



SPECIAL MEETING OF THE BOARD OF DIRECTORS

Wednesday, September 22, 2021 at 4:00 pm
Pasadena Convention Center
300 East Green Street, Pasadena, CA 91101

AGENDA

Board of Directors

Tyron Hampton, Chair
Archie Purvis, Vice Chair
Paul Leclerc, Treasurer
Joseph Titizian, Secretary
William Chu
Emina Darakjy
Eric Duyshart
David Eads
Kim Ferreira
Phil Hosp
Eleanor Lee
Jeff Michael
Blair Salisbury
Siamak Nassirpour
Mike Owen

PCOC Staff

Michael Ross, CEO

PCOC Mission Statement

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.

Copies of this agenda and past agendas are posted at the Neighborhood Information Services at the Pasadena Central Library, Pasadena City Hall and available for download online at <https://www.visitpasadena.com/board-agendas/>.

**PURSUANT TO EXECUTIVE ORDER N-29-20 ISSUED BY GOVERNOR GAVIN
NEWSOM ON MARCH 17, 2020, THE FOLLOWING MEETING WILL TAKE PLACE
SOLELY BY TELECONFERENCE/VIDEOCONFERENCE**



PURSUANT TO EXECUTIVE ORDER N-29-20 ISSUED BY GOVERNOR GAVIN NEWSOM ON MARCH 17, 2020, THE FOLLOWING MEETING WILL TAKE PLACE SOLELY BY TELECONFERENCE/VIDEOCONFERENCE.

PCOC Board of Directors
Wednesday, September 22, 2021 4:00 PM - 6:00 PM (PDT)

To join the Zoom meeting from your computer, tablet or smartphone, click:
<https://zoom.us/j/3621590846?pwd=VlowelhzK2NOMUVrZGZraTBEQ1FUUT09>

-- or --

One tap mobile: +16699006833,,3621590846#,,, *242265#
Phone Number: +1 669 900 6833
Meeting ID: 362 159 0846
Passcode: 242265

MEMBERS OF THE PUBLIC MAY PARTICIPATE ELECTRONICALLY IN THE OPEN SESSION PORTION OF THE MEETING AS FOLLOWS

1. BY SUBMITTING PUBLIC COMMENT OF ANY LENGTH TO publiccomment@pasadenacenter.com UP TO TWO HOURS PRIOR TO THE START OF THE MEETING. PLEASE BE AWARE THAT, WHILE THESE COMMENTS WILL BE PROVIDED TO THE MEMBERS OF THE BODY AND WILL BECOME PART OF THE MEETING RECORD, THEY WILL NOT BE READ ALOUD.
2. DURING THE MEETING, MEMBERS OF THE PUBLIC MAY SUBMIT UP TO 200 WORDS REGARDING ITEMS ON THE AGENDA TO publiccomment@pasadenacenter.com • *IF YOU WANT YOUR COMMENTS TO BE READ ALOUD DURING THE MEETING, INDICATE SO AT THE TOP OF YOUR EMAIL.* IF YOU SUBMIT MORE THAN ONE EMAIL, ONLY THE FIRST ONE RECEIVED WILL BE READ ALOUD. THE PCOC RESERVES THE RIGHT TO SUMMARIZE COMMENTS IF NECESSARY, FOR THE ORDERLY AND TIMELY FLOW OF THE MEETING. ALL COMMENTS IN THEIR ENTIRETY WILL BECOME PART OF THE MEETING RECORD.

IF YOU NEED A REASONABLE MODIFICATION OR ACCOMMODATION PURSUANT TO THE AMERICANS WITH DISABILITIES ACT BECAUSE YOU ARE UNABLE TO PARTICIPATE ELECTRONICALLY AS SET FORTH ABOVE, PLEASE CONTACT THE PCOC AT LEAST 24 HRS IN ADVANCE AT publiccomment@pasadenacenter.com



SPECIAL MEETING OF THE BOARD OF DIRECTORS

Wednesday, September 22, 2021 at 4:00 pm

PURSUANT TO EXECUTIVE ORDER N-29-20 ISSUED BY GOVERNOR GAVIN NEWSOM ON MARCH 17, 2020, THE FOLLOWING MEETING WILL TAKE PLACE SOLELY BY TELECONFERENCE/VIDEOCONFERENCE

