



**L.A. REGION RIDES BIG TOURISM WAVE**

**Sightseeing:** Record set in 2013, and another banner

**42.2M**

**Economy:** Innovation culture able to find its way

# EMBRACING THE CHALLENGE

## 2013-2014 ANNUAL REPORT

DEPARTMENT OF CONVENTION AND TOURISM DEVELOPMENT CITY OF LOS ANGELES



# Mission Statement

The mission of the Los Angeles Department of Convention and Tourism Development is to attract and host conventions at a world class facility with world class service and to drive economic development and job creation by marketing the city's unique cultural, sports, entertainment, and leisure attractions that make visiting the City of Angels an unparalleled experience.

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PHOTO ABOVE: The Board of Convention and Tourism Development Commissioners from left to right: Otto Padron, Nicole Duckett Fricke, Jon F. Vein (President), Gillian Zucker, and Ray Bidenost (Vice President).

# Introduction



We all know Los Angeles is a world-class vacation and tourist destination, and Fiscal Year 2013-14 confirmed that in new and exciting ways. The Department of Convention and Tourism Development's governance and management transition was completed in June, setting the stage to

accomplish what I consider my primary goals: to rebuild our Convention Center, revitalize our convention industry and continue the growth in South Park that began with the completion of the STAPLES Center in 1999.

A recent study by PricewaterhouseCoopers indicates the meetings and events industry generates \$263 billion nationally in booking fees and tourism dollars, demonstrating that an expansion of our convention center is an obvious economic development priority. But when it comes to large convention bookings, we lag far behind other U.S. cities because our convention center is not up to par and is generally outdated.

Another significant priority has been our ongoing efforts to attract an NFL team to Los Angeles. As we approach the NFL's decision-making deadline next spring, we are developing a "Plan B" for moving forward with a renovated convention center.

At the end of the day, getting a football team to Los Angeles is a means to an end. The bold changes stemming from the new direction we began last year will ensure we achieve that end, with or without football.

Sincerely,

A handwritten signature in black ink, appearing to read "E. Garcetti".



Mayor Eric Garcetti  
City of Los Angeles



As President of the new Los Angeles Department of Convention and Tourism Development (CTD) Board of Commissioners, I would like to share with you my enthusiasm for the overall advancement of our tourism industry and the comprehensive changes to the Los Angeles Convention

Center we have witnessed this past year. I credit our progress in these areas to the collaboration and synergy between the Board, L.A. Tourism, AEG and the CTD Department.

However, our work is far from done as the LACC is preparing for its first expansion in more than 20 years! The futurized Convention Center will strengthen our standing in the convention and meetings market, thus bringing new visitors, stimulating spending throughout LA and creating jobs where they are needed most.

Part of our mission is to educate people, both here and outside of Los Angeles, about the unique assets we have in LA. Not only is Los Angeles the home of the entertainment industry, great weather, and beautiful beaches, but we also have over 100 museums, many of them world-renowned. Our restaurant scene is flourishing, our tech sector is a center for innovation and we have a remarkably diverse population.

We are also navigating a bigger picture of tourism development for the region. Promoting the construction of more hotel rooms, supporting transit development and fully leveraging the city's great resources are just a few of the challenges that we are embracing. We look forward to continuing to work on behalf of all Angelenos in the upcoming year.

Sincerely,

A handwritten signature in black ink, appearing to read "Jon F. Vein".

Jon F. Vein, President  
Board of Los Angeles Convention  
and Tourism Development

# Creating Middle Class Jobs



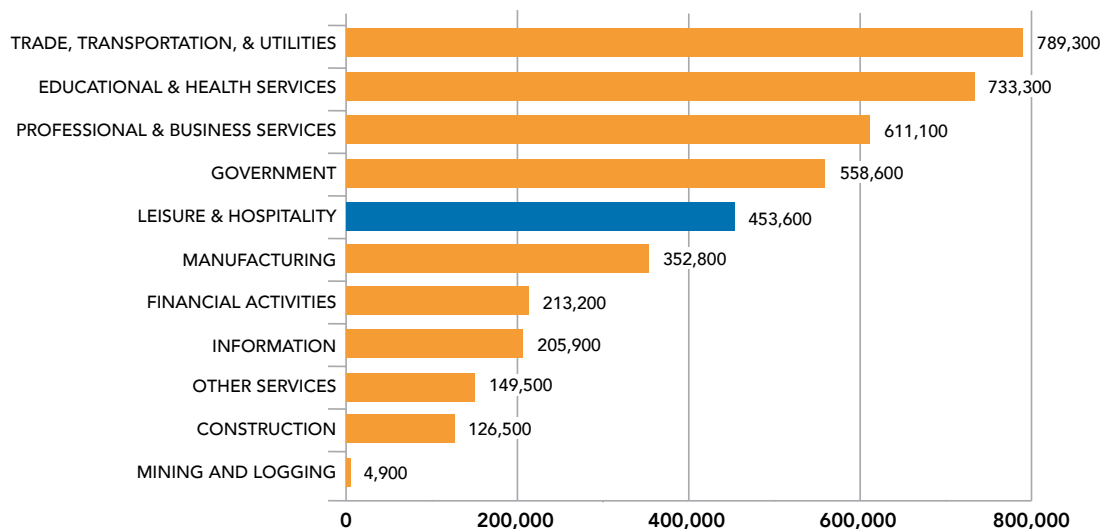
PHOTO ABOVE: Culinary students receive instruction at the Western Foodservice and Hospitality Expo

## Leisure and Hospitality Jobs in Los Angeles

Job growth is always a strong indicator of an improving economy, and in the LA region, tourism continues to fuel that growth. The Leisure and Hospitality industry in LA has helped put more workers back into much-needed entry level jobs that not only help to support families of residents of LA, but also provide a variety of opportunities for advancement toward rewarding careers.

Leisure and Hospitality is considered a “super sector” for the reporting of job statistics at the local, state, and national levels. It remains the 5th largest industry sector in LA County. In Fiscal Year 2013-14, the Leisure and Hospitality sector added 8,200 jobs in food services, accommodations, entertainment arts, and recreation.

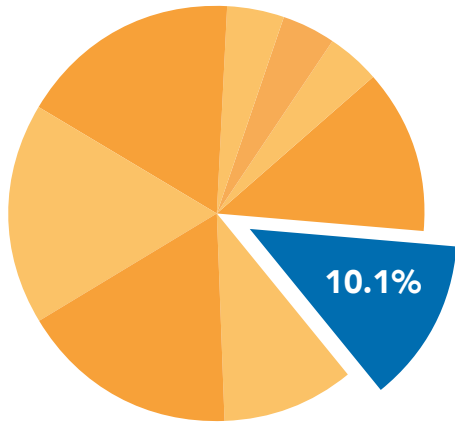
## LA COUNTY EMPLOYMENT BY INDUSTRY SECTOR TOTALS AS OF JUNE 2014



Reported by the Employment Development Department

The Leisure and Hospitality sector supports 1 in every 10 jobs in LA, for a total of 453,600 jobs in the tourism industry. We take pride in the jobs that tourism directly and indirectly supports.

