



PASADENA
CENTER OPERATING COMPANY



2016 ANNUAL REPORT

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







PCOC IN FY2016 BY THE NUMBERS

PASADENA CONVENTION CENTER AND CIVIC AUDITORIUM

310 EVENTS AT
PCOC FACILITIES

4 MAJOR TELEVISED
EVENTS



NAACP Image Awards, Taraji and Terrence's
White Hot Holiday Show on Fox, So You Think
You Can Dance, America's Got Talent

378,000 ATTENDEES VISITED THE PASADENA CONVENTION CENTER

\$30M IN DIRECT SPENDING TO LOCAL HOTELS, RESTAURANTS, AND ATTRACTIONS

PASADENA ICE SKATING CENTER

63,350
PUBLIC SESSION SKATERS

53,525
SKATE RENTALS

4,300
LEARN-TO-SKATE
CLASS PARTICIPANTS

PASADENA CONVENTION & VISITORS BUREAU

44,252 ROOM NIGHTS
BOOKED

25 SITE VISITS

40 MEDIA HOSTED

187,000 PAGEVIEWS ON
VISITPASADENA.COM
[120% YOY GROWTH]



35,000 SOCIAL MEDIA
FOLLOWERS
[28% YOY GROWTH]

84.6 OCCUPANCY
[3.8% YOY GROWTH]

\$180.37 ADR
[7.3% YOY GROWTH]

\$152.62 REVPAR
[11.3% YOY GROWTH]

LETTER FROM THE CHAIRMAN

It was a banner year for the Pasadena Center Operating Company.

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. Over 350,000 visitors passed through our doors at the Pasadena Convention Center and Civic Auditorium resulting in over \$30 million in direct spending to our local hotels, restaurants and attractions.

The Convention Center showcased its ability to support more complex and large-scale events bringing to life such top notch events as American Phytopathological Society Annual Convention, QuiltCon, Politicon, Space Tech and the Professional Hair & Makeup Expo - PHAME. At the Civic Auditorium, we were also pleased to host an outstanding lineup of events including the 47th Annual NAACP Image Awards, Taraji and Terrence's White Hot Holiday Show on Fox, An Evening with Neil deGrasse Tyson, 28 tapings of America's Got Talent and So You Think You Can Dance.

The Pasadena Ice Skating Center attracted over 100,000 skaters this year. It doubled its participation in the well-known Lil' Kings Program by the Los Angeles Kings. The rink also hosted more than 380 skaters from 13 other rinks at the US Figure Skating's Southwest Regional Skating Championships.

In addition, the Pasadena Convention & Visitors Bureau continued to encourage leisure tourism and attract lucrative meetings and conventions to Pasadena in an effort to bolster the local economy. This year we fulfilled 105 percent of our room night goal in booking 44,252 contracted room nights. The CVB launched a China Ready program to leverage the growing Chinese market. Furthermore, the CVB successfully garnered attention in such publications as The New York Times, Delta Sky, AAA Highroads, Los Angeles Magazine and California Meetings + Events.

These accomplishments are evidence of the Pasadena Center Operating Company's success in its role as a vital economic engine in the region. Our topnotch management enables the organization to meet our challenges and I am extremely proud of our staff and our committed board of directors. They continue to maintain and operate a world-class facility and provide excellent service to retain and grow our business.

We hope you enjoy reviewing our accounting of the year and we look forward to continuing to serve our City and the region.

Sincerely,

Gene E. Gregg, Jr.

Chairman



PASADENA CONVENTION CENTER

Events at the Convention Center ran the gamut of experiences: from the high end QuiltCon and Halloween mayhem at Scare LA, to the family-friendly Live on Green celebration and innovative 3D Print Show, the Pasadena Convention Center showed its ability to host complex and sophisticated shows.

