



Regional strategic tourism plan

Los Angeles County

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The majority of the grant funds were used to directly support tourism recovery through marketing initiatives. With the EDA's oversight, a portion of the grant was directed to the development of these plans, which are designed to build a more resilient travel and tourism sector in California. While the one-time nature of the grant does not provide funding for ongoing implementation, the plans identify existing resources that can be leveraged at the state and regional level. Visit California extends funding for ongoing implementation, the plans identify existing resources that can be leveraged at the state and regional level.

Visit California extends its gratitude to the diverse project teams, strategic partners and industry experts whose contributions were instrumental throughout the two-year process.

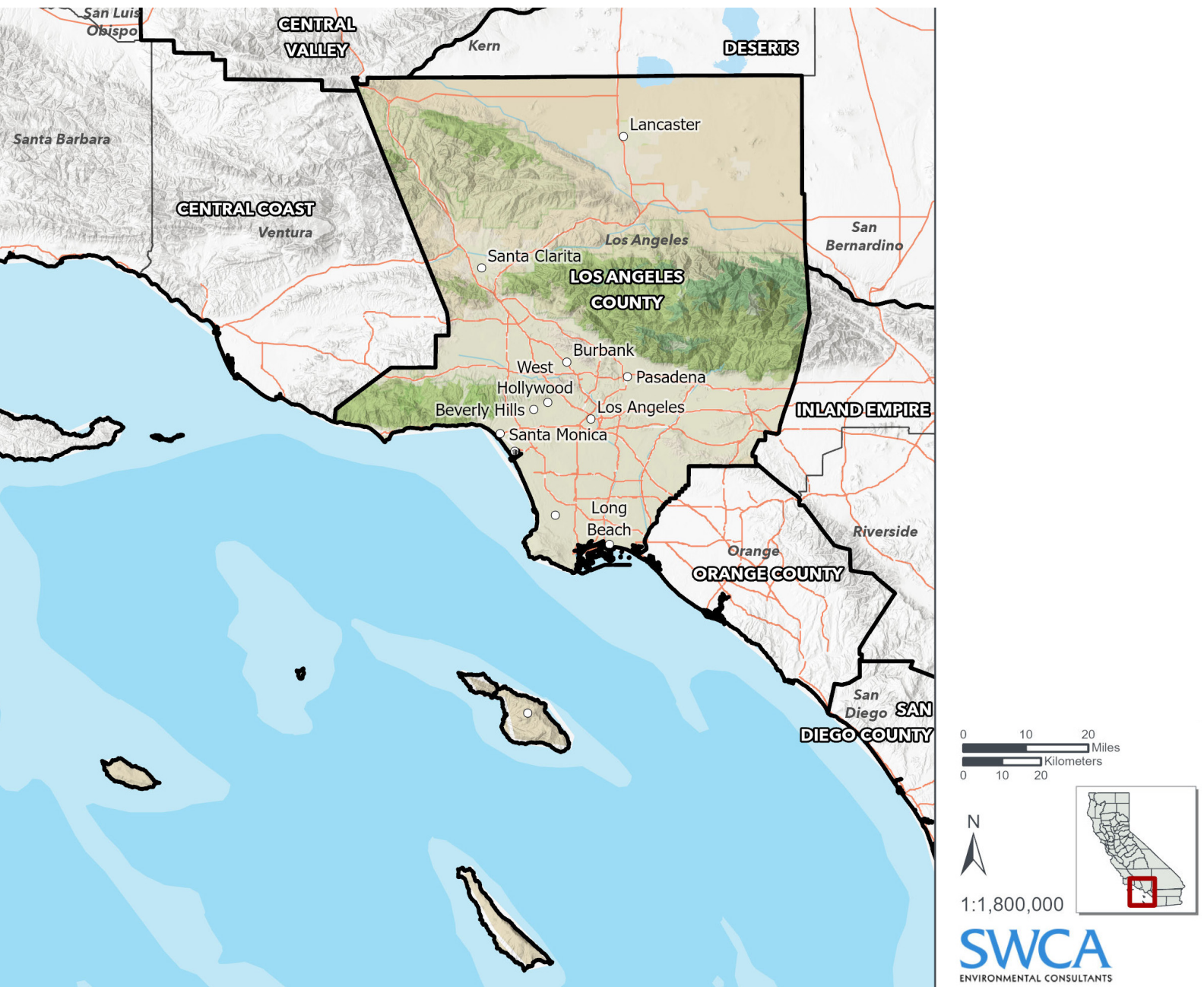


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Executive summary

The Los Angeles County region, characterized by the density and diversity of its attractions, ethnicities and topography, is world-renowned for its blend of entertainment, beaches, cultures, cuisines and urban experiences. In 2023, the region reported total travel spending of \$34.1 billion, showing a substantial 9.9% increase from the previous year.



To develop a comprehensive regional tourism strategy, Jones Lang LaSalle (JLL) and Visit California embarked on an extensive two-year planning initiative. This effort aimed to enhance, harmonize and validate existing destination plans while examining tourism priorities and opportunities from a regional perspective. The approach included a thorough review of existing plans, such as the [Santa Monica Experience Management Plan](#), [City of Los Angeles Tourism Master Plan](#), [Burbank Five Year Economic Development Strategic Plan](#) and many more. Broad stakeholder engagement was conducted through various methods, including regional advisory committee meetings, tourism stakeholder surveys with over 133 participants, focus groups, individual interviews with 140-plus key industry stakeholders and site visits to 57-plus points of interest.

The research process utilized several proprietary tools and methodologies. The tourism readiness [index](#) analyzed nearly 4,000 tourism-related data points across 68 indicators. Results showed that the Los Angeles County region surpasses state averages in five out of eight of the index pillars, particularly in scale, leisure and business readiness. The region is classified as a “mature performer,” indicating well-developed tourism infrastructure and a strong track record in attracting visitors.

The [demand driver scorecard](#) evaluated 255 attractions and experiences in the region. Notably, 63% of the scored assets are generating regional or national demand, with 45 attractions identified as national or worldwide demand drivers. These include popular destinations such as the Santa Monica Pier, Rodeo Drive and the Hollywood Walk of Fame. The analysis also revealed that 88% of assets are family-friendly and 20% are classified as outdoor recreation, highlighting the region’s strengths in these areas. Additionally, the analysis indicated that there is a significant concentration of cultural assets (55%), many of which can be elevated from regional to national demand drivers with targeted marketing, increased awareness, enhanced access and regional connectivity.

The [event matrix](#) process assessed over 130 events across the region, identifying 25 unique events positioned to drive national and regional demand. The analysis also revealed that events exhibit limited seasonality, attracting visitors consistently throughout the year.



Venice Beach, Boardwalk

Based on these findings and stakeholder input, several strategic priorities were identified for the Los Angeles County region:

- 1** Invest in tourism product development: focus on convention/meeting spaces, megaevents, and arts and culture attractions and districts.
- 2** Support tourism workforce development: leverage existing apprenticeship programs and foster a culture of career growth within the industry.
- 3** Improve tourism-related transportation infrastructure: enhance public transportation options and connectivity for visitors.
- 4** Enhance regional marketing and messaging: develop thematic itineraries and promote sustainable tourism initiatives.
- 5** Promote community engagement and balance: implement resident impact assessments and develop effective communication channels with local communities.



Catalina Island

These strategies align with state goals of sustainable tourism development, economic growth and enhancing visitor experiences while preserving the region's unique character. Implementation will require ongoing engagement with stakeholders, including destination marketing organizations, local businesses and community organizations.

In conclusion, the Los Angeles County region is a strong and vibrant tourism region, with its diverse array of attractions and experiences. The strategic plan emphasizes the importance of balancing ongoing tourism growth with community needs and infrastructure development. Ongoing collaboration among local stakeholders will be crucial in implementing these recommendations and ensuring the sustainable development of the region's tourism industry.

JLL and Visit California would like to thank the regional advisory committee who played a crucial role in this planning process. Their time, expertise, insight and valuable contributions throughout the process were instrumental in shaping this strategic plan. Their continued involvement and communication will be helpful in supporting implementation approaches to the strategic opportunities and ensuring the long-term success of tourism in the Los Angeles County region. Please refer to the committee participants in the [Appendix](#).



Regional research and discovery

To ensure a comprehensive approach to this plan, the Los Angeles County Regional Strategic Tourism Plan integrates insights from stakeholder engagement and regional research and discovery to develop a clear vision and strategy. Throughout two years of planning process, extensive regional research and discovery was conducted to gain an in-depth understanding of the current state of the tourism industry and identify potential areas for growth. JLL leveraged proprietary strategic planning tools, extensive stakeholder feedback and research previously conducted by Visit California to better understand each region. Many of the insights from these findings have been critical to the foundational opportunities in this plan.



Cayton Children's Museum, Santa Monica

The regional research and discovery section includes vast research which has been detailed further and organized under the following categories for the Los Angeles County region:

JLL-conducted research components:

- 1 State of the region overview: the overview provides a brief introductory summary of what currently impacts the tourism industry in the Los Angeles County region.**
- 2 Destination plans review database: data gathering process which included 88 individual plans inventoried; elements include addressing housing, employment, sustainability, economic development, protecting the environment, improving pedestrian experience and walkability, reducing congestion and much more.**
- 3 Stakeholder engagement: this section incorporates feedback from multiple different methods outlined here:**
 - Regional advisory committees: meetings held monthly for approximately 16-plus consecutive months with a committee consisting of 20-plus members. Please refer to the [Appendix](#) for a full list of members.
 - Tourism stakeholder survey: over 133 participants representing a diverse range of individuals and organizations involved in the tourism sector. The feedback summary highlights perspectives on strengths, weaknesses and growth opportunities.
 - Focus group feedback: in a small group environment, 10 in-depth discussions with stakeholders were conducted from 10 different sectors, including arts and culture, resilience and sustainability, meetings and events, workforce, DEI, transportation and more. Through these discussions, valuable insights were gathered on specific areas of interest and growth potential.
 - Individual interviews feedback: over 140 key industry stakeholders interviewed, offering a deeper understanding of perspectives and addressing any specific questions or concerns.
 - Site visits: visited 75-plus points of interest visited throughout the Los Angeles County region across three weeks, providing valuable insights and observations.
- 4 [Tourism readiness index](#): detailed data analysis process which used nearly 4,000 data points to assess the readiness and capacity of the tourism industry in the Los Angeles County region.**
- 5 [Demand driver scorecard](#): evaluation which identified the key assets and experiences driving visitor demand in the region.**
- 6 [Event matrix](#): evaluation which identified key events driving visitor demand in the region.**

Visit California-provided research, JLL reviewed components:

- 7 The Economic Impact of Travel (Dean Runyan Associates, 2023)**
- 8 Visit California Community Sentiment Study (Future Partners, 2023)**

A comprehensive research approach allowed for the development of a clear vision and strategy for the Los Angeles County region tourism industry, with foundational opportunities that are rooted in data, insights and feedback from stakeholders.

State of the region

As the most populous county in the United States, LA County stands out as a vibrant and dynamic region that attracts millions of visitors annually.

With a diverse range of attractions, cultural experiences and natural beauty, LA County has established itself as a premier destination for travelers from around the world. The sprawl of LA County encompasses a vast range of cities and communities — from the southern boundaries stretching to Catalina Island and Long Beach and extending northward to Santa Clarita and Lancaster. The county is home to 88 cities and 14 destination marketing organizations.

In 2023, the Los Angeles County region achieved a significant milestone in its travel industry, with total travel spending reaching \$34.1 billion, marking a substantial 9.9% growth from the previous year. Visitor spending accounted for \$24.8 billion, while additional travel-related expenditures added \$9.2 billion. This upward trend reflected strong recovery and robust growth postpandemic, highlighting the county’s attractiveness and resilience as a travel destination. (The Economic Impact of Travel, Dean Runyan Associates, 2023)

The 2025 Los Angeles Wildfires were a devastating event, claiming at least 30 lives and destroying over 16,000 structures. While tourism infrastructure was largely unaffected, the magnitude of the disaster negatively impacted visitation to the region and the recovery process is expected to be long and challenging, with lasting impacts on the affected communities and local economy.

As part of Los Angeles County’s ongoing commitment to sustainable tourism development, LA Tourism completed a destination assessment from the Global Sustainable Tourism Council (GSTC) in 2025. This internationally recognized framework identifies strengths and opportunities across key sustainability areas—destination management, community benefit, cultural heritage and environmental impact—and aligns closely with many of the priorities outlined in this strategic plan. The findings will help inform future planning and reinforce the region’s position as a leader in responsible, inclusive tourism.

Renowned for its weather, iconic landmarks and world-class entertainment, LA County offers a plethora of attractions that cater to a wide range of interests and budget ranges. Tourists and locals alike can indulge in an array of activities aligned to different interests, whether it’s shopping in Beverly Hills or strolling through the gardens in the Huntington Library in Pasadena. LA County boasts an impressive natural landscape that is home to several beautiful outdoor recreation and open spaces, such as Runyon Canyon Park and the Santa Monica State Beach. These natural preserves provide opportunities for hiking, biking and other outdoor activities for both tourists and residents.

Visit California’s Community Sentiment Study confirmed the attractiveness of the Los Angeles County region, revealing that it excels in a multitude of desirable aspects including highly regarded restaurants (87%), vibrant shopping districts (84%) and a superb climate (79%). Popular tourist attractions include beaches (78%), theme parks (70%) and outlet malls (66%). While residents enjoy these amenities, issues like theme park overcrowding (39%) and beach congestion (27%) are points of concern. (Future Partners, 2023)

LA County’s diverse population contributes to its vibrant and dynamic atmosphere. With communities representing various ethnicities and cultures, the county offers a rich tapestry of food, music and art. From the bustling streets of downtown LA to the vibrant neighborhoods of Koreatown and Little Tokyo, visitors can immerse themselves in the county’s multicultural fabric.

With its combination of urban energy, natural beauty and cultural richness, the Los Angeles County region will continue to captivate visitors from all over the world.

Destination plans review database

The regional strategic tourism planning process was designed to examine issues from a regional perspective, building upon the valuable work already completed in destination-specific plans by DMOs, convention and visitors bureaus and municipalities. This approach ensures that existing efforts are leveraged and enhanced rather than duplicated.

The comprehensive review encompassed 500 plans across California, with 88 plans specifically focused on the Los Angeles County region. A full list of the reviewed plans can be found in the [Appendix](#).

Upon analysis of the Los Angeles County plans, several key themes were identified that align with the priorities highlighted in the present plan.

- 1

Sustainable urban development and environmental resilience
 - Climate change mitigation and adaptation strategies
 - Conservation of natural resources and open spaces
 - Sustainable waste management and recycling programs
 - Wildfire prevention and mitigation measures
 - Integration of climate resilience into emergency preparedness

- 2

Housing, community development and social equity
 - Provision of diverse, affordable housing options
 - Mixed-use and transit-oriented development
 - Preservation of community character
 - Addressing disparities in access to resources
 - Promoting cultural diversity and community engagement

- 3

Economic vitality and smart growth
 - Business attraction and retention programs
 - Workforce development initiatives
 - Infill development and adaptive reuse
 - Balancing growth with neighborhood character preservation
 - Support for local businesses and key industry clusters

- 4

Transportation, infrastructure and public safety
 - Multimodal transportation systems
 - Infrastructure maintenance and upgrades
 - Emergency preparedness and response planning
 - Evacuation route planning and communication strategies
 - Hardening of critical infrastructure against threats

- 5

Public health, wellness and community resilience
 - Access to parks, open spaces and recreational facilities
 - Promotion of active lifestyles and healthy food options
 - Community education on disaster preparedness
 - Public outreach programs on safety and prevention
 - Post-disaster recovery planning and community restoration

Working in conjunction with the regional advisory committee and armed with insights from the existing plans, the approach sought to examine regional issues holistically. This methodology was further validated through the engagement process. It is crucial to consider this regional plan in the context of destination-specific plans, recognizing that it does not aim to reinvent existing strategies. Instead, the regional plan serves to complement and align with these destination plans, while simultaneously reinforcing the significance of regional cooperation and engagement.

