



PASADENA
CENTER OPERATING COMPANY

2018 ANNUAL REPORT

CONVENTION CENTER | CIVIC AUDITORIUM | CONVENTION & VISITORS BUREAU | ICE SKATING CENTER





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About the Pasadena Center Operating Company

MISSION

The mission of the Pasadena Center Operating Company (PCOC) is to promote Pasadena as a meeting and travel destination in an effort to maximize economic impact through the development of meetings, conventions, entertainment events, and tourism by providing professionally managed facilities and first-class service.

VISION

The vision for the PCOC is for Pasadena to be the premier “West Coast destination” for conventions, tradeshow, conferences, and leisure travelers.

VALUES

In all of our relationships, we demonstrate a commitment to the following values:

Integrity We demand of ourselves and others the highest ethical standards by demonstrating personal responsibility to treat people with respect, trust, and by honoring our commitments.

Leadership We set high standards, goals, and positive results through commitment, accountability and sustainability.

Collaboration We support open communication among employees, stakeholders, the community and the City of Pasadena to enhance cooperation and build trust.

Teamwork We provide support to one another, working cooperatively, respecting one another’s views, and making our work environment fun and enjoyable.

Customers We commit to exceeding the expectations of our customers and constantly focus on customer satisfaction.

Letter from the Chair & Chief Executive Officer

Dear Friends and Colleagues,

It is our pleasure to present the 2018 Annual Report. Together, the Pasadena Convention Center, the Civic Auditorium, Convention & Visitors Bureau, and Ice Skating Center surpassed their revenue goals and exceeded expectations to provide quality service for the Pasadena community and our visitors. We hosted 322 meetings and events and welcomed 420k visitors to our managed facilities.

- The Convention & Visitors Bureau booked over 40,000 contracted room nights for our Pasadena hotels.
- The Convention Center showcased top notch events as Space Tech, American Massage Therapy Association Annual Convention, and the California Educational Technology Professionals Annual Conference.
- The Pasadena Civic Auditorium featured an outstanding lineup of events including the 49th Annual NAACP Image Awards, A Prairie Home Companion, tapings of America's Got Talent, and the Daytime Emmy Awards.
- The Pasadena Ice Skating Center attracted over 62k public session skaters and 4k Learn-to-Skate participants this year.

In addition, the Pasadena Center Operating Company has invested over \$3m in improving our facilities over the past two years. Projects included Hall C HVAC replacement; painting, video screens, new carpet and murals in the Conference Center Building; and restoration of the Civic Auditorium's Historic Fire Curtain.

We extend our gratitude to the Pasadena Center Operating Company Board of Directors, the City of Pasadena, and our community partners who support our shared mission to promote Pasadena as a premier destination. We look forward to continued partnership and success in 2019.

