Beverly Hills City Council Liaison / Strategic Planning Committee will conduct a Meeting, at the following time and place, and will address the agenda listed below:

CITY HALL
455 North Rexford Drive
2nd Floor, Council Chamber
Beverly Hills, CA 90210

Thursday, July 19, 2018
5:00 PM

AGENDA

1) Public Comment
   a. Members of the public will be given the opportunity to directly address the Committee on any item not listed on the agenda.

2) Rodeo Drive Committee

3) Beverly Hills Chamber of Commerce

4) Beverly Hills Conference and Visitors Bureau

5) Agenda and Packet Posting

6) Adjournment

Byron Pope, City Clerk

Next Scheduled Meeting: Thursday, August 2, 2018 at 4:00 PM. Please note, the start time has been adjusted to start one hour earlier than the normal.

Posted: July 17, 2018

A LIAISON AGENDA PACKET IS AVAILABLE FOR REVIEW IN THE LIBRARY AND CITY CLERK’S OFFICE

In accordance with the Americans with Disabilities Act, the Council Chamber is wheelchair accessible and is equipped with audio equipment for the hearing impaired. If you need special assistance to attend this meeting, please call the City Clerk’s Office at (310) 285-2400 or TTY (310) 285-6861. Please notify the City Clerk's Office at least forty-eight (48) hours prior to the meeting if you require captioning service so that reasonable arrangements can be made.
Item 2
Karen Orlansky will introduce the Rodeo Drive Committee ("RDC") who will provide a brief overview of the RDC. They will then present the RDC’s vision for the future of the business triangle, specifically Rodeo Drive, and what they see as the critical issues and/or challenges facing Rodeo Drive.
Attachment 1
Who Is The Rodeo Drive Committee?

DEFINITION & MISSION

A non profit, merchant organization comprised of volunteers and like minded merchants who’s mission and passion is to keep the vitality of Rodeo Drive.

360 DEGREE INTEGRATED STRATEGY
OMNI-CHANNEL MARKETING

Continue to incorporate a 360 integrated approach with experiential, digital and press initiatives while continuing to reach our target market of millennial, Gen X and baby boomer luxury shoppers through optimal, thoughtful programming.
RDC Goals

- Create new experiential retail programming to bring qualified consumers & legacy shoppers to Rodeo Drive.
- Create more value and relevance to members of the Rodeo Drive Committee.
- Continue to refresh and revitalize the image of Rodeo Drive to millennial luxury consumers with a strong presence on the digital platforms they engage with daily.
In partnership with the City of Beverly Hills, the Rodeo Drive Committee created multiple programming initiatives including BOLD Kickoff, BOLD Summer Campaign, BOLD Holidays campaign, Holiday Lighting Celebration, Runway to Rodeo and Concours d’Elegance which revitalized the #OnlyOnRodeo Installations garnered over 96M impressions in just one year, while engaging younger, but qualified, shoppers digitally and in person.

Over the past year, Rodeo Drive has garnered 827M impressions in earned media (both digital and traditional press) from ongoing digital and experiential campaigns taking place on the street.

Created an influencer partnership strategy that targeted millennial luxury consumers through Instagram, positioning Rodeo Drive as a refreshed, relevant shopping destination.
Since September 2017, AGENC has grown the Rodeo Drive Instagram account by 21%.

- **Current Impressions:** 138,497,974
- **Current Reach:** 71,056,525
- **Average Instagram Likes:** 250
- **Average Instagram Comments:** 6
- **Average Daily View of Instagram Stories:** 1,725
"The strip of luxury flagship stores hasn’t glittered this brightly since the 1980s—and that’s not all Los Angeles has to offer."

- Departures
"Now more than ever, the luxury consumer is looking for an experience. They don’t want the same shopping experience they’ve seen before; they want one-of-a-kind, hard-to-find items that no one else has; and they want to find it in an environment that isn’t replicated anywhere else."

