

FY20 (July 1, 2019 - June 30, 2020)

PASADENA, CALIFORNIA

Tourism Business
Improvement District Report





LETTER FROM THE CHAIR



Dear Friends and Colleagues,

During these unprecedented times, the tourism and hospitality industry has been severely impacted. In the face of adversity, the Pasadena Convention & Visitors Bureau continues to proactively support and strengthen our tourism community so our destination can recover quickly.

Travel and meetings bring business to our local economy. From hotels and lodgings, to museums and entertainment, to restaurants and retailers, and meetings and events, tourism is the heartbeat of Pasadena. The industry sustains over 6,000 jobs locally in Pasadena. Therefore, it is more critical than ever to build a foundation for recovery.

We are confident that tourism is a resilient industry that can lead Pasadena’s recovery. We extend our gratitude to the Pasadena Center Operating Company Board of Directors, the City of Pasadena, and our community partners for their efforts and leadership to sustain the industry and provide a path forward.

Sincerely,

Tyron Hampton
PCOC Board Chair
Vice Mayor, City of Pasadena

TABLE OF CONTENTS

- Letter from the Chair _____ 2
- About _____ 4
- FY20**
- FY20 by the Numbers _____ 5
- Meetings & Conventions Marketing _____ 7
- Destination Services _____ 9
- Leisure Marketing _____ 9
- Public Relations _____ 12
- State of the Travel Industry _____ 16
- Managing for Recovery _____ 17
- FY20 Financials _____ 18
- FY21**
- FY21 Budget _____ 19
- Looking Forward _____ 21
- Meetings & Conventions Marketing _____ 22
- Destination Services _____ 25
- Leisure Marketing _____ 26
- Community Partnerships _____ 32
- Board of Directors and Key Staff** _____ 33

ABOUT

Developed by the Pasadena Center Operating Company and approved by the Pasadena City Council, the Pasadena Tourism Business Improvement District (PTBID) is an assessment district proposed to provide specific benefits to payors, by funding targeted marketing and sales promotion efforts. This approach has been used successfully in over 100 California destinations to provide the benefit of additional room night sales to payors.

LOCATION

The PTBID includes all lodging businesses located within the boundaries of the City of Pasadena. It does not include home-sharing or vacation rental businesses as defined by Pasadena Ordinance No. 7317.

SERVICES

The PTBID is designed to provide specific benefits directly to payors by increasing room night sales and revenue therefrom. Marketing and sales promotions will increase overnight tourism and market payors as tourist, meeting and event destinations, thereby increasing room night sales and revenue therefrom.

BUDGET

The total PTBID annual budget for each year of its five (5) year operation was anticipated to be approximately \$3,800,000. This budget is expected to fluctuate as room sales do but was not expected to significantly change over the life of the PTBID. However, due to COVID 19, the FY21 Budget is projected to be \$2,132,000, based upon hotel occupancy forecasts by Tourism Economics for LA County and Smith Travel Research (STR), and consultations with Pasadena hotel partners.

COST

The annual assessment rate is 2.89% of gross room rental revenue. Based on the benefit received, the assessment shall not be collected on stays of more than thirty (30) consecutive days; and stays by any officer or employee of a foreign government who is exempt by reason of express provision of federal law or international treaty.

COLLECTION

The City is responsible for collecting the assessment on a monthly basis (including any delinquencies, penalties and interest) from each lodging business located in the PTBID.

DURATION

The PTBID will have a five (5) year life, beginning July 1, 2018 through June 30, 2023. Once per year, beginning on March 1, there is a thirty (30) day period in which lodging business owners paying more than fifty percent (50%) of the assessment may protest and initiate a City Council hearing on PTBID termination.

MANAGEMENT

The PCOC will serve as the PTBID's Owners' Association. The Owners' Association is charged with managing funds and implementing programs in accordance with this Plan, and must provide annual reports to the City Council.

2020 BY THE NUMBERS

SALES EFFORTS

- 341** leads
- 39** site tours
- 106** definite bookings
- 41,932** contracted hotel room nights
- 11,309** room nights canceled due to COVID

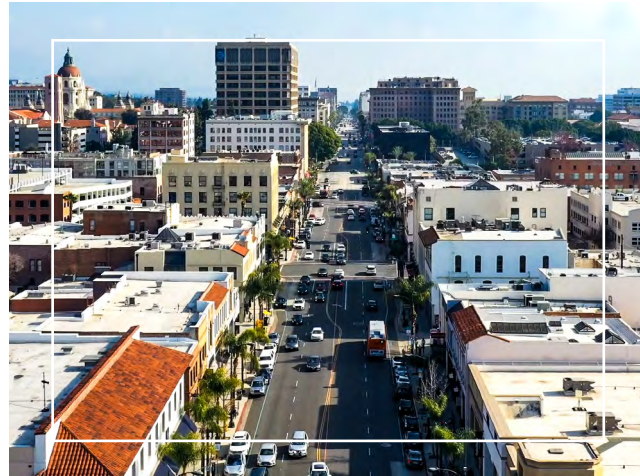
MARKETING EFFORTS

- 3** group media familiarization events
- 11** individual hosted media
- 43** earned media placements
- 120M+** brand impressions
- ↑ 65%** website visitation
- ↑ 5%** social media following



OVERVIEW

Despite the global pandemic starting mid-March, FY20 was a fruitful year for the Pasadena Convention & Visitors Bureau. In the past year, the Pasadena CVB:



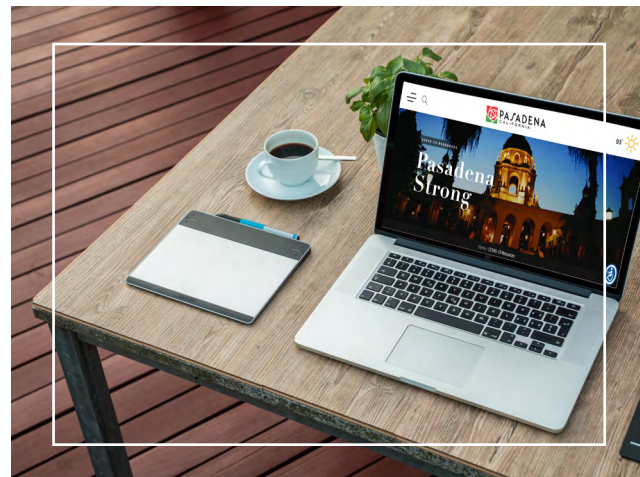
Contracted 41,932 room nights for future meetings and conventions, reaching 87% of the FY20 room night goal.