**LA COUNTY EMPLOYMENT BY INDUSTRY  
AS OF JUNE 2014**



**LEISURE & HOSPITALITY**

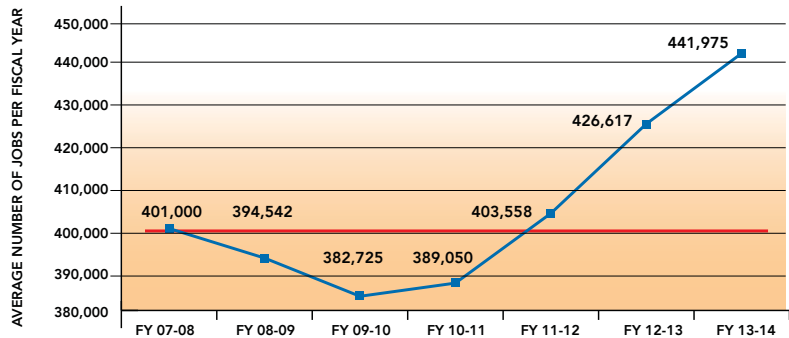


PHOTO ABOVE: The 2014 Los Angeles Tourism Market Outlook Forum

**Recovering from the Recession**

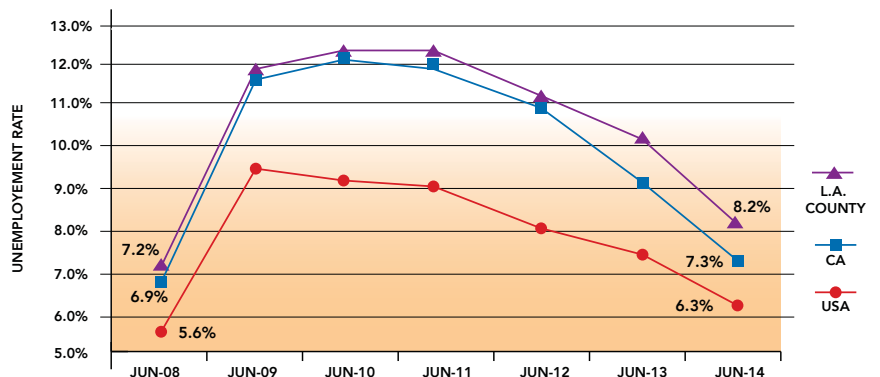
Tourism and travel is an industry that weathers economic recessions better than most. While LA County's total nonfarm work force is still below pre-recession levels, the Leisure and Hospitality sector felt less of a dip in jobs, recuperated its losses by FY 2011-12 and still continues to steadily increase in job growth.

**LEISURE & HOSPITALITY SECTOR  
JOB GROWTH RECOVERY**



In FY 2013-14, LA County's unemployment rate decreased at a similar rate as California and the USA, dropping from a peak of 12.5% in 2011 to 8.2% in 2014.

**JUNE EMPLOYMENT RATE COMPARISON  
NOT SEASONALLY ADJUSTED**



Reported by the Employment Development Department

# Increasing Economic Prosperity

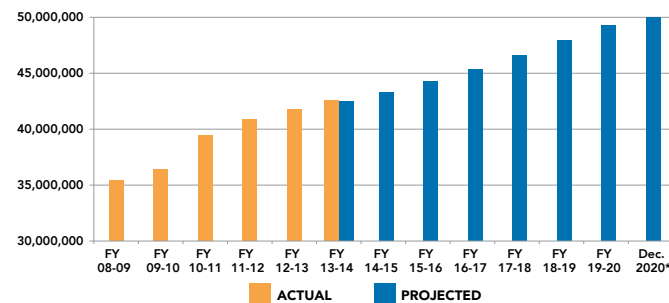


PHOTO ABOVE: Ernest Wooden Jr., President and CEO of the Los Angeles Tourism & Convention Board (L.A. Tourism), Mayor Eric Garcetti, City of Los Angeles

## Visitation to Los Angeles

LA continues to draw record-breaking numbers of visitors from the U.S. and around the globe. The 42.2 million visitors that Los Angeles welcomed in 2013 spent \$18.4 billion directly in LA's economy, a 5.5% increase over 2012. That direct spending worked its way through businesses, salaries, and households, resulting in a total economic impact of at least \$28.3 billion to LA County, 4.3% more than 2012. State and local government received \$18.4 billion in tax revenues. Los Angeles Tourism & Convention Board (L.A. Tourism) reported 42.5 million visitors to LA by the end of June 2014, slightly higher than projected for FY 2013-14. LA is on target to reach the goal of 50 million visitors by 2020!

### NUMBER OF VISITORS TO LOS ANGELES BY FISCAL YEAR

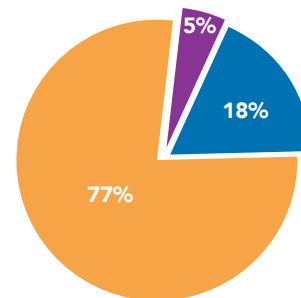


Reported by Tourism Economics; L.A. Tourism

Of the top U.S. destinations, LA ranks 6th in total visitation and 4th in overnight visitors. This is significant because overnight visitors spend 95.3% of all visitor spending, which translates into the creation of new jobs. For every additional 175 overnight visitors to LA, one new local job is created.

In FY 2013-14, there were 13.8 million day visitors and 28.7 million overnight visitors. While leisure travel is easily responsible for the majority of overnight visitation to LA at 77%, the convention market is the area with the most potential for growth at 5%. Therefore, the CTD Department is committed to the initiatives in this report and to building an expanded and improved convention center to attract a higher volume of citywide conventions.

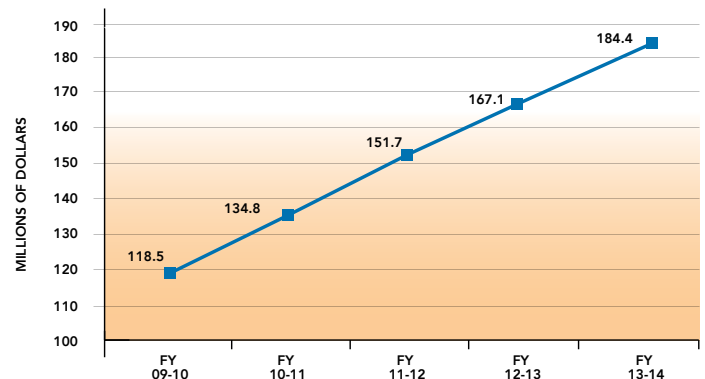
### OVERNIGHT VISITORS: TRIP PURPOSE 2013 CALENDAR YEAR



Reported by Tourism Economics; L.A. Tourism

The Transient Occupancy Tax (TOT) is revenue collected from hotel guests for the City's general fund. The more tourists who visit LA and stay in hotels, the more money generated. TOT revenue increased by 10% for FY 2013-14, resulting in \$184.4 million for the City of LA.

