic Millennium Park. This must-see attraction includes an LED video wall overlooking the reflecting pool off the corner of Michigan Avenue and Monroe Street. This figure features video segments that utilize over 147 LED displays and speaks to the creativity and smart city initiative happening within Chicago. Digital displays also have a huge presence at the Chicago Sports Museum, where LED displays allow museumgoers to participate in interactive games through motion-sensing technology. Digital displays can be tailored to any environment, and Chicago is a great example of how cities can create a unique experience for consumers and city structures.

#### **SEATTLE, WASHINGTON—RANKED #18 INTERNATIONALLY**

Built nearly 50 years ago, the Seattle Space Needle has symbolized innovation in the city for decades. By combining interactive digital signage with a 360-degree view of the city, visitors can experience the observation deck like never before. Installed in 2014, the SkyPad leverages digital signage technology with a 135-square-foot video wall created to showcase the history of the Seattle landmark. With more than 1.5-million annual visitors, the SkyPad embodies digital signage that is designed to capture audiences and increase interactivity in areas with high traffic. Across the globe, cities are taking steps toward digital integration, allowing for greater levels of functionality, convenience and technology. Digital signage will continue to provide seamless connectivity and efficiency within the constantly innovating city landscape.

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A copy of the Premier Mounts article can be found at: [premiermounts.com/blog-top-cities-digital-signage/](http://premiermounts.com/blog-top-cities-digital-signage/)

## 7.1 ESTABLISH LOS ANGELES TOURISM CABINET AND CHIEF TOURISM OFFICER

### CASE STUDY – BARCELONA TOURISM AND CITY BOARD

During the course of the LA Tourism Master Plan project, the four Visioning Workshops enjoyed a presentation and discussion of Barcelona's City and Tourism Council organization and strategic plan. Although there are certainly differences in the nature of tourism in Barcelona versus Los Angeles, the participants recognized and appreciated the forward-looking approach and diverse participatory governance to tourism in Barcelona and recommended that the City of LA Department of Convention and Tourism Development apply a similar structure for implementation of the LA Tourism Master Plan.

#### WHAT IT IS

The City and Tourism Council is an open, diverse citizen-participation body set up to discuss what kind of city we want and, therefore, what kind of tourism suits the city best.

In other words, the Council is a debating forum where public bodies, associations and political representatives can share their thoughts and put forward proposals for improving the development of Barcelona's tourist sector.

The resolutions adopted at the Council are not binding but serve as a basis for decisions taken at full City Council meetings.

#### ABOUT US

The City and Tourism Council is chaired by the Mayor and includes representatives from the general public and local residents' sector, the tourist business sector, commerce, the restaurant and catering sector, sports and culture, trade unions, environmental associations, social groups and every district, as well as expert professionals, technical managers and representatives from each municipal political group.

This means the City and Tourism Council is a participatory body that debates the planning and management of tourist activities, involves the general public in tourism governance and collaborates in government actions on tourism policies, strategic lines of action and initiatives.

#### WHAT WE DO

The full Barcelona City Council meeting on 29 January 2016 approved the setting up of the City and Tourism Council, with the aim of establishing a standing body that would encourage discussion and debate on tourism and bring together the various players involved in the city's tourism sector.

The City and Tourism Council was formally constituted on 2 May as a standing body for participating in the city's tourism policies and strategies.

It is therefore a formal place for exchanging ideas, assessing the effect of actions that have been taken and generating proposals that might serve as a guide to future tourism policies.

The functions of the City and Tourism Council include:

- Advising the municipal government on municipal initiatives, policies and strategic lines of action in the area of tourism, from a global perspective.

- Proposing policies on tourism and to ensure its sustainability.
- Producing studies and opinions on issues concerning its sector, at the request of the Mayor.
- Producing an annual report on tourism in Barcelona that should include, among other things, impact assessment, proposals for improvements, municipal lines of action and the main actions carried out in this area, as well as warnings that enable appropriate steps to be taken in terms of conflict prevention.

Therefore, the City and Tourism Council may produce reports, opinions, proposals and suggestions as recommendations to City Council bodies, but which are not in any way binding.

The Council is organizing themed work groups to tackle the various issues relating to tourist management that the members of the CTiC have agreed to discuss. The results of each work group will be collected in a report presented at an event open to the public and which can be consulted on this website.

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More information on the Barcelona City and Tourism Council can be found at: [ajuntament.barcelona.cat/turisme/en/tourism-council/what-it](http://ajuntament.barcelona.cat/turisme/en/tourism-council/what-it)

## 7.2 IMPROVE REGIONAL COOPERATION

### BEST PRACTICE – CINCINNATI REGIONAL TOURISM NETWORK

In partnership with the Cincinnati and Northern Kentucky Convention and Visitors Bureaus and other affiliated organizations, and in support of a strong regional visitor economy, the Cincinnati USA Regional Tourism Network (RTN) is a destination marketing company that drives leisure travel to create ongoing economic impact and vitality for the region's businesses and communities in which we serve.

In 2005, leadership in the travel and tourism community from the Cincinnati CVB and meetNKY CVB created an innovative, collaborative tourism model that leveraged individual resources to significantly expand the region's tourism marketing efforts. After more than a decade of collaborative regional tourism, we have seen growth in peak season performance, and we have grown our market share in the hospitality industry.

Through consumer insight and understanding we promote distinctively memorable experiences that attract, delight and connect active explorers and experience and knowledge seekers to the diversity of leisure getaways of unique quality, variety and value throughout the year, keeping their heart full long after they leave.