Redesigned VisitPasadena.com to be more user-friendly, enhanced SEO and tracking capabilities and a cleaner design.



Brought national attention to the destination in 43 publications such as the Wall Street Journal, USA Today's 10 Best, Alaska Airlines, Delta Sky and Smart Meetings.



Promoted local businesses during the crisis with Connect Pasadena, Dine Pasadena, Shop Pasadena, and Outdoor Dining Guide.

For an overview of the state of the industry, the global novel coronavirus (COVID-19) pandemic, and Pasadena CVB's response, turn to page 16-17.



MEETINGS & CONVENTIONS

FY20 started out strong for our meetings and conventions business, we had two months (October 2019 and February 2020) that generated 20.7% and 20.9% of group business. As of February, we had achieved overall occupancy of 80.55% for the 8-month time period of FY20 compared to 77.92% for

the prior year. Then as we went into March, all group business canceled due to COVID-19 and remained at 0% thru June 2020. Unfortunately due to the pandemic, our meetings and conventions business will continue to be severely impacted well into 2021.

	OCCUPANCY	ADR	REVPAR	REVENUE
FY20	63.95%	\$165.00	\$112.92	\$103,121,524
FY19	77.80%	\$193.46	\$150.48	\$130,770,537
CHANGE	-13.85%	-14.71%	-24.96%	-21.1%

MEETINGS, SALES & DESTINATION SERVICES

SALES TRADESHOWS

This year, the CVB Sales team attended 13 tradeshows and events across the U.S. to generate citywide meeting leads, build relationships, and promote Pasadena as a premier meeting destination. Travel was suspended in March due to COVID-19.

13 tradeshows

- ACESSE Leadership Conference (Baltimore)
- ASAE Annual Meeting & Expo (Columbus)
- Connect Marketplace (Louisville)
- IMEX (Las Vegas)
- HPN Global Conference (Seattle)
- Smart Meetings National (Estes Park, CO)
- IAEE Expo Expo (Las Vegas)
- Holiday Showcase (Chicago)
- CalSAE Seasonal Spectacular (Sacramento)
- Smart Meetings Northern California (Sacramento)
- PCMA Annual Meeting (San Francisco)
- Destination California (Long Beach)
- Destination Showcase (Washington DC)



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.

43 groups serviced

39 citywide site tours

21 tradeshows and client events



MEETING ADVERTISING

Meet at Reimagined and Exceptional” and “Where Innovation and Inspiration Meet” ad campaigns focused on Pasadena’s major investments in its hospitality products including hotel renovations, new Hyatt Place Pasadena, and Convention Center enhancements.

Meeting and convention advertisements were placed in the following publications to promote Pasadena as a premier meetings destination:

- CA Meeting + Events Magazine
- Smart Meetings Magazine
- CVENT Event Management & Hospitality Solutions
- Discover Los Angeles Meeting Planner Guide
- CalSAE Online Buyer’s Guide
- Facilities & Destinations Magazine
- Pasadena Chamber Annual Directory



LEISURE MARKETING

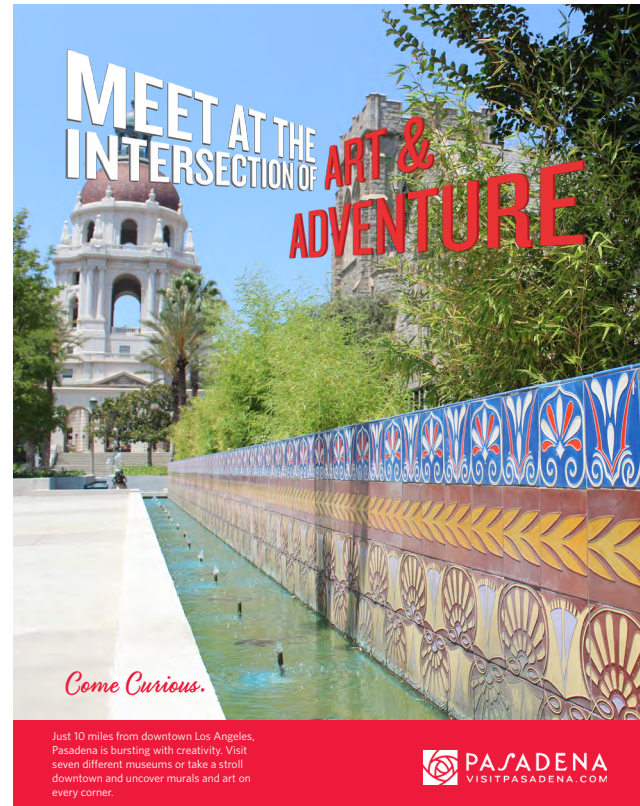
The Pasadena CVB Marketing and Communications team positively impacts the perception of Pasadena as a vibrant world class city boasting a distinctive art and culture scene with walkable entertainment districts, enchanting gardens and scenic trails.

