



PASADENA  
CENTER OPERATING COMPANY



# 2017 ANNUAL REPORT

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



Pasadena Studios, Inc.



THE CITY OF PASADENA



POLITICON

#POLITICON



# PCOC IN FY2017 BY THE NUMBERS

## PASADENA CONVENTION CENTER AND CIVIC AUDITORIUM

**324** EVENTS AT  
PCOC FACILITIES

**4** MAJOR BROADCASTED  
EVENTS

NAACP Image Awards, America's Got Talent,  
Daytime Emmy Awards, and KCRW's A Prairie  
Home Companion

**278,000** ATTENDEES VISITED THE PASADENA CONVENTION CENTER

## PASADENA ICE SKATING CENTER

**62,680**  
PUBLIC SESSION SKATERS

**49,528**  
SKATE RENTALS

**3,025**  
LEARN-TO-SKATE  
CLASS PARTICIPANTS

## PASADENA CONVENTION & VISITORS BUREAU

**3.2M** VISITORS  
[ 4.1% YOY GROWTH ]

**\$496.2M** IN DIRECT SPENDING TO LOCAL HOTELS,  
RESTAURANTS, AND ATTRACTIONS  
[ 6.7% YOY GROWTH ]

**42,059** ROOM NIGHTS  
BOOKED

**25** SITE VISITS

**40** MEDIA HOSTED

**586,900** PAGEVIEWS ON  
VISITPASADENA.COM  
[ 44% YOY GROWTH ]

**39,000** SOCIAL MEDIA  
FOLLOWERS  
[ 11% YOY GROWTH ]

**77.3%** OCCUPANCY

**\$189.61** ADR

**\$146.52** REVPAR

## 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. In 2016, Pasadena welcomed 3.2 million visitors, who spend \$496.2 million. Visitor volume grew by 4.1% and visitor spending grew by 6.7%.

The Pasadena Convention Center hosted 324 events and welcomed 278,000 visitors to its facilities. The Convention Center showcased its ability to support more complex and large-scale events bringing to life such top notch events as Politicon, Space Tech and the CA Speech-Language-Hearing Association Annual Convention. This year marks the 85th anniversary of the Pasadena Civic Auditorium. At the Civic Auditorium, we were also pleased to host an outstanding lineup of events including the 48th Annual NAACP Image Awards, KCRW's Prairie Home Companion, tapings of America's Got Talent and the Daytime Emmy Awards.

The Pasadena Ice Skating Center attracted over 62,680 public session skaters and 3,025 Learn-to-Skate participants this year. The rink served as the unique venue for FREE/SKATE, a performance by Pasadena's counter-conventional orchestra, MUSE/IQUE. The rink also hosted more than 440 skaters from 17 other rinks at the ISI Regional Competition. At the ISI World Championships in Anaheim, Pasadena's Figure Skating Club placed 12th overall at the ISI World Championships with 96 skaters..

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 96 percent of our room night goal in booking 42,059 contracted room nights. The CVB hosted the Amgen Tour of California for the fifth time. The overall finish of the Amgen Tour of California broadcasted on NBC. The Amgen Tour of California had a global audience of 16.6 million viewers in over 200 countries worldwide. Its marketing efforts continued to position Pasadena as one of the most sought-after cities in Southern California garnering feature stories in Southwest Magazine, San Diego Magazine, CNN Airport Network and Condé Nast Brides UK.

The Pasadena Center Operating Company invested nearly \$2 million in major capital improvements. Projects included Hall C HVAC replacement. Major work was also completed to replace a 1950's electrical panel. Many projects are continuing to move forward including two big items: the restoration of the Civic Auditorium's Historic Fire Curtain and new carpeting in the Conference Building. The PCOC takes pride in being the steward of the facilities and welcomed the opportunity to put monies back in to the city's most prestigious assets.

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 everything cat culture at CatCon, to the family-friendly Live on Green celebration and innovative Designer Con, the Pasadena Convention Center showed its ability to host complex and sophisticated shows.