Sincerely,

Dianne Philibosian
Chair

Michael Ross
CEO



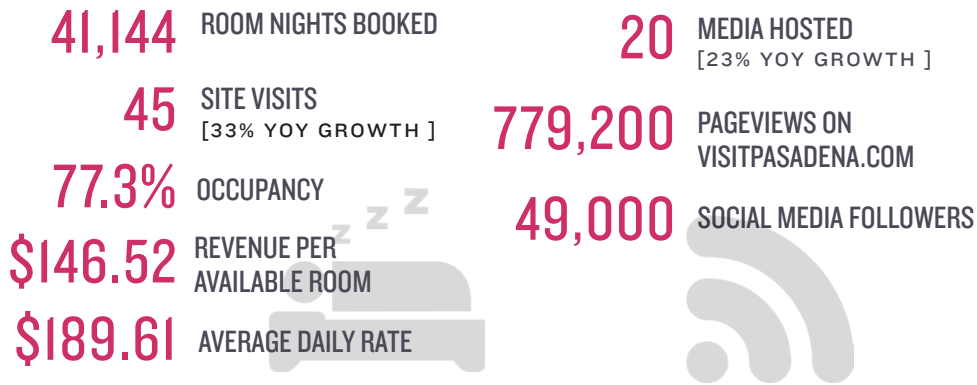
CASTLE GREEN

CASTLE GREEN 90

No Parking
A Motor Vehicle
Is Prohibited
From Being
Left On The
Street

2018 by the Numbers

PASADENA CONVENTION & VISITORS BUREAU



PASADENA CONVENTION CENTER AND CIVIC AUDITORIUM



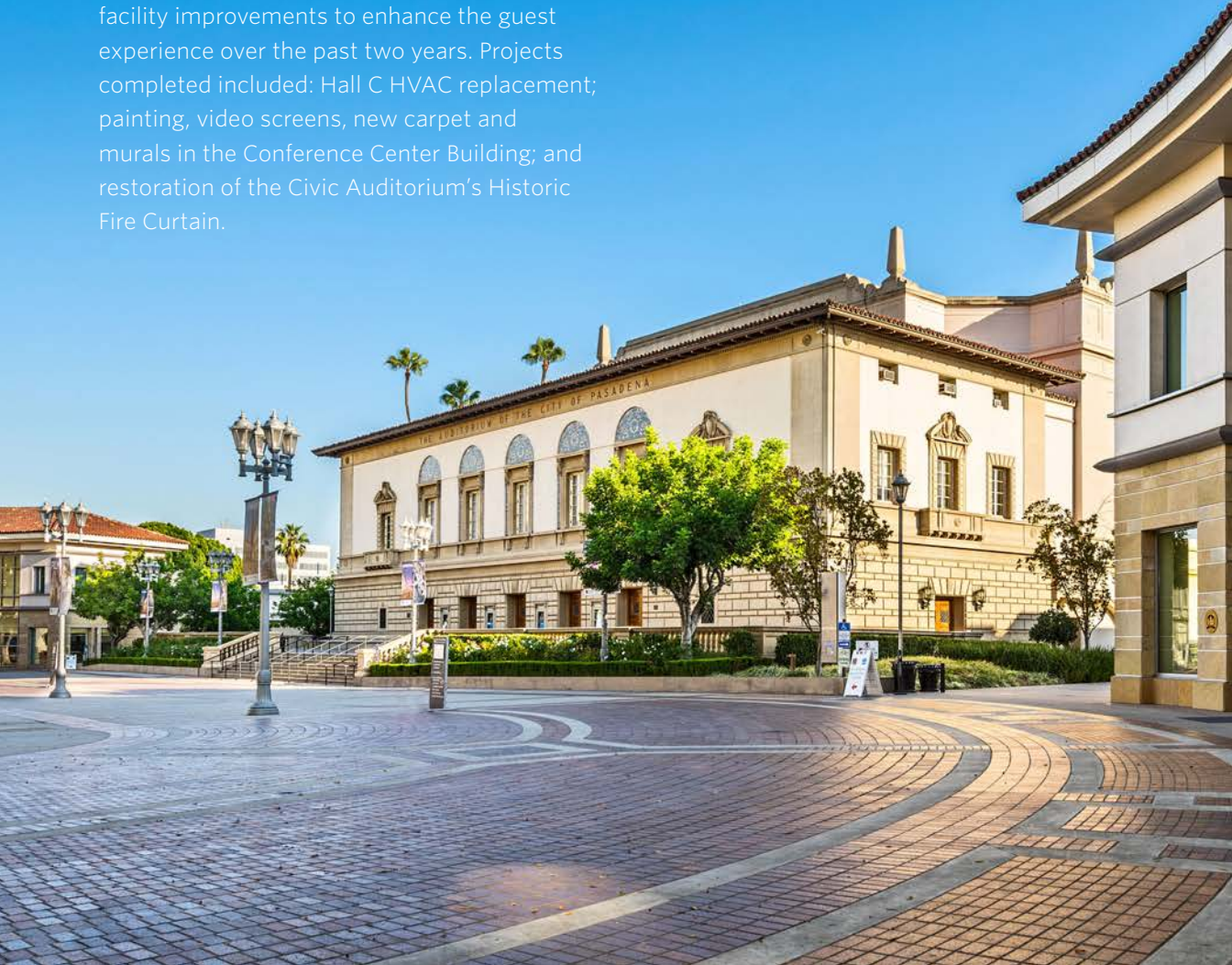
PASADENA ICE SKATING CENTER



Pasadena Convention Center

This year, the Pasadena Convention Center hosted over events bringing 278k attendees who economically benefit the City of Pasadena and advance our convention and tourism industry. Events at the Convention Center ran the gamut of experiences: from the high-end QuiltCon and everything cat culture at CatCon, to the family-friendly Live on Green celebration and innovative Space Tech. The Pasadena Convention Center received an overall client satisfaction score of 3.74 of 4.0, a testament to our continual commitment to providing exceptional services and exceeding expectations. In addition, the Pasadena Convention Center reinvested \$3m into facility improvements to enhance the guest experience over the past two years. Projects completed included: Hall C HVAC replacement; painting, video screens, new carpet and murals in the Conference Center Building; and restoration of the Civic Auditorium's Historic Fire Curtain.