LEISURE ADVERTISING

The Marketing team produced tourism specific ad campaigns elevating awareness of Pasadena as a breathtaking city full of sunshine, lush gardens and streets, and art-filled alleyways. Digital advertising was a prominent part of Pasadena’s advertising strategy which were placed directly to consumers actively booking travel through Adara Advertising Solutions and TripAdvisor.

Leisure advertisements were placed in the following publications to promote Pasadena as a premier tourism destination:

- AAA Westways Co-op
- Amtrak – The National
- National Geographic Traveller (UK)
- Hollywood Burbank Airport
- California Visitors Guide
- Discover Los Angeles Visitors Guide & Map
- Brand USA Road Trips
- Los Angeles Magazine
- TripAdvisor

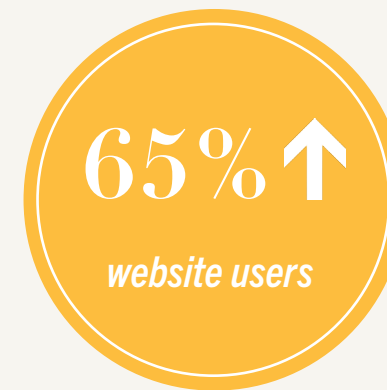


DIGITAL EFFORTS

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.

WEBSITE

VisitPasadena.com is the primary marketing tool and destination planning guide for consumers. It features a detailed calendar of events, curated restaurant guide and robust inspirational content.



693k users (this year)
420k users (last year)



New [VisitPasadena.com](https://www.visitpasadena.com) Homepage

SOCIAL MEDIA

The social media strategy involved a robust content strategy and encouraged online community engagement across multiple sites: Facebook, Instagram, Twitter, Youtube, Pinterest, Google+.



5% annual growth
62k followers (this year)
59k followers (last year)



PUBLIC RELATIONS



EARNED MEDIA COVERAGE

The Marketing & Communications team continued to increase Pasadena’s exposure in the media and bring the Pasadena experience to life for potential visitors. Media efforts include pitching to media, hosting media, coordinating media trips, sending out media releases, planning and executing press trips.

MEDIA MISSIONS

Domestic media receptions and international media missions are key platforms to engage with editors, producers, freelance journalists, and digital influencers in target media markets. These activities allow the Communications team to build relationships with key media and meet new prospects.

- New York and IPW
- Atlanta
- Canada
- UK and Ireland

11 individual media visits

MEDIA HOSTING

Individual media visits and group press trips were secured to promote Pasadena with the goal of earning valuable editorial coverage. The Communications team hosted nearly 11 media outlets and three media familiarization events. Top media included: USA Today 10 Best, Canadian Travel Press, Travels with Darley, Eat Famous, GoNomad.

The focused PR effort continued to prove successful for Pasadena in generating mentions and media placements that highlighted Pasadena in international, national, regional and local publications.

TOP MEDIA OUTLETS

- Alaska Airlines
- Amtrak - The National
- Coast Magazine
- Connect Associations
- Delta Sky Magazine
- Facilities and Destinations
- Fodor’s Travel
- Los Angeles Times
- OC Register
- Prevue Meetings
- Smart Meetings
- Toronto Sun
- USA Today 10Best
- Vancouver Sun
- Venues Now
- Wall Street Journal
- WestJet Magazine

VISITOR SERVICES

VISITOR GUIDE

The CVB continued to inspire travel with the bi-annual Summer and Winter Official Visitors Guide.

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



100,000 TOTAL COPIES



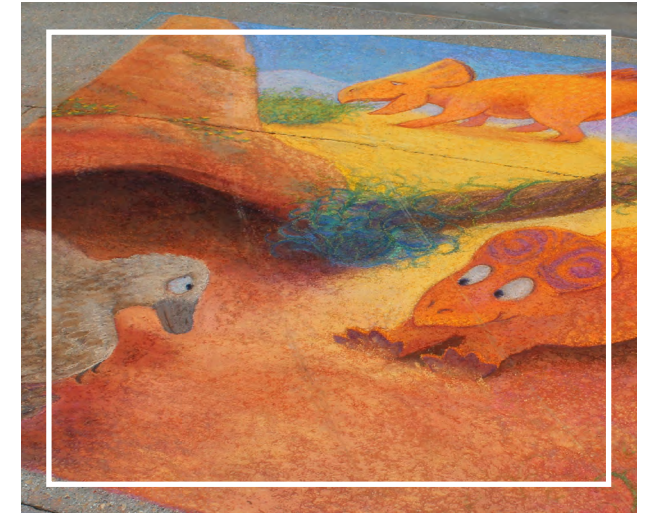
VISITORS HOTLINE

The Pasadena Convention & Visitors Bureau hosted its 36th Annual Visitor Hotline to assist incoming guest with information about all parade and game-day activities, dining, directions, accommodations and other holiday-related events. The visitor hotline ribbon cutting was attended by Pasadena Mayor Terry Tornek, Tournament of Roses President Laura Farber and the 2020 Rose Queen and Royal Court. The event also received media coverage in the following outlets NBC 4 News, ABC 7 News, NBC Los Angeles, Pasadena Star-News, Pasadena Now, KNX 1070 AM, Pasadena Independent, Pasadena Journal, Phoenix Satellite TX, Sinovision and FOX 47 in Wisconsin.

SPONSORSHIPS AND ACTIVATIONS

The PCVB Marketing Team sponsored activations at local events to continue to build the brand and encourage repeat visitation.

- Craftsman Weekend
- Pasadena Chalk Festival
- Pasadena Art Night
- Pasadena Arts Council
- Pasadena Restaurant Week
- Sip and Savor



Pasadena Chalk Festival



National Plan for Vacation Day promo with Jeanette Ceja

MEDIA PARTNERSHIPS

The Marketing team collaborated with prominent travel hosts to produce Pasadena destination videos to share what makes Pasadena such an exciting urban city.