Stakeholder engagement

Stakeholder input was collected through multiple methods (outlined below in detail), including regional advisory committee discussion forums, a series of topical focus groups, a comprehensive tourism survey, a thorough site visit and individual meetings with tourism stakeholders, industry leaders and related entities.

Regional advisory committees

Regional advisory committees were monthly gatherings composed of industry leaders within culture and heritage; diversity, equity and inclusion; economic development; lodging; meeting and events; resilience and sustainability; restaurants; retail and entertainment; workforce and more. Meetings were held monthly for approximately 16 consecutive months. The committee consisted of 20-plus members, of which a full list can be found in the [Appendix](#).

Tourism stakeholder survey

Questions from the survey capture a variety of topics including travel preferences, satisfaction levels with accommodations, transportation, attractions, etc., suggestions for improvement and more. The tourism survey was conducted anonymously to encourage feedback and diverse perspectives from various sectors across the region, while asking overall demographics and industry profile questions to shed light on the represented stakeholder groups. This survey garnered 133 responses from across the Los Angeles County region.

Focus groups

Focus groups were conducted to discuss key themes and gather qualitative data. Ten focus groups were conducted with nearly 100 total participants, including DMO leaders; representatives from the lodging, restaurant, retail and entertainment sectors; and specialists in culture and heritage; economic development; workforce development; resilience and sustainability; transportation and infrastructure; meetings, events and conventions; diversity, equity and inclusion; and more.

Individual interviews

Individual meetings were held with stakeholders to collect detailed feedback. The stakeholders included industry leadership and management, supporters and individuals concerned with tourism's potential challenges and impacts on the Los Angeles County region. The interview process encompassed 140-plus individual interviews, including all members of the regional advisory committee.

Site visits

Multiple visits were conducted to the Los Angeles County region to immerse further in the local environment, engage directly with stakeholders, visit tourism sites and attractions and witness firsthand the dynamics of the tourism industry in the Los Angeles County region. Over 57-plus points of interest were visited throughout the Los Angeles County region across three weeks.

The diverse set of perspectives ensured our study comprehensively captured both the benefits and potential drawbacks of tourism. All stakeholder feedback also provided key guidance and direction to become the basis of many strategies, supported by real-life examples from site visits.

Key themes from stakeholder engagement

The various methods of stakeholder feedback reflected several major themes within the Los Angeles County region.

- Traffic and road congestion continues to illustrate the importance for increased and enhanced public transportation, connectivity and mobility options throughout the region.
- Ensuring the safety of residents and visitors, particularly in relation to issues like homelessness and crime, is a priority.
- The tourism workforce in the Los Angeles County region faces challenges associated with the affordability of living, including the high costs of housing and commuting.
- Tourism-associated businesses in LA County encounter challenges with the high cost of labor. The cost of hiring and retaining employees poses a significant challenge when operating in the region.
- Sustainable tourism practices continue to gain importance. Embracing and enhancing assets and experiences to meet increased standards and preferences will be extremely important.
- Spearheaded by LA Tourism, the destination is currently undergoing an assessment from the Global Sustainable Tourism Council. Along with the resilience and sustainability scorecard assessment for the Los Angeles County region, the GSTC findings will provide comprehensive recommendations for achieving best practices in sustainability and resilience.
- Overall support for tourism and understanding of impacts is significant and well-known.
- Supporting small businesses is important to celebrating cultural and historical heritage and diversity in the region.
- During peak seasons, entertainment experiences and beaches are popular destinations for travelers, resulting in increased demands and pressure on these assets.
- To efficiently enhance visitor flow and further contribute to the appeal of anchor attractions, there are ample opportunities to create and market regional itineraries.
- Natural assets, such as beaches, mountain areas and parks, are delicate ecosystems that require special care to avoid damage and ensure their long-term sustainability.
- Continuously improving the leisure visitor and attendee experience is crucial for the success of the region, as both the leisure and group segments play a vital role in the Los Angeles County’s tourism industry.
- Leverage worldwide megaevents like the Olympics and World Cup coming to LA to improve brand image, perception and likeliness to travel to the region; coordinated planning and management between megaevent organizers, the tourism industry (e.g., DMOs, hospitality, venues, attractions), transportation, public safety etc., will yield optimal results.

The key themes identified above present a brief synopsis of the stakeholder conversations, focus group feedback, survey results and individual interviews. The themes supported the development of the priorities in this plan. The regional strategic planning process leveraged stakeholder feedback to validate research and direction for the future of the region. While this plan addresses many crucial aspects of tourism development, it is important to acknowledge that some identified issues fall outside the direct purview of the tourism industry and may require coordinated action from various levels of government and other sectors to effectively address.

Tourism readiness index

Overview

The first phase of the [regional research and discovery](#) involved an in-depth analysis of the Los Angeles County region as a destination based on the tourism readiness [index](#). The tourism readiness index is an analysis tool developed collaboratively by JLL and the World Travel and Tourism Council. The [index](#) offers destinations an opportunity to evaluate and comprehend their own tourism preparedness based on 68 essential data points that directly influence the tourism industry. The indicators evaluate the current state of the region's tourism industry and identify potential areas for future growth.

The assessment encompasses research of various aspects within a destination's landscape, including traditional hotel performance metrics, infrastructure and capacity building, environmental sustainability requirements and more. With the insights provided by the tourism readiness index, destinations can gain a thorough understanding of growth readiness, enabling informed decisions and optimization of tourism strategies.

A comprehensive analysis was conducted on all 58 counties in California, examining a total of 68 indicators. The process resulted in the collection and organization of nearly 4,000 data points, categorized according to regional boundaries. All sources included were vetted by JLL and WTTC.

The tourism readiness [index](#) analyzed data for each region in the following categories:

- **Scale:** the capacity of the destination's tourism infrastructure, considering its size and volume.
- **Concentration:** the tendency to attract leisure visitors who focus on specific key attractions and areas.
- **Leisure:** evaluation of visitor spending, perceived attractiveness and specific attractions related to cultural and natural heritage sites and retail offerings.
- **Business:** the development of necessary infrastructure and products to support business travel.
- **Urban readiness:** investments in enhancing connectivity within the destination to attract business opportunities, talent and visitors.
- **Safety and security:** the prioritization of safety and security within policies and practices.
- **Environmental readiness:** the prioritization of sustainability through reflected strategies, policies and destination positioning.
- **Policy:** the integration of tourism policy within the destination's broader agenda.

These eight categories each incorporate up to 15 data points that are grouped to create the pillars of tourism readiness. The data points in each pillar are weighted and scored. The outcomes from this analysis determine what features of the destination need to be prioritized to ensure long-term smart growth to positively impact the local economy through tourism's benefits. See appendix for further detail on the tourism readiness [index](#) methodology.



Rodeo Drive, Beverly Hills

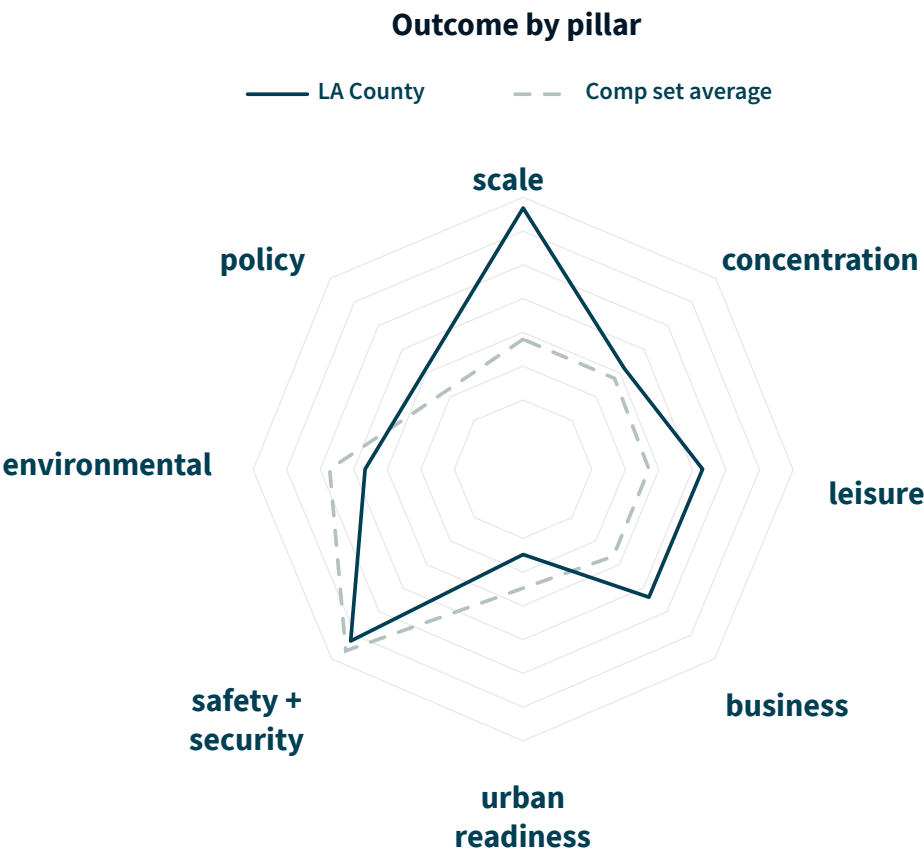
The Los Angeles County results

The tourism readiness [index](#) reveals that the Los Angeles County region surpasses state averages in 5 out of 8 pillars, showcasing strong performance. Notably, LA County stands out when compared to other regions in terms of scale, leisure and business readiness. However, it falls slightly behind in safety and security, urban readiness and environmental categories.

In-depth analysis of data from reputable global databases such as Centre for Aviation, CoStar, Oxford Economics, Tripadvisor and more shed light on the factors contributing to LA County’s strong readiness performance. For instance, the analyzed data highlights the positive impact of factors like air accessibility, availability of lodging and meeting space inventory, diverse and high-quality attractions and favorable job availability and quality when compared to other regions.

Conversely, certain data points contribute to the underperformance in areas such as traffic congestion during peak hours, housing affordability, population growth percentage and crime rates. These insights provide opportunities for targeted improvements to enhance LA County’s overall tourism readiness and maintain its competitive edge.

Based on the results, the Los Angeles County region is classified as a “mature performer.” This typology represents an established region/destination with a strong track record. The classification highlights the Los Angeles County region’s well-developed tourism infrastructure and its ability to attract a diverse range of visitors over time. As a mature performer, the Los Angeles County region should prioritize visitor management by enhancing visitor experiences, proactively managing pressures and engaging in targeted capacity building. By continuously improving the overall experience for visitors through investments in infrastructure, amenities, attractions and services, LA County can maintain its position as an established destination. Additionally, proactively managing challenges such as overcrowding and traffic congestion will be crucial to ensure a smooth visitor flow. Engaging in capacity building by advocating and supporting workforce training, investing in technology and collaborating with stakeholders will help the Los Angeles County region handle increasing visitor numbers and evolving market preferences. Please refer to the [Appendix](#) for a more detailed overview of the tourism readiness [index](#) and all destination typologies.



Demand driver scorecard

Overview

The regional strategic planning process utilized JLL's proprietary **demand driver scorecard** to evaluate the impact of individual regional assets and experiences and future investment opportunities. The demand driver scorecard is designed to establish a baseline and identify investment prospects within the tourism sector. Strategic planners, investors and developers gain the ability to make informed decisions backed by robust data and analysis. The scorecard assists destinations in strategic planning and guides stakeholders in the formulation of targeted marketing to maximize returns.

This scoring process was based on an evaluation which includes:

- **Multistep assessment:** evaluating and assigning points to each attraction or experience against eight key criteria, including current visitor demand levels, event opportunities, engaging visitor experience and more (further detail outlined in [Appendix](#)).
- **Categorization as attractions vs. attractors/demand generators:** categorizing assets as attractions or attractors based on a scoring system of 0-100.
- **Scoring:** classifying each attraction into a category based on overall points score. Categories were little to no visitor interest (0-20), interesting to do on a repeat visit (20-40), "must see" if in the area (40-60), regional attractors (60-80), national attractors (80-95) and global attractors (95-100). Scoring above 60 indicates assets or experiences as an attractor.
- **Categorization of each demand driver:** segmenting assets into 13 unique market categories based on specific criteria and characteristics, including family-friendly attractions, museums, entertainment, educational attractions, outdoor recreation and more. Assets could be assigned to multiple relevant categories.

Categorization of a region's demand drivers helps assess the visitor experience, assists in strategic planning, identifies areas for future development or revitalization projects and enables the prioritization of enhancements to visitor-facing attractions. Overall, asset categorization provides a framework for a more organized and detailed analysis, aiding in regional research and discovery with its focus groups, planning and decision-making processes.





Pacific Pier, Santa Monica

The Los Angeles County results

The demand driver scorecard process assessed 255 attractions and experiences across the region, which were identified by the regional advisory committee, desktop research and by JLL during site visits. The scoring and analysis is a representative analysis intended to highlight the significant inventory and diversity of assets in the Los Angeles County region, surpassing other regions in the state with exceptional performance.

The results reveal that 63% of the scored assets are generating regional or national demand. Notably, 45 attractions and experiences are identified as national or worldwide demand drivers, including popular destinations such as the Santa Monica Pier, Rodeo Drive and the Hollywood Walk of Fame. Additionally, there are 113 assets and experiences categorized as regional demand drivers, with examples like the Huntington Library, Art Museum, Botanical Gardens and the Queen Mary.

According to the analysis, 88% of assets scored in the region are considered family-friendly, with over 130 of these assets driving regional and national demand. Family-friendly attractions include the Aquarium of the Pacific, La Brea Tar Pits and Six Flags Magic Mountain, among others. The abundance of family-friendly attractions in the region highlights the importance of catering to the needs and preferences of family travelers.

Furthermore, approximately 20% of the assets scored are classified as outdoor recreation, of which 60% are considered attractors for the region. The outdoor recreational areas encompass popular destinations such as the beach in City of Redondo Beach, Runyon Canyon Park and the Santa Monica Mountains National Recreation Area, among others. It is essential to underscore the significance of preserving and maintaining the natural assets within the region. Natural resources, such as beaches, parks and mountains, not only enhance the quality of life for residents but also play a vital role in attracting visitors and driving tourism.

As a third and final example, 55% of all assets are related to culture, heritage and history, however, only 26% or 36 assets are classified as attractors. These assets include Little Tokyo, Natural History Museum of the Los Angeles County and El Pueblo de Los Angeles, among others.