275	EVENTS SERVICED
278k	ATTENDEES
158	MEETINGS
28	SOCIAL EVENTS
7	SPORTS COMPETITIONS
100%	REVENUE GOAL



30 CONVENTIONS

American Massage Therapy Association National Convention

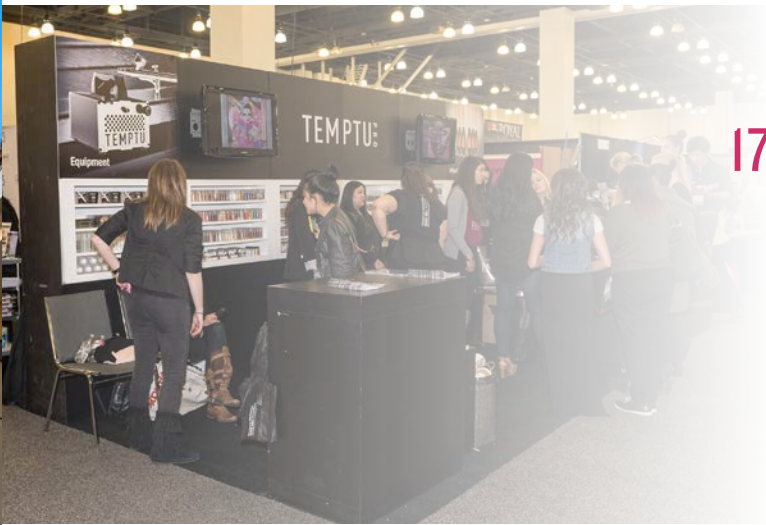
Hispanic Engineer National Achievement Awards Corporation
29th Annual Conference

California Educational Technology Professionals Association
2017 Annual Conference

QuiltCon 2018

2018 California Association for the Education of Young Children
Annual Conference & Expo

2018 Association of Public Health Laboratories Annual Meeting



17 TRADESHOWS

Los Angeles Buildings Expo

SpaceTech Expo

Additive Manufacturing Americas 2017

IMATS LA 2018

TechHomeX 2018

7-Eleven Franchise Owners Association

35 CONSUMER SHOWS

Politicon 2017

CatCon 2017

Brick Fest LIVE!

Contemporary Crafts Market

Pasadena Heritage Craftsman Weekend

Golden State Tattoo Expo

MonsterPalooza 2018



Pasadena Civic Auditorium

Built in 1932, the historic 3,000-seat Pasadena Civic Auditorium has been a treasure of the Los Angeles arts and culture scene for 85 years. The Pasadena Civic Auditorium exceeded all expectations in terms of events and revenue for Pasadena Center Operating Company reaching 152 percent of its revenue goal.