As part of National Plan for Vacation Day on January 28th, the PCVB partnered with award-winning travel and TV host Jeanette Ceja of Jet Set with Jeannette to encourage locals and visitors to use their unused vacation days in 2020. The bilingual video, English and Spanish, highlighted major Pasadena tourism locations.

Darley Newman's PBS show "Travels with Darley" took her viewers to experience the food, culture and outdoor experience in Pasadena. Jessica Beinecke shared her Pasadena journey in the "I Know This Spot" Chinese-English digital travel series.

VISITOR CENTER

The PCVB provided dedicated customer service to city visitors, convention center attendees, and more at the Pasadena Visitors Center.

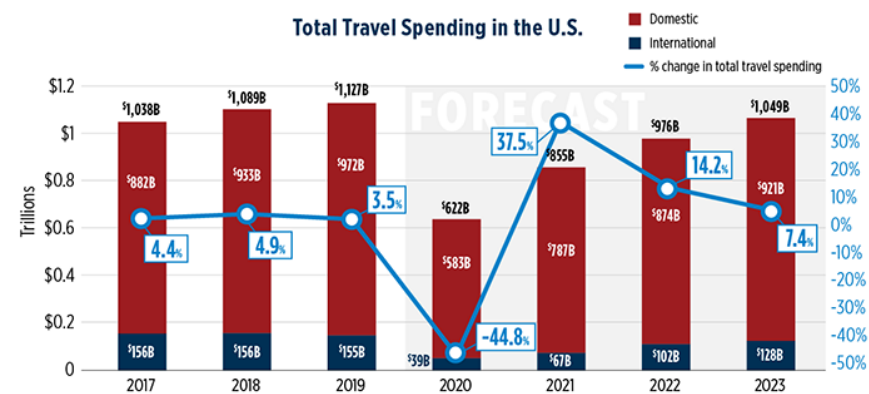
7,222 phone inquiries

1,966 walk-ins

1,035 visitor information packages

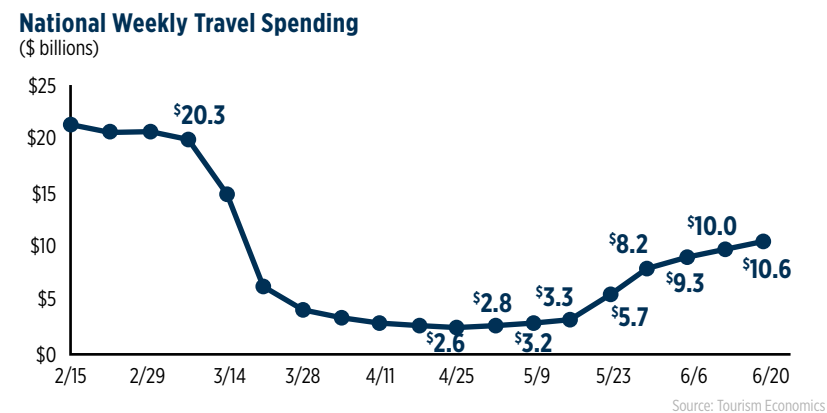
STATE OF THE TRAVEL INDUSTRY

In March, due to the COVID-19 global pandemic, travel to and within the U.S. came to a standstill. Travel businesses and workers were among the first and hardest hit. The impact to the industry has been devastating. According to an analysis by Tourism Economics for US Travel, a 45% drop in total travel spending in United States is predicted in 2020. In addition, a 51% drop in room demand is projected. A rebound is predicted to come in 2021, but the projection will still fall about 11% below 2019 levels. Visit California expects tourism spending in California to drop to \$75.4 billion in 2020, about half of the 2019 total, erasing a decade of industry growth. California lost over 600,000 travel and tourism jobs in May alone, more than half the tourism workforce compared to 2019.



Regional leisure travel is positioned to recover more quickly in the second half of 2020, with the timing being defined by lockdown restrictions being lifted. After locals reengage in their communities, travel recovery will likely be led by drive market. Business and group travel will lag due to low cash/profits as well as new corporate and government protocols. The short- to medium-term outlook for both meetings/events and international travel looks challenging.

The tourism industry is preparing for a slow and jagged recovery. In May, lockdown restrictions in California and Los Angeles began to ease with the reopening of retail, restaurants, and offices. On June 13th, leisure travel restrictions were also lifted. According to Tourism Economics, travel spending rose for eight consecutive weeks in the week ending June 20th (US Travel, June 25, 2020). At the end of June, a surge in positive coronavirus cases across the United States, and particularly in California and Los Angeles, has regressed reopening efforts and is cause for concern for the travel and meetings industry.



Visit Pasadena has taken necessary measures to react to the COVID-19 health crisis that is causing tremendous disruption in the tourism and meetings/conventions industry.

The recovery is expected to be gradual and may take years. Visit Pasadena’s recovery efforts will continue throughout FY21 to sustain the industry, support the Pasadena community, and build a foundation for the future.

Visit Pasadena’s mission as a destination marketing organization is more important than ever to ensure Pasadena can bounce back from the crisis.



MEASURED FISCAL RESPONSE

- All expenditures have been cut or reduced significantly so the organization can live within its financial means.
- All operations have been evaluated and non-essential projects and spending has been strictly limited to maintain projects that will secure our future success.
- All paid marketing efforts were paused during the crisis and will be reinstated strategically as travel reopens and consumer sentiment improves.
- Staffing reductions have been required to respond to the financial situation.

SEIZING OPPORTUNITIES DURING THE RECOVERY

- The planning and production of marketing materials and content continue so we can relaunch a robust leisure travel campaign in key markets when the time is right.
- Maintain close contact with our current clients and provide for their ongoing needs as they plan meetings under continued uncertainty.
- Ongoing sales efforts continue in booking future business.