310 EVENTS SERVICED

378K TOTAL ATTENDANCE

34 CONVENTIONS

- Cognitive Science Society
- American Institute of Aeronautics and Astronauts
- Garden Writers Association
- Great Minds in STEM
- American Choral Directors Western Region
- California Association of School Business Officials

15 TRADESHOWS

- Green Technology
- IMATS LA
- Groom Expo West
- SpaceTech Expo

40 CONSUMER SHOWS

- Scare LA
- Brick Fest
- Contemporary Crafts Market
- Live on Green
- Golden State Tattoo Expo
- Monsterpalooza

125 MEETINGS

26 SOCIAL EVENTS

7 SPORTS COMPETITIONS

105% REVENUE GOAL



PASADENA CIVIC AUDITORIUM

The Pasadena Civic Auditorium exceeded all expectations in terms of number of events and revenue for the Pasadena Center Operating Company reaching 155 percent of its revenue goal.

Behind the scenes, the civic operations team upgraded the sound system to a state of the art L-Acoustics dv-DOSC System® to deliver excellent intelligibility and sound coverage for Civic events.

- › Mario Dedivonic presents The Master Class with Kim Kardashian
- › Innovation Arts: An Evening with Neil deGrasse Tyson
- › Taraji and Terrence’s White Hot Holidays Show on Fox
- › 47th Annual NAACP Image Awards
- › American Choral Directors Western Region
- › America’s Got Talent TV Show
- › So You Think You Can Dance TV Show
- › Mary Kay Conference
- › Salvation Army World Congress

155% REVENUE GOAL

4 MAJOR TELEVISED SHOWS

29 GRADUATIONS/AWARDS CEREMONIES

29 CULTURAL CONCERTS AND EVENTS

17 CONVENTION/BUSINESS MEETINGS





PASADENA ICE SKATING CENTER

PISC continues to successfully invent ways to maximize revenue with the limited ice-time resource. PISC also improved program offerings and quality of service while maintaining a well-balanced operating schedule, attracting maximum skater participation to the ice rink.

- › Public session skaters: **63,350**
- › Skate rentals: **53,525**
- › Learn-to-Skate class participants: **4,300**
- › Figure skating and hockey Summer Camp participants: **175**
- › Adult In-House hockey league: **29** teams in **4** division levels
- › Pasadena Maple Leafs (PML) Spring Training Program
- › LA Kings partnership promotions:
 - › Lil' Kings program for new, young skaters for grass-roots hockey program
 - › Doubled participation from previous years
- › USFS Southwest Regional Skating Championships
 - › **380** skaters from **13** rinks in Southern California



MEETINGS & CONVENTIONS

The Pasadena Convention & Visitors Bureau is measured on contracting and securing future hotel room nights associated with Pasadena meeting facilities, including the Pasadena Convention Center and local hotels. The PCVB reached 105% of its room night goal amounting to 44,252 total hotel room nights.

Pasadena hotels experienced a 3.8 percent growth in occupancy, 7.3 percent growth in the average daily rate (ADR) and 11.3 percent growth in revenue per available room (RevPAR)

	OCCUPANCY	ADR	REVPAR
THIS YEAR	84.6	180.37	152.62
LAST YEAR	81.5	168.10	137.08
PERCENT CHANGE	3.8	7.3	11.3

Based on Pasadena hotels mid-scale and above STR, Inc Pasadena Destination Report, June 2016

Association of Children’s Museum (May 2017) **1,400 room nights**

Association of Public Health Laboratories (June 2018) **1,470 room nights**

International Symposium for Testing & Failure Analysis (November 2017) **830 room nights**

Western Psychological Association (April 2019) **1,628 room nights**

Space Tech Expo (May 2016) **859 room nights**

Modern Quilt Guild (February 2018) **2,204 room nights**

CA Speech, Language & Hearing Association (March 2017) **1,208 room nights**

305 TOTAL LEADS REPRESENTING
149,000 ROOM NIGHTS

44,252 TOTAL HOTEL
ROOM NIGHTS

129 DEFINITE BOOKINGS

105% ROOM NIGHT GOAL



CLIENT 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.

