



PASADENA
CENTER OPERATING COMPANY

EXHIBIT A

ACTIVITIES, PROGRAMS, EXPENSES AND SERVICES TO BE FUNDED BY THE PASADENA TOURISM BUSINESS IMPROVEMENT DISTRICT FISCAL YEAR 2018

MEETING AND CONVENTION MARKETING

Targeted Group Markets

The CVB sales team is deployed to focus on the national association (DC/ MD/VA) and mid-west central association (Chicago and Dallas) markets. The CVB has increased our on-site presence in both markets by significantly increasing the amount of on-site sales calls and participation in tradeshow/events in Washington DC, Chicago and other major mid-west cities.

The CVB continues our historically strong presence in Sacramento, headquarters for the CA State Association market, and look to expand our client base with SoCal Associations. We have expanded the sales team to support our unique SMERF market, and deliver on opportunities in our local market.

We will continue to work with our local partners such as Caltech, JPL and Innovate Pasadena to expand our reach into the scientific community to bring their conventions and scientific assemblies to Pasadena. 2018 will be a significant year to highlight our position to host scientific meetings as Pasadena welcomes the internationally renowned 42nd Committee on Space Research (COSPAR) Scientific Assembly.

We will actively promote the renovations to our hotels as well as new developments in an effort to re-introduce meeting planners to our destination.

Familiarization Events

Produce two familiarization events targeting association and corporate meeting planners and meeting publications. The purpose of the familiarization tours is to have our potential clients experience the destination first hand. There is a higher probability of conversion when the client has visited Pasadena and experiences the ease of traveling to and within Pasadena; the City's meeting facilities, attractions, and shopping, dining and cultural venues.

Tradeshows/Conventions

Attend and/or exhibit at various hospitality industry tradeshow/conventions in our target markets, across the country to increase the amount of qualified leads by 25%.

Examples include:

- Council of Engineering & Scientific Societies Annual Meeting (Quebec City)
- American Society of Association Executives Annual Meeting & Expo (Toronto)
- IMEX America (Las Vegas)

- Nursing Alliance Fall Summit (Birmingham)
- Association Forum Holiday Showcase (Chicago)
- International Association of Exhibitions and Events EXPO EXPO (San Antonio)
- Connect Southwest (La Quinta)
- CalSAE Seasonal Spectacular (Sacramento)
- Professional Convention Management Association's Annual Meeting (Nashville)
- American Society of Association Executive's XPerience Design Projuect(Washington DC)

Customer Site Inspections

Meeting planners considering Pasadena for a specific event will be encouraged, and in some cases sponsored, to travel to Pasadena. The goal will be for meeting planners to experience first-hand our meeting facilities, attractions, dining, retail and cultural venues. The CVB will underwrite costs for these visits when necessary.

Industry Associations

Sales managers will hold membership in local and national industry associations and become involved by serving on committees/boards and by attending industry meetings to increase contact with prospective clients.

Sales Prospecting

Each sales manager will prospect for new business through contacts made at tradeshow, industry events, and through data research to identify potential meetings for Pasadena. In addition, each sales manager will conduct outside sales calls to increase lead production.

Rose Bowl Operating Company Alliance

Work closely with the Rose Bowl Operating Company to sell and promote citywide events and private event opportunities for the Rose Bowl through joint sales efforts.

DESTINATION SERVICES

Client Services serves as Pasadena's concierge during the sales process and once business is booked. The support given by this department creates a positive experience for the meeting planner and attendees, resulting in repeat bookings.

The department's services for meeting planners include:

- Attendance builders for out-of-town clients holding their events in Pasadena
- Referrals to local companies for Pasadena products and services
- Assistance with meeting and event registration
- Off-site venue sourcing and assistance
- Media support with local media lists
- Marketing support with access to photos and destination video



LEISURE AND TOURISM MARKETING

Advertising/Publications

Utilize paid media to build brand awareness to key meetings and leisure markets. Advertise strategically in high visibility and influential publications, locations and other media, including:

Trade Publications (print and online):

CVENT	Associations Now
Connect	Smart Meetings
Successful Meetings	Meetings Today
Los Angeles Meeting Planner Guide	California Meetings + Events
Facilities & Destinations	Los Angeles Business Journal
CalSAE: The Executive	Pasadena Chamber of Commerce
PCMA Convene	

Consumer Publications:

AAA Westways	LA Visitors Guide – Chinese Edition
Sunset Magazine	California Visitors Guide
Burbank Airport	Brand USA Co-op
Delta Sky	Man About World
Southwest Magazine	Travel + Leisure
Pasadena Magazine	Travel Spike Platform
Los Angeles Magazine	TripAdvisor
Los Angeles Visitors Guide	Facebook and Instagram

Website

Expand upon the use of online technology to promote Pasadena. Implement a robust blog content strategy to inspire visitors to choose Pasadena. Explore technologies and strategies to convert website visits to attraction visits and hotel stays. Boost website traffic utilizing search engine optimization and search engine marketing tools.