This year, the Pasadena Civic hosted four major televised shows including: America's Got Talent, A Prairie Home Companion, 48th Annual NAACP Image Awards and the Daytime Emmy Awards.

- 161 USE DAYS
- 17 CONVENTION/BUSINESS MEETINGS
- 4 MAJOR TV BROADCASTED SHOWS
- 21 GRADUATIONS/AWARDS CEREMONIES
- 22 CULTURAL CONCERTS AND EVENTS
- 152% REVENUE GOAL



HIGHLIGHTS

49th Annual NAACP Image Awards

America's Got Talent (13 tapings)

45th Annual Daytime Emmy Awards

An Evening with Vin Scully

Prairie Home Companion

Kevin Hart (2 shows)

Beauty & The Beast: A Christmas Rose, Lythgoe Family Panto (15 performances)

ABC Scandal

NBC Olympics Promo



A hockey player in an orange and white jersey with the number 25 on his helmet, skating on an ice rink. The player is wearing black CCM hockey gloves and black hockey skates with orange laces. The background shows the ice rink's boards and a white wall with a square vent.

Pasadena Ice Skating Center

The Coolest Place in Pasadena continues to delight tens of thousands of skaters each year. Operating over twenty hours per day, seven days a week, the Ice Skating Center maximizes facility usage with public sessions daily, group classes, private lessons, birthday parties, youth & adult hockey leagues, curling, and more.

In 2018, the Ice Skating Center hosted the annual Pasadena Figure Skating Club competition, the largest-ever annual ISI rink competition, United States Figure Skating Adult Sectional Championships and LA Kings 'Lil Kings Program. The rink also found unique opportunities to feature the venue including: commercial filming and ICE/SKATE, a combined orchestra and ice skating production presented by MUSE/IQUE.



The Pasadena Ice Skating Center welcomed Team Shuster, the US Olympic Gold-Medal Curling Team in March 2018. (Front L-R) Tyler George, John Shuster, Liza Beres, Matt Hamilton and John Landsteiner. (Back L-R) Maria Tornek, Mayor Terry Tornek, Michael Ross and Randy Winship.

210k ATTENDEES

62,033 PUBLIC SESSION SKATERS

45,181 SKATE RENTALS

3,872 LEARN-TO-SKATE PARTICIPANTS

215 SUMMER CAMP PARTICIPANTS

100 HOCKEY SKATERS IN LA KINGS 'LIL KINGS PROGRAM

30 IN-HOUSE ADULT HOCKEY LEAGUE TEAMS

99.6% REVENUE GOAL



Meetings & Conventions

The Pasadena Convention & Visitors Bureau continues to support the economic vitality of the destination by securing hotel bookings. This year, the PCVB secured 41,144 total hotel room nights, while three of Pasadena’s major hotels underwent major renovations to give them a competitive edge over surrounding destinations. As a result of this limited inventory, Pasadena hotels experienced a 7.5 percent decline in occupancy, 5 percent growth in the average daily rate (ADR) and 4.3 percent decline in revenue per available room (RevPAR).

	OCCUPANCY	ADR	REVPAR
THIS YEAR	77.3%	\$189.61	\$146.52
LAST YEAR	84.8%	\$180.64	\$153.10
PERCENT CHANGE	-7.5%	5.0%	-4.3%

Based on Pasadena hotels mid-scale and above STR, Inc Pasadena Destination

CONTRACTED FUTURE BUSINESS

Romanian Pentecostal Convention (September 2018) **1,150 room nights**

Great Minds in STEM (October 2018) **3,713 room nights**

CA Speech, Language & Hearing Association (March 2019) **1,359 room nights**

California Library Association Annual Conference (October 2019) **1,023 room nights**

AIGA Design Conference (April 2019) **3,004 room nights**

366

TOTAL LEADS REPRESENTING
265,259 ROOM NIGHTS

129

DEFINITE BOOKINGS

41,144

TOTAL HOTEL
ROOM NIGHTS



Sales Tradeshows

Every year, the CVB Sales team attends over 30 tradeshows and events across the U.S. to generate citywide meeting leads, build relationships, and promote Pasadena as a premier meeting destination.