83 GROUPS SERVICED

- American Phytopathological Society
- American Institute of Aeronautics and Astronautics
- Garden Writers Association
- Modern Quilt Guild
- Great Minds in STEM
- Centerplate Global
- Breeders' Cup Limited
- Smarter Shows, Space Tech Expo

25 SITE VISITS

- International Association of Venue Managers
- Western Association of Independent Camps
- Association of Public Health Laboratories
- Council of Engineering & Scientific Society Executives
- International Microelectronics & Packaging Society
- Association of California Nurse Leaders
- Western Psychological Association

33 PLANNING & COORDINATION OF TRADE SHOWS & CLIENT EVENTS

- CESSE Leadership Conference: Council for Engineering and Scientific Society Executives (Norfolk)
- DMAI Annual Convention: Destination Marketing Association International (Austin)
- ASAE Annual Meeting & Expo: American Society of Association Executives (Detroit)
- Connect Marketplace (Pittsburgh)
- Nursing Alliance Fall Summit (Palm Springs)
- IAEE Expo! Expo!: International Association of Exhibitions and Events (Baltimore)
- CalSAE Seasonal Spectacular: California Society of Association Executives (Sacramento)
- Helms Briscoe Annual Business Conference (Phoenix)
- CVENT Connect (Las Vegas)

MARKETING: PR & COMMUNICATIONS

The PCVB’s public relations efforts successfully garnered media coverage domestically and internationally for Pasadena. Staff attended five national and international media events to engage with 300 top tier media and influencers. Over the course of the year, the PCVB hosted 40 journalists, amounting to a 43% year-over-year growth.

Earned media exposure was valued at \$8M and had the potential to reach 8.2 billion people. Major outlets included The New York Times, Delta Sky, AAA Highroads, Los Angeles Magazine and California Meetings + Events.

MEDIA PITCHING ACTIVITIES

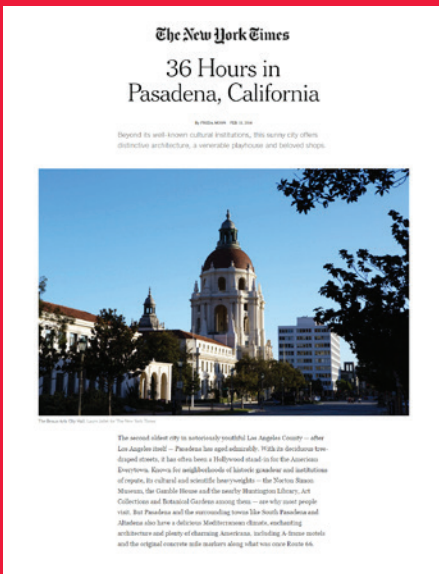
- › New York—Visit California Media Reception
- › San Francisco—Visit California Media Reception
- › Los Angeles—Visit California Media Reception
- › Mexico—Visit California Media Mission
- › Austin—DMAI Influencer Rally

TOP MEDIA HOSTED

- › Better Homes & Garden
- › Travel & Leisure
- › Robb Report
- › Architectural Digest
- › Thrillist
- › LA Times

TRAVEL TRADE

This year, the PCVB hosted four familiarization events for tour operators from Guadalajara, China and Japan.





CHINA READY PROGRAM

China is the largest growing travel market in the United States and Pasadena has a strong reputation with Chinese visitors due to its relation to the significant Chinese American population in the San Gabriel Valley. In 2015, Chinese visitor spending grew 38% in Pasadena.

In order to build upon this growing market, Pasadena launched a China Ready program in September to inspire travel to Pasadena from China and showcase our world class cultural and entertainment offerings. The key objectives of the program were to influence group tours and foreign independent travelers, increase hotel bookings and educate Pasadena partners about the Chinese inbound tourism ecosystem and trends.

Mayor Terry Tornek and Congresswoman Judy Chu joined us for a media kick-off event for the China Ready Program. It was well received in the community earning coverage in 18 publications and a media value of \$152,500.

The PCVB launched a WeChat account, the predominant social platform in China that reaches more than 650 million active users. The VisitPasadena account serves as an information hub and social media platform to engage Chinese visitors. In a brief six months, the number of followers grew to 1,000.

The program also featured educational workshops for partners, a travel trade familiarization event, publicity support for partners and visitor hotline services in Mandarin. The China Ready Program garnered 79 articles produced with a \$5.6M media value.

33 PRINT AND ONLINE ARTICLES

\$5.6M MEDIA VALUE



WEBSITE & SOCIAL

The CVB's strategy has been successful in building Pasadena's brand presence in an evolving digital sphere. The VisitPasadena website and social media channels saw significant growth in FY15-16. 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.