TAKING THE LEAD

- Demonstrate leadership and advocate for the reopening of business meetings and conventions. The Pasadena CVB and Pasadena Convention Center have joined CalTravel’s Convention Center Coalition to make evident our readiness to reopen and provide detailed best practices for reopening large venues.

SERVE AS A COMMUNITY RESOURCE

- Establish a tourism recovery task force to support the industry.
- Engage with hotels and tourism partners on a weekly basis to share industry trends, best practices, reopening guidelines, and recovery efforts.
- Support the Pasadena tourism and hospitality industry with free marketing opportunities via directories of virtual content, restaurants and retailers that offered safe alternatives to in-person experiences. The Pasadena Outdoor Dining Guide, Connect Pasadena, Dine Pasadena and Shop Pasadena directories encourage residents and visitors to stay engaged and to support local restaurants and retail businesses.

FINANCIAL SPENDING PLAN

FY20 FINANCIALS

FY20 Actuals look much different than where we anticipated to be when setting the budget. In mid-March when the pandemic started, we closed our offices, the visitors center, and the convention center facilities at the onset of the California-mandated stay at home order. We swiftly put a freeze on all spending and maintained only those expenses that were deemed essential. In addition, we also made the difficult decision to reduce our staff to keep in line with the anticipated decrease in TBID revenues.

Income	Budget	Actuals
TBID Assessment	3,800,000	2,961,000
TBID Fund Reserve	290,000	297,000
2018-2019 Fund Balance	290,000	587,000

Expenditures	Budget	Actuals
Staffing	1,862,000	1,717,000
Administration Expenses	44,000	33,000
Advertising	574,000	282,000
Trade Shows and Activities	238,000	158,000
Events and Sponsorships	248,000	151,000
Familiarization Activities	75,000	44,000
Rose Bowl Sales	48,000	50,000
Promotional Expenses	510,000	229,000
Total Expenditures	3,599,000	2,664,000

(Unaudited)

FY21 BUDGET

The TBID assessment forecasted revenue is \$2,132,000, a decrease of \$1.67 million compared to FY20 original budget and \$730,000 lower than FY20 Actual.

The CVB expenditures budget is \$2,093,000, \$1.5 million less than FY20 original budget and \$491,000 lower than FY20 Actual.

FY21 budget anticipates an average occupancy of 46.5% for the first six months of FY21 with an ADR of \$145. Between January - June, we expect an increase in the average occupancy rate to 60% and \$160 ADR. Our budget projections also considered that the properties that closed during the pandemic (Sheraton, Hotel Constance and the Langham) would reopen by July 1st. The Langham opened in Late July/August. Hotel Constance and Sheraton Pasadena are now considering opening in September.

Income	FY21
TBID Assessment	\$2,132,000
TBID Fund Reserve	\$39,000
2019-2020 Fund Balance	\$587,000

Expenditures	Allocated
Staffing	\$1,317,000
Administration Expenses	\$42,000
Advertising	\$187,000
Trade Shows and Activities	\$93,000
Events and Sponsorships	\$130,000
Familiarization Activities	\$16,000
Rose Bowl Sales	\$53,000
Promotional Expenses	\$255,000
Total Expenditures	\$2,093,000

LOOKING FORWARD

CALIFORNIA CONVENTION CENTER COALITION

The Pasadena Convention Center and Visit Pasadena joined CalTravel Association, destination management organizations, and convention centers across the State of California to advocate for the reopening of business meetings and convention centers. Currently, in California’s four-part phased recovery strategy, meetings are planned for reopening at the end of the fourth stage.

The California Convention Center Coalition sought to reopen convention centers and meeting venues in an earlier stage, and created a detailed plan for the reopening of convention centers with best practice recommendations for sanitation, staff training, physical distancing, and communication.

The coalition educated state legislative members on the devastation of COVID-19 on the meetings industry and sought their support. A joint letter was sent to Governor Gavin Newsom to pursue reopening convention centers in an earlier stage. These efforts were paused at the end of June due to a spike in COVID-19 cases nationwide and will resume at a more appropriate time.



LA COUNTY ECONOMIC RESILIENCY TASK FORCE

Los Angeles County created an Economic Resiliency Task Force in response to the economic destruction created by the COVID-19 crisis and revive the local economy. The hospitality sub-committee proposed a three-step strategy to support the hospitality industry.

1

Short-term – allow for leisure travel

- Protocols were developed and approved
- Went into effect June 12, 2020

2

Mid-term - allow for small meetings

- Recommended protocols have been developed
- Submitted to the county and are awaiting state clearance
- Small meetings were defined in this instance as less than 100 people, because the state/county have already allowed church gatherings of that size.

3

Long-term - plan large meetings

- Recommended protocols have been developed
- Submitted to the county and are awaiting state clearance

COMMITMENT TO HEALTH AND SAFETY

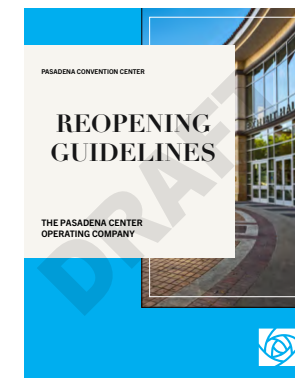
Maintaining health and safety in America is critical for social and economic recovery. Travelers, including meeting planners and attendees, expect leadership from travel brands. They need proof that safety measures are in place throughout their entire travel journey. Meeting planners will also need these assurances as they select their next meeting destination and as they market their events and conventions.

Visit Pasadena will execute a marketing and communications strategy to showcase our entire destination’s commitments to health and safety, including our convention center, hotels, museums, attractions, restaurants, and retailers. The strategy will include website statements, signage, email communications, and press releases.