30 INDUSTRY EVENTS

- ACESSE Leadership Conference: Council of Engineering and Scientific Society Executives (Quebec)
- ASAE Annual Meeting & Expo: American Society of Association Executives (New Orleans)
- Connect Marketplace (New Orleans)
- Smart Meetings West National (Monarch Beach)
- IMEX America (Las Vegas)
- IAEE Expo! Expo!: International Association of Exhibitions and Events (Anaheim)
- Connect Southwest (La Quinta)
- Association Forum of Chicagoland
- Holiday Showcase (Chicago)
- PCMA Annual Meeting (Nashville)
- Destinations International (Washington DC)
- CalSAE Annual Conference Elevate: California Society of Association Executives (Monterey)
- Conference Direct APM (Los Angeles)
- Helms Briscoe Annual Business Conference (Orlando)
- ASAE XPerience Design Project (Washington DC)
- Smart Meetings West National (Scottsdale)



Destination Services

Once a meeting is contracted, our team provides much needed support for clients to create customized meetings and one-of-a-kind Pasadena experiences for attendees. Support comes in a variety of forms including: site visits to the destination, connections with Pasadena venues and restaurants, and collateral to promote the upcoming event.



25 INDUSTRY EVENTS

52 GROUPS SERVICED

45 CITYWIDE SITE TOURS

25 TRADESHOWS AND CLIENT EVENTS

Meeting Advertising

Meeting advertisements were placed in ten trade publications in an effort to promote Pasadena as a premier meetings destination, including:

- Associations Now
- California Meetings + Events
- CVENT
- Facilities and Destinations
- Los Angeles Business Journal
- Los Angeles Meeting Planner Guide
- Meetings Today
- Multiview
- Smart Meetings
- Successful Meetings



Scientific Meetings

As the birthplace of some of humankind's biggest discoveries and home to Caltech and the Jet Propulsion Laboratory, Pasadena is the premier destination for scientific and innovation meetings. This year, the Pasadena CVB welcomed numerous science and tech meetings including:

- International Symposium for Testing and Failure Analysis
- Additive Manufacturing Americas
- SpaceTech
- LA County Science and Engineering Fair
- Great Minds in STEM, HENAAC Conference
- Association of Public Health Laboratories
- CA Educational Technology Professionals Assn (CETPA) Conference

ACCESSE18

Summer 2018, the Pasadena CVB welcomed ACCESSE18, the annual leadership conference for the Council of Engineering and Scientific Society Executives (CESSE). The meeting allowed us to showcase our ability to host high caliber meetings for 300 association leaders. Our involvement included: Hosting their opening and closing receptions; securing key note speaker Bill Nye and hosting four off-site learning experiences and tours.

COMMITTEE ON SPACE RESEARCH (COSPAR) SCIENTIFIC ASSEMBLY

Pasadena welcomed the Committee on Space Research (COSPAR), a global scientific meeting. The COSPAR Scientific Assembly is the premier forum for presenting the most important results in all disciplines of space research and facilitating interactions between scientists and senior space researchers.

WHERE GREAT MINDS MEET

The CVB produced the Where Great Minds Meet video with Bill Nye and the Planetary Society, focusing on Pasadena's innovative spirit at institutions such as Caltech, JPL, the ArtCenter College of Design, Mount Wilson Observatory and Kidspac Children's Museum. The video can be seen on Visit Pasadena's YouTube page.



Public Relations

The Marketing & Communications Team continues to increase Pasadena's exposure in the media and bring the Pasadena experience to life for potential visitors. Media efforts include targeted ongoing pitching, media events, and press trips.