**324** EVENTS SERVICED

**278K** TOTAL ATTENDANCE

**24** CONVENTIONS

International Symposium on Microelectronics  
American Planning Association California Conference  
CA Speech Language Hearing Association  
International Society of Automation  
Association of Children's Museums

**13** TRADESHOWS

Institute of Heating and Air Conditioning  
IMATS LA  
Groom Expo West  
SpaceTech Expo

**40** CONSUMER SHOWS

Brick Fest Live  
Designer Con  
CatCon  
Contemporary Crafts Market  
Golden State Tattoo Expo

**151** MEETINGS

**32** SOCIAL EVENTS

**8** SPORTS COMPETITIONS

**100%** REVENUE GOAL



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

## HIGHLIGHTS

- › KCRW's A Prairie Home Companion
- › 48th Annual NAACP Image Awards
- › America's Got Talent
- › Daytime Emmy Awards
- › Disney Animation Moana Screening
- › Public Talk by Master Lu
- › AM870 Town Hall Meeting
- › Dave Ramsey EntreLeadership Event
- › Mary Kay Conference



**110%** REVENUE GOAL

**4** MAJOR BROADCASTED SHOWS

**23** GRADUATIONS/AWARDS CEREMONIES

**21** CULTURAL CONCERTS AND EVENTS

**8** CONVENTION/BUSINESS MEETINGS



# PASADENA ICE SKATING CENTER

After six years of operation, the Pasadena Ice Skating Center continues to successfully invent ways to maximize revenue with the limited ice-time resource. The average daily operating schedule is nearly 20 hours per day / 7 days a week. PISC continues to improve program offerings and quality of service while maintaining a well-balanced operating schedule, attracting maximum skater participation to the ice rink.

PISC introduced the sport of curling in Pasadena by hosting the Hollywood Curling Club who now books regular sessions at the rink. It was also featured in MUSE/IQUE's unique combined orchestra and skating performance FREE/SKATE. The Annual USFS and ISI Pasadena Open Skating Competitions attracted over 400 skaters from 17 rinks in Southern California.

- › Public session skaters: **62,865**
- › Skate rentals: **50,345**
- › Learn-to-Skate class participants: **3,725**
- › Figure skating and hockey Summer Camp participants: **175**
- › Adult In-House hockey league: **30** teams in **4** division levels
- › Pasadena Maple Leafs (PML) Spring Training Program
- › LA Kings' Lil' Kings program: **145** new hockey skaters



# 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 96% of its room night goal amounting to 42,059 total hotel room nights.

## HOTEL TRENDS

This year, three of Pasadena’s hotels underwent major renovations removing many hotel rooms out of the inventory. The rates are reflective of this occurrence. Pasadena hotels experienced a 9.1 percent decline in occupancy, 8.5 percent growth in the average daily rate (ADR) and 3.1 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 Report, June 2016*

## FUTURE BUSINESS

Great Minds in STEM (October 2017) **3,422 room nights**

Space Tech Expo (May 2018/2019/2020) **2,103 room nights**

CA Science Teachers Association (December 2018) **1,465 room nights**

Salvation Army Commissioning Weekend (June 2018) **1,314 room nights**

Centaurus Financial National Conference (August 2018) **1,292 room nights**

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

Stitches SoCal (November 2018) **1,318 room nights**

**378** TOTAL LEADS REPRESENTING  
149,000 ROOM NIGHTS

**42,059** TOTAL HOTEL  
ROOM NIGHTS

**153** DEFINITE BOOKINGS

**96%** ROOM NIGHT GOAL





## SALES TRADESHOWS

The Pasadena CVB sales team participated in 25 industry events to promote Pasadena and solicit convention groups:

### 25 INDUSTRY EVENTS

- CESSE Leadership Conference: Council of Engineering and Scientific Society Executives (Omaha)
- ASAE Annual Meeting & Expo: American Society of Association Executives (Salt Lake City)
- Connect Marketplace (Grapevine, TX)
- MEET National (Washington DC)
- Meetings Today LIVE (Colorado Springs)
- Smart Meetings West National (Phoenix)
- IMEX America (Las Vegas)
- Nursing Alliance Fall Summit (Omaha)
- IAEE Expo! Expo!: International Association of Exhibitions and Events (Anaheim)
- CalSAE Seasonal Spectacular: California Society of Association Executives (Sacramento)
- CONNECT DC (Washington DC)
- Association Forum of Chicagoland Holiday Showcase (Chicago)
- Smart Meetings Southern California (Los Angeles)
- Smart Meetings Northern California (San Francisco)

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## 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.