### LOS ANGELES NET TRANSIENT OCCUPANCY TAX



Reported by City of Los Angeles Office of Finance



PHOTO ABOVE: Mike Gallagher, President and CEO of the Entertainment Software Association, at the ribbon cutting ceremony for E3 Expo 2014 with Mayor Eric Garcetti and Ernest Wooden Jr.

### Economic Impact of Citywide Convention and Center Events at the LACC

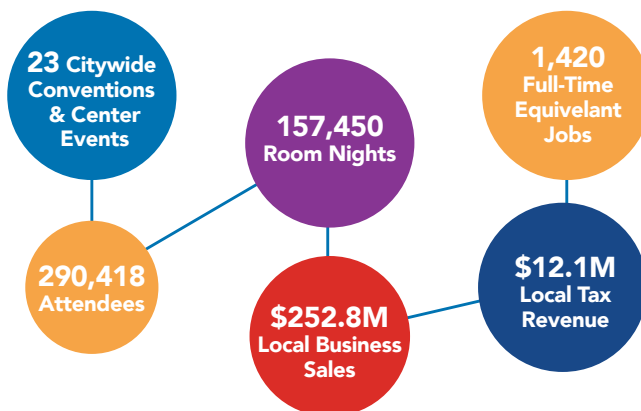
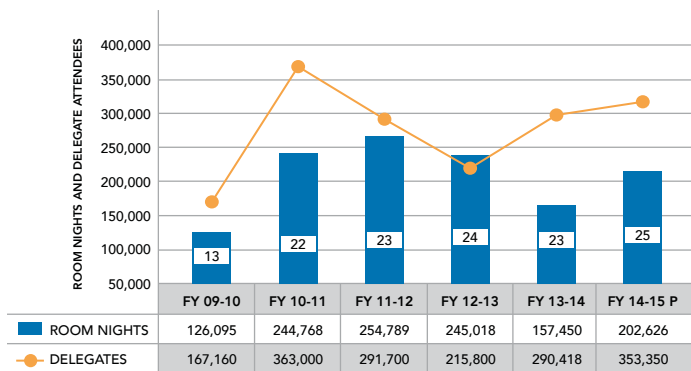
The common goal of any convention center is to bring convention business to the City for the purpose of attracting out of town visitors that will generate spending and hotel occupancy, which in turn benefits the City's general fund to support roads, fire, police, parks and other City services. The events booked through L.A. Tourism are responsible for the generation of significant hotel room occupancy.

As a specific illustration of the Los Angeles Convention Center's (LACC) ability to function as an economic engine, just one of the larger conventions, E3 Expo 2014 generated \$56.4 million in direct and indirect spending.

Total conventions and the number of hotel room nights were down in FY 2013-14. This may be due to our clients' uncertainty regarding a timeline and commitment to the expansion and futurization of the center, or it may be due to the cyclical nature of conventions which rotate their location from year to year. While there was a dip in the number of Citywide events at the Center, the out-of-town attendees at those events increased by 38% over last year, generating tremendous economic benefit for the City of LA.

### LA CITYWIDE CONVENTIONS, GENERAL ROOM NIGHTS, AND DELEGATE ATTENDANCE

(BOXED FIGURES REPRESENT NUMBERS OF L.A. TOURISM BOOKED EVENTS)



Reported by Tourism Economics

# Restructuring Governance



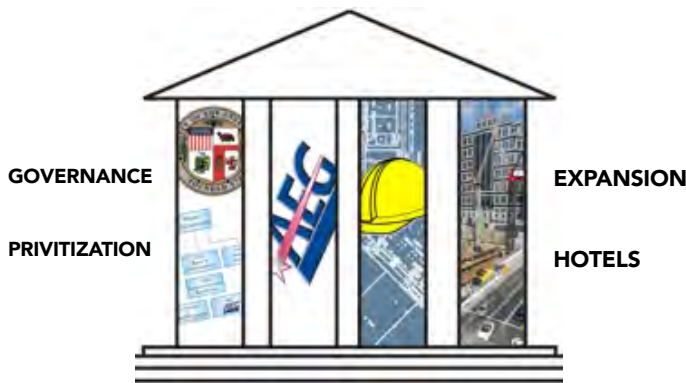
PHOTO ABOVE: From left to right: Brad Gessner, Vice President of Convention Centers at AEG Facilities; Bud Ovrom, Executive Director of the Department of Convention and Tourism Development; Ernest Wooden Jr., President and CEO of the Los Angeles Tourism & Convention Board

## A New Direction

The Los Angeles Convention Center Department officially became the new Department of Convention and Tourism Development (CTD) on June 9, 2014, when the ordinance approved by City Council and signed by the Mayor came into effect. The Board of Commissioners now has an increased authoritative role in the oversight and administration of the contractual performance of the private management of the LACC and Los Angeles Tourism & Convention Board (L.A. Tourism). This change in vision is designed to drive economic development and job creation by increasing the competitiveness of Los Angeles as a convention and tourist destination.

Using a strategy comprised of four pillars, the CTD Department is not just building a building, but changing a culture: (1) leveling the new governance structure to better market the City's Leisure and Hospitality sector; (2) privatizing Convention Center operations; (3) modernizing and expanding the Convention Center to capture additional market share; and (4) promoting hotel construction within walking distance of the Convention Center.

The CTD Department is comprised of the Executive Director, two Assistant General Managers and support staff. The CTD Department administers both the AEG and L.A. Tourism contracts, develops strategies to expand the tourism and convention industries in Los Angeles, and facilitates capital improvements to the Convention Center.





# Privatizing the Los Angeles Convention Center



PHOTO ABOVE: E3 Expo 2014 at the Los Angeles Convention Center



## A New Private Operator

Since AEG Facilities (selected by City Council) took over management of the LACC in December 2013, they have been committed to accomplishing operational and financial goals of the LACC. The City department forecasted a budgetary deficit because of transition costs, but the LACC was able to finish in the black due to the hard work and efficiency of the AEG team.

The transition began with the vital task of recruiting both new and existing talent to join the organization; over 80 full-time and 80 part-time employees became part of the LACC's dynamic and diverse team. HR facilitated a complete on-boarding program, including the institution of a new badging process, thereby providing accountability

and reducing overtime. As guest services is a top priority to the LACC, AEG's Encore Guest Service Training provided employees with the values and principles to enhance guests' experiences and exceed expectations. Landscaping and other much-needed aesthetic enhancements have also contributed to an upgraded visitor experience.