Domestic media receptions and international media missions are key platforms to engage with editors, producers, freelance journalists, and digital influencers in target media markets. This year, Visit Pasadena created a unique Pasadena activation in Chicago to build brand awareness for one of our top markets. The team represented Pasadena during Visit California's media events in New York, San Francisco and Los Angeles.

36 PRINT AND ONLINE ARTICLES
108M EARNED MEDIA IMPRESSIONS

HIGHLIGHTS

- Fodor's
- Forbes
- Departures
- 7x7
- National Geographic
- TravelChannel.com
- Southern California Life
- Wall Street Journal
- Budget Travel
- Gentry Magazine
- USA Today
- Windy City Times
- Thrillist

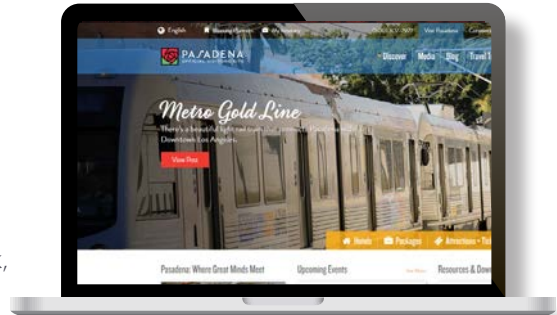


Four-page spread in Southwest Magazine



Digital & Social

The CVB’s strategy has been successful in building Pasadena’s brand presence in an evolving digital sphere. The Visit Pasadena website and social media channels saw significant growth this fiscal year. The social media strategy involved a robust content strategy and encouraged online community engagement across multiple sites: Facebook, Instagram, Twitter, Youtube, Pinterest, Google+ and WeChat.



33%

GROWTH IN WEBSITE USERS

387,438 users [THIS YEAR]
291,190 users [LAST YEAR]

23%

SOCIAL MEDIA GROWTH

48,931 followers [THIS YEAR]
39,393 followers [LAST YEAR]

33%

GROWTH IN PAGE VIEWS

779,281 views [THIS YEAR]
588,085 views [LAST YEAR]

Arroyo Seco Weekend

In June 2018, the Pasadena booth at Arroyo Seco Weekend engaged festival goers to experience Pasadena in a fun and memorable way. Takeaways included Pasadena branded fans, bandanas, and parasols for festival goers.



Tourism Advertising

Leisure advertisements were placed in 16 publications to promote Pasadena as a premier tourism destination. The CVB placed leisure ads in prominent travel and lifestyle publications such as Delta Sky, Southwest Magazine, AAA Westways and Sunset Magazine. Ads were also placed at Hollywood Burbank Airport and in select Metro trains and stations.

A growing investment in digital platforms for leisure and trade publications was a key focus as media and users continue to evolve.



Visitors Guide

The CVB continues to inspire travel with the bi-annual Summer and Winter Official Visitors Guide. 100,000 copies were distributed in a variety of ways:

- 10,000 copies distributed to Pasadena Magazine subscribers.
- 45,000 copies distributed by Certified Folder Display to various California Travel & Tourism Visitor Centers throughout California, regional airports and local hotels.
- 45,000 copies distributed via the CVB to walk-in visitors and meeting delegates and mailed out upon request.





Visitors Hotline

The CVB operated the 32nd Annual Visitors Hotline from December 29, 2017 through January 2, 2018 to respond to all inquiries on the Rose Parade and Rose Bowl Game. Over this period, 50 volunteers received 1,750 calls from visitors. The Visitors Hotline was broadcasted on KTLA, KCBS2, KCAL9, KABC, and KNX 1070 AM.

1,750 PHONE CALLS

39K WEBSITE PAGEVIEWS



Visitor Services

The Pasadena Visitors Center operated year-round to support visitor's' needs and respond to public inquiries.