- Allison Samek, CEO of legendary luxury retailer Fred Segal in Forbes.com
Seasonal Campaigns

Q3 '18: BOLD SUMMER
Q4 '18: BOLD HOLIDAYS
Q1 '19: RUNWAY TO RODEO
Q2 '19: CONCOURS D'ELEGANCE
BOLD Summer Kickoff

THE BOLD SUMMER FESTIVAL
THURSDAY, AUGUST 2ND
5:00PM-9:00PM

- BOLD Summer Festival Street Map
- Entertainment Lineup
- Elevated Food Trucks
- Champagne Garden
- Digital Video Booth
- Glow With The Show
- Summer Social Art Installation
- Amplifying BOLD Summer
Ongoing BOLD Summer Programming

Following the excitement and activity of BOLD Summer Kickoff, Rodeo Drive will then transition into the ongoing BOLD Summer Campaign. For 4 weeks, Rodeo Drive will feature interactive experiences and activations every Thursday, Friday and Saturday evening from 5pm-8pm.

- Weekly DJs
- Elevated Food Trucks
- Flash Floral
- FIDM Sketch Artists
- Live Painting
- Where In The World Wall
- Carnival Night
- 3D Sidewalk Chalk Art
- Polaroids of Rodeo Drive
- Monogramming Moment
2018 Holiday
Decor & Lighting

Spectacular median decor on Rodeo Drive throughout the Holiday season to celebrate the world class luxury destination that is Rodeo Drive and Beverly Hills.

Rodeo Drive’s median decor reveal moment has become highly anticipated during the Holiday Lighting Celebration, kicking off what we now know as “BOLD Holiday.”

Last year, tourists, shoppers and community members alike were delighted by the BOLD gem lighting reveal and corresponding fireworks. 2019 will be nothing less!
Beloved, annual Holiday Lighting Celebration to kick off the holiday shopping season on iconic Rodeo Drive - Live performance, theatrics, and countdown to the lighting of Rodeo Drive!

HOLIDAY LIGHTING CELEBRATION ELEMENTS:

- Holiday Performance
- Tree Lighting + Santa Moment
- Fireworks
2018 BOLD Holidays Campaign

Bringing back 5 weeks of ongoing programming, Rodeo Drive will come to life with elegant, elevated and festive activity. Engaging tourists, shoppers and locals alike, our goal is to maintain vibe and energy on the street during the most traveled time of year, the holidays!
Based on the success of the inaugural Runway To Rodeo program in 2017 and the enthusiastic reception by the community, we will continue this as a celebrating, annual program centers around award season. The overall goal is to position Rodeo Drive in line with approachable luxury by inviting tourists, shoppers and community members alike to celebrate Rodeo Drive.

**RUNWAY TO RODEO ELEMENTS:**

- Multi generational, crowd pleasing live music & entertainment
- Surprise sweet treat moment featuring artisanal bakers
- Champagne garden
- Debut of Spring ’19 Social Art Installation
- Additional Street Installation - “The Future of Luxury”
- Influencer Partnership
Following the excitement and success of the 25th Anniversary in 2018, the 2019 Concours d’Elegance will continue to be a beautifully curated, family friendly event that is open to public.

**CONCOURS D’ELEGANCE ELEMENTS:**
- Full Street Closure
- VIP Checkered Car Club Lounge
- Sponsorship Activations
- Vendor Booths / Tents
Four Seasonal Social Art Installations

Using our #DesignForDigital strategy, these four social art installations will be conceptualized with digital strategy in mind. Last year, these installations were a huge driver in foot traffic, geo tagging and social posting, garnering a total of 42.6M impressions.
THANK YOU
Item 3
Karen Orlansky will introduce the Beverly Hills Chamber of Commerce ("Chamber") who will provide a brief overview of the Chamber. They will then present the Chamber's vision for the future of the business triangle, and what they see as the critical issues and/or challenges facing this area.
Item 4
Karen Orlansky will introduce the Beverly Hills Conference and Visitors Bureau ("CVB") who will provide a brief overview of the CVB. They will then present the CVB’s vision for the future of the business triangle, and what they see as the critical issues and/or challenges facing this area.