Staff collaboration has been critical in devising new strategies to strengthen Convention Center exposure and boost sales. The Event Services team designed an online post-event survey, which allows the LACC to track and quantify client feedback, thus aiding with client retention. Due to effective, reciprocal communication, the LACC is now more closely integrated with the L.A. LIVE campus.



## Taste of L.A.

A noteworthy change is the increased focus on celebrating local cuisine through the Taste of L.A. program. Levy, the exclusive contracted food service provider for events in the venue, has been refining the concession menu to highlight the iconic flavors unique to Los Angeles.

By partnering with local businesses, including Groundwork Coffee, Big Man Bakes Cupcakes and Angel City Brewery, Taste of L.A. allows LACC's guests to relish in the ultimate LA dining experience.

# Expanding and Futurizing the LACC



PHOTO ABOVE: The existing footprint of the Los Angeles Convention Center in Downtown LA

## The Need for Expansion

To stay competitive and to position itself to capture more market share in the convention industry, the Los Angeles Convention Center is in need of an expansion. As pictured in the accompanying chart, Los Angeles ranks very low in the list of nationally comparable and neighboring convention centers, clearly establishing the need for increased exhibition, meeting, and ballroom space.

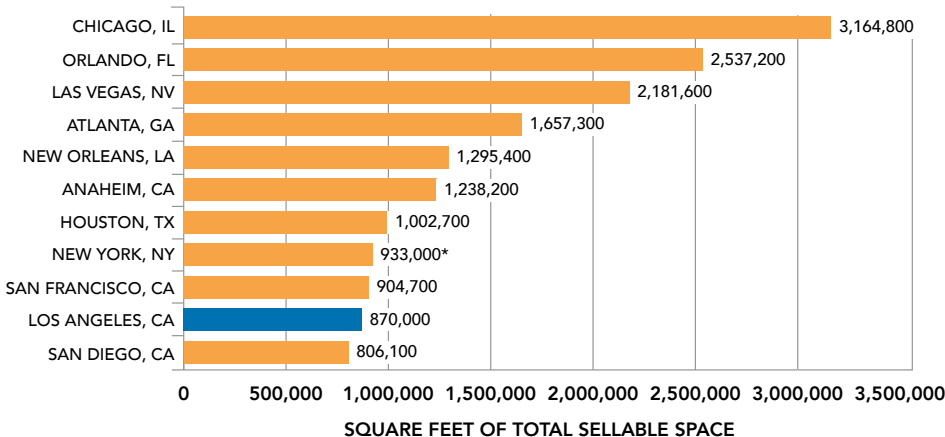
## Farmer's Field

The agreement between the City and AEG to bring the NFL to Los Angeles includes the construction of Farmer's Field, a football stadium/event center, and the renovation of the

LACC (pictured below). This would further invigorate our Sports and Entertainment District and would increase the Convention Center's competitive edge.

The agreement enabling this plan was set to expire October 18, 2014, but a six month extension has been granted, ending April 17, 2015. Since the ultimate success of this undertaking is still yet to be determined, the CTD Department, under the direction of City Council, is preparing an alternative expansion plan to position the Convention Center as a greater economic engine for the City.

## COMPARISON OF EXISTING SELLABLE SPACE COMPETITIVE AND COMPERABLE FACILITIES



Reported by CSL, May 2014

\*Reported by CTD Department



PHOTO ABOVE: Rendering of L.A LIVE and Farmer's Field



PHOTO ABOVE: Los Angeles Department of General Services replacing damaged sidewalks around the LACC in June 2014

### Expansion of the LACC

Preliminary steps to launching the alternative expansion plan are already in motion, so that little time is lost in the interim. A Task Order Solicitation for a “design competition” was initiated in June 2014 to solicit potential architectural teams to create alternative designs. Based on qualifications submitted, three teams have been selected to participate in the design contest.

Design submissions will include a pad for a potential, on-site hotel and integrate the LACC into the Sports and Entertainment District, making it more pedestrian friendly. The chart (right) compares categories of programmable event space among existing conditions, Plan-A, and the Plan-B alternative. Site conditions in a Plan-B scenario permits more space to be added, allowing the LACC the ability to attract larger events and “stack” multiple events at the same time, increasing the LACC’s ability to capture more business. Both plans (A&B), if started in early 2015, are estimated for completion in late 2019.

### Modernization of the LACC

In the meantime, the LACC is working hard to make short-term improvements to the building and surrounding area to increase client satisfaction and improve the livability of the neighborhood. At the end of the 2013-14 fiscal year, approximately 12,000 sq. ft. of cracked and damaged sidewalk surrounding the Convention Center was replaced,

SPACE COMPARISON OF EXPANSION PLANS (sq. ft.)			
Type of Space	Existing Totals	Plan A: With Farmers Field	Plan B: Modernization & Expansion
Exhibit	720,000	846,000	1,000,000
Meeting Room	102,000	102,000	170,000
Ballroom	0	47,000	60,000
Multiuse (Petree & Concourse Hall)	48,000	126,000	48,000
<b>Grand Total</b>	<b>870,000</b>	<b>1,121,000</b>	<b>1,278,000</b>

thus improving highly trafficked pedestrian walkways and increasing safety.

The Los Angeles City Council has approved \$10 million in short-term enhancements for the LACC, the largest sum of capital being reinvested into the building since the opening of South Hall in 1993. Beginning later this year, the work includes imperative aesthetic improvements and much needed mechanical upgrades to public areas and behind-the-scenes equipment. A new energy-efficient “cool roof” will be installed on South Hall and Concourse Hall to protect the building while reducing energy usage.

# Developing Hotel Inventory



PHOTO ABOVE: The Courtyard & Residence Inn Los Angeles L.A. LIVE

## Keeping LA Competitive

Los Angeles county hotels boasted a record breaking 78.2% occupancy rate for FY 2013-14, and the City of LA reported even higher success at 80.6%. While soaring occupancy rates and increased revenue per room are cause for celebration, these numbers also indicate a demand for increased hotel supply.

Furthermore, the Convention Center has a very real need for more hotels within walking distance. According to a 2014 report by CSL, the LACC ranked below average in number of hotel rooms within walking distance. In order to vie for high-impact conventions, CSL recommended an addition of at least 3,700 hotel rooms. The CTD is committed to increasing hotel

inventory to enable the LACC to compete with immediate neighbors in Anaheim, San Diego, and San Francisco as well as the expanded convention center market.

## New Hotel Developments

In June of 2014, the Courtyard & Residence Inn Los Angeles L.A. LIVE opened (photo left), garnering 393 new hotel rooms just up the street from the Convention Center. L.A. Tourism has already taken advantage of these new assets while booking future citywide conventions.