Driven by the insights obtained from the demand driver scorecard, it is evident that cultural, heritage and historical assets play a vital role as key drivers of visitor demand in the Los Angeles County region. Recognizing the significance of these assets, the region can strategically leverage and showcase its rich cultural fabric to attract additional visitors. Focusing on targeted cultural tourism will not only attract visitors with a specific interest in culture but also appeal to a broader audience seeking unique and immersive travel experiences. This strategic approach can contribute to the overall growth and sustainability of the tourism industry in the Los Angeles County region and will further be explored as a priority in the strategies section. The demand driver scorecard analysis findings have supported the identification of key priorities and the formulation of strategies to continue positioning LA County for sustainable success.

Event matrix

Overview

The event matrix process encompassed a thorough evaluation of existing annual leisure-facing events within each region. The assessment helps tourism stakeholders understand which events generated the most impact and, more specifically, what aspects of event planning could further enhance the event. Similar to the demand driver scorecard, JLL’s event matrix product involves a dedicated analysis of individual events, charting their outcomes and impacts based on overall scores.

The iterative approach enables continual refinement and optimization as events are held each year. It empowers regions, DMOs and event organizers to stay ahead of market trends and make strategic adjustments to optimize event offerings, ensuring events remain competitive in the ever-changing landscape of the industry.

The event matrix process included:

- **Identifying significant events:** collaborated with RAC members and DMO’s to inventory regionwide event master list.
- **Utilizing comprehensive criteria:** scoring each event based on 11 detailed criteria aligned with the broader tourism landscape, such as event infrastructure, planning, marketing and potential economic impact.
- **Categorizing events based on score:** categorizing assets as attractions or attractors based on a scoring system of 0-100.
- **Scoring:** classifying each attraction into a category based on overall points score. Categories were community based events (0-60), regional events (60-80), national events (80-95) and global events (95-100). Scoring above 60 indicates assets or experiences as an attractor.
- **Evaluating critical mass:** assessing the overall volume and significance of current events, identifying need periods, gaps and opportunities.
- **Leveraging outcomes:** developing optimal calendar programming and identifying specific opportunities to enhance events.
- **Collaboration:** working closely with the regional advisory committee to review effective tactics, addressing study results and engaging individual event organizers in the future.

This approach ensures a well-informed understanding of the event landscape and helps in positioning regions for success by focusing on high-impact events. See the [Appendix](#) for further detail on the event matrix methodology.



Venice Beach

The Los Angeles County region results

The event matrix process inventoried over 130 events and scored 63 events across the region that were collaboratively identified by the regional advisory committee, noticed during site visits to the region, noted as high priority in stakeholder surveys and validated as significant current and future room night generators noticed during stakeholder discussions. Similar to its demand drivers, LA County hosts an array of annual events, with a diversity of events across the region and throughout the year.

The outcomes from this analysis identified 12-plus unique events that are positioned to drive regional demand to the Los Angeles County region, including the Golden Globe Awards, Grammy Awards, Tournament of Roses Parade, Los Angeles and West Hollywood Pride, the LA Marathon, Golden Dragon Parade, Burbank Comedy Festival and others. The high-impact events drive extensive leisure tourism, reinforce the positive nature of the LA brand and enhance the destination’s visibility. Hoteliers, retailers, creative economy representatives and other regional representatives reinforced the significant annual economic impacts of these events. Los Angeles events also exhibit limited seasonality, meaning events attract visitors consistently throughout the year.

We analyzed several additional events, such as Pasadena Cheeseburger Week, Santa Clarita Cowboy Festival, Catalina Island Chili Cook-Off and Torrance Turkey Trot. While these events attract some visitors, overall scores indicate these events are primarily local in nature, contribute relatively less overnight visitation and economic impact as compared to other annual events in the region.

The results of the event matrix indicate stakeholder focus should be placed on regional annual events that have a greater potential for driving overnight visitation and substantial economic impact. Further, it is recommended that the event matrix is utilized on an ongoing basis as an objective approach to evaluating the event inventory at any given time to assess the impacts of current events in the region.

Additionally, it is highly recommended to supplement the utilization of the event matrix with external resources to support events with regional impact. Collaborating with local DMOs, economic development organizations and industry experts can provide valuable insights, data and expertise to further evaluate the potential economic benefits and overnight visitation drivers of current and future regional annual events. This collaborative approach, in conjunction with the event matrix, ensures a comprehensive and well-informed decision-making process when assessing the overall impact of current events in the region.



Runyon Canyon Park

Key themes from the research process

- Widespread stakeholder engagement played a crucial role in developing the regional strategic tourism plan, with input gathered through various methods such as interviews, surveys and focus groups.
- Key themes that emerged from the engagement process include the recognition that continuously improving the visitor experience is crucial for the success of the region. Both the leisure and group segments were identified as playing vital roles in driving economic growth and sustaining a thriving visitor economy. The themes will be further explored in the strategies section of this plan.
- JLL's tourism readiness index classifies LA County as a "mature performer" with a well-developed tourism infrastructure and strong performance in categories like scale, leisure and business readiness.
- As a mature performer, LA County should prioritize visitor management by enhancing visitor experiences, proactively managing pressures and engaging in sustainable capacity building.
- The LA County demand driver scorecard process assessed 255 attractions and experiences across the region. An investment prioritization approach based on the results of the scorecard should be put into motion during the first year of implementation.
- The demand driver scorecard results highlight the significant inventory and diversity of attractions and experiences in the Los Angeles County region, with 63% of scored assets generating regional or national demand.
- The LA County event matrix process inventoried over 130 events and scored 63 events across the region. It indicated the events that show most potential for future growth.
- The event matrix analysis identified 25 unique events in LA County that are positioned to drive national and regional demand, attracting visitors consistently throughout the year.

Throughout the planning process, JLL also conducted an in-depth review of research and data provided by Visit California. Below is a summary of the findings for LA County.



LACMA Urban Light, Los Angeles



Warner Bros Studio

The Economic Impact of Travel

(Dean Runyan Associates, 2023)

This report provides a comprehensive analysis of the economic effects of travel on California’s state economy. It addresses various key metrics such as travel spending, earnings, employment and tax receipts, broken down by county and tourism regions. The data below is based on estimates and research conducted by Dean Runyan Associates for Visit California.

In summary, in 2023, the Los Angeles County region achieved a significant milestone in its travel industry, with total travel spending reaching \$34.1 billion, marking a substantial 9.9% growth from the previous year. Visitor spending accounted for \$24.8 billion, while additional travel-related expenditures added \$9.2 billion. This upward trend reflects strong recovery and robust growth post-pandemic, highlighting the county’s attractiveness and resilience as a travel destination.

The economic contributions of travel in the Los Angeles County region were profound. Employment within the travel industry surged by 6.3%, providing 223,690 jobs. Direct travel-generated earnings increased by 12.7% to \$16.7 billion, with key sectors such as accommodations, food services and entertainment showing substantial growth.

Visit California Community Sentiment Study

(Future Partners, 2023)

The Visit California Community Sentiment Study provides detailed findings and insights from various regions, including demographic data and the perceptions of residents regarding tourism. It explores both the benefits and strains of tourism on local communities and regions, highlighting aspects such as economic opportunities, traffic congestion and quality of life impacts. Specifically, the Los Angeles County region is examined in terms of its residents’ views on tourism’s economic contributions, the challenges it creates and overall community sentiment.

Key findings for the Los Angeles County region include residents’ appreciation for local amenities like restaurants and shopping districts, their views on tourism’s role in providing business and job opportunities and the challenges posed by overcrowding and traffic. This study includes more detailed evaluations on how tourism affects the Los Angeles County region in more detail below.

The Los Angeles County region offers numerous appreciated features, such as restaurants (87%), shopping districts (84%) and excellent climate (79%). Popular tourist attractions include beaches (78%), theme parks (70%) and outlet malls (66%). While residents enjoy these amenities, issues like theme park overcrowding (39%) and beach congestion (27%) are points of concern. Tourism’s dual impact is evident, with locals recognizing significant business opportunities, job creation and hotel support, alongside prevalent issues such as traffic (79%), crowding (69%) and litter (60%).

Residents reportedly see tourism as a net positive, enhancing local business and creating jobs. Over half of the residents agree that tourism’s benefits outweigh its problems both locally (53%) and regionally (55%). Importantly, tourism is crucial for regional economic health, with 63% of locals deeming it vital for their community and 78% for their region. In addition, approximately 41% feel that their quality of life is improved by tourism, indicating room for enhancements.

Strategically, the county might focus on balancing tourism’s economic benefits with quality-of-life improvements. Addressing traffic congestion, crowding and litter through infrastructure and policy changes could strengthen tourism’s positive perception. Enhancing lesser-known local attractions could distribute visitor pressure more evenly, reducing stress on the most popular sites. A targeted campaign highlighting the symbiotic relationship between tourism and community well-being might also foster resident support and minimize resistance.

Los Angeles County regional opportunities

The Los Angeles County regional opportunities outline several key priorities and strategies to enhance the region's tourism industry and address critical challenges. These opportunities have been developed through comprehensive research, extensive stakeholder engagement and thorough analysis of the Los Angeles County region's unique attributes. The opportunities span across various crucial aspects of tourism development, including tourism product development, tourism-related infrastructure and sustainability and resilience.

Each opportunity area is accompanied by possible strategies designed to leverage the Los Angeles County region's diverse assets, address existing challenges and position the region as a premier, sustainable destination for visitors. The following sections delve into these opportunities in detail, providing a comprehensive road map for stakeholders, DMOs and partners across the Los Angeles County region to consider in the coming years. These strategies aim to foster a more integrated, sustainable and resilient tourism ecosystem that benefits both visitors and local communities while preserving the natural beauty and cultural heritage that makes the Los Angeles County region unique.

1 Invest in tourism product development

Convention/meeting spaces and megaevents

Three major meeting and convention sites exist around the region, each with a unique capacity and surrounding environment. Los Angeles (870,000 sf), Long Beach (400,000 sf) and Pasadena (130,000 sf) can all meet the needs of various sized organizations and budgets. Stakeholders encourage the centers to develop more flexible/multiuse space that embodies the destination experience. However, meeting planners' choices for nearby walkability, cost, security and room block capacity are increasingly competitive. Traffic congestion, limited parking and constraints on guest room blocks present issues for convention attendees and organizers.

The cities of Los Angeles and Long Beach have proposed expansion and renovation projects for their centers, respectively:

- LA: [**LA Convention Center Expansion & Modernization Project**](#)
- Long Beach: [**THE COVE**](#)

The county requires versatile, multipurpose venues that capture the essence of LA and maintain its appeal as a destination. The convention center renovations are crucial for attracting conventions and meetings. Increasing the number of conventions, festivals and large-scale events across the area will help address the lingering shortfall in overnight business travel demand following the pandemic.

Moreover, a comprehensive regional strategy for planning, coordinating and managing major events like the 2026 World Cup and 2028 Olympic and Paralympics Games is essential. This approach maximizes demand capture, optimizes visitor distribution and enhances

overall guest experiences. Such coordinated efforts also effectively tackle the logistical, transportation, security and other challenges associated with hosting large-scale events, ensuring smoother operations and better outcomes for both visitors and the community.

Megaevents create the need for thorough planning and regionwide coordination and management. Approximately 1 million room nights are expected to be generated during the Olympics and 3 million are expected in the weeks before and after the Summer Games, necessitating coordination of county resources on an unparalleled scale. Additionally, large festivals, major sports events (e.g., the Super Bowl 2027) and concerts (e.g., Taylor Swift) will help fill the gap in overnight business transient demand that persists after the pandemic.

LA is transitioning from the organizational phase to operational planning for the Olympics, marking a crucial point for the tourism sector to secure formal representation. As operational preparations intensify, it's vital for local tourism entities to actively participate in the process. Key issues that require attention include the absence of an official, regionwide coordination system for transportation and logistics related to major events. Additionally, there's a pressing need for extended lead times and cohesive messaging across the destination. Addressing these challenges will be essential for ensuring the successful execution of the Olympics and maximizing its benefits for the local tourism industry.

Key partners

Los Angeles Sports & Entertainment Commission, Los Angeles Tourism & Convention Board, Los Angeles Convention Center, Pasadena Convention & Visitors Bureau, Pasadena Convention Center, Visit Long Beach, Meet Long Beach, Long Beach Convention & Entertainment Center, Los Angeles County Metropolitan Transportation Authority (Metro), West Hollywood Travel + Tourism Board, Pasadena Convention & Visitors Bureau, Beverly Hills Conference & Visitors Bureau, Santa Monica Travel & Tourism, Marina de Rey Tourism Board.

Strategies

- Increase the availability of flexible, experiential, multiuse meeting and convention spaces, especially larger spaces.
- Develop hotels with appropriate capacity and facilities to enhance the competitiveness of existing convention and meeting venues, aligned with the city of Los Angeles original plan for the Future of the Los Angeles Convention Center, which recommends adding lodging capacity proximate to the center.
- Create a visitor-focused strategy for upcoming megaevents and formalize the role of DMOs and other tourism organizations and stakeholders in the planning process.
 - LA Tourism is creating an LA Regional Visitor Experience Task Force to develop an end-to-end visitor experience for the 2026 World Cup and other major events, leading up to the 2028 Olympics and Paralympics.
- Manage large events holistically across the region.
 - The City of Torrance, through a collaboration with SoFi Stadium, provides **special bus service** to help with parking during the NFL season.
- Improve event-day operations (communications, transit/parking options, security, etc.) and conditions (lighting, sanitation, wayfinding, etc.) to enhance the visitor experience.

Arts and culture

The arts and culture community in the Los Angeles County region is a vibrant and diverse scene. Museums cover a wide range of subjects, from art, history, science and entertainment to specialized themes and collections which offer residents and visitors a diverse array of cultural and educational experiences. Some attractions offer multiple experiences, such as [The Huntington in Pasadena](#), with a historic library, an art museum and botanical gardens all in one setting.

The region is actively working towards organizing the Arts Olympiad in 2028; as of now, the destination will hold several pop-up culture, arts and recreation events simultaneously with the [2028 Olympic and Paralympic Games](#).

LA’s cultural diversity is reflected in its neighborhoods. From the bustling streets of Chinatown to the vibrant Latino community in Boyle Heights, the artistic enclaves of Venice Beach and Silver Lake to the nightlife of West Hollywood’s LGBTQ Rainbow District, visitors can explore a variety of cultures, cuisines, traditions and entertainment options. LA also hosts numerous cultural events and festivals throughout the year, such as the Dia de los Muertos celebration on Olvera Street, a pedestrian street in El Pueblo de Los Angeles, the historic center of LA.

According to stakeholders, the arts and culture community in Los Angeles faces challenges related to financial sustainability, ensuring accessibility and equity in arts experiences, finding affordable and suitable spaces for creation and exhibition, fostering community engagement, navigating the digital transformation, advocating for the arts in policy decisions and retaining talent and market awareness in the tourism sector, particularly relative to the county’s iconic beach and entertainment attractions.

A renewed focus on arts and culture presents opportunities to enhance tourism growth and management. Promoting less visited areas and creating alternative itineraries to complement iconic attractions serves to diversify tourist experiences and alleviate pressure on popular sites. Additionally, elevating diverse artists can create greater equity and economic opportunity for underserved voices.

This focus on arts and culture can drive economic impact in emerging districts, such as Destination Crenshaw, while raising awareness of underrepresented assets and market segments. Furthermore, it fosters visitor inclusivity and increases community engagement through authentic offerings and support for local businesses. Ultimately, this opportunity aims to create a more balanced, sustainable and enriching tourism ecosystem that benefits both visitors and local communities.