We come together to showcase the true original qualities of our travel destination's view and vibe and the people who connect the layers of heritage, culture and personality of the Cincinnati region.

#### REGIONAL COLLABORATOR

The RTN is the only tourism organization of its kind funded across state lines, connecting the visitor with the vibrant tourism experiences of 15 counties in three states: Ohio, Kentucky and Indiana. The CVBs of Cincinnati and Northern Kentucky are funding partners of the RTN and, together, we grow overall tourism economic impact. We come together to showcase the true original qualities of our travel destination's Unmistakably Cincinnati view and vibe and the people who connect the heritage, culture and personality of the Cincinnati region.

#### GROWING PARTNERSHIP AND MOMENTUM

After more than a decade of successfully marketing the Cincinnati region as a leisure tourism destination to active family travelers during the peak season of May through August, the RTN has partnered with ArtsWave, the planner, promoter and fundraiser for the arts throughout the Cincinnati region to expand the season, message and audience.

The cultural tourism collaboration is a multi-year momentum-building initiative to build awareness, engagement, visitation and reputation. It is the Cincinnati region's FIRST regional leisure tourism marketing campaign promoting arts and cultural entertainment.

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More information about the Cincinnati Regional Tourism Network can be found at: [cincinnatiusa.com/about-cincinnati-usa](http://cincinnatiusa.com/about-cincinnati-usa)

### BEST PRACTICE – ONTARIO REGIONAL TOURISM ORGANIZATIONS

What is a Regional Tourism Organization—and what is its role?

Regional tourism organizations are independent, not-for-profit organizations, led by the tourism sector. They play an important role in supporting competitive and viable tourism regions.

Each of these organizations provides coordination and provides the required regional leadership. Together with partners in the tourism sector, these organizations contribute to the development of tourism through activities such as strategic planning, research, product development, training, capital and marketing.

There are 13 Regional Tourism Organizations in the province, one for each tourism region.

In 2009, the Ontario government completed the Tourism Competitiveness Study. In its review of Ontario's tourism industry, the study found that:

- Many different organizations are involved in marketing at the regional level, reducing the efficiency of marketing resources and effectiveness of any single Destination Marketing Organization.
- Most Ontario Destination Marketing Organizations focus on marketing, not on management/development of regions as tourism destinations.
- Organizations involved in destination marketing and management need to come together as an industry to have better success.
- The size and diversity of the province dictate the need for a regional approach to tourism marketing (within an overall provincial strategy).

As a result, the study recommended the creation of tourism regions led by one regional organization in each, to make Ontario's tourism industry stronger and more competitive.

Regional Tourism Organizations provide regional leadership and support a more coordinated and collaborative approach that maximizes resources, encourages strategic planning and investment, and results in stronger marketing with better reach.

What is the role of existing Destination Marketing Organizations and sectoral organizations versus Regional Tourism Organizations? How do they work together?

Destination marketing organizations focus on developing tourism at a sub-regional level, particularly through marketing. Regional tourism organizations are responsible for tourism marketing, development and management at a regional level. Sectoral organizations are provincial or national in scope and focus on opportunities to improve specific sectors of the tourism industry.

The ministry expects that Regional Tourism Organizations will work with all industry partners in their region to grow tourism. Regional Tourism Organizations may also work collaboratively across regions and with sector-based organizations on areas of mutual interest. Regions may vary, however, in how their Regional Tourism Organizations and existing Destination Marketing Organizations decide to work together. Destination Marketing Organizations and Regional Tourism Organizations may be able to develop long-term partnership opportunities.

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More information on Ontario's Regional Tourism Organizations can be found at: [mtc.gov.on.ca/en/regions/regions\\_q\\_a.shtml](http://mtc.gov.on.ca/en/regions/regions_q_a.shtml)

## BEST PRACTICE – REGIONAL OFFICE OF SUSTAINABLE TOURISM (ROOST)

The Regional Office of Sustainable Tourism/Lake Placid CVB is a 501c6 not-for-profit corporation. ROOST is the accredited Destination Marketing Organization (DMO) for Lake Placid and Essex County, Franklin County and Hamilton County in New York.

ROOST has continuously evolved to stay ahead of the changing destination marketplace.

Our destination marketing focus is based in traditional advertising, digital marketing, public relations, and by harnessing the power of electronic media. In-house staff manage all

facets of our tourism marketing initiatives for the eight website regions served, including website production, photography, content development and search engine optimization.

Additionally, we service our regions with destination development planning strategies and a hands-on approach to foster and promote growth. We provide small business marketing education and assistance out of a main office in Lake Placid, and staff visitors centers in Tupper Lake, Crown Point, Saranac Lake and Malone.

Although the towns and regions that have been incorporated into ROOST are not especially large, the consolidation and cooperation of marketing and management functions has delivered significant returns for the region.

More information on ROOST can be found at:  
[roostadk.com](http://roostadk.com)



Close your eyes and imagine your perfect winter vacation — cozy inns, snow-capped peaks everywhere you turn, and good friends waiting for you by a roaring fire. Lake Placid has all that, and so much more. Start planning your perfect vacation today!

### Completely Placid

A visit to Lake Placid is a complete experience. Downtown there are art galleries to explore, spas to pamper yourself in, and a wide range of restaurants and places to stay, from fine and fancy to completely casual. Mirror Lake borders the village, and there's always action there; winter is the perfect time to skate around the lake or shop lake side along Main Street!



# RESONANCE

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