The Intercontinental Los Angeles Downtown has begun construction on its 900-room hotel tower (photo below), and the Metropolis Project off 9th Street has broken ground on the anticipated 350-room Hotel Indigo. There are a number of other potential sites in very promising locations, including directly on LACC property, that will further the CTD's goal toward 4,000 new hotel rooms by 2020.

## Promoting Local Transportation

Cities such as New York and Chicago have limited hotel rooms within walking distance, but they supplement their supply with a widely-used public transportation system. Within the larger picture of creating a culture of transit-oriented tourism (see pp 12-13), the CTD Department hopes to increase the use of existing and future Metro lines to make hotels beyond walking distance more accessible to convention delegates. The Pico light rail station just across the street from the Convention Center can easily take travelers across the city, and the bus lines offer convenient routes with stops servicing many Downtown Los Angeles hotels.

## HOTEL ROOMS WITHIN WALKING DISTANCE COMPETITIVE AND COMPERABLE FACILITIES

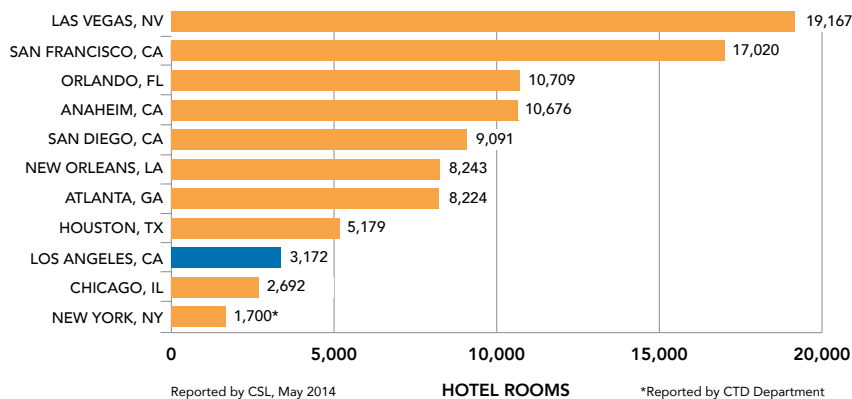


PHOTO ABOVE: The Intercontinental Wilshire/Grand under construction

## HOTELS WITHIN WALKING DISTANCE OF THE LACC

EXISTING AS OF JULY 1, 2013	# OF ROOMS
J.W. Marriott Los Angeles L.A. LIVE	878
Sheraton Los Angeles (The Bloc)	485
Figueroa Hotel	285
Stillwell Hotel	232
Mayfair Hotel	215
Luxe City Center Hotel	175
Ritz Milner Hotel	137
The Ritz-Carlton, Los Angeles	123
O Hotel	67
<b>Subtotal</b>	<b>2,597</b>
OPENED FISCAL YEAR 13-14	# OF ROOMS
Residence Inn Los Angeles L.A. LIVE	219
Ace Hotel	182
Courtyard Los Angeles L.A. LIVE	174
<b>Subtotal</b>	<b>575</b>
<b>TOTAL EXISTING</b>	<b>3,172</b>

UNDER CONSTRUCTION	# OF ROOMS
InterContinental Los Angeles Downtown	900
Hotel Indigo	350
<b>Subtotal</b>	<b>1,250</b>
UPCOMING	# OF ROOMS
Renaissance	450
Fig Central	183
<b>Subtotal</b>	<b>633</b>
POTENTIAL SITES	# OF ROOMS
LACC	1,000
Olympic West	600
9th Street Sites	400
Fig South	350
dtLA South Park	300
Case Hotel	151
Fig North	122
<b>Subtotal</b>	<b>2,923</b>
<b>TOTAL FUTURE</b>	<b>4,806</b>

**GRAND TOTAL 7,978**



# Transit-Oriented Tourism

Downtown Los Angeles has witnessed a recent boom in development along Metro's transit corridors, ranging from retail to hotels to dining and shopping. The invaluable utility of Metro does not stop there; Metro lines reach far beyond the limits of DTLA, and several large projects are currently under way. It is imperative for visitors and locals alike to take advantage of this transportation system right outside their front door as new attractions are built and existing destinations expand.



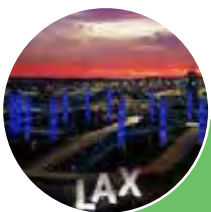
## Orange Line

Lake Balboa  
NoHo Arts District  
Japanese Gardens  
Van Nuys Civic Center



## Expo Line

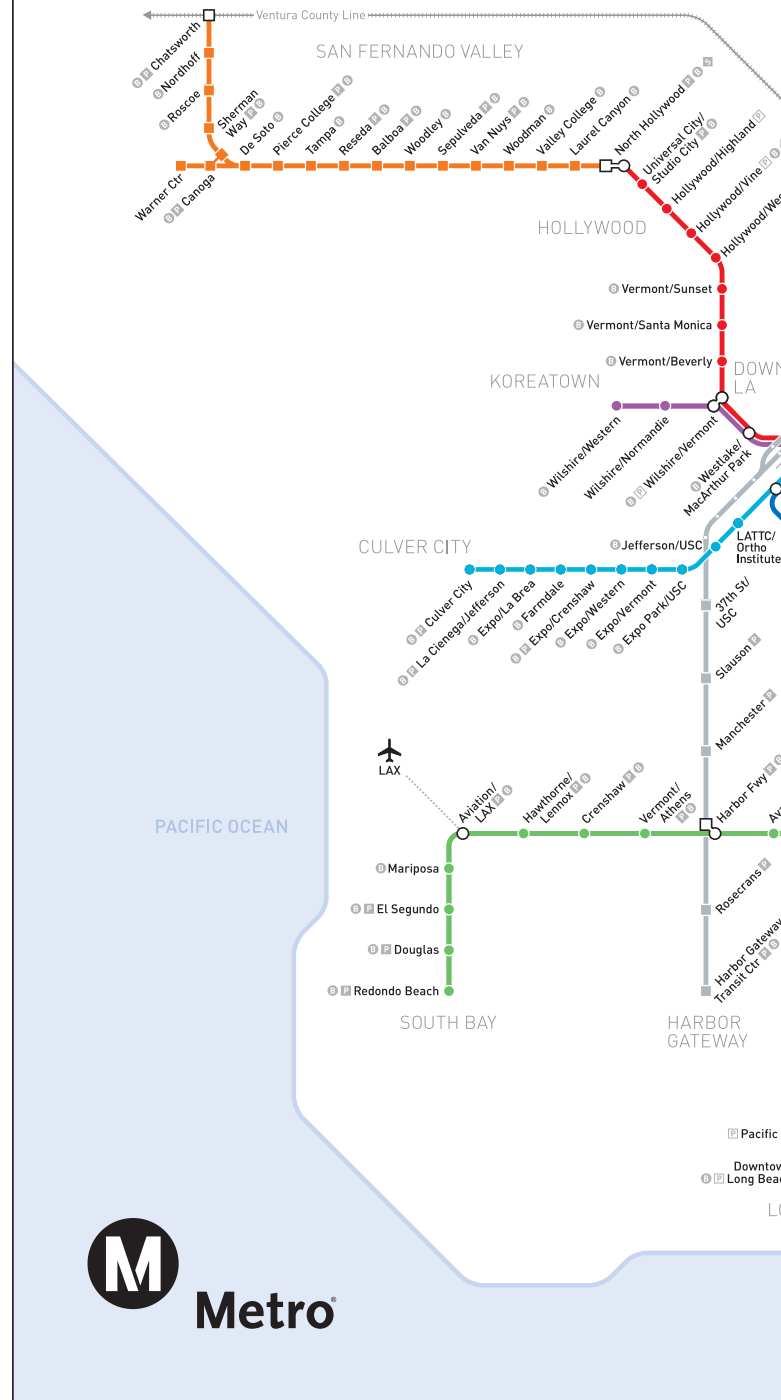
California African American Museum  
California Science Center  
Exposition Park  
LA Memorial Coliseum  
Natural History Museum  
Space Shuttle Endeavour



