



BOARD OF LOS ANGELES DEPARTMENT OF CONVENTION AND TOURISM DEVELOPMENT COMMISSIONERS

Commissioners: Jon F. Vein, President; Ray Bidenost, Vice President;
Stella T. Maloyan; Otto Padron

Regular Meeting
Wednesday, May 20, 2015
9:00 a.m. – 10:30 a.m.
Los Angeles Convention Center
1201 S. Figueroa Street, L.A. CA 90015
Executive Board Room

1. Call to Order / Roll Call
2. Public Comment
3. Meeting Minutes
 - Approval of Meeting Minutes from May 6, 2015
4. Comparison of Responsibilities
5. Department of Convention and Tourism Development Budget for Fiscal Year 2015-16
6. CIP Update
7. Hotel Strategy Update
8. Name Architecture/Branding
9. Expansion and Futurization Update

AGENDA FORECAST / SPECIAL TOPICS:

- | | |
|---------------|---|
| June 3, 2015 | - Joint Commission Meeting RE: Design Competition |
| June 17, 2015 | - Monthly Reports for April 2015 |
| | - LATCB Exhibit Follow-up |
| | - LATCB Budget Detail |

Materials related to an item on this agenda submitted to the Board of Los Angeles Convention and Tourism development after distribution of the agenda packet are available for public inspection in the Executive Office of the Los Angeles Convention Center, 1201 S. Figueroa Street, Los Angeles, CA 90015, during normal business hours.

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DRAFT**BOARD OF LOS ANGELES CONVENTION
AND TOURISM DEVELOPMENT COMMISSION**

Meeting Minutes
May 6, 2015
9:00 a.m.

The Board of Los Angeles Convention and Tourism Development Commission (Board) convened a regular meeting on Wednesday, May 6, 2015 at 9:02 a.m. at the Los Angeles Convention Center (LACC), located at 1201 S. Figueroa Street, Los Angeles, CA 90015, in the Executive Board Room.

PRESENT:

President Jon F. Vein
Commissioner Stella T. Maloyan
Commissioner Otto Padron

Bud Ovrom, Executive Director –

Los Angeles Department of Convention & Tourism Development (CTD)
Tom Fields, Assistant General Manager & COO – CTD
Diana Mangioglou, Assistant General Manager, Finance & Administration – CTD
Glyn Milburn, Business Team Representative – Office of the Mayor
Kimberly Miera, Deputy City Attorney – City Attorney's Office
Derik Pearson, Management Assistant – Office of the City Administrative Officer
Brad Gessner, Sr. Vice President & General Manager – AEG Facilities
Keith Hilsgen, Vice President, Finance – AEG Facilities
Ellen Schwartz, Vice President, Sales & Marketing – AEG Facilities
Darren Green, Senior VP, Sales -

Los Angeles Tourism & Convention Board (LATCB)
Patti MacJennett, Senior VP, Business Affairs – LATCB
Bryan Churchill, VP, Hotel Sales – LATCB
Kathy McAdams, VP Convention Sales – LATCB
Cristine Villorante, Executive Administrative Assistant – CTD

ABSENT:

Vice President Ray Bidenost

Item 1. Call to Order – President Vein called the meeting to order.

Item 2. Public Comment – There was no public comment.

Item 3. Approval of April 1, 2015 Meeting Minutes

APPROVED BY GENERAL CONSENT

Ayes: President Vein, Commissioners Maloyan and Padron

Nays: None

Absent: Vice President Bidenost

Item 4. Monthly Reports for February 2015

- a. Mr. Brad Gessner, Mr. Keith Hilsen, and Ms. Ellen Schwartz presented the LACC/AEG monthly report.
- b. Mr. Darren Green, Mr. Bryan Churchill, and Ms. Patti MacJennett presented the LATCB monthly report.

Item 5. Status/Schedule of Design Competition

Mr. Bud Ovrom and Mr. Tom Fields presented the Commission with the schedule for the design competition.

ADJOURNMENT

The meeting was adjourned at 10:27 a.m.

COMPARISON OF RESPONSIBILITIES*

AUTHORITY

- Recommend to the City the acquisition, sale, and lease of land, as well as grant and receive easements, as needed, for the LACC
- Issue lease revenue bonds, as needed, for the LACC
- Advise the Mayor and City Council on any matters pertaining to the above for the LACC
- Provide input to the Mayor and City Council regarding hotel development citywide, as it pertains to the generation of Transient Occupancy Tax revenue to service the LACC debt obligations
- Provide input to the Mayor and City Council on any matters pertaining to the design and construction of the expansion and modernization of the LACC, with or without an NFL Stadium
- NOTE: Created through the JPA Agreement

COMMISSION

- Provide oversight of the budget and operations of the Convention and Tourism Development Department
- Provide oversight of the City's contract with the Los Angeles Tourism and Convention Board for marketing and sales
- Provide oversight of the City's contract with AEG for daily operation of the LACC
- Advise the Mayor and City Council on any matters which help promote tourism and the Leisure and Hospitality sector citywide
- Advise the Mayor and City Council on promoting construction of hotels citywide, and specifically nearby the Convention Center
- Provide input to the Mayor and City Council on any matters pertaining to the design and construction of the expansion and modernization of the LACC, with or without an NFL Stadium
- NOTE: Created through the Administrative Code

*This is a summary of responsibilities and should not be relied upon as a comprehensive explanation.

CIP UPDATE: SUMMARY

Item #	Contract	SOW	In Progress	Targeted Completion Date	Project
1	X	X	X	Fall 2015	Roof Replacement
2	X	X	X	5/15/2015	Security Surveillance System Upgrade
3	X	X	X	8/1/2015	Parking Access & Control System Upgrade
4	X	X	X	Completed	Meeting Room HVAC Upgrade
5	X	X	X	TBD	Air-Wall Enhancements
6	X	X	X	Completed	Restroom Vestibule Upgrade
7	X	X	X	6/1/2015	Theater Décor Modernization
8	X	X	X	Completed	Exhibit Hall Floor Remediation
9	X	X	X	6/30/2015	Dimming System Upgrade
10	X	X	X	Completed	Cooling Tower Refurbishment
11	X	X	X	Completed	Carpet Replacement
12	X	X	X	Completed	Escalator/Elevator Modernization
13	X	X	X	6/1/2015	Automatic Transfer Switches
14	X	X	X	Completed	Sidewalk Replacement

THOMAS FIELDS
 ASSISTANT GENERAL MANAGER & CHIEF OPERATING OFFICER
 DEPARTMENT OF CONVENTION AND TOURISM DEVELOPMENT

LOS ANGELES CONVENTION & EXHIBITION CENTER AUTHORITY MEETING
 MAY 13, 2015

HOTEL DEVELOPMENT

LOS ANGELES HOTELS: SPORTS & ENTERTAINMENT DISTRICT

HOTELS WITHIN WALKING DISTANCE		
EXISTING AS OF JULY 1, 2013		
1	JW Marriott Los Angeles L.A. LIVE	878
2	Sheraton Los Angeles (The Bloc)	485
3	Figueroa Hotel	285
4	Stillwell Hotel	232
5	Mayfair Hotel	215
6	Luxe City Center Hotel	175
7	Ritz Milner	137
8	Ritz-Carlton, Los Angeles	123
9	O Hotel	67
Subtotal		2,597
OPENED FISCAL YEAR 2013-2014		
10	Residence Inn Los Angeles L.A. LIVE	219
11	Ace Hotel	182
12	Courtyard Los Angeles L.A. LIVE	174
Subtotal		575
UNDER CONSTRUCTION		
13	InterContinental Los Angeles Downtown	900
14	Hotel Indigo	350
15	Empire Hotel	183
16	Fig Central (Cavalli)	183
17	Case Hotel	151
Subtotal		1,767
UPCOMING		
18	JW Marriott Expansion	755
19	dtLA South Park	300
20	Fig North	75
Subtotal		1,130
OPPORTUNITY SITES		
21	LACC	1,000
22	Pico + Fig	800
23	Olympic West	600
24	Genting Property	600
25	9th Street Sites	400
26	Pico + Hope/Flower	350
27	Toyota Site	300
Subtotal		4,050
GRAND TOTAL		10,119