The CVB Destination Services team provided housing services for Breeders' Cup World Championships 2016 and coordinated 300+ volunteers for the Amgen Tour of California.

**47** GROUPS SERVICED

**25** CITYWIDE SITE TOURS

**25** TRADESHOWS AND CLIENT EVENTS

# PUBLIC RELATIONS

Pasadena Convention & Visitors Bureau 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 through Visit California are key platforms to engage with editors, producers, freelance journalists and digital influencers in target media markets. This year, Pasadena participated in two one-week long international media missions in Canada and Mexico and a media reception in Los Angeles.

Over the course of the year, the PCVB hosted 30 journalists and two media familiarization events. Pasadena earned media coverage in 40 publications, a 290% increase compared to FY16.

**40** PRINT AND ONLINE ARTICLES  
**\$5.6M** MEDIA VALUE

## HIGHLIGHTS

- Alaska Airlines
- Delta Sky
- Southwest Magazine
- AAA Westways
- CNN Airport Network
- Los Angeles Magazine
- San Diego Magazine
- Phoenix Magazine
- Arizona Foothills Magazine
- Conde Naste Brides Magazine
- Lonely Planet Travel Guide
- 805 Living
- Thrillist



BY TOMAS STENSTROM  
 Set against California's beautiful San Gabriel Mountains, Pasadena serves as a refreshing reminder to stop and smell the roses. The SoCal city offers a laid-back vibe with a quiet sophistication, creating an epicurean for exotic landscapes, educational fun, and a dynamic culinary scene that changes with the seasons. So, what are you waiting for? Tell us how you'd like to take on the City of Roses.

ARE YOU A  
**DRINKS**  
**TRAVELER**  
**FOODIE**  
**ADVENTURER**  
**OR**  
**ALL OF THEM?**

PHOTO: JESSICA BENTON/PCVB



PHOTO: JESSICA BENTON/PCVB



# AMGEN TOUR OF CALIFORNIA

The Pasadena Convention & Visitors Bureau and the Convention Center served as host for the overall finish for the Amgen Tour of California, America's largest road cycling race. This prominent race showcased 900 miles of California landscapes and provided earned two hours of live coverage for Pasadena on NBC. The Amgen Tour of California had a global audience of 16.6 million viewers and resulted in earned media coverage in over 5,920 stories. The lifestyle festival featured a BMX Stunt Show, strider ride competition, cycling and lifestyle vendors, Breakaway from Heart Disease and Breakaway from Cancer. The Breakaway from Cancer featured a Pasadena firefighter as the local champion.



## DIGITAL & 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 FY16-17. 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.

The new "Explore Pasadena" smartphone application was released on iTunes and Google Play to support visitors in planning their trip to Pasadena. Key features include: expert city guides, events and business, tips promoting must-see attractions and special offers, and user-generated itineraries.

# 56%

### GROWTH IN WEBSITE USERS

262,543 users [THIS YEAR]

187,298 users [LAST YEAR]

# 44%

### GROWTH IN PAGE VIEWS

586,894 views [THIS YEAR]

407,054 views [LAST YEAR]