In addition, the Corragio Group (a management consulting firm with experience in the travel and tourism industry) will provide an overview of the process to create a Destination Development Plan for Beverly Hills; this process is a joint venture between the City of Beverly Hills and the CVB.
Attachment 1
Vision and Mission

• A destination where every generation and culture can create their best experiences.
• To enhance the social and economic vitality of the city by creating demand for our destination
• We and our CEO are accredited by the umbrella organization for Destination Marketing Organizations – Destinations International
Tourism Builds Community

$57 million in tourism-related taxes

This funding provides:
- 80 police officers
- 65 firefighters
- The City’s Fiber to the Premise program to provide high-speed internet for every household and business

Beverly Hills hosts 7.4 million visitors annually

They spend:
- $2.16 billion per year
- $5.9 million per day
- $247,000 per hour

Tourism is the economic driver for Beverly Hills with $2.8 billion in annual economic impact
direct & indirect visitor spend

supporting 13,000 local jobs or 20% of the city’s workforce

$535 visitor spend for every $1 invested by BHCVB

based on FY 2016-17 BHCVB budget.
Domestic Feeder Markets

Domestic tourism represents 51% of visitors into Beverly Hills (up 14% from FY 2013/14).

Markets below are listed in order of highest to lowest total $’s spent from 2017 VisaVue annual report:

New York
San Francisco
San Diego
Las Vegas
Chicago
Seattle
Miami
Phoenix
Dallas
Santa Barbara
International Feeder Markets

International tourism represents 49% of visitors into Beverly Hills (down 13% from FY 2013/14).

Markets below are listed in order of highest to lowest total dollars spent from 2017 VisaVue annual report:

- China
- Canada
- UK
- Saudi Arabia
- Australia
- UAE
- Qatar
- Japan
- Russia
- Switzerland
Strategy
Tourism Strategy

• In Fiscal Year 2014/15 BHCVB, with the help of City Council, City Staff and key strategic partners, developed a strategic plan to clearly state goals and objectives and define what constitutes success for the organization. BHCVB’s 2015-2018 Strategic Plan’s four areas of focus include:
  ✓ Grow Demand
  ✓ Leverage Strategic Partnerships
  ✓ Ensure a Vital CVB
  ✓ Maintain and Grow the Beverly Hills Brand

• In 2018 we refreshed our plan and the four strategic areas of focus remain the same.
Fiscal Year 2018/19 Initiatives

- Fiscal Year Budgeted Initiatives
  - Summer/Winter BOLD Marketing and PR
  - Domestic marketing with a push in fall and spring and a focus on group sales
  - International Marketing and PR with a focus on UK, Australia, China, India, Europe, Middle East, Mexico and new for this year, Southeast Asia
  - Digital Marketing and Engagement
  - Research and Metrics
  - Visitor Center
Metrics for Success

• Growth of TOT and sales tax
• Growth of feeder market spend
• Hotel revenue per available room (revpar) and occupancy growth
• Room night leads and group bookings
• Visitor profile and impact study growth
• Sponsorship, including in-kind and $s
• Social follower growth and engagement
• Advertising and email open and click thru rates (CTR)
• PR impressions, number of stories and ad value
Future of Luxury

- Trends Identified:
  - Consumption with a conscience
  - Localtarianism
  - Craftsmanship
  - Prime sourcing
  - Wellness
  - Digital detox
  - NoGo
Future of Luxury

• Targeting businesses from international cities
• Interactive experiences:
  • VR
  • Top Golf
  • Ferry Building/Oxbow Market
  • Black Swan in China
• Photographic moments/sharable content
• Infrastructure
  • Conference center for larger events and activities
  • Pop-up spaces that are on-brand
  • Transportation
Destination Development Plan
The Beverly Hills Destination Development Plan, a joint venture between the City of Beverly Hills and Beverly Hills Conference & Visitors Bureau, will answer this important question: How can we ensure our destination is as relevant 10, 15, even 20 years from now as it is today?