The Pasadena Convention Center has committed to certifying its facilities with a new accreditation program (GBAC STAR Facility) from the Global BioRisk Advisory Council, a division of ISSA—The Worldwide Cleaning Industry Association, to safely resume face-to-face events and assuage attendee concerns. The Global BioRisk Advisory Council (GBAC) STAR accreditation is recognized as the gold standard of safe venues and provides training and guidance on outbreak prevention, response, and recovery.



The Pasadena Convention Center has developed a detailed reopening plan that includes detailed protocols, procedures, and systems that create a safe environment for its employees and guests. It is also working with the Pasadena Public Health Department on its plan.



In addition, the Visit Pasadena website will continue to serve as the official travel resource for our destination. The “Travel Safely” page communicates pertinent city and state travel guidance, the current local COVID-19 situation, transportation protocols, and changes to business and attraction offerings.

LOOKING FORWARD

MEETINGS & CONVENTIONS MARKETING



A NEW CHALLENGE

COVID-19 will continue to interrupt future plans for meetings and conventions, likely even after a vaccine is developed. Meeting planners and their organizations will look to Visit Pasadena to support them in new ways, assume new responsibilities, and offer services to meet their needs.

Communication is key and the greatest value to our clients. Meeting organizers rely on destination partners to routinely inform them of the destination's COVID-19 status, re-opening plans, and official public health policies. This includes travel restrictions, guidance on large gatherings, recommended vs. required mandates, hotel openings and closures.

At Visit Pasadena, each sales manager is prioritizing correspondence with customers with definite events on the calendar, not only to gauge their intentions and confidence level, but also to discuss adjustments needed for health safety, and any planning challenges. Many will need to adjust seating capacities for physical distancing. They may require alternative space or contracting additional spaces. Host organizations also face hotel and convention center closures, as well as reduced attendance due to fears surrounding travel. Continued uncertainty regarding the reopening of live events will impact our future calendar. We expect the trend of canceled and rescheduled events to take place through 2021. Our team recommends rebooking the program to a rescheduled later date, rather than cancelling.

While promoting our destination as a safe and secure place to host a meeting has always been a component of our marketing, it will become a focal point for us and our clients. We will showcase enhanced visitor safety in our own venue, as well as what our hotels are doing to protect guests and make attendees feel comfortable and safe.

As traditional meetings change, it is important to prepare all parties regarding the new look, feel, and cost. Greater emphasis on safety and labor-intensive cleaning protocols will increase budgets. Physical distancing, traffic flow, adjustments in the agenda to accommodate enhanced cleaning are just another few considerations. Finally, our expertise in technology to provide virtual options or a hybrid experience, will be critical for planners moving forward.

TARGETED MARKETING

The Sales team's key priority for FY21 is to capitalize on targeted sales and marketing efforts to increase meetings, conventions and tradeshows coming to Pasadena to reach our FY21 goal of 50,000 room nights. Through the first half of the fiscal year we will actively engage in working with clients that wish to cancel or postpone their meetings/conventions.

Our sales team deployment will remain focused on key areas of opportunity such as the DC national association business, as well as an expanding client base with SoCal associations. Additionally, a strong presence is maintained in Sacramento, the headquarters for the CA State Association market. The sales team will also direct its efforts on educational, affinity and religious markets and continue to develop opportunities in our local corporate market. Through partnerships with LA Tourism, Helms Briscoe and CVENT we will maximize our exposure to clients to attract new citywide conventions and meetings. We will continue to work with our local partners such as Caltech and JPL to expand our reach into the scientific community and bring their conventions and scientific assemblies to Pasadena.

TRADESHOWS/CONVENTIONS

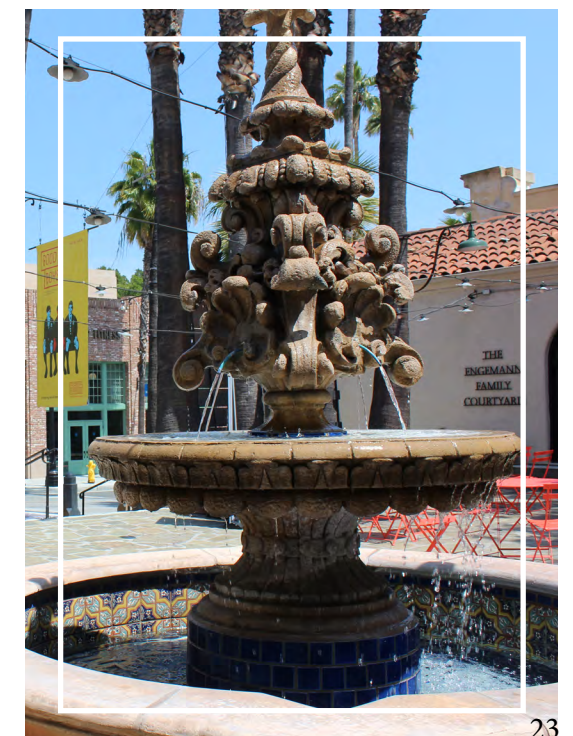
The Sales team will attend and exhibit at hospitality industry tradeshows and conventions in our target markets, to increase the amount of qualified leads. When it is safe and responsible to resume face-to-face meetings, we will develop a travel calendar based on our best opportunities to meet with qualified clients.

INDUSTRY ASSOCIATIONS

Sales managers will hold membership in local and national industry associations, become involved by serving on committees/boards, and attend industry meetings to increase contact with prospective clients. Our team also participates on weekly webinars to stay informed on industry trends and research.

SALES PROSPECTING

Each sales manager will prospect for new business through contacts made at tradeshows, industry events, and research. Sales efforts are monitored weekly, monthly and annually.