# 46%

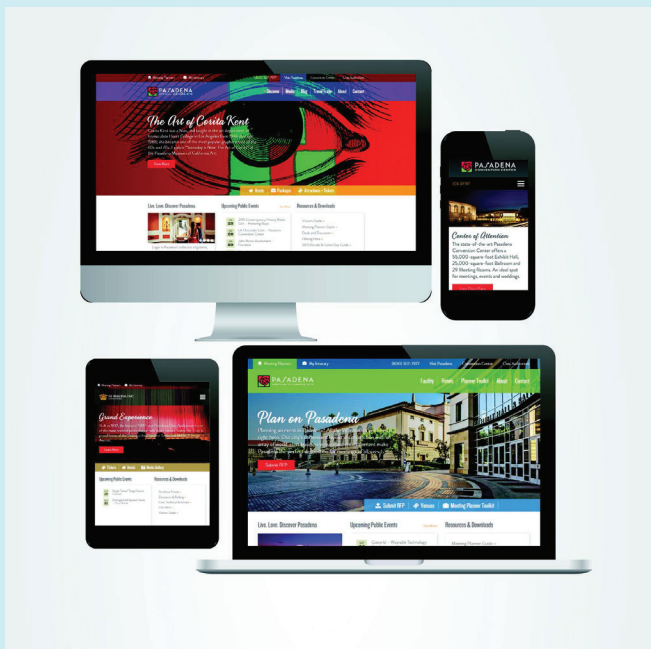
### SOCIAL MEDIA GROWTH

39,393 followers [THIS YEAR]

27,000 followers [LAST YEAR]

# 1,750

### APP DOWNLOADS





## 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.

Meetings advertisements were placed in twelve trade publications in an effort to promote Pasadena as a premier meetings destination, including: CVENT, Smart Meetings, California Meetings + Events and Connect.

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



## VISITORS GUIDE

For the first time, the 2017 visitors guide was produced bi-annually with a Summer and a Winter edition. 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.



## 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



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## VISITOR SERVICES

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**14,164**  
PHONE INQUIRIES

**2,702**  
VISITOR CENTER WALK-INS

**588**  
INFO PACKAGES



## CHINA READY PROGRAM

China continues to be the largest growing travel market in the United States and California. Pasadena continued the China Ready program to inspire travel 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.

Program highlights included:

- Hosted 2 Chinese tour operator fams.
- Launched a Sina Weibo site and 7 social media campaigns
- Grew WeChat channel to 1,600.
- Executed 2 media partnerships with Chihuo and KAZN-KAHZ & KMRB



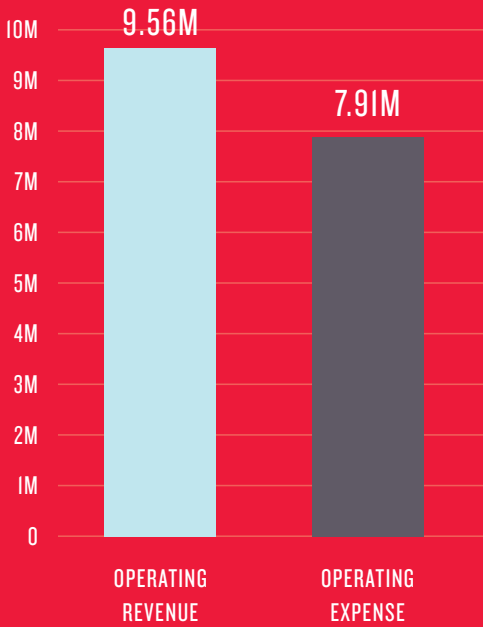
## ARROYO SECO WEEKEND

The Pasadena booth at Arroyo Seco Weekend engaged festival goers to experience Pasadena in a fun and memorable way. Visitors created flipbooks and video gifs at an interactive photobooth. Takeaways also included Pasadena branded parasols, sunblock, facial mists and chapstick for festival goers.

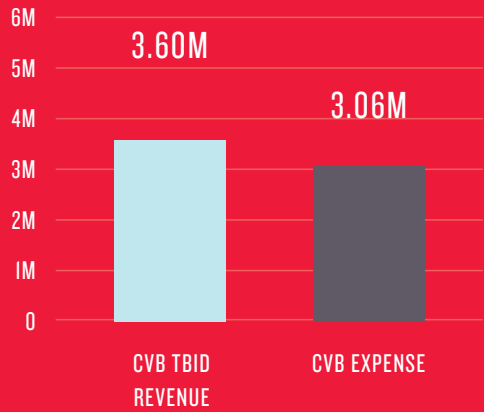


# YEAR END FINANCIALS

## CONVENTION CENTER, CIVIC AUDITORIUM & ICE SKATING CENTER



## CONVENTION & VISITORS BUREAU







## BOARD OF DIRECTORS

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# PASADENA

CENTER OPERATING COMPANY

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