DEPARTMENT OF CONVENTION AND TOURISM DEVELOPMENT

HOTEL DEVELOPMENT

WITHIN WALKING DISTANCE OF LACC

Map	Brand/Site Name	Location	Number of rooms	Construction Start Date	Estimated Opening Date	Comments
EXISTING AS OF JUNE 30, 2013*						
1	J.W. Marriott L.A. LIVE	900 W. Olympic Blvd	878	EXISTING		
2	Sheraton Los Angeles	7th + Hope St	485	EXISTING		
3	Figueroa Hotel	Olympic Blvd + Figueroa St	285	EXISTING		
4	Stillwell hotel	9th St + Grand Ave	232	EXISTING		
5	Mayfair Hotel	7th St + Hartford Ave	215	EXISTING		
6	Luxe City Center Hotel	Olympic Blvd + Figueroa St	175	EXISTING		
7	Ritz Milner Hotel	8th St + Flower St	137	EXISTING		
8	The Ritz-Carlton L.A. LIVE	900 W. Olympic Blvd	123	EXISTING		
9	O Hotel	8th St + Flower St	67	EXISTING		
	Total		2,597			
COMPLETED AFTER JULY 1, 2013						
10	Residence Inn	901 W. Olympic Blvd	219	2012	June 2014	
11	Ace Hotel	929 S. Broadway St	182	2012	Jan 2014	
12	Courtyard	901 W. Olympic Blvd	174	2012	June 2014	
	Total		575			
UNDER CONSTRUCTION						
13	InterContinental	Wilshire Grand (930 Wilshire Blvd)	900	2013	2017	
14	Hotel Indigo	Metropolis (9th St + Francisco St)	350	2014	Feb 2016	
15	Embassy Hotel (Empire)	9th St + Grand Ave	183	2012?	2015	Existing structure under renovation
16	Cavalli	Fig Central (Figueroa + 11th)	183	Mar 2015	2018	
17	Case Hotel	1106 S. Broadway	151		2015	Existing structure under renovation
	Total		1,767			
UPCOMING						
18	JW Marriott Expansion	Olympic Blvd + Georgia St	755	2015 or 2016	2018	
19	dtLA South Park	12th St + Olive St	300	2015		
20	Fig North	Olympic Blvd + Figueroa St	75	2017	2020	Net gain of 75 rooms when existing Luxe Hotel is demolished
	Total		1,130			
TOTAL EXISTING + CONSTRUCTION + UPCOMING			6,069			
OPPORTUNITY SITES						
21	LACC	On site	1,000			
22	Pico Blvd + Figueroa St	Pico Blvd + Figueroa St	800			Room count numbers from CLA
23	Olympic West	Olympic Blvd + Georgia St	600			
24	Genting Property	9th St + Figueora St	600			Room count numbers from CLA
25	9th Street Sites	9th St + Francisco	400			
26	Pico + Flower/Hope	Pico + Flower/Hope	350			
27	Toyota Site	Venice Blvd + Figueroa St	300			
	Total		4,050			

Last updated 04/14/2015

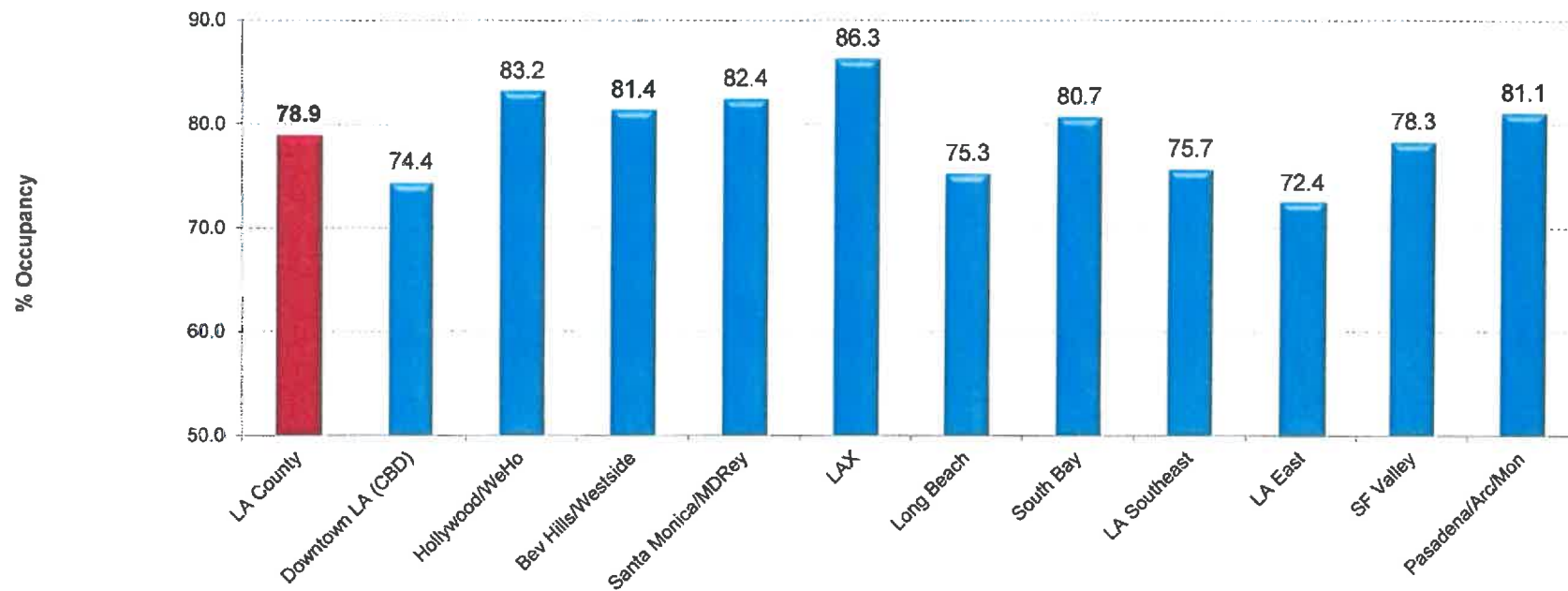
Hotel Supply Discussion

April 27, 2015

Los Angeles
TOURISM & CONVENTION BOARD



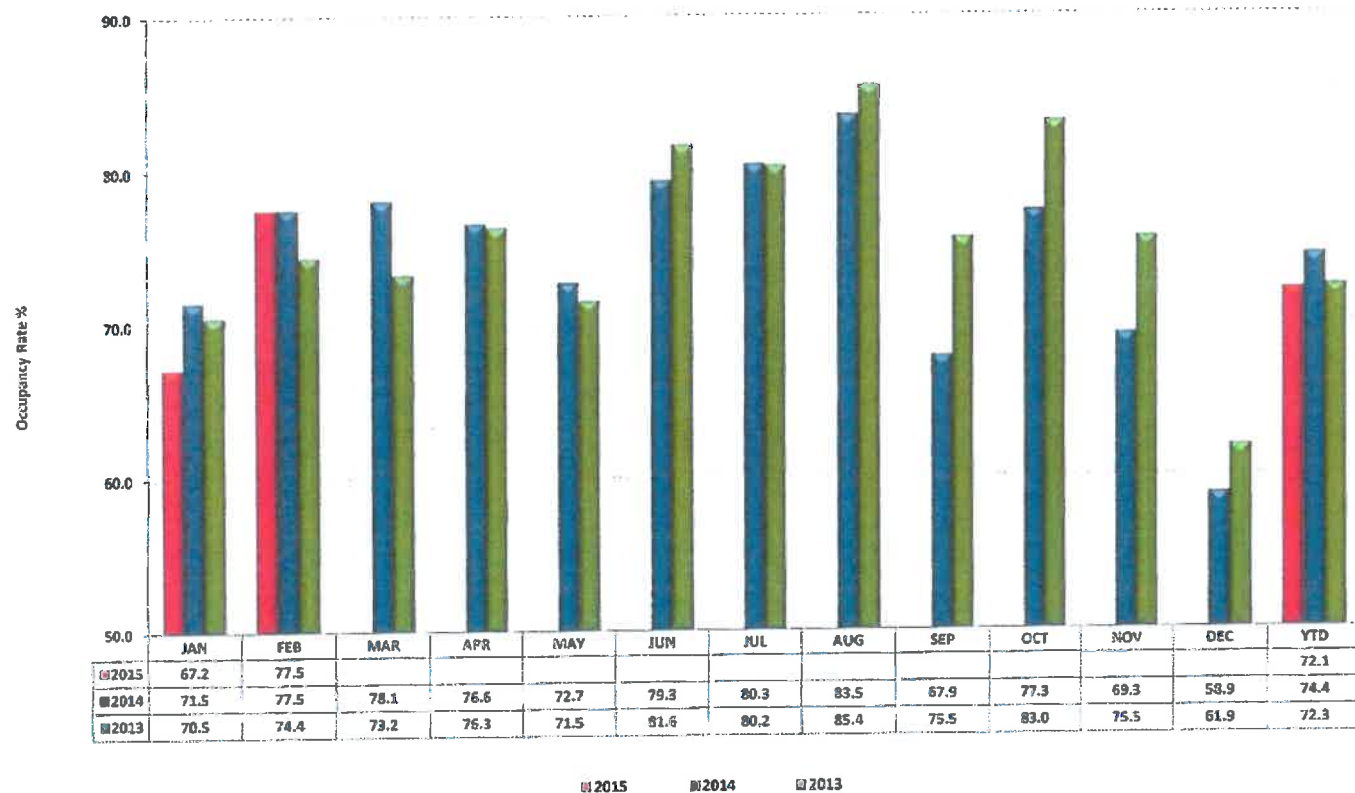
Los Angeles Occupancy by Region Jan - Dec 2014 YE