Key partners

Downtown Los Angeles Arts District, Los Angeles County Arts Commission, City of Los Angeles Department of Cultural Affairs, NoHo Arts District, Culver City Arts District, Leimert Park Village, the Culturist, LA Metro, Design District, Destination Crenshaw, Coaxial Arts Foundation, Little Tokyo, Olvera Street, Chinatown, Koreatown, Thai Town, Historic Filipinotown, Hollywood Entertainment District, Cultural Treasures of South LA, Los Angeles World Airports.

Strategies

- Create spaces where people can gather, connect and express themselves, contributing to community development and authenticity.
- Provide opportunities for residents and tourists to engage with local artists and artisans, attend performances, exhibitions and festivals and participate in art workshops and educational programs.
- Revitalize underutilized spaces into vibrant cultural hubs to attract tourists, residents, businesses and investment, and potentially uplift property values, drive economic growth and create employment opportunities, such as [Destination Crenshaw](#).
 - This strategy is aligned with the [City of Los Angeles Tourism Master Plan](#), which recommends leveraging LA’s cultural assets to “develop and position Los Angeles as a leading center for creative tourism” and “celebrate and promote LA’s rich cultural diversity.”

- Promote inclusivity and representation by providing a platform for artists from various backgrounds and communities, contributing to a deeper understanding and appreciation of different cultures, fostering dialogue and bridging societal gaps, such as West Hollywood’s [Rainbow District](#).
- Create a program for the advancement of local tourism businesses to maintain authentic and vibrant neighborhood destinations, such as the San Diego Tourism Authority’s [Tourism Accelerator](#) and LA Tourism’s EmpowerLA initiative.
- Review existing programs, such as [LA Optimized 2.0](#), led by the City of Los Angeles’ Economic and Workforce Development Department and designed to provide City of Los Angeles small business owners with results-driven digital marketing resources at no cost.
- Develop arts and culture itineraries along LA Metro routes.
- Elevate and amplify LA’s emergence as a global capital of arts and culture by leveraging major international events such as the 2026 World Cup and the 2028 Olympics.



LALA Lux Personal Shopping

2 Support workforce development

The tourism workforce in LA County grapples with the high cost of living, including housing and transportation; public safety concerns, such as homelessness; and significant commute times and disruptions; which can impact workforce well-being and productivity.

Tourism industry employers face competition with other sectors for talented individuals and have difficulty finding and retaining skilled workers such as hospitality staff, tour guides and customer service representatives. Employees generally do not clearly see a career path from entry- and line-level jobs in the tourism industry.

Additionally, recent labor disputes arising from wage-related issues have adversely affected visitor experience. Fortunately, there are also existing efforts underway to address tourism workforce development.

The LA Tourism/Tourism Diversity Matters Apprentice Program is a 1,960-hour paid rotational opportunity for diverse professionals interested in tourism and hospitality careers. The program provides hands-on working experience to diverse professionals interested in pursuing a career in the tourism and hospitality industry. Potential apprentices can choose a tourism, hospitality, events, venue or sports career path that aligns with their professional goals. At the end of the program, the apprentice is offered a full-time position with the program host or another participating partner.

LAUNCH LA, formed by the Los Angeles region College Consortium, acts as an intermediary and education provider for businesses adopting the apprenticeship model by integrating apprenticeship into workforce and education organizations and institutions. LAUNCH LA provides regional resources for developing programs and increasing pathways into apprenticeship, both in traditional apprenticeships and new and innovative programs.



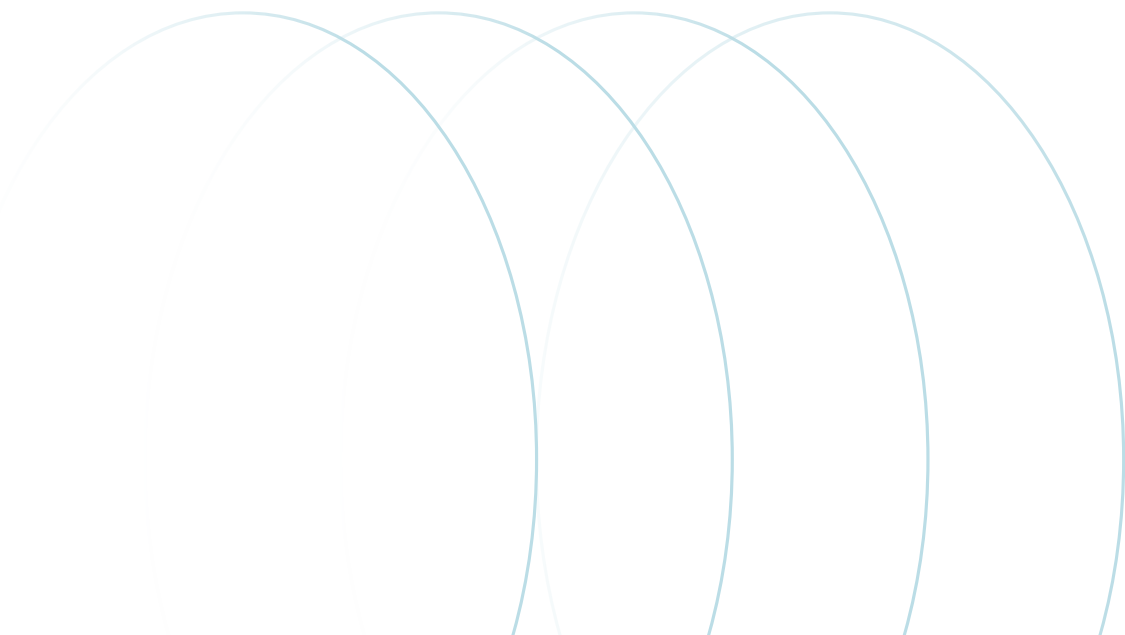
Petersen Automotive Museum, Los Angeles

Key partners

Los Angeles County Workforce Development Board, Los Angeles County Economic Development Corporation, Los Angeles Area Chamber of Commerce, Los Angeles County Federation of Labor, Los Angeles Community College District, Los Angeles County Office of Education, Los Angeles County Workforce Development Board, Governor’s Office of Business and Economic Development, Tourism Diversity Matters, UNITE-LA, UCLA, Los Angeles City College, California State University—Long Beach, California Institute of Technology, Pepperdine University, Hotel Association of Los Angeles, JW Marriott/Ritz Carlton – LA Live.

Strategies

- Increase available workforce by leveraging existing apprenticeship programs, such as the LA Tourism/Tourism Diversity Matters Apprenticeship Program and the LAUNCH LA Apprenticeship Network.
- Provide clear pathways to current and prospective employees for career progression and offer training, mentorship and professional development opportunities.
- Encourage employees to pursue advancement and diversify leadership positions within the industry.
- Share workforce development best practices, connect the dots and create consistency in efforts across the county.
 - An example of such an effort is Santa Monica’s goal to “support livability for the Santa Monica community,” in its [Experience Management Plan](#), which includes workforce housing and commute considerations for tourism workers.
- Highlight employees’ impact, share success stories and recognize workers’ value and importance, via social media, relevant websites and other digital channels.
 - LA Tourism organizes events, such as the [Hospitality Training Academy](#) Awards, which recognize hospitality and tourism industry employees for their excellence in customer service, leadership and dedication to enhancing the visitor experience.
 - Los Angeles County region DMOs also participate in National Travel and Tourism Week to bring awareness to the economic impact of the tourism sector on the local economy. This includes celebrations of the workforce’s essential role in driving economic growth, job creation and enhancing the region reputation as a global destination.



3 Improve tourism-related transportation infrastructure

The majority of visitors to LA County drive (rental car or personal vehicle) which contributes to traffic congestion/time spent in a vehicle, significantly impacting the visitor experience and the environment. The Los Angeles County Metropolitan Transportation Authority (Metro) operates most of the public transit services, which includes buses and rail lines such as the Metro Rail and Metro Rapid. There is currently a major initiative planned for each year leading to the Olympics to improve connectivity, rider experience and safety and security, including implementing 24/7 transportation from LAX.

However, connectivity between different modes of public transportation remains a concern, with limited integration and coordination. The geography and sprawling nature of the region present unique challenges for implementing an efficient and comprehensive public transit network. Despite ongoing efforts to invest in infrastructure and expand services, accessibility and frequency of public transportation options can vary across different neighborhoods, leading to disparities in access to reliable and convenient transit. Another barrier is the lack of payment integration with other transportation operators.

The Metro Micro is a promising first- and last-mile shuttle service that is still in its pilot phase and has been available for three years, charging only \$1 to Metro riders. Formal data on visitor usage is limited, but Metro Micro has gained traction primarily with local students and seniors by offering seamless, quick, reliable and inexpensive last/first mile access via app and is expected to be attractive to visitors.

Key partners

Los Angeles County Metropolitan Transportation Authority (Metro), Los Angeles World Airports, Los Angeles Department of Transportation, Caltrans District 7, Metrolink, Long Beach Transit, Pasadena Transit, Catalina Express, Catalina Island Shuttle, Hollywood Burbank Airport, Long Beach Airport, Los Angeles Tourism & Convention Board, Los Angeles Department of Water and Power, ride-hailing companies, Port of Los Angeles, Port of Long Beach, LA Express Park, Metro Bike Share, Bird Micro-Electric Mobility, Lime Micromobility, Los Angeles Cruise Terminal, Amtrak, Greyhound, FlixBus, LAX Shuttle, Santa Monica Big Blue Bus

Strategies

- Create itineraries for the Metro website with option to buy tickets for relevant routes and pay-one-price Metro tickets that bundle points of interest; provide direct links on destination/DMO websites.
 - The [MetroLink Explorer](#) focuses on user interests and relevant activities and attractions accessible via MetroLink and includes useful information like whether stations are walkable to/from attractions.
 - Similarly, LA Metro has an [integrated ticketing program](#) with the LA Philharmonic; when someone buys their Hollywood Bowl ticket, they can pick their transit option.
- Raise awareness and promote visitor use of Metro Micro first mile/last mile shuttle service as an inexpensive and convenient public transportation option.
 - The emphasis on visitor mobility and reducing car usage aligns with [the City of Los Angeles Tourism Master Plan's](#) recommendation to “reduce usage of cars by visitors to the city.” Both this strategy and the city’s tourism plan highlight the need to shift visitors to public transit options, which is also discussed in detail in the resilience and sustainability scorecard for LA County.
- Train frontline employees, such as hotel concierges and restaurant hosts, to promote public transportation, providing information about routes, schedules and fare options.

4 Enhance regional marketing and messaging

The Los Angeles County region is a globally renowned tourism destination known for its vibrant atmosphere, diverse culture and variety of attractions. The county offers iconic landmarks like Hollywood’s Walk of Fame, the Griffith Observatory and Santa Monica Pier. LA’s seven regions have dozens of diverse neighborhoods including Chinatown, Boyle Heights and Venice Beach, each offering unique cuisines and traditions.

Visitors also enjoy the county’s beautiful beaches, outdoor activities in Malibu, the Santa Monica Mountains, Catalina Island and world-class art museums like the Getty Center and LACMA. Entertainment options range from Universal Studios to the Los Angeles Zoo and LA’s thriving food scene features everything from celebrity chefs to food trucks representing various cuisines. The Los Angeles County region offers an authentic tourism experience that caters to a multitude of interests, foundational to any strategy for sustainable growth.

While the region has an abundance of arts and cultural offerings, the [demand driver scorecard](#) results indicate that many of the offerings primarily attract regional or local visitors, unlike the destination’s iconic assets such as theme parks, movie studios and beaches that have a broader national and global appeal. That said, LA has more museums than any other city in the U.S. indicating an opportunity to develop a concerted marketing campaign to communicate this to the cultural consumer. For a detailed analysis, please refer to the demand driver scorecard results.

Key partners

Universal Studios Hollywood, Los Angeles County Museum of Art, The Getty Center, Griffith Observatory, Los Angeles World Airports, Los Angeles Zoo, Natural History Museum of Los Angeles County, Aquarium of the Pacific, Walt Disney Concert Hall, Hollywood Bowl, Santa Monica Pier, Los Angeles Convention Center, The Broad, California Science Center, Los Angeles Philharmonic, Academy Museum of Motion Pictures, Port of Los Angeles, Los Angeles County Metropolitan Transportation Authority (Metro), Department of Cultural Affairs, LA County Arts Commission, Warner Bros. Studio Tour Hollywood, Destination Crenshaw.

Strategies

- Identify the market segments that would be most interested in and responsive to arts and cultural offerings and tailor the messaging accordingly.
- Align with the LA Optimized 2.0 initiative to further define the profiles of the arts and culture visitor, including their source markets, eco/demo attributes and psychographic information such as motivations and desires; create a culture-specific marketing campaign around product and experience awareness, cultural heritage, inclusiveness and authenticity.
 - A core pillar of LA Optimized 2.0 is to expand product and experience awareness regionwide, with the relevant messaging around the concentration of world-class arts and culture attractions across the region (e.g., the city of LA now has the most museums and performing arts venues per capita in the nation), and the degree to which LA has emerged as an arts and culture capital with major shows like FRIEZE and PST ART, among others.
- Improve access to/activate iconic attractions and their surrounding areas.
- Identify iconic assets that can serve as connected anchor attractions/points of interest for the entire region, creating the impetus for travel across the region.
- Identify target markets (e.g., international/long-haul visitors, families, entertainment enthusiasts, etc.) for a regional itinerary with anchor assets as the connected points of interest. Tailor the regional itineraries and messaging to appeal to those specific segments.

- Develop regional itineraries that connect iconic anchor attractions with other points of interest across the county to encourage visitors to explore the broader region.
- Reintroduce anchor assets in a regional package of connected points of interest – rather than siloed within specific destinations – to the defined target markets.
- Integrate the use of public transportation, such as LA Metro, into the regional itineraries and experiences centered around the iconic attractions.
- Disseminate information about successful sustainable tourism initiatives and best practices to inspire tourists and the local community. Use websites, social media, workshops and awareness campaigns; align with Visit California’s existing efforts and materials to ensure a cohesive and consistent message.
 - Six Flags Magic Mountain is starting construction on a [solar energy project](#) that will be the largest in California.
 - The [Pasadena Tournament of Roses](#) is focused on waste reduction through comprehensive recycling and composting programs, while also conserving water through the use of efficient fixtures and irrigation systems.
 - Burbank’s Economic Development plan Objective 4.3b is to “invest in a ‘clean and safe’ marketing campaign for visitors coming to Southern California,” promoting sustainable tourism initiatives.
- Create thematic itineraries throughout the region, such as cuisine; arts and culture; natural attractions; outdoor recreation; and history and heritage— overlay with LA Metro and other public transit.

Downtown Los Angeles

5 Promote community engagement and balance

The Los Angeles County region’s wealth of anchor assets and natural beauty (beaches, mountains, Catalina Island) has created a residential community that coexists with millions of annual visitors. Although stakeholders indicated there are limited concerns of overtourism throughout the region and overall support for visitors, the continued influx of tourists and the rapid growth of the tourism industry have raised concerns among residents regarding quality of life, affordability and access to resources, particularly at popular sites during peak periods of demand.

Tourism activities, if not managed appropriately, have the potential to disrupt the social fabric, cultural integrity and authenticity of local communities. It is important to ensure that tourism development and management are done in a sustainable and responsible manner that respects the unique character of each community and preserves the essence of the Los Angeles County region while enhancing visitor experiences.