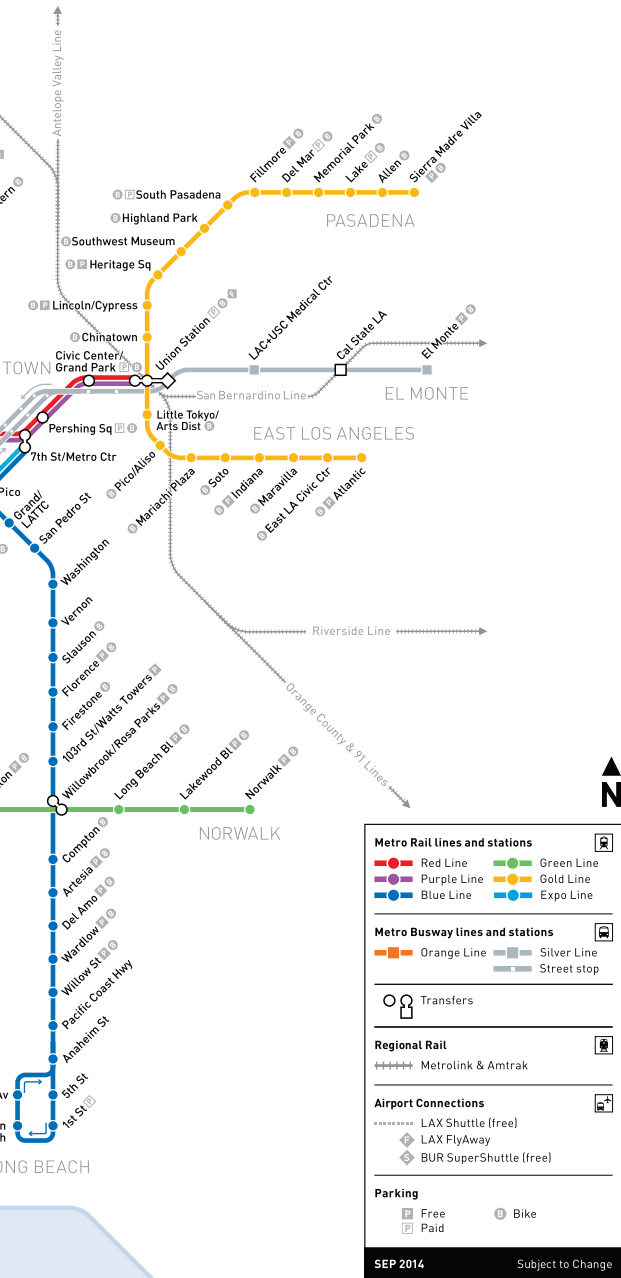
## Green Line

Los Angeles International  
Airport (LAX)

## Go Metro



metro.net



## Red Line

Academy of TV Arts & Sciences  
 Grauman's Chinese Theater  
 Hollywood & Highland  
 Hollywood Bowl  
 Pantages Theater  
 Universal CityWalk®  
 Universal Studios Hollywood<sup>SM</sup>



## Gold Line

Casa de Adobe  
 Chinatown  
 East West Players  
 The Geffen Contemporary at MoCA  
 Japanese American National Museum  
 LA Police Historical Museum  
 Mariachi Plaza



## Blue Line

Los Angeles Convention Center  
 L.A. LIVE  
 STAPLES Center  
 Watts Towers  
 Museum of Latin American Art  
 Long Beach Aquarium  
 of the Pacific



## Purple Line

Ahmanson Theatre  
 Grand Central Market  
 Grand Park  
 Los Angeles City Hall  
 Museum of Contemporary Art  
 Music Center  
 Walt Disney Concert Hall  
 Wiltern Theater



# Maximizing International Travel & Ground Transportation



PHOTO ABOVE: Current international routes from Los Angeles International Airport (LAX)

## Booming International Travel

Los Angeles has achieved dramatic growth in number of international visitors. Although visitors from other countries constituted only 15% of 2013's 42.2 million visitors to LA, they were responsible for nearly 34% of total visitor spending as they stay almost twice as long and spend almost twice as much as domestic visitors. International tourism was responsible for the biggest growth in visitation, particularly from Mexico, Canada, China, and Brazil, and the numbers are still on the rise. As indicated on the chart, China had the most growth over the past four years at 260.8%, and total international travel increased by 35.1%. Already in 2014, Los Angeles International Airport (LAX) has welcomed six new international routes, as well as eight upgrades of aircraft or expansions on existing routes.

International traffic through LAX was 18 million, a 4.1% increase over 2012, thanks in part to the opening of the Tom Bradley International Terminal (TBIT) in September 2013. This new \$1.9 billion terminal has 18 new boarding gates, half of which can accommodate larger, new-generation aircraft. World-class shopping is also available for travelers to embrace, presenting luxury designer brands with a distinctly Los Angeles flavor, making TBIT a destination in itself.

2009 v. 2013 International Visitation to Los Angeles				
Original Market	2009	2013	+/- Visitors	% Change
China	158,000	570,000	412,000	260.8%
Australia	232,000	393,000	161,000	69.4%
UK	273,000	319,000	46,000	16.8%
Japan	239,000	291,000	52,000	21.8%
France	183,000	264,000	81,000	44.3%
South Korea	175,000	236,000	61,000	34.9%
Germany	160,000	230,000	70,000	43.8%
Brazil	62,000	121,000	59,000	95.2%
<b>Total Overseas</b>	<b>2,514,000</b>	<b>3,763,000</b>	<b>1,249,000</b>	<b>49.7%</b>
Canada	495,000	708,000	213,000	43.3%
Mexico	1,557,000	1,701,000	1,606,000	35.2%
<b>Total International</b>	<b>4,566,000</b>	<b>6,172,000</b>	<b>1,606,000</b>	<b>35.2%</b>

Reported by Tourism Economics; L.A. Tourism

Groundbreaking improvements to LAX extends beyond TBIT, as the terminal was just the first phase of the over \$7 billion LAX Capital Improvements Program. Future plans include the construction of a new terminal with gates designed to accommodate the larger, next generation aircraft like the A380.