Source: Smith Travel Research

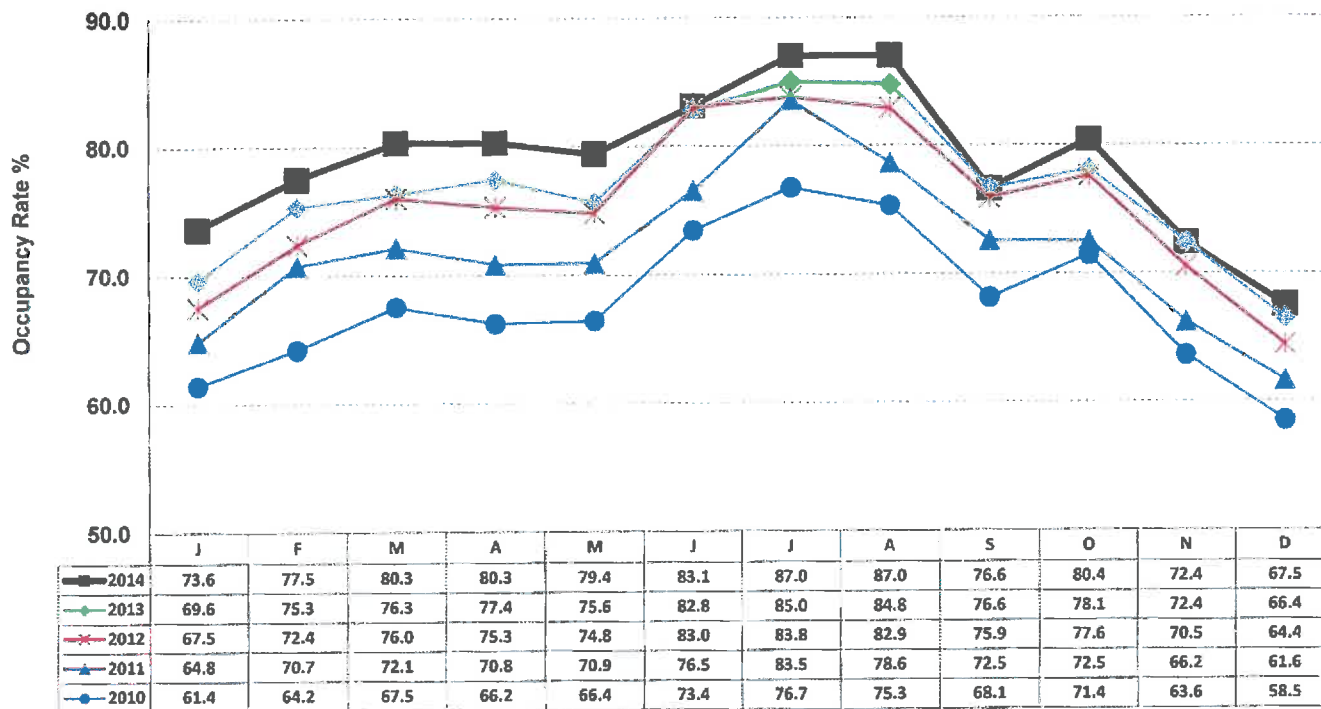
Los Angeles
TOURISM & CONVENTION BOARD
Updated: Tourism Insights
CH 01/28/15

Downtown L.A. Central Business District 2013 – 2015 Occupancy Rates



Includes Hotels with 50+ rooms only

L.A. County Hotel Occupancy by Month 2010–2014



Source: Smith Travel Research

Los Angeles
TOURISM & CONVENTION BOARD

Updated: Tourism Insights CH 01/22/15

2012-2014 Segmentation: Transient, Group and Contract

	Demand (Occupancy Rate)				Demand (Rooms Sold)				Revenue (ADR)				RevPAR			
	Transient	Group	Contract	Total	Transient	Group	Contract	Total	Transient	Group	Contract	Total	Transient	Group	Contract	Total
LOS ANGELES COUNTY																
2012 (Full Year)	51.8%	16.8%	6.7%	75.4%	18,304,190	5,844,336	2,371,878	26,620,404	\$ 140.53	\$ 128.28	\$ 55.27	\$ 138.12	\$ 72.92	\$ 21.59	\$ 3.71	\$ 98.21
2013 (Full Year)	54.5%	15.5%	6.8%	76.8%	19,299,261	5,487,013	2,483,628	27,109,000	\$ 146.30	\$ 135.85	\$ 59.90	\$ 136.52	\$ 79.73	\$ 21.05	\$ 4.07	\$ 104.84
2013/2012 YOY% Change	5.2%	-7.7%	1.1%	1.9%	5.4%	-7.7%	1.3%	2.1%	4.1%	5.9%	8.4%	4.0%	9.3%	-2.5%	9.7%	6.8%
2013 (Full Year)	54.5%	15.5%	6.8%	76.8%	19,299,261	5,487,013	2,483,628	27,109,000	\$ 146.30	\$ 135.85	\$ 59.90	\$ 136.52	\$ 79.73	\$ 21.05	\$ 4.07	\$ 104.84
2014 (Full Year)	57.8%	15.3%	6.5%	78.9%	19,916,407	5,686,358	2,468,312	28,081,277	\$ 157.12	\$ 144.32	\$ 67.74	\$ 147.27	\$ 88.29	\$ 23.35	\$ 4.53	\$ 116.17
2014/2013 YOY% Change	4.5%	-1.0%	-4.8%	2.7%	3.2%	3.3%	2.7%	3.2%	7.4%	6.2%	13.1%	7.9%	10.7%	10.9%	11.3%	10.8%

Source: STR LA County Daily Segmentation Data

	Demand (Occupancy Rate)				Demand (Rooms Sold)				Revenue (ADR)				RevPAR			
	Transient	Group	Contract	Total	Transient	Group	Contract	Total	Transient	Group	Contract	Total	Transient	Group	Contract	Total
DOWNTOWN CENTRAL BUSINESS DISTRICT																
2012 (Full Year)	38.7%	29.6%	4.4%	72.7%	1,174,299	897,129	132,643	2,204,072	\$ 157.44	\$ 151.27	\$ 73.34	\$ 149.87	\$ 60.97	\$ 44.75	\$ 3.21	\$ 108.93
2013 (Full Year)	43.7%	26.9%	5.2%	75.8%	1,163,941	716,879	138,958	2,019,777	\$ 175.51	\$ 173.79	\$ 81.01	\$ 168.40	\$ 76.64	\$ 46.74	\$ 4.22	\$ 127.60
2013/2012 YOY% Change	12.8%	-9.1%	18.6%	4.2%	-0.9%	-20.1%	4.8%	-8.4%	11.5%	14.9%	10.6%	12.4%	25.7%	4.4%	31.6%	17.1%
2013 (Full Year)	43.7%	26.9%	5.2%	75.8%	1,163,941	716,879	138,958	2,019,777	\$ 175.51	\$ 173.79	\$ 81.01	\$ 168.40	\$ 76.64	\$ 46.74	\$ 4.22	\$ 127.60
2014 (Full Year)	43.8%	25.0%	5.6%	74.4%	1,251,181	714,837	158,882	2,125,820	\$ 192.63	\$ 183.24	\$ 85.71	\$ 181.43	\$ 84.31	\$ 45.32	\$ 4.79	\$ 134.32
2014/2013 YOY% Change	0.2%	-7.0%	7.2%	-1.9%	7.5%	-0.3%	15.0%	5.3%	9.8%	6.4%	5.8%	7.7%	10.0%	-2.0%	13.5%	5.7%

Includes Hotels 50+ rooms only

Source: STR Downtown Central Business District Daily Segmentation Data

	Demand (Occupancy Rate)				Demand (Rooms Sold)				Revenue (ADR)				RevPAR			
	Transient	Group	Contract	Total	Transient	Group	Contract	Total	Transient	Group	Contract	Total	Transient	Group	Contract	Total
LAX AREA/INGLEWOOD/CULVER CITY																
2012 (Full Year)	55.2%	11.9%	15.1%	82.2%	2,678,267	577,555	731,043	3,986,865	\$ 109.30	\$ 95.21	\$ 63.01	\$ 88.77	\$ 60.32	\$ 11.33	\$ 9.40	\$ 81.15
2013 (Full Year)	58.5%	10.5%	14.9%	83.9%	2,881,463	516,040	731,523	4,129,026	\$ 112.46	\$ 99.17	\$ 69.00	\$ 103.10	\$ 65.81	\$ 10.39	\$ 10.25	\$ 86.46
2013/2012 YOY% Change	6.0%	-12.1%	-1.5%	2.0%	7.6%	-10.7%	0.1%	3.6%	2.9%	4.2%	9.5%	4.4%	9.1%	-8.3%	8.0%	6.5%
2013 (Full Year)	58.5%	10.5%	14.9%	83.9%	2,881,463	516,040	731,523	4,129,026	\$ 112.46	\$ 99.17	\$ 69.00	\$ 103.10	\$ 65.81	\$ 10.39	\$ 10.25	\$ 86.46
2014 (Full Year)	61.7%	11.3%	13.2%	86.3%	3,041,242	556,442	651,919	4,251,603	\$ 121.01	\$ 105.87	\$ 80.76	\$ 112.85	\$ 74.70	\$ 12.00	\$ 10.69	\$ 97.39
2014/2013 YOY% Change	5.5%	8.2%	-10.9%	2.9%	5.6%	8.2%	-10.9%	3.0%	7.6%	6.8%	17.0%	9.6%	13.5%	15.5%	4.2%	12.6%

Source: STR LAX Daily Segmentation Data

Transient Rooms occupied at Rack, Corporate, Corporate Negotiated, Package, and Government rates.