Key partners

United Way of Greater Los Angeles, Los Angeles Urban League, Los Angeles Area Chamber of Commerce, YMCA of Metropolitan Los Angeles, Boys & Girls Clubs of Metro Los Angeles, L.A. Works, SoCal Grantmakers, LA84 Foundation, First 5 Los Angeles, Communities in Schools of Los Angeles, Asian Americans Advancing Justice - Southern California, NAACP Los Angeles, Los Angeles LGBT Center, Los Angeles Neighborhood Land Trust, East LA Community Corp., Junior Achievement of Southern California, California Community Foundation, Annenberg Foundation, Broad Foundation, Conrad Hilton Foundation.

Strategies

- Engage local communities through surveys, workshops, focus groups and forums/town halls to gather insights, ideas and expertise. Implement these feedback mechanisms using consistent templates and processes to enable a cross-regional understanding of preferences and concerns.
 - To inform learning around visiting friends and relatives and short-term rentals, as well as support hotel partners, LA Tourism commissioned a [survey of residents](#) within the Los Angeles County region.
 - At the attraction level, the Natural History Museums of LA County has partnered with a number of community-based organizations or [community partners](#), which are engaged in active communication, listening, collaboration and co-creation.
 - This aligns with Burbank’s Economic Development Plan Goal 4 to “Retain and expand Burbank’s leading and emerging industries to balance the future economy: creative, healthcare, tourism and higher education.” Both plans emphasize focusing on key industry sectors to drive economic growth.
- Implement resident impact assessments for proposed tourism projects to evaluate potential effects on housing availability, transportation infrastructure, public services and community well-being. Make findings available to residents and incorporate them into decision-making processes.
- [Hollywood’s Community Plan](#) accounts for resident impact in directing city departments, public agencies and private developers to design projects that enhance the character of the community. Develop communication channels to bridge the gap between tourism stakeholders and residents, such as regularly updated websites, social media platforms and emailed newsletters to share information about upcoming events, initiatives and community impact studies.
- Utilize research by Visit California as well as regional sources (e.g., LAEDC Report on Tourism and Hospitality) to emphasize how tourism can uplift the regional and local economies, support small businesses, create employment opportunities and contribute funding for infrastructure and other community-facing projects.
 - Visit California regularly releases detailed reports — such as the Monthly Travel Indicators Summary, California Regional Lodging Forecast and the Economic Impact of Travel in California – outlining the economic contributions of tourism to the state’s economy, including visitor spending, job creation and state and local tax revenue generated from tourism.



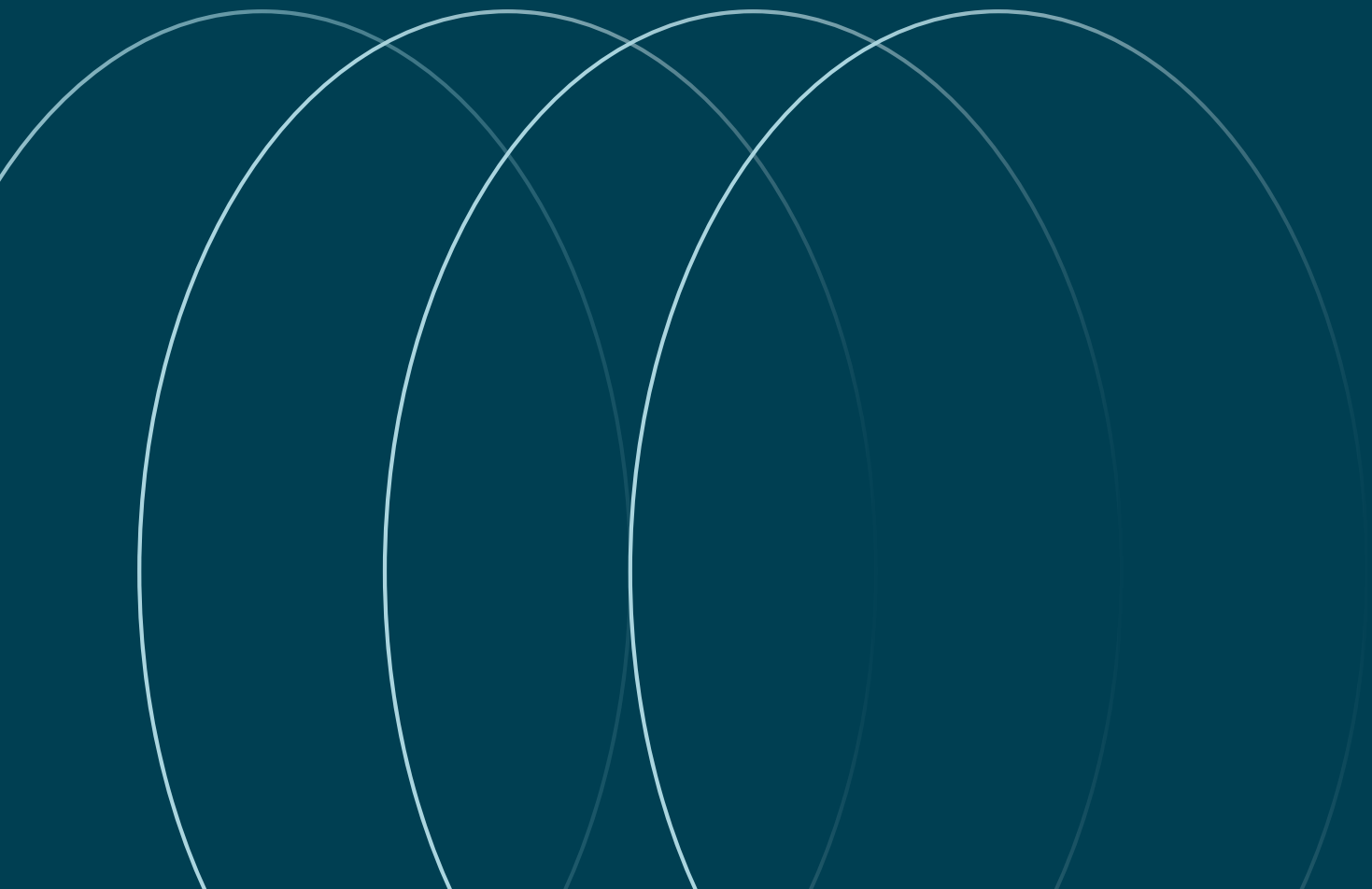
Conclusion

The development of Los Angeles County regional opportunities represents a significant milestone in the collaborative effort to enhance and sustain the region’s tourism industry. Through extensive stakeholder engagement, comprehensive research and strategic analysis, this plan identifies opportunities that can guide the Los Angeles County region towards a more vibrant, sustainable and economically prosperous future.

The process of creating this plan has been marked by dedication, innovation and a shared vision among diverse stakeholders. From DMOs and economic development agencies to arts councils, transportation entities and sustainability organizations, the input and expertise of numerous partners have shaped a plan that is both ambitious and achievable.

The key priorities identified are supported by actionable strategies. These opportunities are more than just a plan; they represent a more sustainable future of the Los Angeles County region’s tourism industry. The road ahead may present challenges, but it also offers tremendous opportunities for growth, innovation and positive change. By staying true to the region’s vision and values, the Los Angeles County region can exceed expectations and stand as a model for sustainable tourism development.

The project team extends their sincere gratitude to all who contributed their time, insights and passion to this process. Your involvement has been crucial in developing strategies that truly reflect the needs and aspirations of the Los Angeles County region.



Appendix

Regional advisory committee members

JLL extends its heartfelt appreciation to the entire Visit California team, the dedicated members of the regional advisory committee, as well as the stakeholders and partners across the community who actively participated in the regional strategic tourism planning process for Los Angeles County. Without their unwavering support and commitment, this plan would not have been possible. Thank you all for your contributions.

Name	Organization
Jim Luttjohann	Catalina Island Tourism Authority
Tina Oh	Los Angeles City Tourism Department
Adam Burke	Los Angeles Tourism & Convention Board
Kristin McGrath	Pasadena Convention & Visitors Bureau
Evan Thomason	City of Santa Clarita
Misti Kerns	Santa Monica Travel & Tourism
Debbie Hays	Discover Torrance
Tom Kiely	West Hollywood Travel + Tourism Board
Julie Wagner	Beverly Hills Conference & Visitors Bureau
Stephen Cheung	Los Angeles County Economic Development Corp.
David White	City of Santa Monica (formerly)
Qiuana D. Williams	City of Inglewood (formerly)
Mary Hamzoian	Burbank Hospitality Association
Robin Faulk	Visit Burbank
Jason Foster	Destination Crenshaw
Danny Guererro	The Culturist Group
Heather Rozman	Hotel Association of Los Angeles
Javier Cano (Mario Thompson)	JW Marriott L.A. LIVE
Reed Woodyard	Catalina Island Conservancy
Cecile Fisher	Aquarium of the Pacific
Jeff Nolte	Evolution Hospitality, The Queen Mary
Steve Goodling	Visit Long Beach
David Wilson	City of West Hollywood

Engaged destination marketing organizations and convention and visitors bureaus

JLL extends its sincere thanks to the destination marketing organizations and convention and visitors bureaus whose partnership and expertise were essential to the success of this project. Their insights into local tourism landscapes and their commitment to collaboration were invaluable.

Organization
Beverly Hills Conference & Visitors Bureau
Catalina Island Tourism Authority
City of Santa Clarita
Destination Landcaster CA
Discover Torrance
Los Angeles City Tourism Department
Los Angeles Tourism & Convention Board
Marina de Rey Tourism Board
Pasadena Convention & Visitors Bureau
Santa Monica Travel & Tourism
Visit Long Beach
West Hollywood Travel + Tourism Board



Long Beach Grand Prix

Destination plans review database

A review of the following existing regional plans was conducted to establish context and identify key priorities and available resources for this project:

City/County	Name of Plan
Agoura Hills	City of Agoura Hills General Plan 2035
Alhambra	Alhambra General Plan Vision 2040
Arcadia	Arcadia General Plan 2010
Artesia	City of Artesia General Plan 2030
Avalon	City of Avalon 2030 General Plan / Local Coastal Plan
Azusa	Gateway To The American Dream: Azusa General Plan
Baldwin Park	City of Baldwin Park 2020 General Plan
Bell	City of Bell 2030 Comprehensive General Plan
Bell Gardens	City of Bell Gardens General Plan
Bellflower	City of Bellflower General Plan, City Of Bellflower 2021-2029 Housing Element
Beverly Hills	City of Beverly Hills General Plan
Bradbury	General Plan 2012-2030 Update
Burbank	Burbank 2035 General Plan
Burbank	5-year Economic Development Plan
Calabasas	City of Calabasas General Plan
Carson	City of Carson General Plan
Cerritos	City of Cerritos Final General Plan
Claremont	The City Of Claremont General Plan
Commerce	City of Commerce 2020 General Plan
Compton	City of Compton 2030 Comprehensive General Plan Update
Covina	Covina General Plan
Cudahy	City of Cudahy General Plan Annual Progress Report
Culver City	General Plan 2045
Diamond Bar	Diamond Bar General Plan 2040
Downey	Vision 2025 General Plan
Duarte	City of Duarte Comprehensive General Plan 2005 - 2020
El Monte	El Monte Community Development General Plan
El Segundo	The City of El Segundo General Plan 1992
Gardena	Gardena General Plan 2006
Glendale	Envision Glendale 2040 General Plan
Glendora	Glendora Community Plan 2025

Destination plans review database (cont.)

Hawaiian Gardens	City of Hawaiian Gardens General Plan
Hawthorne	City of Hawthorne General Plan
Hermosa Beach	City of Hermosa Beach Plan Hermosa Integrated General Plan And Coastal Land Use Plan
Hidden Hills	City of Hidden Hills General Plan
Huntington Park	The Huntington Park General Plan
Industry	2014 General Plan
Inglewood	City of Inglewood General Plan Proposal
Irwindale	City of Irwindale 2020 General Plan
La Canada Flintridge	City of La Cañada Flintridge General Plan 2030
La Habra Heights	City of La Habra Heights General Plan
La Mirada	City of La Mirada General Plan
La Puente	City of La Puente General Plan
La Verne	The City of La Verne General Plan
Lakewood	The City of Lakewood 2022 General Plan Annual Progress Report
Lancaster	Lancaster General Plan
Lawndale	General Plan 2045 City of Lawndale
Lomita	City of Lomita General Plan
Long Beach	City of Long Beach General Plan
Long Beach	2030 Strategic Vision
Los Angeles	Hollywood Community Plan
Los Angeles	Tourism Master Plan - City of Los Angeles
Los Angeles	Los Angeles City Planning
Los Angeles	Strategic Plan For Economic Development (LAEDC)
Los Angeles	Comprehensive Economic Development Strategy
Los Angeles	La Optimized 2.0
Lynwood	City of Lynwood General Plan
Malibu	Malibu, California General Plan
Manhattan Beach	The Manhattan Beach General Plan
Maywood	City of Maywood'S General Plan
Monrovia	General Plan
Montebello	General Plan
Monterey Park	Monterey Park General Plan
Norwalk	Norwalk Citywide Plan: 2019-2029

Destination plans review database (cont.)

Palmdale	City of Palmdale 2045 General Plan Update
Palos Verdes Estates	City of Rancho Palos Verdes General Plan
Paramount	Final Paramount General Plan
Pasadena	City of Pasadena General Plan
Pico Rivera	General Plan
Pomona	Pomona General Plan
Rancho Palos Verdes	City of Rancho Palos Verdes General Plan
Redondo Beach	City of Redondo Beach General Plan
Rolling Hills	City of Rolling Hills General Plan
Rolling Hills Estates	Rolling Hills Estates General Plan 2040
Rosemead	City of Rosemead General Plan Update
San Dimas	City of San Dimas General Plan
San Fernando	City of Fernando Revised General Plan
San Gabriel	The Comprehensive General Plan of The City of San Gabriel
San Marino	Final Draft General Plan
Santa Clarita	Santa Clarita General Plan
Santa Fe Springs	Santa Fe Springs 2040 General Plan
Santa Monica	City Of Santa Monica Sustainable City Plan
Santa Monica	Santa Monica Experience Management Plan
Sierra Madre	General Plan City Of Sierra Madre
South El Monte	General Plan
South Gate	South Gate General Plan 2035
South Pasadena	South Pasadena General Plan
Temple City	Temple City General Plan
Torrance	City of Torrance General Plan
Vernon	City of Vernon General Plan
Walnut	City of Walnut General Plan
West Covina	West Covina General Plan
West Hollywood	The West Hollywood General Plan 2035
Westlake Village	City of Westlake Village General Plan
Whittier	Envision Whittier General Plan

Focus group attendees

JLL extends its sincere gratitude to all the focus group participants, whose valuable insights and contributions were essential to the development of this plan. Your time and expertise are deeply appreciated.