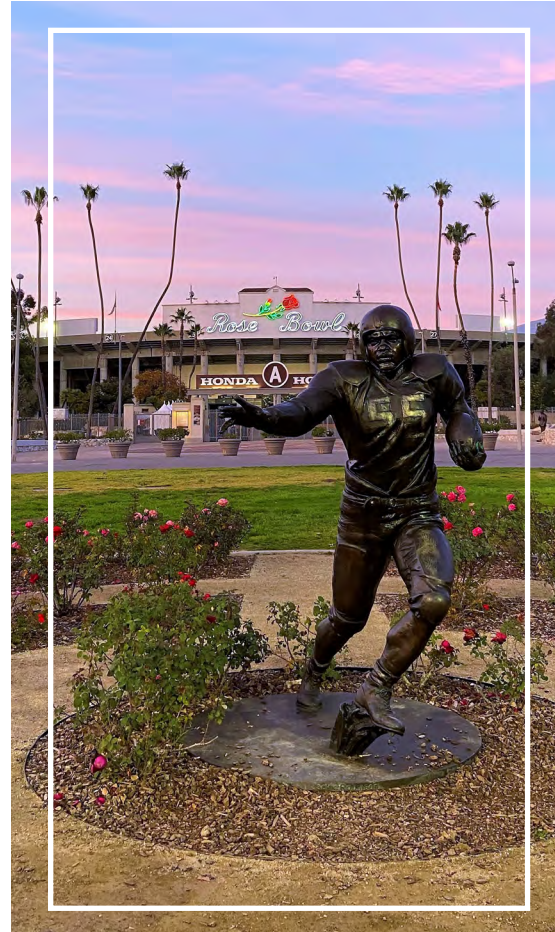


LOOKING FORWARD

ROSE BOWL OPERATING COMPANY ALLIANCE

We will continue to work closely with the Rose Bowl Stadium to sell and promote citywide events and private event opportunities for the Rose Bowl through joint sales efforts. We anticipate continuing our partnership as business and events return to Pasadena. Past efforts have included:

- Sponsoring a dedicated sales manager at the Rose Bowl Operating Company
- Funding joint sales tradeshow activations such as IMEX
- Hosting clients and media at concerts and sporting events
- Marketing support for events such as Tribeca Drive-In and Virtual AmericaFest
- Media support for concerts and events such as Final Fridays and Rolling Stones.



MEETINGS ADVERTISING

We will advertise in select meeting industry publications to keep Pasadena top of mind. Paid media will be dedicated toward digital display, mobile, email targeting and SEM.

CVENT PARTICIPATION

CVENT is the preeminent website database for meeting planners during their site selection and RFP process. The PCVB invests in a robust package of advertising options to keep Pasadena top of mind for tens of thousands of planners using CVENT's digital channels. The package includes digital advertising such as email newsletters and banner ads.

“Pasadena is the picture-perfect Southern California canvas to curate meetings and conventions that leave a lasting impression.”

CUSTOMER SITE INSPECTIONS

In person site inspections are the optimal way for meeting planners to experience our destination and our meeting facilities. We underwrite the costs for these visits when necessary. When it is safe to travel and our clients feel comfortable to do so, we will resume our practice of hosting in person site inspections.

In the meantime, we will pursue hosting virtual site inspections. Our Sales team will create, develop, and present custom virtual site inspections and presentations to showcase our venues and destination and secure future business.



DESTINATION SERVICES

Meetings and events planned in FY21, will be navigating challenging waters. They will require extensive planning and ingenuity to host safe events and attract attendees. For citywide meetings, the Destination Services, Marketing and Communications teams will offer expanded services to support meetings at this critical juncture.

- Custom website landing pages
- Custom welcome videos featuring elected officials and local business leaders
- Offsite venue planning, group tours and activities support
- Interactive Passport to Pasadena scavenger hunt
- Social posts and increased social engagement
- Sponsored giveaways and promotions
- Expanded local public relations strategy
- Collateral media such as zoom backgrounds, flyers, banners, maps, photography and fact sheets
- Promotional items such as the Pasadena Coloring Book

LOOKING FORWARD

LEISURE MARKETING

The Pasadena Convention & Visitors Bureau has put together the following marketing and communications strategy for FY21 to support the destination recovery and position Pasadena for long-term success. The Marketing team will target best potential drive market customers and drive business to our hotels and tourism partners.

As cities and attractions begin to reopen, it is predicted that visitors are going to stay closer to their homes, likely within driving distance. They will be mindful of which destinations they choose and will prioritize purposeful escapes and experiences. Our messaging will assure the consumer that Pasadena has taken the appropriate protocols to make travel safer throughout their journey.

Our advertising and marketing focus will be on wellness, the outdoors and other “off the beaten path” activities that allow visitors to maintain appropriate physical distances. Travelers are still wary and do not feel completely comfortable navigating crowded public spaces and the indoors. Therefore, emphasis on these areas will be limited. Messaging will revolve around safety and comfort, stressing the importance of relaxation and an escape. We will also reintroduce our brand as a vibrant city with a small-town atmosphere and inviting vibe. Pasadena is near Los Angeles, but it feels worlds away.



“Pasadena is a vibrant city with a small-town atmosphere and inviting vibe. Pasadena is near Los Angeles, but feels worlds away.”

AUDIENCE

Our marketing plan will work on increasing confidence of the Gen X crowd as well as attracting more Millennials. Key characteristics of our ideal customer are young professionals who love the energy and culture of downtown life and lead active lifestyles.

Pre-COVID-19, our visitors consisted of a mix of younger, upwardly mobile singles, couples and families, and suburban, established suburban families nearing retirement age. Some of the wealthiest segments are highly prevalent as well (Buxton 2020).