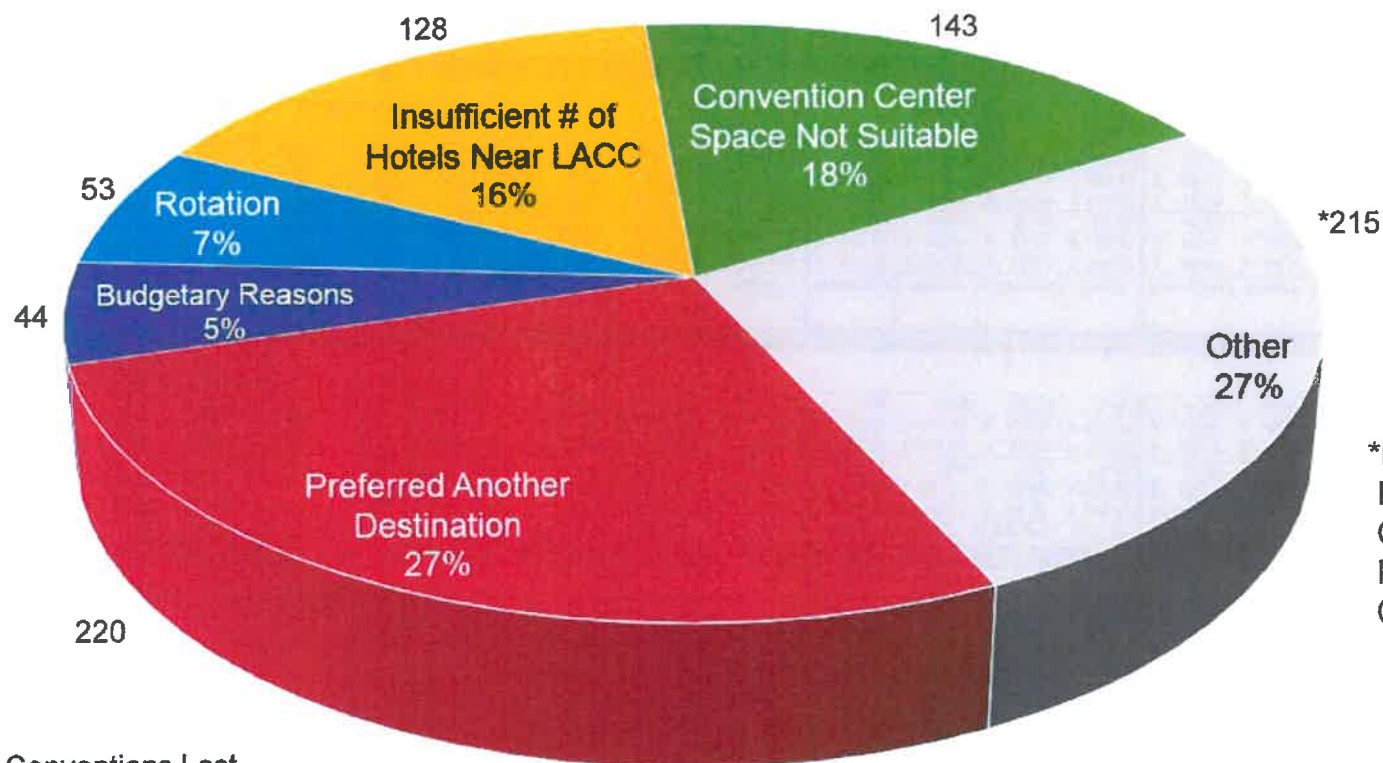
Group Rooms occupied that were sold simultaneously in blocks of a minimum of 10 rooms or more.
Includes group tours, domestic and international group associations, convention and corporate rates.

Contract Rooms occupied at rates stipulated by contracts including airline crews and permanent guests.

Los Angeles
TOURISM & CONVENTION BOARD

Updated: Tourism Insights CH 01/28/15

Lost Citywide Conventions recorded in 2010-2014 for events with an arrival date in 2010-2022



*Lack of Local Support
Event Postponed
Cancellation
Political Reasons
Client Unresponsive

Los Angeles
TOURISM & CONVENTION BOARD

803 Citywide Conventions Lost

Lost Citywide Conventions recorded in 2010-2014 for events with an arrival date in 2010-2022

Loss of 803 conventions had an
overall potential TOT of \$269M

Lost Reason	Lost Event Count	Room Nights	Room Revenue @ \$225 ADN	Lost TOT @ 14%	
Hotel rates too high	29	248,375	\$55,885,925	\$7,825,750	Budgetary Reasons
Selected city due to budgetary reasons	15	164,420	\$36,994,500	\$5,179,250	Budgetary Reasons
Destination selected based on rotation	53	614,515	\$138,265,425	\$19,357,160	Rotation
Distance between hotels	2	21,950	\$4,938,750	\$691,425	Insufficient # of Hotels Near LACC
Insufficient # of hotel rooms near the Convention Center	82	1,057,659	\$237,973,273	\$33,318,259	Insufficient # of Hotels Near LACC
Lack of Convention Center Hotel	9	13,314	\$3,108,150	\$435,141	Insufficient # of Hotels Near LACC
Lack of availability at Convention Center hotel	1	22,764	\$5,121,900	\$717,066	Insufficient # of Hotels Near LACC
Rooms & space contained within one hotel	58	215,197	\$47,959,525	\$6,715,706	Insufficient # of Hotels Near LACC
Single hotel required	2	9,920	\$2,232,000	\$312,480	Insufficient # of Hotels Near LACC
Insufficient LACC space	69	1,372,991	\$308,932,973	\$43,249,217	Convention Center Space Not Suitable
Layout of Exhibit Space	5	55,765	\$12,097,123	\$1,698,598	Convention Center Space Not Suitable
Preferred dates not available	71	570,095	\$128,270,925	\$17,957,930	Convention Center Space Not Suitable
3rd party lost bid	2	17,112	\$3,850,200	\$539,028	Other
Client did not respond	31	198,801	\$44,730,225	\$6,262,232	Other
Cost of LACC	6	22,571	\$5,078,475	\$710,987	Other
Does not meet peak room requirement	3	22,402	\$5,040,450	\$705,663	Other
LA Hotels declined to bid	3	11,989	\$2,697,525	\$377,654	Other
LA hotels turn away	1	5,155	\$1,159,875	\$162,385	Other
LACC Construction/Renovation/Stadium	5	98,995	\$22,273,875	\$3,118,343	Other
Lack of local support	6	71,146	\$16,007,850	\$2,241,099	Other
Meeting too small to pursue for LACC	1	3,295	\$1,191,375	\$166,795	Other
Meeting/Event postponed or cancelled	17	130,350	\$29,324,250	\$4,105,995	Other
Negative Perception of LA	6	35,376	\$7,939,800	\$1,114,944	Other
None	29	829,044	\$186,034,900	\$26,044,886	Other
Not Applicable	18	237,280	\$53,388,000	\$7,474,320	Other
Political reasons or issues	15	271,159	\$61,006,275	\$8,540,875	Other
Political reasons or issues/lack of local support	27	274,774	\$61,824,150	\$8,655,381	Other
Rooms vs. meeting room ratio unbalanced	1	4,275	\$961,875	\$134,663	Other
Stadium Construction	5	74,084	\$16,668,900	\$2,333,646	Other
Turned down	5	64,117	\$14,426,325	\$2,019,686	Other
Multiple Reasons (non LACC or Hotel related)	12	74,003	\$16,650,675	\$2,331,095	Other
Could not meet assn/corp requirements	25	279,554	\$62,999,650	\$8,805,951	Other
Decision made to try new destination	47	565,253	\$126,181,925	\$17,665,470	Preferred another destination
Preferred another destination/city	118	1,075,476	\$241,982,100	\$33,877,494	Preferred another destination
Repeating city due to past success	40	358,835	\$80,757,875	\$11,308,505	Preferred another destination
Repeating previous host city	15	159,134	\$35,805,150	\$5,012,721	Preferred another destination
TOTAL LOST BUSINESS	803	8,548,599	\$1,923,658,775	\$269,312,969	

Lost Citywide Conventions The Bottom Line

Of the 803 conventions, 271 were lost due to lack of hotels or convention center space.

- Lost room night impact of 3.3M room nights
- Lost room revenue \$750M and TOT Taxes \$105M
- Lost estimated economic impact of \$4.9B

Total Lost Economic Impact for all reasons is \$12.5B.

List of Downtown L.A. Central Business District Hotels

Name of Establishment	Zip Code	Rooms
Radisson Htl Los Angeles Midtown @ USC	90007	240
DoubleTree Los Angeles Downtown	90012	434
Kawada Hotel	90012	116
Miyako Los Angeles	90012	174
Omni Los Angeles Hotel	90012	453
Los Angeles Athletic Club Hotel	90014	72
Stay On Main Hotel Los Angeles	90014	299
Ace Hotel Downtown Los Angeles	90015	182
Courtyard Los Angeles L.A. LIVE	90015	174
Figueria Hotel	90015	285
JW Marriott Los Angeles L.A. Live	90015	878
Luxe City Center Hotel	90015	175
Residence Inn Los Angeles L.A. LIVE	90015	219
Ritz-Carlton Los Angeles	90015	123
Closed - Wilshire Grand Hotel Los Angeles	90017	0
Hotel Solaire	90017	91
O Hotel	90017	67
Ritz Milner Hotel	90017	137
Sheraton Hotel Los Angeles Downtown	90017	485
Stillwell Hotel	90017	232
The Mayfair Hotel	90017	215
Downtown LA Standard	90071	207
Hilton Checkers Los Angeles	90071	193
The L.A. Hotel Downtown	90071	469
Millennium Biltmore	90071	683
Westin Bonaventure Hotel & Suites	90071	1,358
Total Existing Properties:	26	Total Rooms
		7,961

Competitive Comparison Hotel Inventory and 2016 Citywide Bookings

Hotel Inventory Rooms in Walking Distance of Convention Center

City	Rooms
San Francisco	20,230
Anaheim	10,676
San Diego	9,091
Los Angeles	3,244

Conventions on the Books in 2016

City	Conventions Booked	Total Room Nights
San Diego*	45	739,362
San Francisco	43	945,000
Anaheim	43	438,000
Los Angeles	32	301,897