120%

GROWTH IN WEBSITE USERS

187,298 users [THIS YEAR]
85,324 users [LAST YEAR]

90%

GROWTH IN PAGE VIEWS

407,054 views [THIS YEAR]
213,781 views [LAST YEAR]

28%

SOCIAL MEDIA GROWTH

35,006 followers [THIS YEAR]
27,311 followers [LAST YEAR]

VISITOR HOTLINE

The CVB operated the 32nd Annual Visitor Hotline from December 29, 2015 through January 2, 2016 to respond to all inquiries on the Rose Parade and Rose Bowl Game. Over this period, 50 volunteers received 2,000 calls from visitors. Media attention for the Visitor Hotline reached a print and online audience of 18M.

2,000

PHONE CALLS

18M

PRINT AND ONLINE CIRCULATION





ADVERTISING

Leisure advertisements were placed in 16 publications to promote Pasadena as a premier tourism destination. A digital co-op with Visit California was utilized to leverage the state tourism division's immense resources. A new hyperlapse video inspiring travel to Pasadena and highlighting key attractions was distributed on a premier social media distribution, Matador Network. It reached over 140k people and resulted in 250 new followers. In the winter, a Pasadena video was featured in Times Square to entice travelers to our sunny and beautiful destination.



Meeting/convention advertisements were placed in nine trade publications in an effort to promote Pasadena as a premier meetings destination, including: CVENT, Meeting Focus, Associations Now and Connect.

A growing investment in digital platforms for both leisure and trade publications was a key focus as media continues to evolve to a more mobile state.

VISITORS GUIDE

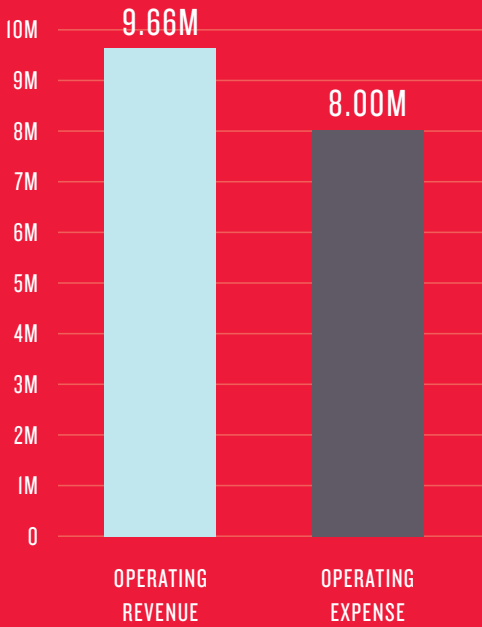
The 2016 visitors guide was produced by Pasadena Magazine Custom Publishing for the second time. The size of the guide grew to a larger and more dynamic format with an illustrated cover to attract new readers. 100,000 copies were distributed in a variety of ways:

- 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.

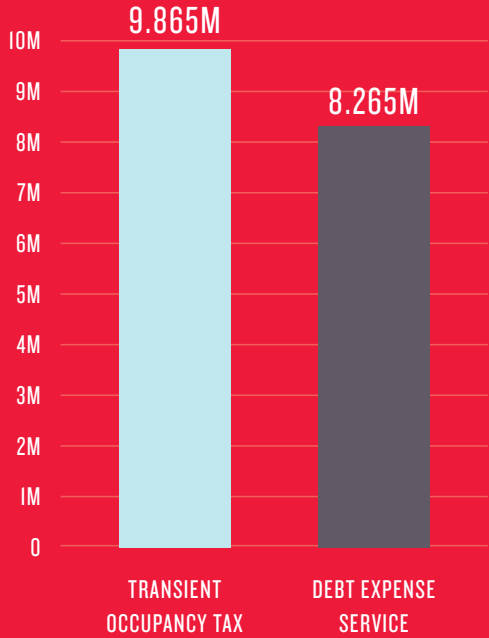


YEAR END FINANCIALS

CONVENTION CENTER, CIVIC AUDITORIUM & ICE SKATING CENTER



TRANSIT OCCUPANCY TAX (TOT) VS. DEBT SERVICE





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PASADENA
CENTER OPERATING COMPANY

300 E. Green Street, Pasadena, CA 91101
(626) 793-2122