Name	Organization
Adam Burke	Los Angeles Tourism & Convention Board
Adrian Aguilar	City of Santa Clarita - Transit
Aileen Carreon	ETC Hotels
Alex Francis	Pyramid Global
Alex French	Six Flags Magic Mountain
Alex Porlier	City of Santa Clarita - Traffic & Transportation Planning
Alicia Alcantar	Hilton Garden Inn
Alissa Elhelou	Courtyard by Marriott
Amanda Bombard	Catalina Express
Amita Patel	Hyatt Regency Valencia
Ammy Duffhues	The American Travel Group
Amy Kolb	SaltWater Deck
Ana Maria Mendoza	Hotel Dena Pasadena
Angel Garcia	Hyatt Centric The Pike Long Beach
Aram Chaparyan	City of Torrance
Barbara Levine	Los Angeles County Economic Development Corporation
Bart Glass	Hamilton Cove Real Estate
Becca Doten	Los Angeles World Airports
Becca Ehemann	City of West Hollywood
Ben Young	AEG
Benny Ives	City of Santa Clarita - Information Services
Billy Dye	Embassy Suites Valencia
Bo Martinez	City of Long Beach
Brett Latteri	The Den on Sunset
Brian Wallace	Playhouse Village
Bunny Feranda	MB2 Entertainment
Carol Rock	Santa Clarita Historical Society
Carrera Bauer	The Queen Mary
Catherine Grooms	Los Angeles Small Business Development Center
Cecille Fisher	Aquarium of the Pacific
Chad Maender	LAX Coastal Chamber of Commerce
Charles Alvarez	Gabrielino-Tongva Indian Tribe
Chris Bonbright	Avison Young
Chris Castorena	Governor's Office of Business and Economic Development (GO-Biz)
Christy Castillo Butcher	SoFi Stadium and Hollywood Park
Clifford Monterrosa	Hyatt Regency Valencia

Focus group attendees (cont.)

Courtney Russell	Visit Long Beach
Curtis Williams	City of Santa Clarita
Cynthia Guidry	Long Beach Airport
Danny Feldman	Pasadena Playhouse
Danny Guerro	Culturist Group
Danny Kahn	Warner Bros. Studios
Dave Klug	City of Pasadena
Dave Stevenson	Catalina Island Co.
David Maistros	City of Avalon
David White	City of Santa Monica
David Wilson	City of West Hollywood
Debbie Hays	Discover Torrance
Deborah Lisboa	Mondrian Hotels
Dennis Quinn	NBCUniversal
Desiree Carnevali	Dimension Development Hospitality
Doane Liu	City of Los Angeles
Dustin McDonald	Governor's Office of Business and Economic Development (GO-Biz)
Eric Lopez	City of Long Beach
Erin Hamant	City of West Hollywood
Evan Thomason	City of Santa Clarita
Francisco Contreras	City of West Hollywood
Gabe Robles	Gabrielino-Tongva Indian Tribe
Gail Fornasiere	Catalina Island Museum
Genevieve Morrill	West Hollywood Chamber of Commerce
Greg Rang	West Hollywood Design District
Gregory Sanders	The Rock Christian Fellowship
Heather Rozman	Hotel Association of Los Angeles
Howard Konishi	Top Out Climbing
Ivan Volschenk	Santa Clarita Valley Chamber of Commerce
Jane Sandmeier	The Huntington
Janet Jimenez	City of West Hollywood
Janet Zaldua	Marina del Rey Tourism Board
Jasmin Sakai-Gonzalez	UNITE-LA
Jasmine Foster	College of the Canyons Performing Arts Center
Jason Crawford	City of Santa Clarita
Jason Foster	Destination Crenshaw
Javier Cano	Marriott International
Jeff Barber	City of Santa Clarita
Jeff Karnes	New World Travel

Focus group attendees (cont.)

Jeff Morris	West Hollywood Travel + Tourism Board
Jeff Morrison	City of Santa Clarita - Parks Planning and Open Space
Jeff Nolte	The Queen Mary
Jennifer Chadwick	Salt Creek Grille
Jens Weiden	Rose Bowl Stadium
Jey Wagner	Santa Clarita Valley Economic Development Corp.
Jim Backer	JSB Hospitality
Jim Caul	The Langham Huntington
Jim Harris	Santa Monica Pier
Jim Luttjohann	Catalina Island Tourism Authority
Mary Jo Anne Hilario	Holiday Inn Express & Suites
Jody Flowers	Melting Pot Food Tours
John Milburn	College of the Canyons - Economic Development
Johnny Vallejo	City of Long Beach
Joseph Jenci	Visit Long Beach
Julie Wagner	Beverly Hills Conference and Visitors Bureau
Justin Wallace	College of the Canyons - Workforce Engagement
Kaitlin Drisko	Santa Monica Conservancy
Karina Winkler	Holiday Inn Express
Kim Weedmark	Los Angeles Convention Center
Kira Wang	Hilton Garden Inn
Kristin McGrath	Pasadena Convention & Visitors Bureau
Laina McFerren	Wolf Creek Restaurant & Brewing Co.
Lance Ware	Independent
Larry Holt	Los Angeles County Economic Development Corp.
Laura Biery	City of West Hollywood
Leslie Denk	Norton Simon Museum
Leticia Rhi Buckley	LA Plaza de Cultura y Artes
Lianne Riban	SpringHill Suites & Residence Inn
Linda Candelaria	Gabrielino-Tongva Indian Tribe
Lisa Arias	Hyatt Hotels
Lisa Lavelle	City of Avalon, Catalina Tours
Lisa Sojka	Loews Hotels & Co.
Lori Bettison-Varga	Natural History Museums of Los Angeles County
Mara Naiditch	Museums of Los Angeles County
Maria Christopher	Rancho Camulos Museum
Maria Salinas	Los Angeles Area Chamber of Commerce
Mark Hemstreet	Destination Lancaster CA
Mark Murphy	Hardage Hospitality

Focus group attendees (cont.)

Mary Hamzoian	City of Burbank
Michael Gold	Long Beach Transit
Mike Che	City of West Hollywood
Misti Kerns	Santa Monica Travel & Tourism
Monica Gilchrist	Gilchrist Farms
Monique Reaves	Rose Bowl Stadium
Nancy Grover	City of Santa Clarita - Tesoro Adobe
Nancy Sutley	Los Angeles Department of Water and Power
Naz Sabripour	Pasadena Center Operating Co.
Nella McOsker	Central City Association of Los Angeles
Nicholas Martinez	The Sunburst Railbikes
Nicky Clair	Independent
Nicolas Dumbell	The Ritz-Carlton Marina Del Rey
Pam Lee	Rancho Los Alamitos Museum
Peter Kerr	The Huntington
Qiuana Williams	City of Inglewood
Rachel Moore	The Music Center of Los Angeles
Regan Dunn	La Brea Tar Pits & Museum
Ric Abramson	City of West Hollywood
Rob Adams	Atrium Hospitality
Robert Younkin	Old Town Newhall Association
Robin Faulk	Burbank Hospitality Association
Rod Gruendyke	Sunset Marquis Hotel
Rudy Ortega	Fernandeño Tataviam Band of Mission Indians
Samantha Schmitz	Lucky Luke Brewing Co.
Sean Keliiholokai	West Hollywood Travel + Tourism Board
Shana Mathur	Natural History Museum of Los Angeles County
Stephanie Wiggins	Los Angeles County Metropolitan Transportation Authority (LA Metro)
Stephen Cheung	Los Angeles County Economic Development Corp.
Steve Campbell	City of West Hollywood
Steve Goodling	Visit Long Beach
Steve Mulheim	Old Pasadena
Susan Feniger	Border Grill
Tim Kielpinski	Catalina Island Conservancy
TimBen Boydston	Canyon Theatre Guild
Tina Oh	City of Los Angeles
Todd Goldstein	AEG
Todd Metzger	Springboard Hospitality
Tony Palermo	Tony P's Dockside Grill

Focus group attendees (cont.)

Tyron Hampton	City of Pasadena
Vanessa Prado	La Peer Hotel
Vaughn Davis	Dream Hotels
Victor Desai	Hotel Lexen - Newhall
Wesley Alfvín	Catalina Island Co.

Stakeholder interviewees

JLL expresses its sincere thanks to stakeholders and interviewees for their collaborative spirit and willingness to share their knowledge. Their partnership was invaluable in achieving the goals of this project.

Name	Organization
Aaron Nissen	Los Angeles Tourism & Convention Board
Aaron Seals	Santa Monica Travel & Tourism
Adam Burke	Los Angeles Tourism & Convention Board
Aileen Carreon	Shutters on the Beach
Alexandria French	Six Flags Magic Mountain
Aristotle Marinas	Visit Long Beach
Barbara Levine	Los Angeles County Economic Development Corp.
Ben Young	AEG
Carrera Bauer	The Queen Mary
Cecile Fisher	Aquarium of the Pacific
Chris Castorena	Governor's Office of Business and Economic Development (GO-Biz)
Chris Spicher	Prime Desert Woodland Preserve, Antelope Valley Florist
Clement Lau	Los Angeles County Parks and Recreation
Courtney Russell	Visit Long Beach
Danny Guerro	The Culturist Group
Danny Kahn	Warner Bros. Studios
Darren Green	Los Angeles Tourism & Convention Board
David White	City of Santa Monica
David Wilson	City of West Hollywood
Debbie Hays	Discover Torrance
Don Skeoch	Los Angeles Tourism & Convention Board
Dustin McDonald	Governor's Office of Business and Economic Development (GO-Biz)
Elisha Tippet	Shore Hotel
Evan Edwards	Santa Monica Travel & Tourism
Evan Thomason	City of Santa Clarita
Genevieve Morrill	West Hollywood Chamber of Commerce
Greg Rang	West Hollywood Design District
Heather Rozman	Hotel Association of Greater Los Angeles
Jane Sandmeier	The Huntington
Janet Zaldua	Marina del Rey Tourism Board
Jason Foster	Destination Crenshaw
Javier Cano	Marriott International
Jeff Morris	West Hollywood Travel + Tourism Board
Jeff Nolte	The Queen Mary
Jim Harris	Santa Monica Pier Executive Director

Stakeholder interviewees (cont.)

Name	Organization
Jim Luttjohann	Catalina Island Tourism Authority
Joseph Jenci	Visit Long Beach
Julie Wagner	Beverly Hills Conference & Visitors Bureau
Karen Ginsberg	Santa Monica
Kenya Bannister	Visit Long Beach
Kristin McGrath	Pasadena Convention & Visitors Bureau
Larry Holy	Los Angeles County Economic Development Corporation (LAEDC)
Lisa Lavelle	Catalina Tours
Lisa Arias	Hyatt Regency
Mara Naiditch	Natural History Museum of Los Angeles County
Mark Hemstreet	Destination Lancaster CA
Mary Hamzoian	City of Burbank
Misti Kerns	Santa Monica Travel & Tourism
Monique Reaves	Rose Bowl Stadium
Patti MacJennett	Los Angeles Tourism & Convention Board
Peter Kerr	The Huntington
Quana D. Williams	City of Inglewood
Reed Woodyard	Catalina Conservancy
Regan Dunn	La Brea Tar Pits and Museum
Robin Faulk	Burbank Hospitality Association
Rod Gruendyke	Sunset Marquis
Samantha Mehlinger	Visit Long Beach
Sean Keliiholokai	West Hollywood Travel + Tourism Board
Shana Mathur	Natural History Museum of Los Angeles County
Stephanie Wiggins	Los Angeles County Metropolitan Transportation Authority (LA Metro)
Stephen Cheung	Los Angeles County Economic Development Corp.
Steve Goodling	Visit Long Beach
Steve Lowery	Independent
Tim Kielpinkski	Catalina Conservancy
Tina Oh	City of Los Angeles
Tom Kiely	West Hollywood Travel + Tourism Board

Visited points of interest

The following points of interest were visited to gather firsthand information and context for this project:

Point of Interest	Location	Point of Interest	Location
Wallis Annenberg Wildlife Crossing	Agoura Hills	Fisherman’s Sea Lions Pier	Marina Del Rey
City of Beverly Hills	Beverly Hills	City of Pasadena	Pasadena
Rodeo Drive	Beverly Hills	Pasadena Convention Center	Pasadena
Beverly Hilton	Beverly Hills	Rose Bowl Stadium	Pasadena
Warner Bros. Studio Tour	Burbank	The Huntington	San Marino
Walt Disney Studios	Burbank	Newhall Arts and Entertainment District	Santa Clarita
Burbank Town Center	Burbank	Six Flags Magic Mountain	Santa Clarita
Catalina Island	Catalina Island	Shutters on the Beach	Santa Monica
SoFi Stadium	Inglewood	Shore Hotel	Santa Monica
Antelope Valley California Poppy Reserve	Lancaster	Tongva Park	Santa Monica
The BLVD / Civic Musical Road	Lancaster	Santa Monica Pier	Santa Monica
Aquarium of the Pacific	Long Beach	Santa Monica Mountains	Santa Monica
Long Beach Convention Center	Long Beach	Redondo Beach	Torrance
The Queen Mary	Long Beach	Del Amo Fashion Center	Torrance
Crenshaw District	Los Angeles	Visit California Welcome Center	Torrance
Crypto.com Arena	Los Angeles	Sunset Strip District	West Hollywood
Downtown Los Angeles	Los Angeles	West Hollywood Design District	West Hollywood
The Getty Center	Los Angeles	Tower Bar Restaurant	West Hollywood
The Getty Museum	Los Angeles	Nightbird Recording Studio	West Hollywood
Griffith Observatory	Los Angeles	Sunset Marquis	West Hollywood
Griffith Park	Los Angeles	June Hotel	West Los Angeles
Hollywood Sign	Los Angeles		
Hollywood Walk of Fame	Los Angeles		
Koreatown	Los Angeles		
L.A. Live	Los Angeles		
La Brea Tar Pits and Museum	Los Angeles		
Leimert Park	Los Angeles		
Los Angeles Convention Center	Los Angeles		
Natural History Museum of Los Angeles County	Los Angeles		
Universal Studios Hollywood	Los Angeles		
Venice Beach	Los Angeles		
Walt Disney Concert Hall	Los Angeles		
Malibu Beaches (e.g., Zuma Beach, Surfrider Beach)	Malibu		
Malibu Beach Inn	Malibu		
Malibu Pier	Malibu		
Courtyard by Marriott Marina del Rey	Marina Del Rey		

Global destinations’ readiness for sustainable tourism

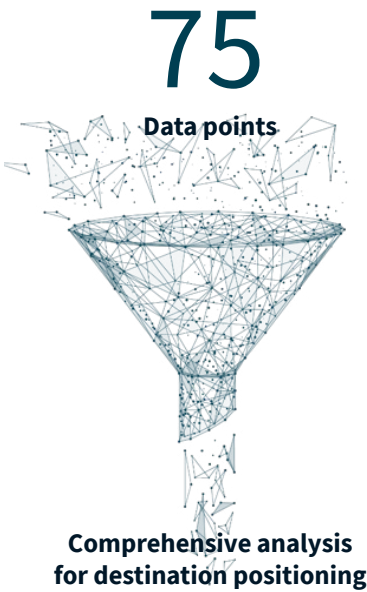
- Tourism readiness index is the product of a partnership between JLL and the World Travel & Tourism Council to assess global cities’ tourism readiness.
- While readiness will depend on the ambitions and goals of every city, WTTC & JLL define tourism readiness as a strategic and all-inclusive approach that proactively addresses and implements factors and policies relating to scale, concentration, leisure and business offerings, environmental and urban readiness, safety and security, as well as the prioritization of tourism.
- Indeed, no two destinations are better or the same and, as such, the challenges they will face and the opportunities to unlock their tourism potential, will differ.
- However, commonalities can be identified to provide a framework through which cities can assess their context and plan for the future.