* October 2014



Los Angeles
TOURISM & CONVENTION BOARD

Hotels within Walking Distance of Convention Center

Total 21 hotels with 6,188 rooms

Hotels Existing Near Convention Center	Rooms
J.W. Marriott Los Angeles L.A. LIVE	878
Sheraton Los Angeles Downtown Hotel	485
Mayfair Hotel	215
Figueroa Hotel	285
Stillwell Hotel	232
Residence Inn L.A. LIVE	219
Ace Hotel	182
Luxe City Center Hotel	175
Ritz Milner Hotel	137
Courtyard by Marriott L.A. LIVE	174
The Ritz-Carlton, Los Angeles	123
Los Angeles Athletic Club Hotel	72
O Hotel	67
13	3,244

Hotels Under Construction	Rooms
InterContinental Los Angeles Downtown (Wilshire Grand)	900
Metropolis (Hotel Indigo)	350
Hotel Clark	347
Empire Hotel	183
4	1,780

Hotels Announced	Rooms
J.W. Marriott Expansion	755
Figueroa Central	183
The Case Hotel	151
Figueroa North (Next to Luxe)	75
4	1,164

L.A. County Property & Rooms Census as of February 2015

	Total Properties	%	Total Rooms	%
LOS ANGELES COUNTY, CA	994		97,818	
Downtown L.A. (Full Region)	100	10.1%	11,628	11.9%
Downtown L.A. (Central Business District)	25	2.5%	7,958	8.1%
Hollywood/West Hollywood	74	7.4%	6,783	6.9%
Beverly Hills/Westside L.A.	59	5.9%	7,224	7.4%
LAX Area/Inglewood/Culver City	75	7.5%	13,254	13.5%
Long Beach	58	5.8%	6,092	6.2%
South Bay	131	13.2%	11,385	11.6%
LA Southeast (Gateway Cities)	109	11.0%	7,124	7.3%
Santa Monica/MDR/Venice/Malibu	55	5.5%	5,606	5.7%
Pasadena/Glendale/Burbank	62	6.2%	6,444	6.6%
LA East (San Gabriel Valley/Pomona)	137	13.8%	10,428	10.7%
Los Angeles North (includes SF Valley)	135	13.6%	12,675	13.0%
San Fernando Valley (only)	116	11.7%	11,536	11.8%

*DTLA Central Business District (CDB) are the 26 hotels between 101 - 10 fwy's and 110 fwy - Alameda Avenue with 50+ rooms.

*Note: Percentages will not foot to 100% due to overlap of regions

Source: Smith Travel Research



L.A. County Lodging Development Pipeline Summary Report

•As of March 2015, there are 72 active projects in the Los Angeles County market, totaling 12,189 Rooms.

HOTELS					
	Dec-14	In Constr.	Final Planning	Planning	Pre Planning
Luxury	24	1	1	1	1
Upper Upscale	48			2	1
Upscale	79	4	4	5	2
Upper Midscale	79	4	4		1
Midscale	56	1	1	1	
Economy	140				
Independent	558	6	6	16	10
Total	993	16	16	25	15
ROOMS					
	Dec-14	In Constr.	Final Planning	Planning	Pre Planning
Luxury	6,937	900	170	755	220
Upper Upscale	19,703			550	225
Upscale	14,809	801	635	876	375
Upper Midscale	8,887	430	571		110
Midscale	4,707	88	75	61	
Economy	10,882				
Independent	31,972	1,168	720	1,901	1,538
Total	97,897	3,387	2,171	4,163	2,468

Los Angeles
TOURISM & CONVENTION BOARD
 Updated: Tourism Insights
 CH 03/17/15

L.A. County Hotel Development Pipeline Lodging in Construction

72 Total Pipeline Properties with 12,189 Rooms

In Construction* - 16 Properties/ 3,387 Rooms				
Name	Anticipated Opening	# Rooms	Address	City
Hotel Clark	Q3-15	347	426 S. Hill Street	Downtown L.A.
InterContinental Los Angeles Downtown (Wilshire Grand)	2017	900	930 Wilshire Blvd	Downtown L.A.
Metropolis Project (Hotel Indigo)	Jul-16	350	Francisco St & 8th St	Downtown L.A.
Embassy Hotel	Q4-15	183	831 S. Grand Ave.	Downtown L.A.
Hampton Inn & Suites Los Angeles Hollywood	Apr-16	112	1133 Vine Street	Los Angeles
Courtyard by Marriot Santa Monica	Apr-16	134	1554 5th Street	Santa Monica
Hampton Inn & Suites Santa Monica	Apr-16	143	501 Colorado Ave.	Santa Monica
Mama Shelter	Q3-15	70	1557 Wilcox Ave	Hollywood
Dream Hotel	Q3-15	182	Selma Ave & Cahuenga	Hollywood
The James Hotel Los Angeles	Q3-16	286	8500 Sunset Blvd	West Hollywood
Springhill Suites Burbank	Aug-15	173	Santa Anita & San Fernando	Burbank
Aloft El Segundo LAX (Conversion, Not Included in Totals)	Aug-15	(247)	475 North Sepulveda Blvd.	El Segundo
Fairfield Inn & Suites LAX (Conversion, Not Included in Totals)	May-15	(356)	525 North Sepulveda Blvd.	El Segundo
Bicycle Casino Hotel	Nov-15	100	888 Bicycle Casino Dr	Bell Gardens
Best Western Plus Gardena Inn & Suites	Dec-15	81	14400 S. Wern Ave	Gardena
Residence Inn Pasadena (Old Town)	Jan-16	144	233 N. Fair Oaks Ave	Pasadena
Hampton Inn & Suites Glendale	Feb-16	94	315 S. Brand Blvd	Glendale
Best Western Desert Poppy Inn	NA	88	2038 W. Avenue I	Lancaster

*In Construction - including bids on general contractor or broken ground

Note - The hotel pipeline is continually being revised and updated. The charts above reflect known projects as of March 2015 and are subject to change

Los Angeles
TOURISM & CONVENTION BOARD
Updated: Tourism Insights
CH 03/17/15

L.A. County Hotel Development Pipeline Lodging in Final Planning

72 Total Pipeline Properties with 12,189 Rooms

Final Planning* - 16 Properties/ 2,171 Rooms

Name	Anticipated Opening	# Rooms	Address	City
Home2 Suites Los Angeles Downtown	Jul-16	143	Ingraham St. & S. Bixel St.	Downtown L.A.
Hampton Inn & Suites Koreatown	Nov-16	172	301 S. Harvard Blvd	Los Angeles
The Nest	Mar-17	75	621 Catalina St	Los Angeles
Waldorf Astoria Beverly Hills	Jun-17	170	Santa Monica Blvd	Beverly Hills
Unnamed Hotel @ Hollywood & Cahuenga	NA	66	6381 Hollywood Blvd	Hollywood
Second Unnamed Hotel @ Hollywood & Cahuenga	2015	55	1525 N Cahuenga Blvd	Hollywood
Fairfield Inn & Suites Arcadia	Jul-16	85	W.Huntington Dr. & Colorado	Arcadia
Residence Inn Arcadia	Jul-16	120	W. Huntington Dr. & Colorado	Arcadia
Grandview Suites Glendale	Mar-16	170	549 S. San Fernando Blvd.	Glendale
Hilton Garden Inn Burbank	May-16	210	401 S. San Fernando Blvd	Burbank
Crowne Plaza Los Angeles San Gabriel	Mar-16	200	221 E. Valley Blvd	San Gabriel
Hampton Inn & Suites LAX El Segundo	Aug-16	171	888 Sepulveda Blvd	El Segundo
The Boulevards Hotel @ South Bay	NA	300	Avalon & Del Amo Blvd	Carson
Shade Hotel Redondo Beach	Jan-16	54	665 N. Harbor Dr	Redondo Beach
La Quinta Inn & Suites Sherman Oaks	Dec-16	75	5746 N. Sepulveda Blvd	Sherman Oaks
Residence Inn Woodland Hills	Feb-17	105	Ventura Blvd & Alhama Dr	Woodland Hills

*Final Planning: Construction starting within four months, project going out for bids

Note – The hotel pipeline is continually being revised and updated. The charts above reflect known projects as of March 2015 and are subject to change