Preliminary mobile insight reports show that many Gen X couples, and families have not returned to Pasadena during the Stay At Home Order. This demographic has been an important consumer for Pasadena. They are middle-aged (36-45), dual income couples and families with older children with larger disposable incomes. They lead active and upscale lifestyles, enjoy theater, movies, concerts, health foods, sustainability, high-end fashion, and premium imported cars.

We are seeing growing visitation from younger Millennials. These Millennials are drawn to urban neighborhoods. They love the energy and culture of downtown life and like to be close to the action. They like to be on the cutting edge, fashion-forward, healthy lifestyles, and enjoy culture. They are more ethnically diverse, mostly female, college-educated; and have well-paying jobs or are career driven.



LOOKING FORWARD



LEISURE ADVERTISING

Paid media will be strategically focused. Utilizing limited resources, we will directly target our specific markets using primarily organic and paid digital advertising – digital display ads, and social media ads. Streaming services and music apps are other potential options. We will focus on the decision making and booking stage of the travel journey. Our leisure campaign will be refreshed to reflect consumer sentiments.

The PCVB will select a limited number of travel publications and guides that reach travelers.

- AAA Westways
- California Visitors Guide
- Los Angeles Visitors Guide
- TripAdvisor

Our marketing strategy will be implemented in different phases to consider consumer sentiments.

- Wave 1: Locals
- Wave 2: Drive Markets
- Wave 3: Short Fly Markets



Dates	Target	Objectives	Messaging	Ads
August - September	<ul style="list-style-type: none"> • Pasadena • Los Angeles 	Get locals back to Pasadena and promote Angelenos to plan staycations	<ul style="list-style-type: none"> • Pasadena is ready to welcome back visitors 	<ul style="list-style-type: none"> • Organic • Limited paid digital
October - March	<ul style="list-style-type: none"> • Los Angeles County • San Bernardino County • Riverside County • Orange County • San Diego County 	Increase visitation from Californian’s already aware of Pasadena	<ul style="list-style-type: none"> • Short drive • Weekend trips • Road trips 	<ul style="list-style-type: none"> • Paid Fall leisure campaign • Participate in co-ops with Los Angeles Tourism and Visit California
Spring – Summer 2021	<ul style="list-style-type: none"> • Northern California • Southern California • Nevada • Arizona 	Increase visitation from short-haul travelers	<ul style="list-style-type: none"> • Weekend trips 	<ul style="list-style-type: none"> • Paid Spring leisure campaign • Participate in co-ops with Los Angeles Tourism and Visit California

LOOKING FORWARD



WEBSITE & SOCIAL MEDIA

In the new normal, consumers are increasing their use of official travel websites from visitor bureaus to obtain information regarding travel advisories and protocols. The team will continue to build upon the newly redesigned VisitPasadena.com and develop specific landing pages for traveler interests such as: wellness and outdoors, culture, family, and culinary. We will continue to expand our social media audience with regular postings focusing primarily on Instagram, Facebook, Twitter and LinkedIn.



VISITORS GUIDE

This year, the PCVB will publish one annual high-quality visitors guide. The publication highlights the best events and activities and contains curated content promoting arts and cultural attractions. 75,000 copies of the Official Pasadena Visitors Guide will be polybagged with Los Angeles Magazine and Pasadena Magazine, as well as distributed in regional airports, welcome centers, hotels and to meeting attendees.



COMMUNICATIONS/PUBLIC RELATIONS PROGRAMS

Communications will continue to target major national and regional publications to keep Pasadena top of mind as a premier travel and meeting destination. The PCVB will aim to host two familiarization events for travel and meeting trade journalists to provide firsthand experience of the destination. The PCVB will distribute regular press releases, tip sheets, event listings to generate media coverage on Pasadena and the Pasadena Center Operating Company.

PASADENA AWARENESS TRAINING

The PCVB will hold a training session and Pasadena bus tour in Spring 2021 to familiarize hotel and convention center employees, city kiosk volunteers and business district guides with Pasadena's visitor attractions.

LOOKING FORWARD

COMMUNITY PARTNERSHIPS

TOURISM PARTNER MEETINGS

We will convene regular meetings with our tourism marketing partners to support recovery efforts, engage with our partners, and elevate the Pasadena brand collectively. Our tourism partners represent Pasadena hotels, business districts, museums, performing arts organizations, attractions, and educational institutions.

SUPPORTING LOCAL BUSINESSES

The Pasadena Convention & Visitors Bureau’s will continue to support local restaurants during the ongoing COVID-19 crisis with the recent release of the Pasadena Outdoor Dining Guide. In addition, the Marketing and Communications team continues to work closely with the City of Pasadena to establish three online directories to support the ongoing operations and reopening of its business community. “Dine Pasadena” and “Shop Pasadena” promote local restaurants and small retail businesses open for business. “Connect Pasadena,” provides a list of educational and engaging content from Pasadena businesses and cultural institutions. The directories have received over 25,000 pageviews and feature over 300 Pasadena businesses.

INDUSTRY ASSOCIATIONS

Our goal is to develop partnerships with the greater Los Angeles travel community and regional destination marketing organizations (DMOs) to raise awareness of Pasadena as a travel destination. The PCVB will participate in co-op marketing opportunities with the Los Angeles Tourism and Convention Board and Visit California.

The PCVB will maintain memberships in various industry associations and attend industry meetings to increase Pasadena’s visibility. These meetings create an opportunity to network with other destination marketing organizations and exchange information and ideas related to best practices. (i.e., Travel & Tourism Marketing Association, Destination Marketing Association International, DMA West, CalTravel Association, and Visit California). The PCVB has increased participation in CalTravel’s Board of Directors in 2020.

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PCOC MISSION

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.





PASADENA CONVENTION & VISITORS BUREAU
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