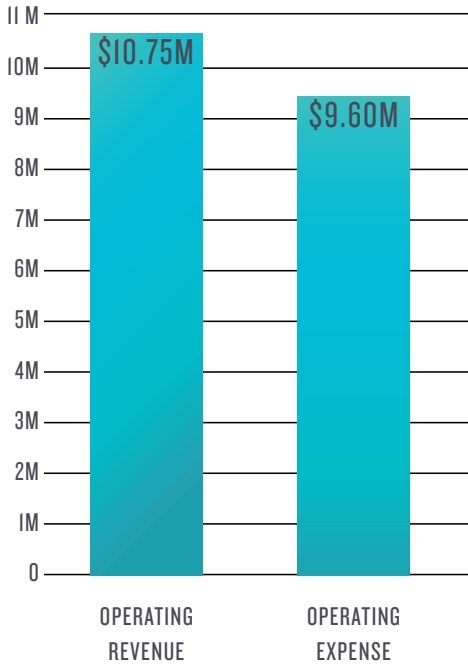
11,696
PHONE INQUIRIES

4,867
VISITOR CENTER WALK-INS

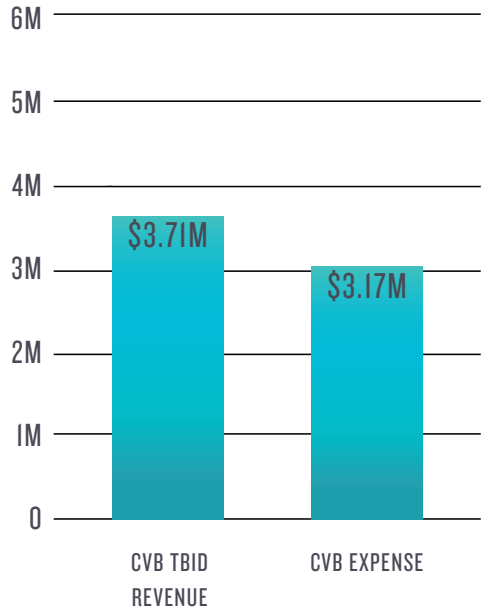
1,015
INFO PACKAGES

Year End Financials

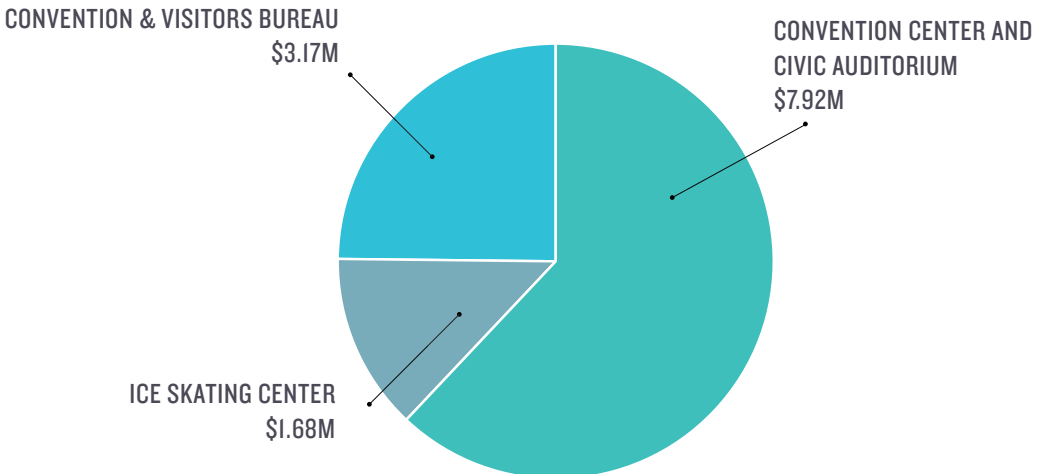
CONVENTION CENTER, CIVIC AUDITORIUM & ICE SKATING CENTER



CONVENTION & VISITORS BUREAU



EXPENSES





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PASADENA

CENTER OPERATING COMPANY

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