Los Angeles
TOURISM & CONVENTION BOARD

Updated: Tourism Insights
CH 03/17/15

L.A. County Hotel Development Pipeline Lodging in Planning

72 Total Pipeline Properties with 12,189 Rooms

Planning* - 25 Properties/ 4,163 Rooms

Name	Anticipated Opening	# Rooms	Address	City
J.W. Marriott Los Angeles L.A. Live Expansion	2018	755	900. W Olympic Blvd	Downtown LA
Casa Hotel	NA	151	1106 S. Broadway	Downtown L.A.
Freehand Hotel and Hostel	Summer-16	200	416 W. 8 th Street	Downtown L.A.
Unnamed Hotel @ Hollywood Blvd	NA	17	4477-4483 Hollywood Blvd	Los Angeles
Unnamed Hotel @ Arctite	NA	NA	New Hampshire & W. 7 th	Los Angeles
Unnamed Boutique Hotel @ Griffith Park	NA	21	1620 Griffith Park Blvd	Los Angeles
Unnamed Hotel @ Millennium Hollywood	NA	200	1750 Vine Street	Hollywood
Unnamed Hotel @ House of Blues Site	Mid-18	148	8430 W. Sunset Blvd	West Hollywood
Edition Hotel & Residences West Hollywood	Jan-18	148	9040 Sunset Blvd	West Hollywood
Unnamed Hotel (Pilgrim Church)	NA	25	1629 Griffith Park Blvd	Silver Lake
Unnamed Hotel @ NBC Universal	NA	NA	100 Universal City Plz	Universal City
Unnamed Boutique Hotel at Pasadena	NA	150	78 N. Marengo Ave	Pasadena
Hilton Pasadena Colorado Boulevard	Oct-17	330	1336-1350 E. Colorado Blvd	Pasadena
Sheraton El Monte Hotel	Jun-16	220	9400 Flair Drive	El Monte
Hilton Garden Inn El Monte	Jun-16	133	9920 Valley Blvd	El Monte
Doubletree Los Angeles Monterey Park	Apr-18	180	220 N. Atlantic Blvd	Monterey Park
Courtyard by Marriot Monterey Park	Jan-17	288	N. Atlantic & W. Hellman	Monterey Park
Unnamed Hotel @ The Inglewood Promenade	NA	300	3700 W. Century	Inglewood
Unnamed Hotel @ Hollywood Park Tomorrow	NA	300	1050 S. Prairie Ave	Inglewood
Cambria Suites El Segundo	Feb-17	150	1949 E. El Segundo Blvd	El Segundo
Candlewood Suites Pico Rivera	Aug-16	81	6605 Rosemead Blvd	Pico Rivera
The Clash Boutique Hotel	Jun-16	30	1429 Hermosa Ave	Hermosa Beach
Strand & Pier Hotel	Feb-16	111	Pier Avenue	Hermosa Beach
Unnamed Hotel @ Hermosa Beach	NA	100	11 th St. & Beach Drive	Hermosa Beach
Staybridge Suites Long Beach Airport	Dec-16	125	2640 N. Lakewood Blvd	Long Beach

*Planning - Properties in pipeline selected

Note - The hotel pipeline is continually being revised and updated. The charts above reflect known projects as of March 2015 and are subject to change

Los Angeles
TOURISM & CONVENTION BOARD
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CH 03/13/15

L.A. County Hotel Development Pipeline Lodging in Pre-Planning

72 Total Pipeline Properties with 12,189 Rooms

Pre-Planning/Unconfirmed* - 15 Properties/ 2,468 Rooms				
Name	Anticipated Opening	# Rooms	Address	City
Dart Hotel	NA	14	820 S. Spring Street	Downtown L.A.
Grand Avenue Project	NA	NA	1 st & Grand Avenue	Downtown L.A.
L.A. Figueroa Central	2018	183	1101 S. Flower Street	Downtown L.A.
Hyatt House Hotel @ USC Medical Center Campus	Jul-2016	200	Unknown Location	Los Angeles
Thompson Hollywood Hotel	NA	220	1541 Wilcox Ave	Hollywood
Eighty Cool Rooms	2017	80	5800 Hollywood Blvd	Hollywood
Argyle Hotel (Kimpton)	NA	225	1800 Argyle Ave	Hollywood
Unnamed Hotel @ Hollywood & Cherokee	NA	195	6561 Hollywood Blvd	Hollywood
Unnamed Hotel @ Sunset & San Vicente	NA	190	Sunset & San Vicente	West Hollywood
Unnamed Hotel @ Santa Monica	NA	284	710 Wilshire Blvd	Santa Monica
Abbot Kinney Hotel	NA	67	Abbot Kinney Blvd	Venice
Hyatt Place Pasadena	NA	175	280 E. Colorado Blvd	Pasadena
Unnamed Hotel at Colorado and Hill	NA	375	1355 E. Colorado Blvd	Pasadena
Second Unnamed Hotel at Colorado and Hill	NA	150	1365 E. Colorado Blvd	Pasadena
Home2 Suites Azusa	Aug-16	110	229 S. Azusa Ave	Azusa

*Pre-Planning/Unconfirmed: No architect selected, approvals not yet granted

Note – The hotel pipeline is continually being revised and updated. The charts above reflect known projects as of March 2015 and are subject to change

Los Angeles
TOURISM & CONVENTION BOARD

Updated: Tourism Insights
CH 03/13/15

PKF Analysis of JW Marriott Room Block Agreement

November 7, 2014

"The key findings of our analysis are summarized below:

- The JW Marriott/Ritz-Carlton provided 63.3 percent of the total requested room.
- 8.1 percent of the time the JW Marriott/Ritz-Carlton gave zero rooms.
- The JW Marriott/Ritz-Carlton gave the requested amount of rooms (capped at 750) approximately 8.0 percent of the time.
- Of the total rooms requested (capped at 750), the JW Marriott/Ritz-Carlton responded with more than requested 6.8 percent of the time.
- 14.8 percent of the time, the JW Marriott/Ritz-Carlton responded with an amount of rooms that was at or above the requested number of rooms (capped at 750).
- The JW Marriott/Ritz-Carlton filled 21.3 percent of the requests for rooms 750 or above.

However, based on review of a sample set of data pertaining to Citywide Convention Lead Requests in years 2007, 2009, 2011, and 2013, the JW Marriott reserved more than 63 percent of the hotel rooms requested, capped at the contracted maximum of 750 rooms."

PKF Key Findings as it Relates to Supply

- “It should be noted that the compound average annual growth rate for new hotel supply in the City of L.A. is 0.7 percent from 1988 to the present day. This growth rate is significantly below the national average of 1.9 percent over this same period, and the result is an under-supply of hotel rooms in the market, particularly in Downtown. At present, the convention center is under-utilized due to its inability to attract larger groups because of a lack of hotel rooms in the immediate area. (September 22, 2014)”
- “Currently, the City of Los Angeles offers a significantly lower number of hotel rooms in relation to its competitors. We also note that even under the expansion scenario, Los Angeles as a convention destination will remain well below its competitors, which highlights future growth potential for the area. (August 2, 2011)”
- “....on a stabilized basis the LACC could potentially accommodate as many as 10 additional conventions, which would increase the number of citywide room nights generated annually by approximately 230,000 (room nights). (August 2, 2011)”

Audi: Case Study

- Audi Summit program February 22-24, 2016
- Scope: 2,600 on peak 8,000 total room nights
- Marriott property sold out due to self-contained group
- Without JW properties client would need to use 14 hotels in Downtown district including The Line Hotel on Wilshire Blvd (higher shuttle costs)
- With JW Marriott properties Audi would use half the number of hotels (7)
- Without the JW Marriott Hotels the City and the Convention Center is effectively out of the convention business during this time
- LATCB is proposing to the client the hotels surrounding Hollywood & Highland and use of the Dolby Theatre and Ballroom as an alternative

Volkswagen Group of America
Audi Summit 02/22/2016 - 02/24/2016

HOTEL GRID

Hotel	Distance from LACC	Peak rooms	2016 Rates	Sales Person	Email	Phone
*Ace Hotel Downtown Los Angeles	1 mile	30	\$239	Kim Riggs	Kim.Riggs@acehotel.com	213.842.2579
Courtyard Los Angeles L.A. Live	1 block	Not Available		Tony DiRe	tony.dire@Marriott.com	504.228.5950
Hilton Checkers Los Angeles (2nd option)	8 blocks	50	\$269	Catherine Kent	Catherine.Kent@Hilton.com	213.891.0501
Hotel Figueroa	1 block	75	TBD	Marta Hagan	marta.hagan@figuerashotel.com	213.627.8971
JW Marriott Hotel Los Angeles L.A. LIVE	Adjacent	Not Available		Tony DiRe	tony.dire@Marriott.com	504.228.5950
*Luxe City Center Hotel	1 block	100	\$269	Ashley Pondrioli	Ashley.Pondrioli@LuxeCityCenter.com	213.743.7658
			350 @ \$195 Classic/ 100 @ \$249 Club	Tommy Chow	tchow@mhl-usa.com	213.612.1541
*Millennium Biltmore Hotel	8 blocks	450		Aziz Kashani	aziz@mhclgroup.com	213.623.9904
O Hotel (2nd option)	4 blocks	40	TBD	Mark Schwabebauer	mschwabebauer@omnihotels.com	213.356.4021
*Omni Los Angeles Hotel	10 blocks	250	\$239	Tony DiRe	tony.dire@Marriott.com	504.228.5950
Residence Inn Los Angeles L.A. Live	1 block	Not Available		Kasi Iacono	kasi.iacono@sheraton.com	213.612.3105
*Sheraton Los Angeles Downtown Hotel	4 blocks	250	\$259	Bruce Curry	bruce.curry@thelinehotel.com	213.617.6031
*The L.A. Metel Downtown	7 blocks	350	\$229	Hyacinth Nier	hniier@thelinehotel.com	213.368.3006
The Line Hotel	3 miles	150	\$199	Valeska Frueholz	valeska.frueholz@laac.net	213.690.5254
The Los Angeles Athletic Club	7 blocks	35	TBD	Tony DiRe	tony.dire@Marriott.com	504.228.5950
The Ritz-Carlton, Los Angeles	Adjacent	Not Available		Tristen Wood	Twood@standardhotels.com	213.439.3026
*The Standard Downtown LA	5 blocks	50	\$240	Tom Shaw	Tom.Shaw@westinbonaventure.com	213.624.4833
The Westin Bonaventure Hotel & Suites	6 blocks	400	\$240			
Total Peak Rooms**		2230				