Smartphone App

Pasadena CVB's *Explore Pasadena* is available on iTunes and Google Play. Key features include: expert city guides; events directory; business directory; deals; and user-created custom itineraries. The CVB will continue to promote the recently released *Explore Pasadena* smartphone application and create relevant and inspiring content.

Travel Trade Familiarization Events

Provide firsthand experience to domestic and international tour operators with two familiarization events. These events educate travel buyers on all Pasadena has to offer for the leisure visitor including cultural attractions, hotels, shopping and dining options and the pedestrian-friendly characteristics of the city. In addition to hosting our own familiarization events, the Pasadena CVB will continue to partner with the *Los Angeles Tourism & Convention Board* and *Visit California* on familiarization tours.

China Ready Program

Execute the third year of Pasadena's China Ready Program designed to attract more visitation from China and to engage local Chinese-Americans as ambassadors for Pasadena. The marketing strategies include: hosting quarterly tour operator and influencer familiarization



activities; executing a robust social media presence on WeChat and Sina Weibo; hosting promotions for Chinese-Americans; and advertising in the China market as well as in the San Gabriel Valley and Los Angeles Chinese-American community.

Science and Innovation

Develop and execute a marketing campaign promoting Pasadena as a science and innovation hub for meeting planners and leisure visitors.

Pasadena Visitor Guide

The 2017 visitor guide will be produced bi-annually in collaboration with Pasadena Magazine Custom Publishing. Through this partnership, 100,000 copies are distributed to Pasadena Magazine subscribers, California Visitor Centers, airports, local hotels, walk-in visitors, meeting delegates and by request.

Visitor Center

The CVB operates a Visitor Center that provides visitors with information on attractions, restaurants, public transportation, events and more. Hours of operation are Monday-Friday, 8:00 a.m. - 5:00 p.m. The CVB compiles databases from information requested via website, email, mail, or phone calls. Current list includes over 2,500 contact names, addresses, and email addresses.

Rose Parade and Rose Bowl Game Visitor Hotline

Annually, the Marketing & Communications department updates the Visitor Hotline Handbook, detailing all information regarding the Tournament of Roses Parade and the Rose Bowl Game. The CVB distributes the handbook to Pasadena hotels and motels, city officials, local attractions and venues, Pasadena Chamber of Commerce, and the Pasadena Police Department.

The Visitor Hotline utilizes approximately 50 volunteers and answers an average of 3,000 calls during the weeklong celebration surrounding the Tournament of Roses Parade and the Rose Bowl Game.

COMMUNICATIONS / PUBLIC RELATIONS PROGRAMS

Media Tours and Events

Build media coverage by targeting specific publications and writers/editors to keep Pasadena top of mind as a travel and meeting destination. The CVB hosts two familiarization events for travel and leisure, and meeting trade journalists to provide firsthand experience of the destination.

The CVB attends the Visit California Media Receptions in New York, San Francisco and Los Angeles and International Media Missions. Each reception and mission allows the CVB to pitch Pasadena to major national travel and trade publications.

Targeted trade publications:

Convene
Successful Meetings
Association News
MeetingsToday

Smart Meetings
Meetings & Conventions
Sports Travel
Trade Show Executive

Connect
Corporate Meetings



Targeted travel and leisure publications:

Inflight Magazines: Alaska Airlines, Delta Sky, American Way, Southwest Magazine
Newspapers: SD Union Tribune, SF Chronicle, Wall Street Journal, Los Angeles Times
Regional: 805 Living, CBS LA, NBC "Worth the Drive", Orange Coast
National: AFAR, AAA Via, Better Homes & Garden, Fathom Away, Forbes Travel Guide

New Releases

Increase media coverage of the Pasadena Center Operating Company and Pasadena as a preferred leisure and meeting destination. Create and distribute press releases featuring stories to generate media coverage on Pasadena and the Pasadena Convention Center.

Social Media

Continue efforts to promote Pasadena events, cultural attractions, dining, and entertainment options via social media outlets (Facebook, Instagram, Pinterest, Youtube and Twitter). Continue to expand our social media audience by promoting Pasadena to meeting planners.

Industry Associations

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 CVB will participate in co-op marketing opportunities with Los Angeles Tourism and Convention Board, Visit California and Brand USA.

The CVB will hold 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, Cal Travel Association, Visit California)

Special Events & Community Partnerships

Sponsor and support community events that generate tourism and stimulate economic impact for the City of Pasadena

Sponsored events include:

Arroyo Seco Weekend	Craftsman Weekend
Pasadena Art Night	Taste of South Lake
Pasadena Art Weekend	Pasadena Restaurant Week
Pasadena Chalk Festival	First Tee Pasadena
Pasadena International Film Festival	Amgen Tour of California

Pasadena CVB Marketing Communications Meetings

The Pasadena CVB hosts three industry partner meetings with Pasadena hotels, museums, business and retail districts, educational institutions, performing arts organizations to discuss and develop CVB marketing initiatives to promote Pasadena as a premier visitor destination.

Pasadena Awareness Training

Annually, the CVB holds a bus tour to familiarize new hotel employees, convention center employees, city kiosk volunteers and business district guides with Pasadena's visitor attractions.