Tourism readiness index

- Comprehensive analysis addresses what makes a destination ready for sustainable Travel and Tourism.
- Assess current positioning and ability to manage growth
- Indicators | 75 data points across all facets of the tourism economy
- Outcomes | eight categories and five destination typologies



Globally recognized tool validated by over 100 domestic and international destinations and the World Travel & Tourism Council



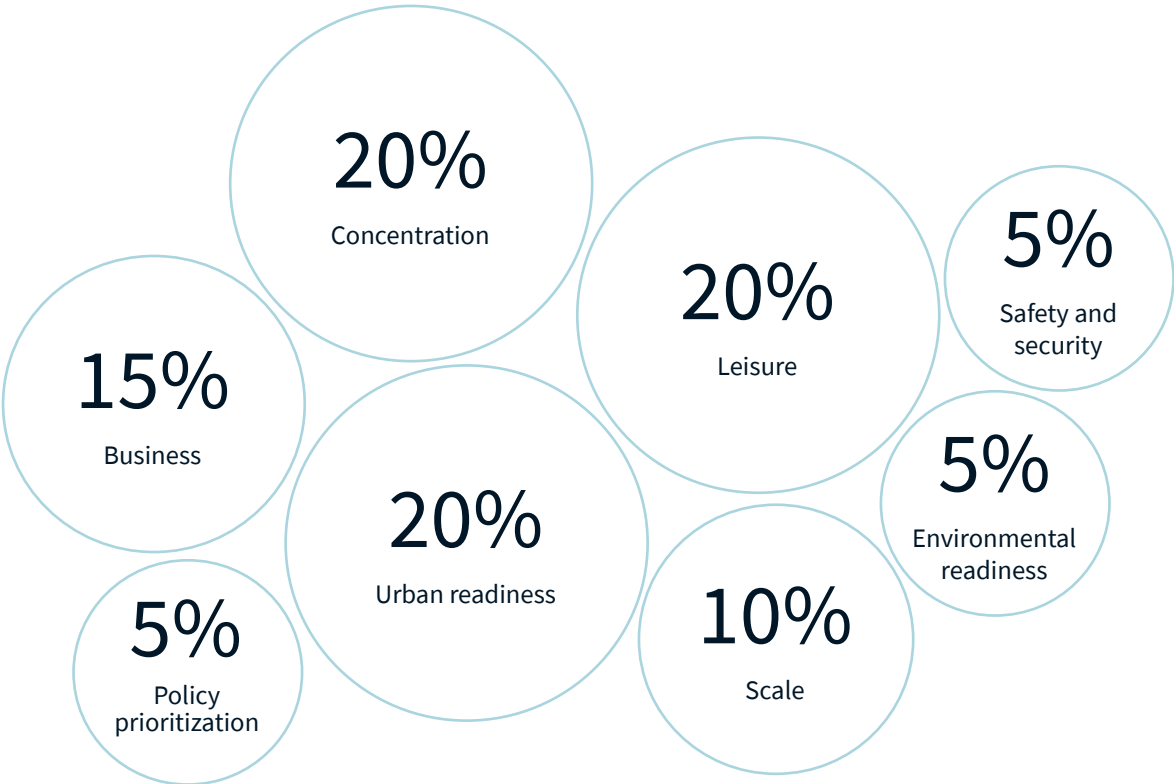
Tourism readiness index categories

- | | |
|----------------------------|--------------------------|
| 1. Scale | 5. Concentration |
| 2. Leisure | 6. Business |
| 3. Environmental readiness | 7. Urban readiness |
| 4. Safety and security | 8. Policy prioritization |

Levels of readiness | Destination typologies

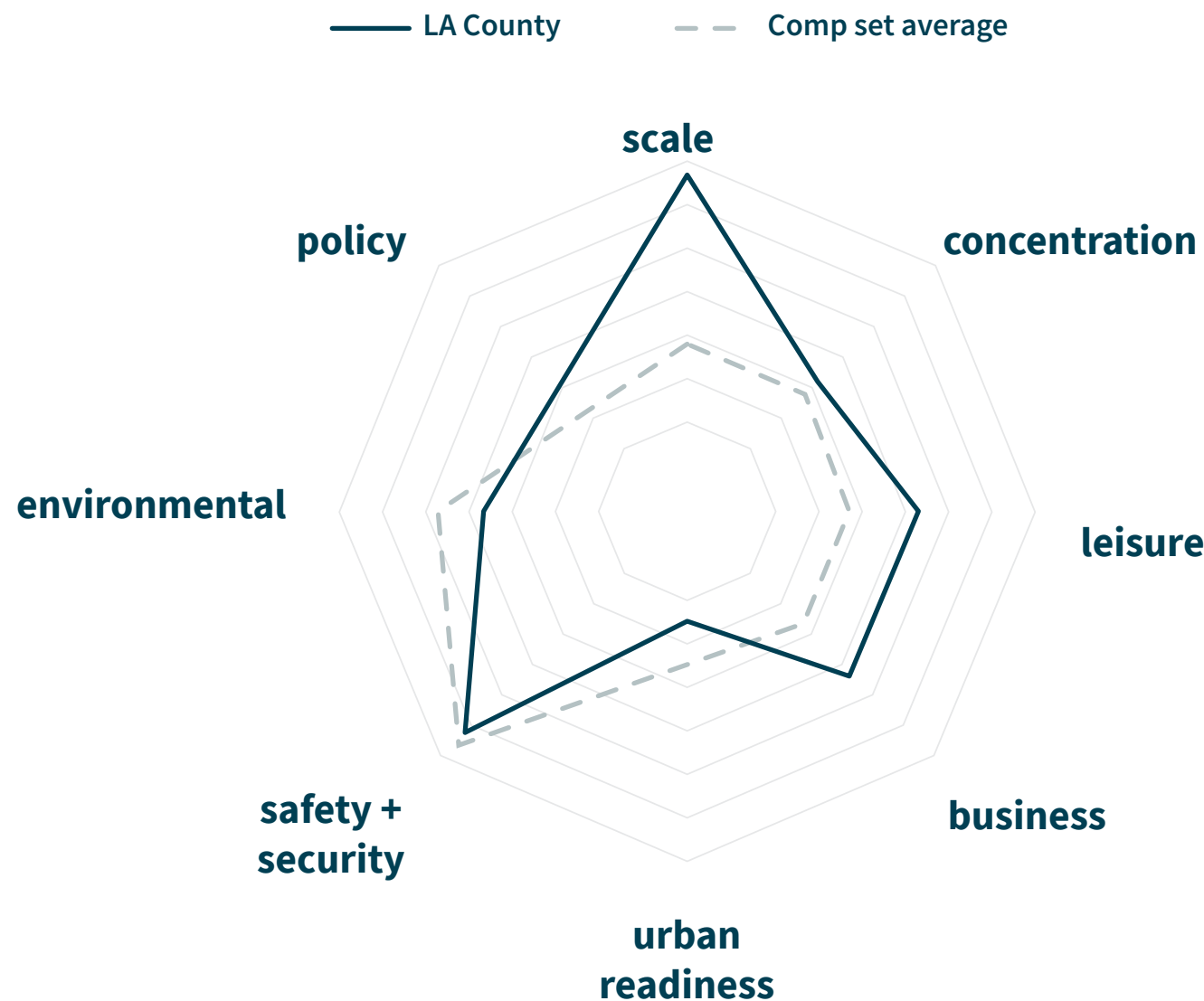
Dawning Developers	Emerging Performers	Balanced Dynamics	Mature Performers	Managing Momentum
Limited tourism infrastructure	Growing momentum	Established infrastructure	Strong leisure and/or business travel dynamics	Historically high growth momentum
Gradual tourism growth	Rising infrastructure	Growth in business and leisure paces with scale	Established tourism infrastructure	Aging or strained tourism infrastructure
Opportunities ahead with planning	Opportunities for strategic development	Equalized scale and concentration	Proactively manage pressures and capacity building	Feeling the pressures of scale and concentration
	Smaller scale — may experience pressures			

Weights by category



Los Angeles County results

Outcome by pillar



Demand driver scorecard

Process — Multistep assessment of destination assets



Utilize visitor traffic and flow data to assess current demand



Place individual assets on scale based on eight criteria to score



Rate anything that is a 6-7 or greater as the Region's Attractors



Utilize the outcome to identify future competitive positioning



Recommend new investment or enhancement to grow assets on the scale

Score card elements

Item	Definition	Max point value
One of a kind	Captivating content or collections that drives interest and appeal Proximity of alternative similar offerings can be a factor in overall uniqueness	25
Iconic scale	Dramatic visual prompting a curiosity powerful enough to inspire a visit (Instagram worthy — trying to capture a moment)	20
Engaging visitor experience	Interaction between the guest and the attraction	15
Current visitor demand	Level of visitor traffic, reviews, etc., to the asset currently	15
Event opportunities	Programming temporal, catalytic events	10
Venue capabilities	Easily transformed and adapted to host various functions	5
Identified target audience(s)	Multiple target audience and visitor types can be targeted based on overall connectivity	5
Future unique development	Upcoming additions or plan initiatives that elevate potential	5

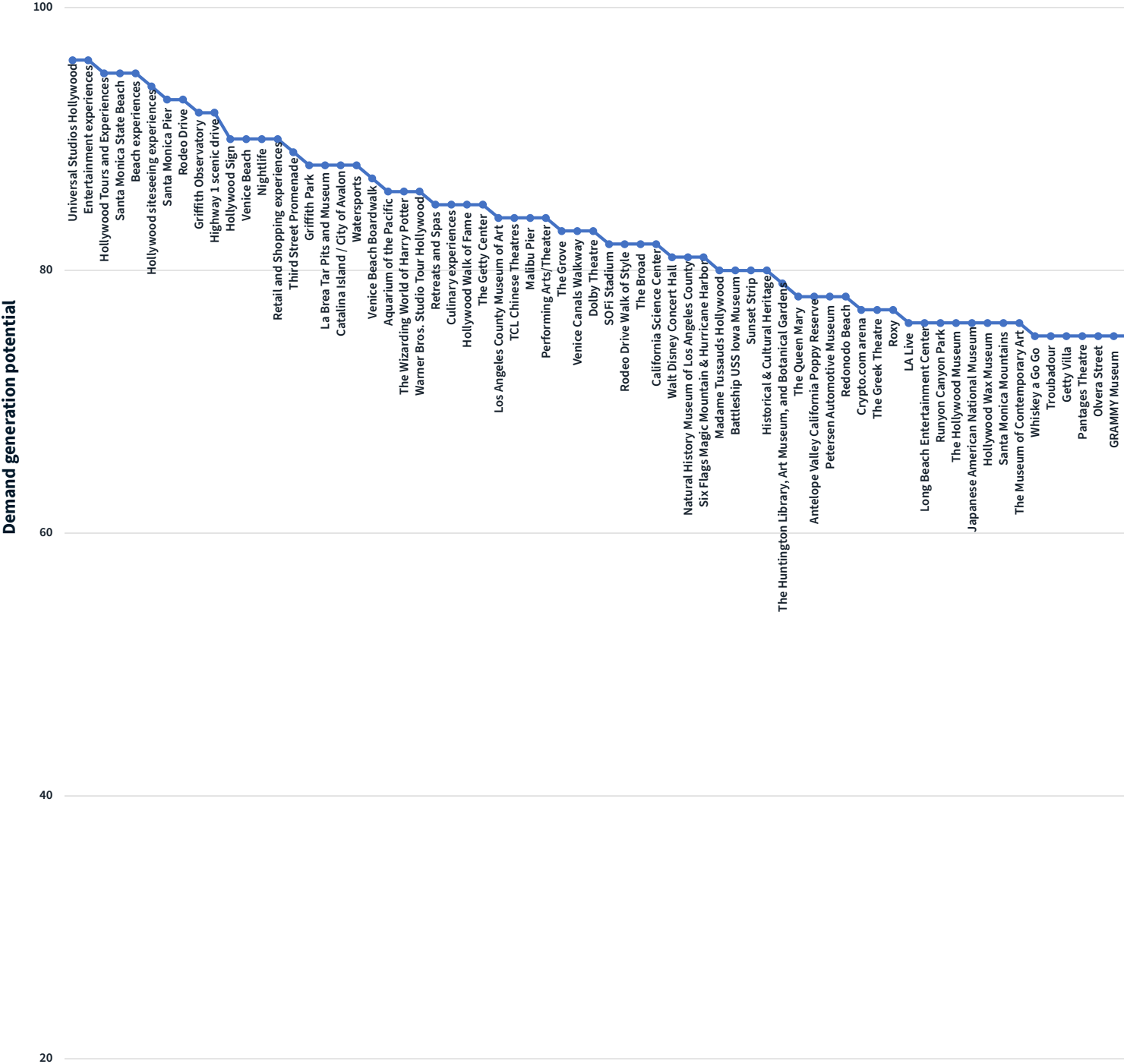
Score card: Eiffel Tower sample scoring

Item	Definition	Score	Max point value
One of a kind	Captivating content or collections that drives interest and appeal. Proximity of alternative similar offerings can be a factor in overall uniqueness	25	25
Iconic scale	Dramatic visual prompting a curiosity powerful enough to inspire a visit (Instagram worthy — trying to capture a moment)	20	20
Engaging visitor experience	Interaction between the guest and the attraction	15	15
Current visitor demand	Level of visitor traffic, reviews, etc., to the asset currently	15	15
Event opportunities	Programming temporal, catalytic events	10	10
Venue capabilities	Easily transformed and adapted to host various functions	5	5
Identified target audience(s)	Multiple target audience and visitor types can be targeted based on overall connectivity	5	5
Future unique development	Upcoming additions or plan initiatives that elevate potential	5	5