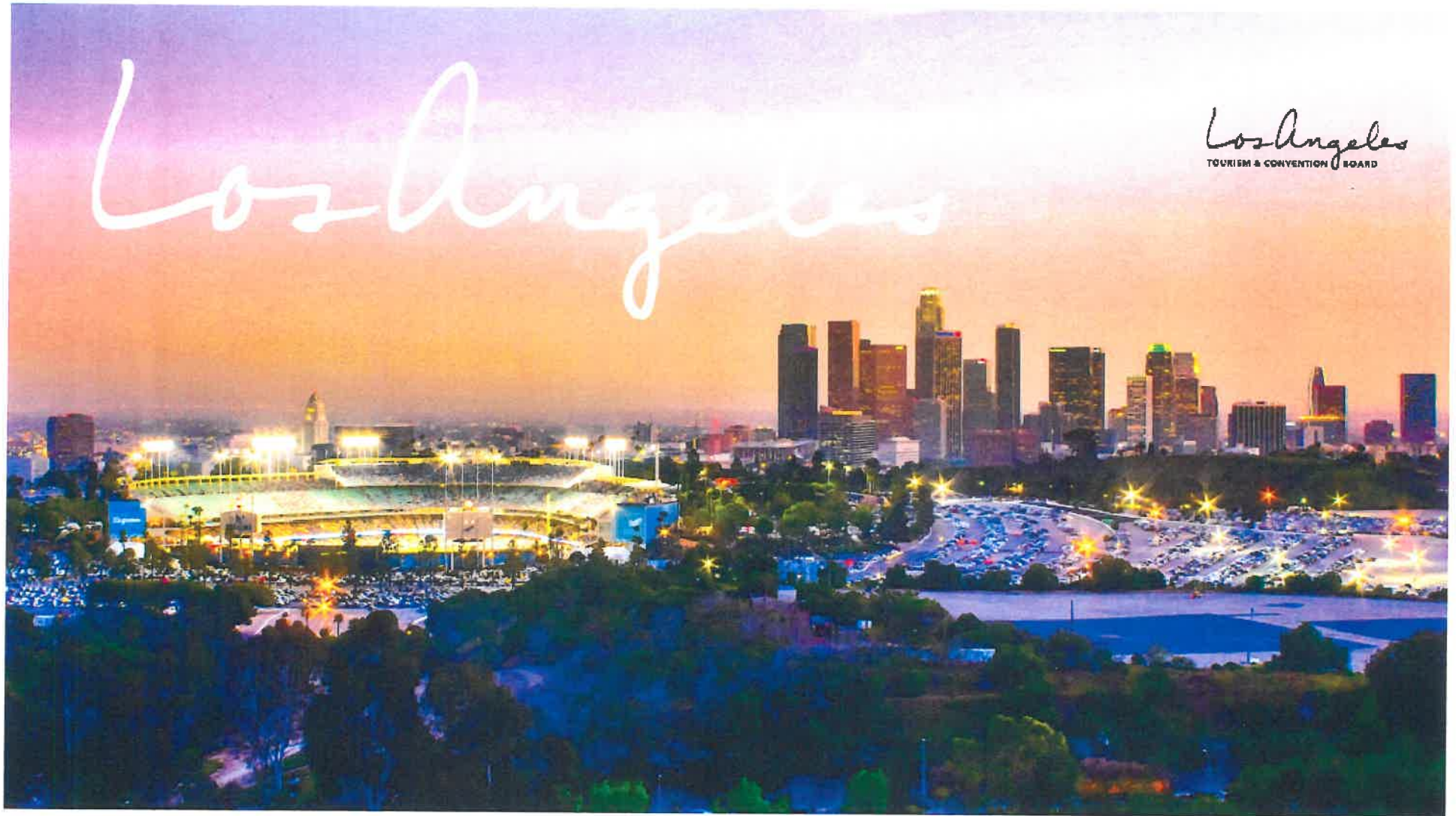
*With Forms

**Note, JW Marriott will consider moving a confirmed in house group if Audi wishes to pursue LA for this program. They typically are able to offer 650 peak with overflow at Courtyard (100), Residence Inn (100) and Ritz (50) to bring an additional 900 rooms to above options

As of 4/14/2015



Los Angeles
TOURISM & CONVENTION BOARD





Agenda/Overview

- Rationale
- Objective (Best Practice)
- Starting Point
- Opportunity (Transition)
- Application
- Style Guide



Rationale for Consistent Branding

- We are inconsistent and schizophrenic to the end user (e.g. meeting planner)
- We have invested over a **quarter billion** dollars in building equity in the brand
 - \$93 million in direct marketing spending in four years
 - \$152 million in earned media delivery in four years
 - \$50 million in owned assets
- We have socialized this approach with dozens of stakeholder groups

Objectives (Best Practice)

- Create a visual identity for Los Angeles
- Unify the brand by continuity locally and globally.
- Build equity in the brand



Our Original Starting Point

- The Los Angeles brand has been fragmented without a cohesive, unified look



Opportunity: Brand Continuity

Utilize the new Los Angeles “autograph” to create a *umbrella brand*, uniting the city to a global audience

Los Angeles


Transition



Los Angeles Convention Center Logo (existing)



Los Angeles Convention Center®

Managed By 



**Los Angeles
Convention Center®**

Managed By 



Los Angeles Convention Center®

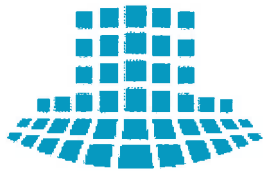
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Los Angeles
TOURISM & CONVENTION BOARD

Los Angeles Convention Center

Color:

- Blue elicits productivity, confidence and calm.
- Used widely by financial institutions, reinforcing the B2B target



Los Angeles Convention Center®

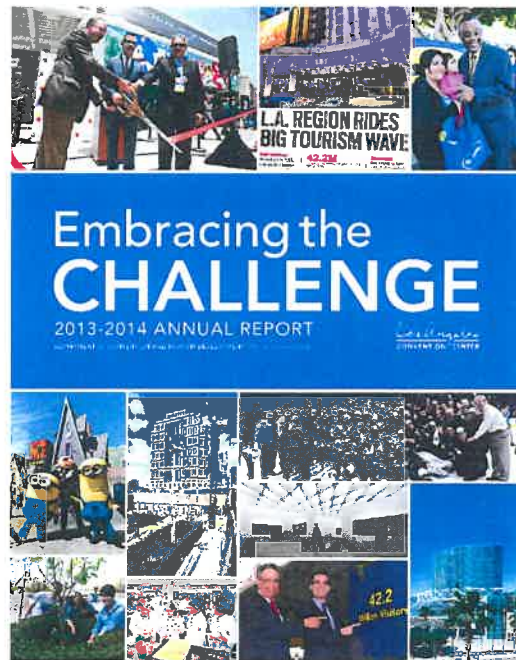
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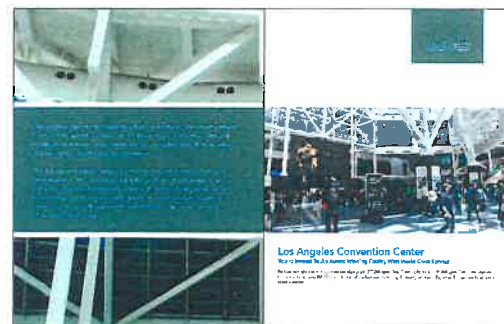
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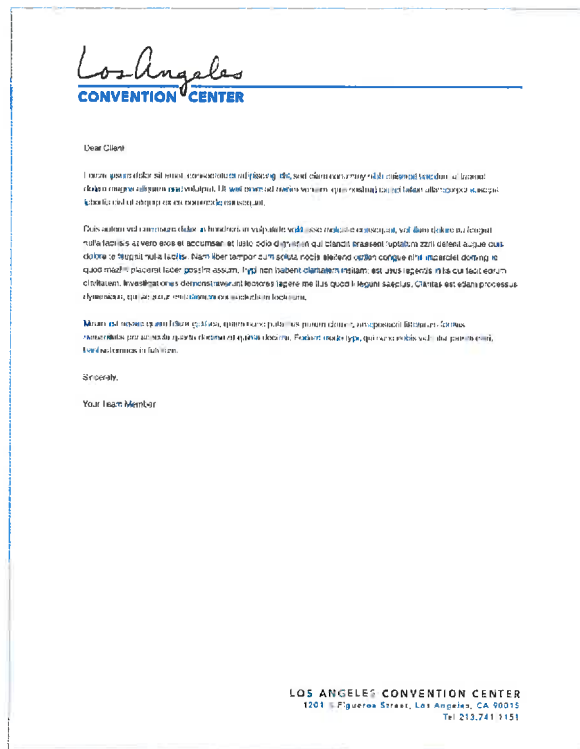
Los Angeles Convention Center Annual Report