PHOTO ABOVE: Rendering of the future Metro station at 96th Street and Aviation Boulevard, courtesy of Metro

### Ground Transportation

A big game changer is the recently approved train station that will finally bridge Metro’s extensive transportation network to LAX. In June 2014, LA County transportation officials agreed to proceed with preparations for extending the Crenshaw Line to bring transit users within a mile and a half of the airport. Once arriving at the new station at 96th Street and Aviation Boulevard, an automated people mover system to be constructed by Los Angeles World Airport (LAWA) will bridge the gap, bringing travelers directly to LAX’s terminals. This revolutionary work will radically change access to and from the airport for residents and visitors alike.

Metro is also moving mountains with its other projects: four Metro Rail lines are currently under construction, funded by Measure R. Work on the Gold, Expo, Green, and Purple Lines is expanding public transportation’s utility in ways that Los Angeles has never seen before. The Regional Connector will connect the Gold Line to the Blue and Expo Lines, making a trip from Pasadena to the LACC a one-ticket ride. The Expo Line will be extended to Downtown Santa Monica, and the Purple Line will service neighborhoods from the Miracle Mile to Beverly Hills and Westwood/Century City.

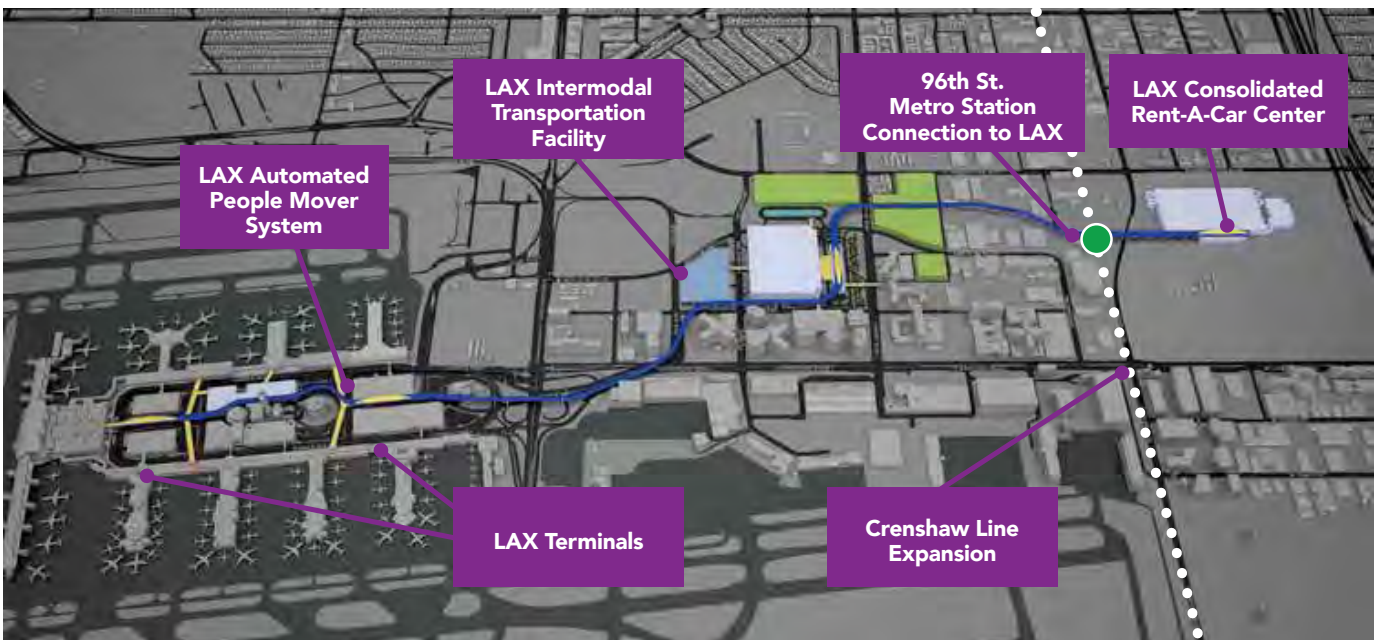


PHOTO ABOVE: Proposed automatic people mover connecting terminals to the Metro station, image courtesy of Los Angeles World Airports

# Expanding Entertainment and Sports Venues



PHOTO ABOVE: Universal Studios Hollywood<sup>SM</sup> celebrates the opening of "Despicable Me Minion Mayhem" at The Entertainment Capital of L.A.

## Record 2013 and Coming Attractions at Universal Studios Hollywood<sup>SM</sup>

According to a recent Los Angeles Tourism & Convention Board market study, the number one entertainment destination in L.A. is Universal Studios Hollywood<sup>SM</sup>. Under the leadership of its parent company, Comcast Corporation, Universal Studios Hollywood<sup>SM</sup> is making an unprecedented five-year investment in revolutionary new thrill rides and expansive themed environments that will radically alter the familiar landscape of The Entertainment Capital of L.A. as it continues to define itself as one of the most progressive and exciting theme park experiences worldwide.

2013 was a monumental time for the theme park, as it achieved record-breaking attendance for a third consecutive year. It also marked a pivotal phase for the

world-class destination as it continued to embark on an epic transformation with the introduction of the Universal Plaza, the park's new art deco-inspired focal point. In 2014, "Despicable Me Minion Mayhem" and "Super Silly Fun Land" opened with rave consumer and critical reviews.

Coinciding with the theme park's 50th anniversary in 2015 are several new attractions: "Springfield," an immersive land surrounding "The Simpsons Ride" will open in the spring, "Fast & Furious – Supercharged," based on the blockbuster film series, will debut in the summer as the grand finale to the celebrated Studio Tour, and a new "Nighttime Studio Tour."



## The Wizarding World of Harry Potter<sup>TM</sup>

The Wizarding World of Harry Potter<sup>TM</sup> will open in 2016 and is expected to transform the Southern California economy, positively impacting tourism and jobs for years to come. Its eagerly awaited arrival at Universal Orlando in 2010 led to a double digit attendance increase the first year after opening.

### Accessibility

Conveniently located on the Metro Red Line, the park will also be readily accessible by mass transit from the San Fernando Valley, Hollywood, and even Downtown Los Angeles. The future is bright for Universal Studios Hollywood<sup>SM</sup> as the destination continues to build upon its extraordinary success and expand its vision for the future to entertain a world bewitched by the magic of Hollywood.