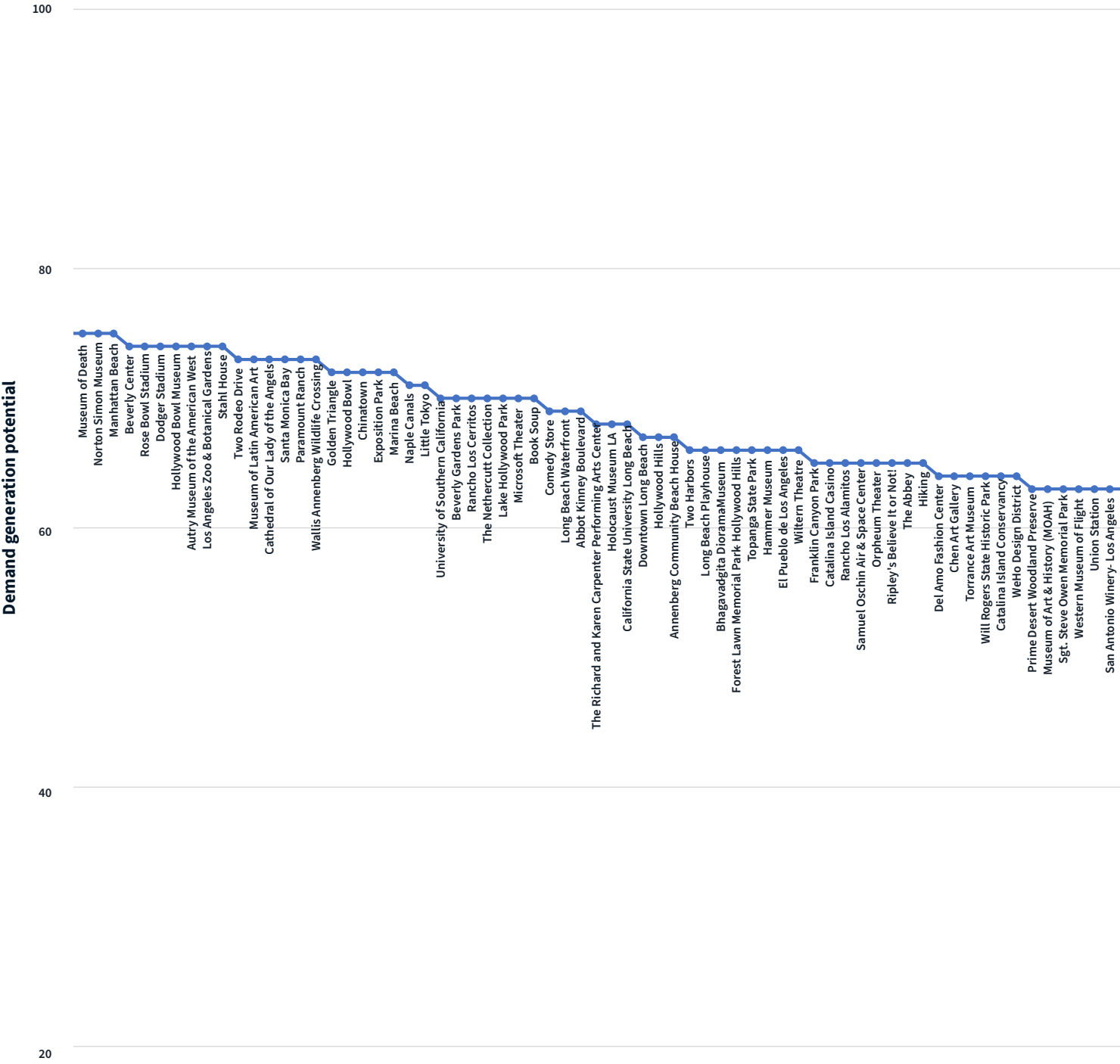


Ridgetop Eco Adventure Tour, Catalina Island

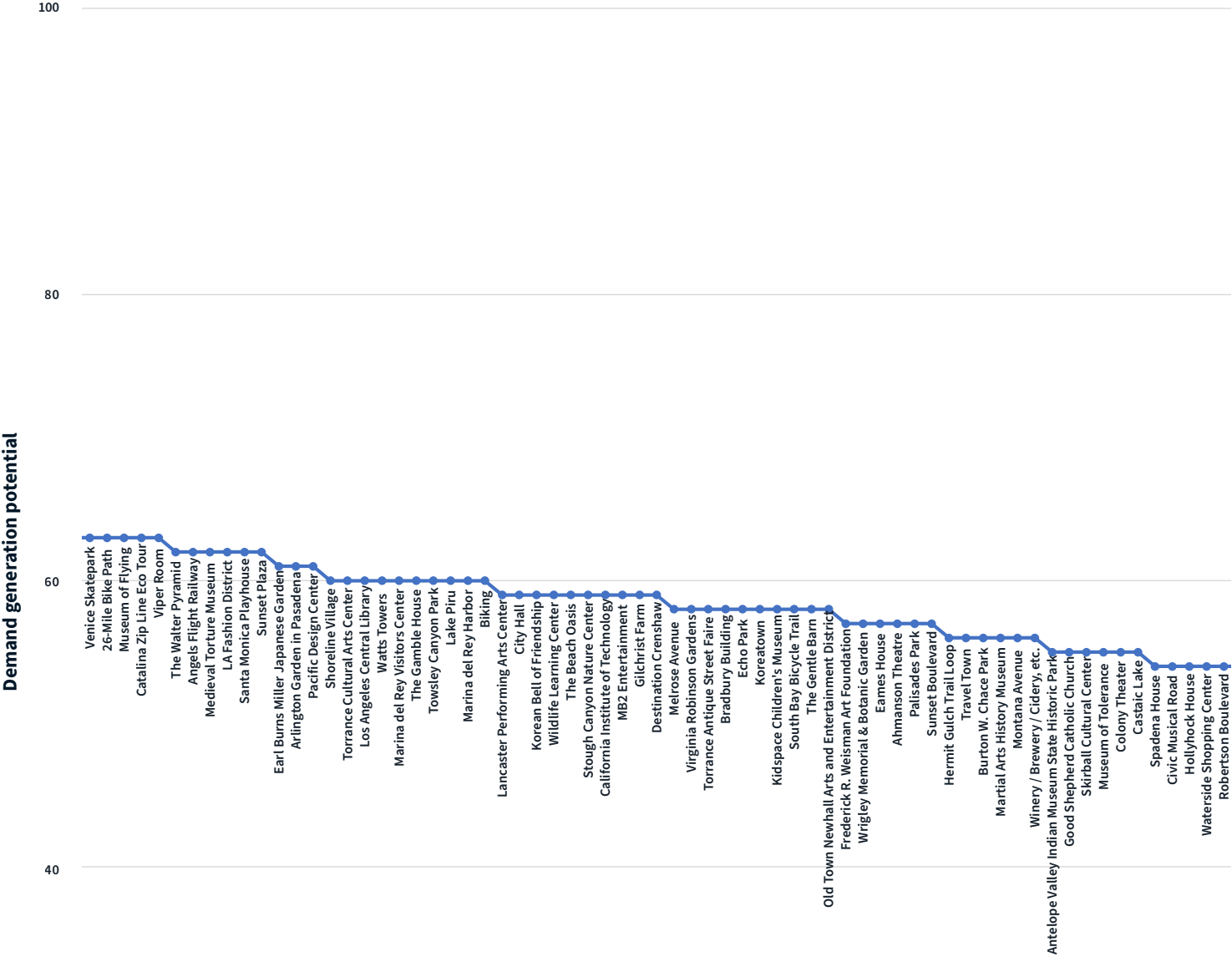
Los Angeles County demand drivers



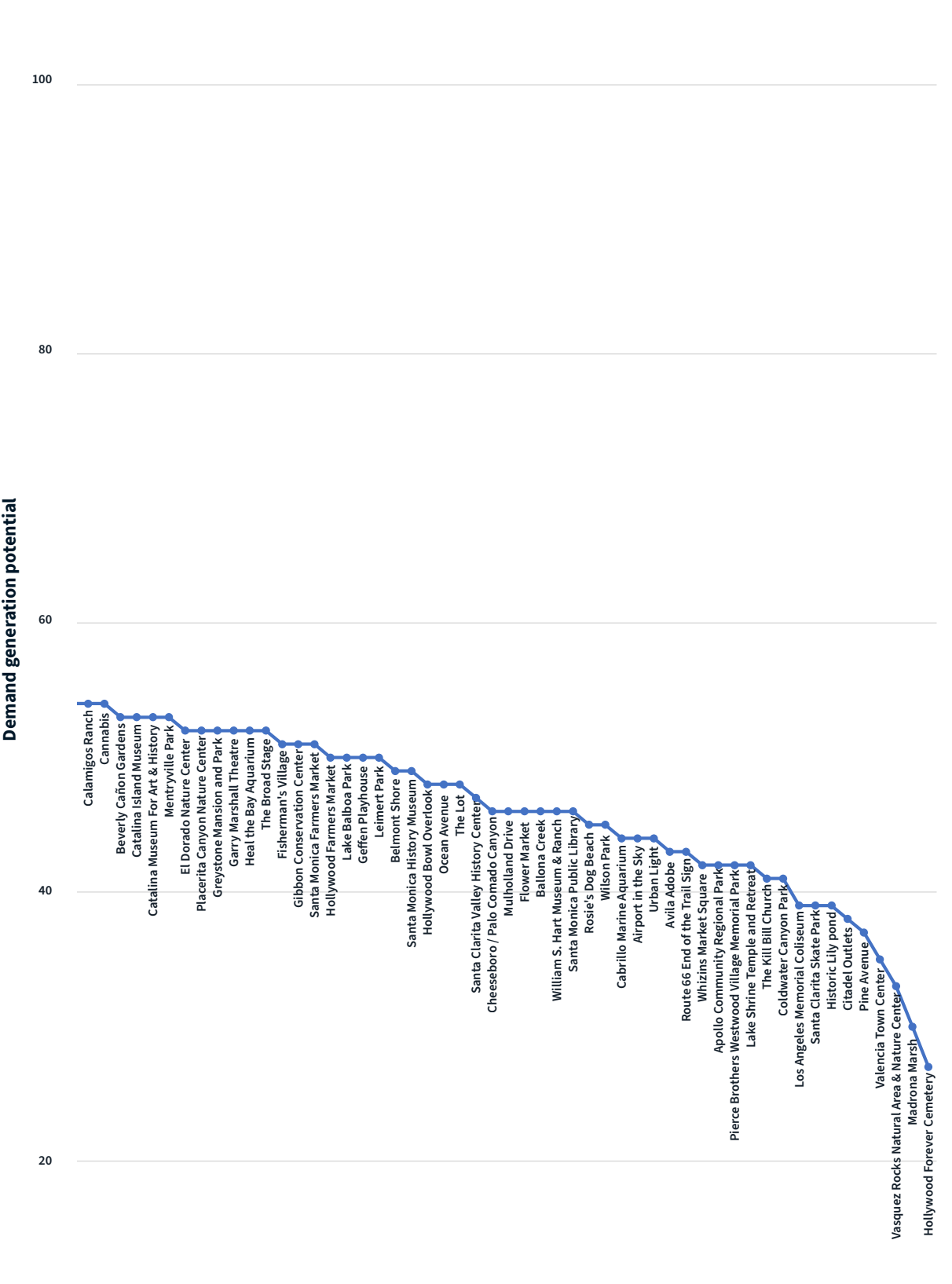
Los Angeles County demand drivers



Los Angeles County demand drivers



Los Angeles County demand drivers



Event matrix

Purpose — Use criteria that drives event return to understand the current landscape of successful events and position the region to support up and coming events.



Identify key events serviced by the region



Rate events on matrix using 11 criteria



Identify those events that can grow in specific areas through matrix outcomes



Work with organizers on tactics for implementation

Program components

- Tourism promotion — destination impact
- Benefit to the destination brand
- Innovation — uniqueness
- Evidence of partnerships
- Organizational structure and management capability
- Economic impact (direct spending)
- Suitable target market(s)
- Comprehensive marketing plan/approach
- Overnight stays (room nights)
- Scale of project — future potential
- Time of year — need periods

Multi-day event

Each event is scored as a single instance, regardless of duration. The evaluation, across the 10 criteria, considers the event’s overall impact and attendance. Instead of daily attendance, the Event Matrix uses criteria such as total overnight stays and the suitability of the event’s target markets. The approach to determining overnight stays involves a two-stage analysis. The first stage uses methods tailored to each event’s reporting sophistication, including reviewing event websites (for past statistics and future room block numbers), reported attendance on Destination Marketing Organization (DMO) websites, and public articles for high-profile events. In the second stage, DMO representatives and regional advisory committees qualitatively review these findings to provide feedback and revisions, validating the scoring process.

Risk

The Event Matrix tool does not directly incorporate event-related risks into final scores, as these considerations are outside its scope. However, stakeholder-identified regional risks, including public safety challenges and high liability insurance premiums due to climate-related risks have been addressed in regional plans and discussions.

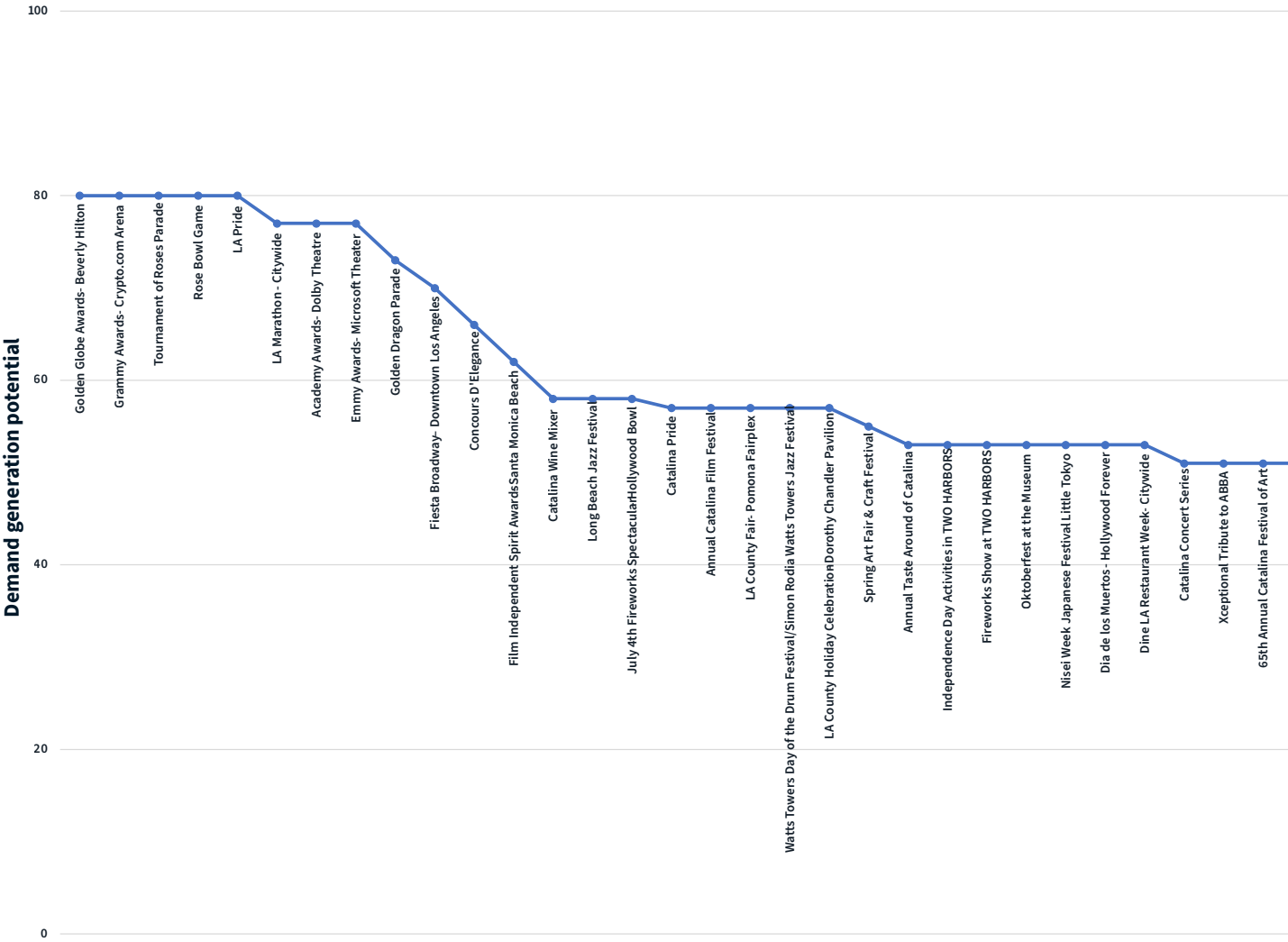


Petersen Automotive Museum, Los Angeles

Program components

	Fail	Poor	Average	Above average	Excellent	Total points awarded
Program components						10
1. Tourism promotion – destination impact						10
2. Benefit to the destination brand						10
3. Innovation — uniqueness						10
4. Evidence of partnerships						10
5. Organizational structure & management capability						10
6. Economic impact (direct spending)						10
7. Suitable target market (s)						10
8. Comprehensive marketing plan/ approach						10
9. Overnight stays (room nights)						10
10. Scale of project — future potential						10
+Bonus— need periods/time of the year						
Total maximum possible points = 55						100

Los Angeles County leisure events



Los Angeles County leisure events