- We will work with key stakeholders to create a vision for the destination and deliver a blueprint to make progress toward that vision over time.

- By proactively supporting a vibrant travel and tourism industry, and working collaboratively toward realizing a shared vision, the Destination Development Plan will help to preserve and enhance the Beverly Hills’ quality of life, while setting the stage for ongoing economic growth in the sector.
What Will be Included

The Destination Development Plan will include the following elements:

- Introduction
- Situation Assessment
- The Vision for the Destination
- Big Moves to Make our Vision a Reality
  - For each Big Move…
    - What is the move?
    - Why are we making this move?
    - Who is responsible?
    - How will we get it done?
    - What are areas of uncertainty and related strategic implications?
- Implementation Plan
  - Governance structure
  - Governance process
- Managing for uncertainty
What is the Process?

• BHCVB is leading the Destination Development Plan process in partnership with the City of Beverly Hills. A Steering Committee composed of representatives from the City, the travel and tourism industry, and other key stakeholder organizations will guide the creation of the plan and support decision-making throughout the planning process.

• Coraggio Group, a management consulting firm with extensive experience in the travel and tourism industry, is facilitating the planning process as well as designing the stakeholder outreach and engagement efforts. They will use a three-phased approach to complete the Plan.
Development Plan Timeline

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<tr>
<th>Phase of Work</th>
<th>Tasks/Deliverables</th>
<th>APR</th>
<th>MAY</th>
<th>JUN</th>
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<td><strong>Get Clear</strong></td>
<td>Immersion Session, Develop Stakeholder Outreach/Engagement Plan, Develop Detailed Project Plan, Kickoff/Context Workshop, Visitor Profile Workshop, Refine Context Assessment, Refine Visitor Profiles</td>
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Attachment 2
The Why
Tourism is a vital part of the Beverly Hills economy and contributes significantly to the high quality of life residents enjoy. In 2016, spending by visitors to Beverly Hills generated $56.6 million in lodging and sales tax revenues—26% of the City’s general fund. Each household saved $3,100 in equivalent city services.

The continued vibrancy of the local travel and tourism industry is not something we can take for granted. Changes in who wants and can afford to travel has and will continue to impact the local travel and tourism industry. This includes the luxury travel segment, which is experiencing demographic changes, the impact of e-commerce and social fashion, and increased demand for a unique experience.

The Beverly Hills Destination Development Plan, a joint venture between the City of Beverly Hills and BHCVB, will answer this important question: How can we ensure our destination is as relevant 10, 15, even 20 years from now as it is today? We will work with key stakeholders to create a vision for the destination and deliver a blueprint to make progress toward that vision over time. By proactively supporting a vibrant travel and tourism industry, and working collaboratively toward realizing a shared vision, the Destination Development Plan will help to preserve and enhance the Beverly Hills quality of life, while setting the stage for ongoing economic growth in the sector.

The What
The Destination Development Plan will include the following elements:
• Introduction
• Situation Assessment
• The Vision for the Destination
• Big Moves to Make our Vision a Reality For each Big Move…
  ◦ What is the move?
  ◦ Why are we making this move?
  ◦ Who is responsible?
  ◦ How will we get it done?
  ◦ What are areas of uncertainty and related strategic implications?
• Implementation Plan
  ◦ Governance structure
  ◦ Governance process
  ◦ Managing for uncertainty

The How
BHCVB is leading the Destination Development Plan process in partnership with the City of Beverly Hills. A Steering Committee composed of representatives from the City, the travel and tourism industry, and other key stakeholder organizations will guide the creation of the plan and support decision-making throughout the planning process.

Coraggio Group, a management consulting firm with extensive experience in the travel and tourism industry, is facilitating the planning process as well as designing the stakeholder outreach and engagement efforts. They will use a three-phased approach to complete the Plan. The chart below shows the activities included in each phase and a general time-frame for when they will take place.
### Timeline of Phases of Work:

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