PHOTO ABOVE: Iconic Dodger Stadium with the skyline of Downtown LA in the background. Photo courtesy of the Los Angeles Dodgers

### Sports Venues

Dodger Stadium had a record-breaking year as it had the highest cumulative attendance in the Majors, with over 3.7 million fans attending home games this season. Dodger Stadium also played host to the NHL's first outdoor game in California in January 2014, where the LA Kings faced off against the Anaheim Ducks before a sold-out stadium of over 54,000 fans.

The Kings went on to win the Stanley Cup, their second victory in three years. Of course, the entire Sports and Entertainment District benefited from the increased business from the extended season-even during away games, fans flocked to Downtown to witness the playoffs with fellow enthusiasts at watch parties at L.A. LIVE.

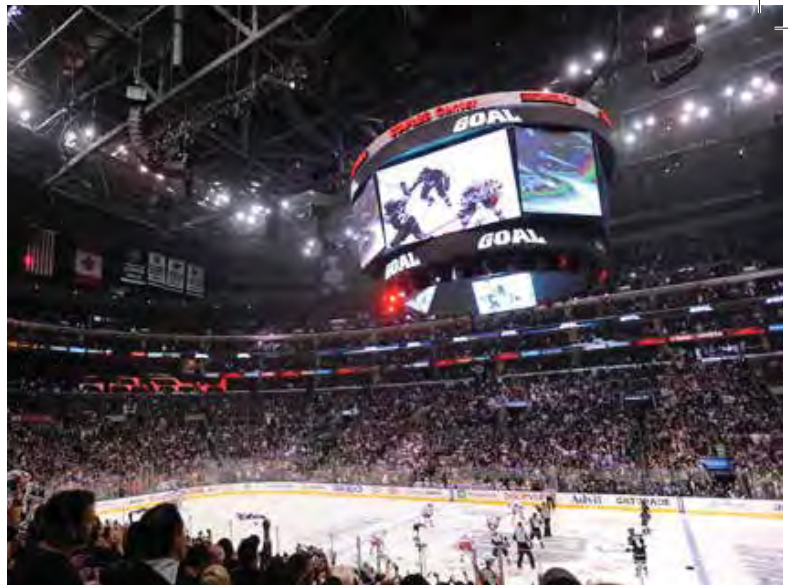


PHOTO ABOVE: The STAPLES Center filled to the brim with enthusiastic Kings fans.

STAPLES Center saw great attendance numbers from the Kings as well as the NBA Clippers, who also made it into the playoffs, which surely contributed in boosting this venue to be the 6th Instagrammed location in the world during 2013. To top it all off, STAPLES Center reached a major milestone by hosting 53 concerts, breaking the previous record by almost 40%. Over half the shows were sold out, which added to the total of almost three million attendees to STAPLES Center for FY 2013-14.

New developments to look forward to include the possibility of the NFL returning to LA, the addition of a professional soccer team and the continued successes that our existing sports franchises bring. As USC was given clearance to operate and restore the Los Angeles Memorial Coliseum on June 25, 2013, they will be introducing new enhancements designed to elevate the fan experience through much needed renovations and implementation of technology.

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### The LA Zoo And Botanical Gardens

The Los Angeles Zoo and Botanical Gardens is a unique destination for recreation, education and conservation that attracts over 1.5 million visitors annually.

The immersive Rainforest of the Americas, which debuted in April 2014, is just the latest example of how the LA Zoo has made great strides in integrating new technology and creating naturalistic habitats. Guests can now observe over 20 species – many of them endangered – at home among flora native to their Latin American roots.

2014 also saw the opening of the Angela Collier World of Birds Theater, which showcases the unique behaviors of eagles, owls, parrots and more in an all-new live show.

PHOTO RIGHT: Councilmember Tom LaBonge and Mayor Eric Garcetti present Zoo Director John Lewis with a certificate on opening day of Rainforest of the Americas. Photo by Tad Motoyama



# Cultivating Cultural Tourism



PHOTO ABOVE: Aerial construction image of The Broad museum's back façade.

## There's Always Something New in LA

Southern California Cultural Tourism will have a lot to celebrate in the upcoming years. The Broad museum is scheduled to open in the fall of 2015, further boosting the appeal of Grand Avenue to visitors and residents alike. Once the 120,000 sq. ft. space is complete, visitors will be able to enjoy postwar and contemporary art from The Broad Art Foundation and the Broads' personal collections. A 24,000 sq. ft. public plaza next to the museum will add valuable programming space and will welcome pedestrians and transit users.

Museum Row on the Miracle Mile has exciting news on the horizon as well. The Petersen Automotive Museum is redesigning and enhancing galleries to provide an immersive, cutting-edge museum experience and restoring cars in their expansive collection; work is scheduled to begin later this year.

Los Angeles County Museum of Art (LACMA) has unveiled new plans for a redesigned renovation of a 400,000 sq. ft. exhibition hall. This \$650-million extension to the museum will safely skirt the neighboring La Brea Tar Pits, while creating a unique bridge over Wilshire Boulevard.



PHOTO ABOVE: Rendering of The Broad museum's third floor gallery and skylights



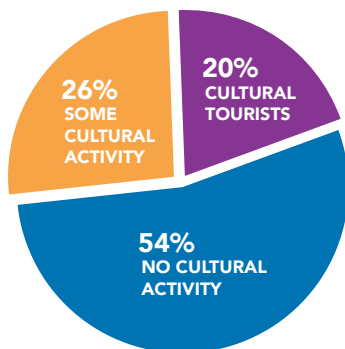
PHOTO ABOVE: The Central Garden at the Getty Center

### LA: A Cultural Destination

As nearly half of all visitors to LA engage in some kind of cultural activity, tourists' perception of LA as a cultural destination compares well to other cities. LA received top marks (second only to NYC) for its entertainment and nightlife, cultural diversity and for being a leader in the visual arts (Source: Hall & Partners; Cultural Perceptions of L.A., Feb 2014).



### LOS ANGELES VISITORS



Reported by L.A. Tourism

LA's existing cultural assets are an integral part of brand messaging and tourism marketing efforts let by L.A. Tourism. Since cultural tourists spend 50% more than other visitors and stay an extra night (typically in a hotel), campaigns that raise awareness of the quality and diversity of LA museums and venues boost direct and indirect visitor spending.

One example of a program designed to increase hotel room night bookings and visitor attendance to LA museums is the Discover the Arts Program. Already in its 6th year, this program garnered nearly 58,000 hotel room nights in spring of 2014. L.A. Tourism partnered with more than 30 cultural organizations, and 13.4 million consumers were reached in key domestic feeder markets.

Marketing efforts to grow awareness, appreciation and demand for LA cultural destinations and programming are spread across many platforms and forms of media. The Discover L.A. website had 7.1 million visitors in 2013 alone, and new iterations of the award-winning site are in development or have been released, geared to reach international markets, such as China and Korea. The Discover L.A.'s Facebook page was the first city page to reach 1 million fans.