Los Angeles Convention Center Brochure

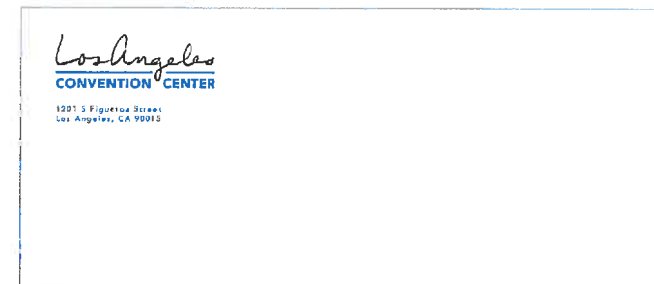


Los Angeles Convention Center Letterhead, Envelope, Business Card



Letterhead

Business Card Option

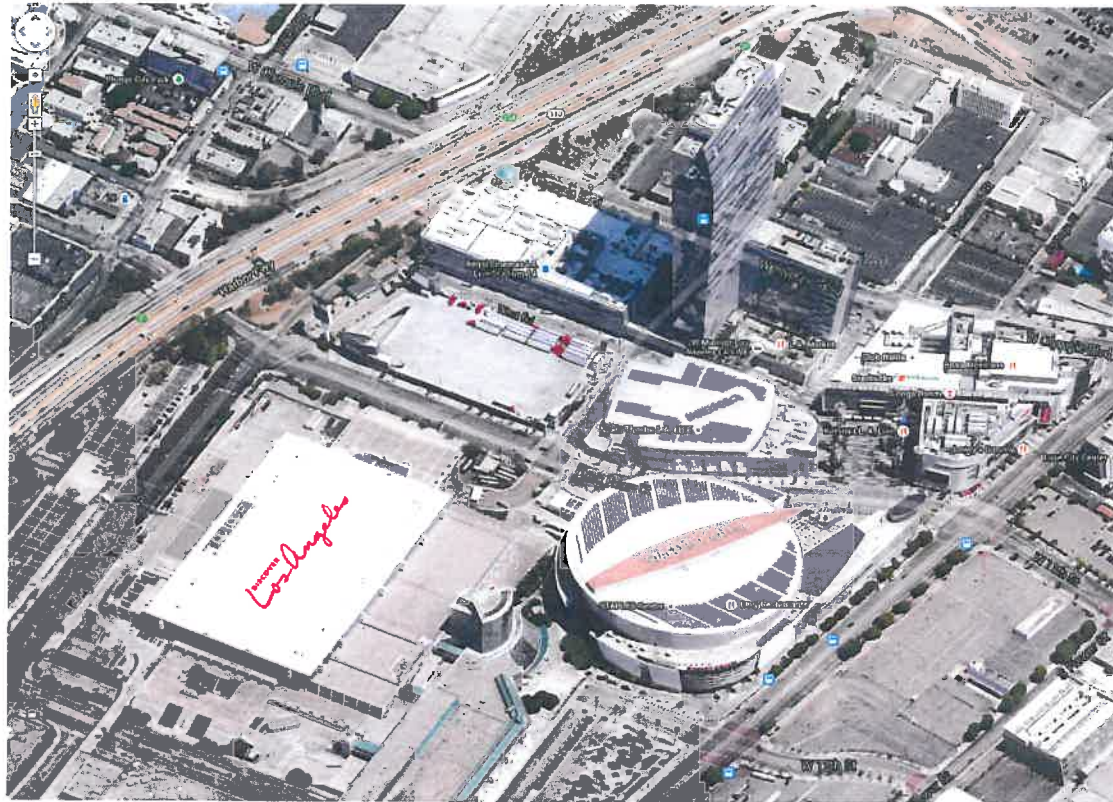


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Los Angeles Convention Center South Hall Visitor Information



Los Angeles Convention Center Rooftop



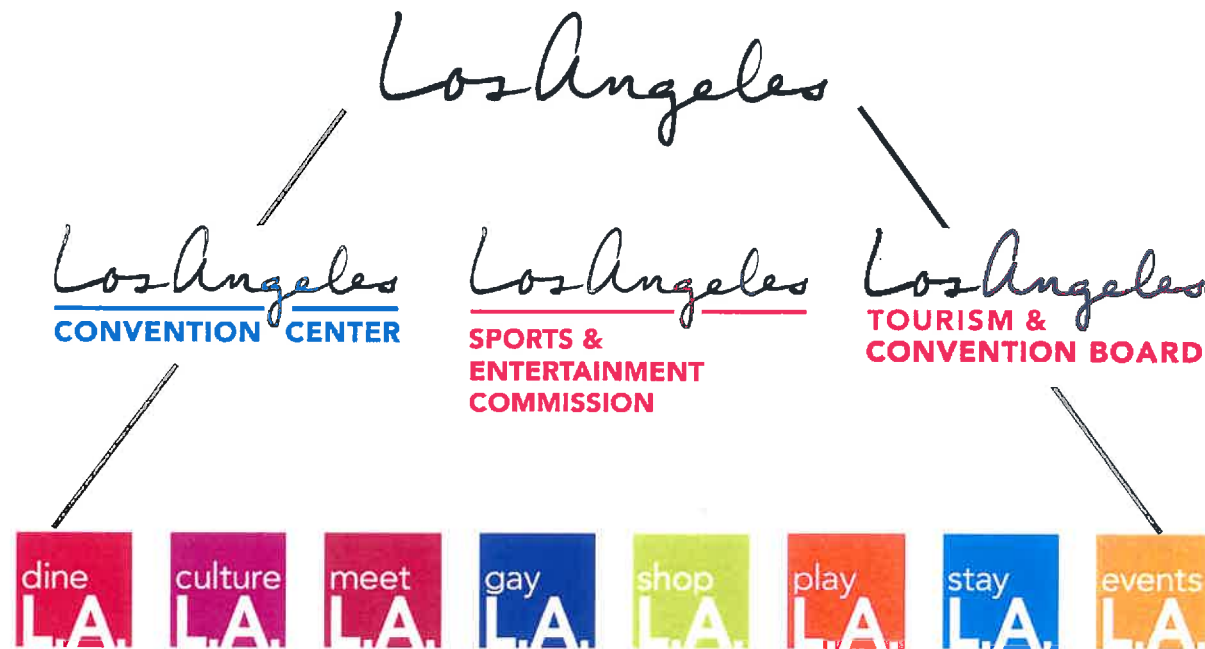
Los Angeles Convention Center Exterior Signage continued



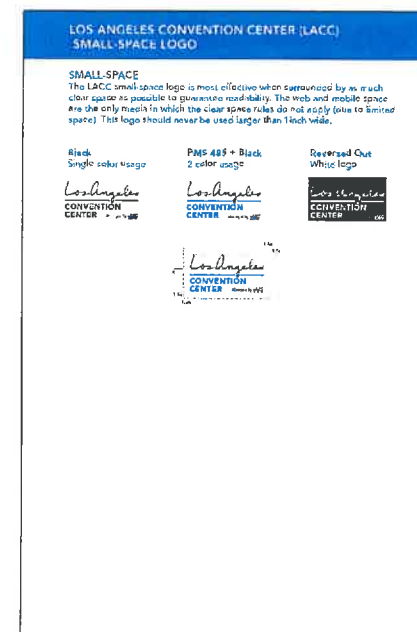
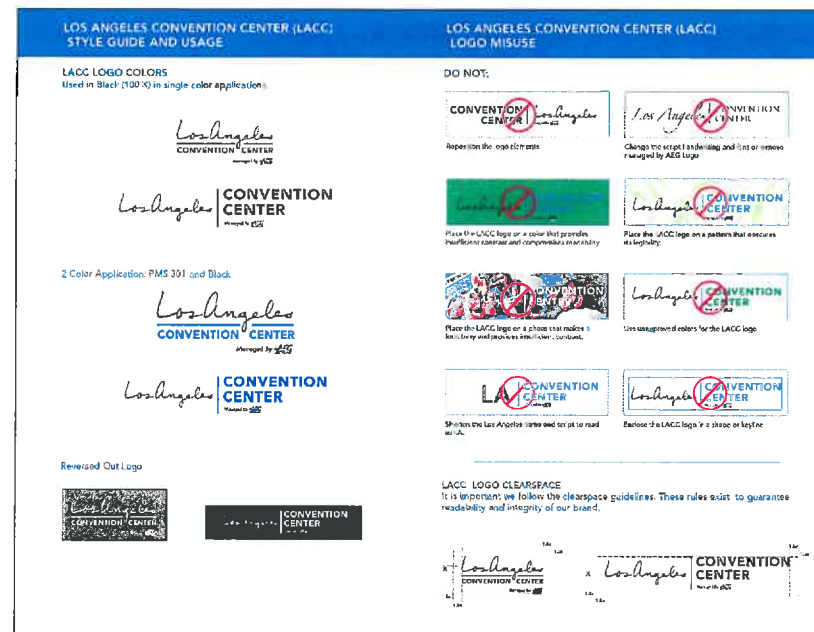
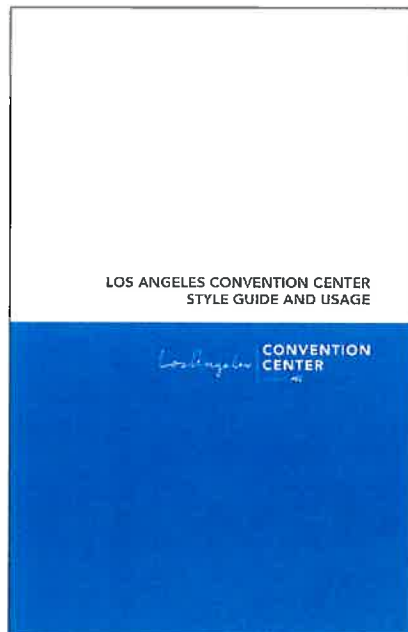
Los Angeles Convention Center Exterior Signage



Los Angeles Umbrella Brand



Los Angeles Convention Center Style Sheet





Los Angeles
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