AGENDA

- I. Call to Order**
- II. Roll Call**
- III. Announcements: New Board Member Introduction - Tyron Hampton**
 - Jeff Michael
- IV. Public Comments/Announcements (Limited to Items on Agenda):** Any member of the public wishing to address this body may do so at this time. The President/Chair reserves the right to place a time limit on each presentation. A maximum of three minutes allowed per speaker.
- V. Approval of June 23, 2021 Special Board Meeting Minutes: *Motion to Approve***
- VI. Executive Committee Report – Tyron Hampton**
 - FY 2022 Board Committee Nominations: *Motion to Approve*
 - Chair - Tyron Hampton, Vice Chair - Archie Purvis, Treasurer - Paul LeClerc, Secretary - Joe Titizian, At Large - Emina Darakjy, At Large – Phil Hosp
- VII. Directors Reports**
 - FY2021 Budget Recap – Phuong Wong
 - Financial Reports, August 2021 - Phuong Wong: *Motion to Approve*
 - Operations – Naz Sabripour
 - Ice Rink Update: Jeanne Goldschmidt
 - CVB Update- Jeanne Goldschmidt, Christine Susa
 - TBID Annual Report - Jeanne Goldschmidt; Christine Susa
 - Staffing Update - Margie Christ
- VIII. Chief Executive Officer Report - Michael Ross**
 - FY 2022 Budget Update: *Motion to Approve*
 - Shuttered Venue Grant
- IX. RBOC Report – Richard Schammel**
- X. Tournament of Roses Report – David Eads, CEO**
- XI. Adjournment:** Next meeting: Wednesday, December 1, 2021, at 4:00 pm

A handwritten signature in black ink, appearing to read "T. Hampton".

Tyron Hampton, Chair, Board of Directors



I HEREBY CERTIFY that this Agenda, in its entirety, posted on the City of Pasadena rotunda area bulletin board at 100 N. Garfield Ave., and on www.pasadenacenter.com this 21st day of September 2021 by 3:00 p.m.

A handwritten signature in blue ink that reads "Margie Christ".

Margie Christ, Recording Secretary



Convention Center
Civic Auditorium
Ice Skating Center
Convention & Visitors Bureau

OFFICIAL MINUTES

SPECIAL BOARD OF DIRECTORS MEETING

Wednesday, June 23, 2021
4:00 p.m.

Pasadena Convention Center
300 E. Green Street
Pasadena, CA 91101

I. Call to Order:

Chairman Tyron Hampton, called the June 23, 2021, Pasadena Center Operating Company (PCOC) Board of Directors Special Meeting to order at 4:10 p.m.

II. Roll Call:

Roll call taken and recorded by Margie Christ, Recording Secretary. A quorum assembled

Board Members

1. Tyron Hampton, Chair
2. Archie Purvis, Vice-Chair
3. Joe Titizian, Secretary
4. Paul Leclerc, Treasurer
5. William Chu (absent)
6. Emina Darakjy
7. Eric Duyshart
8. David Eads (absent)
9. Kim Ferreira (absent)
10. Phillip Hosp
11. Eleanor Lee
12. Robert Montano (absent)
13. Siamak Nassirpour (absent)
14. Mike Owen (absent)
15. Blair Salisbury

PCOC Staff

Michael Ross, *CEO*

Phuong Wong, *Director of Finance*

Jeanne O'Grady Goldschmidt, *Executive Director*

Margie Christ, *Recording Secretary*

Christine Susa, *Director of Marketing & Communications*

Naz Sabripour, *Executive Director*

RBOC

Richard Schammel, *RBOC Representative*

City Staff

Lesley Cheung, *Assistant Attorney, City of Pasadena*

III. Public Comments/Announcements

None

IV. Introduction of Lesley Cheung, Assistant City Attorney – Tyron Hampton

Chair Tyron Hampton told the Board members that Ann Rider, who had previously served as the representative to the PCOC from the City Attorney's office, had retired. He introduced Lesley Cheung as the new representative from the City Attorney's office to the PCOC.

V. Approval of April 28, 2021 Special Board of Directors Minutes

It was moved by Emina Durakjy and seconded by Archie Purvis, to approve the April 28, 2021 Special Board of Directors Minutes as submitted. A roll call vote was taken and the motion unanimously carried.

Yeas: Tyron Hampton; Archie Purvis; Paul Leclerc; Joe Titizian; Emina Darakjy; Eric Duyshart; Phillip Hosp; Eleanor Lee; Blair Salisbury. Absent: William Chu; David Eads; Kim Ferreira; Robert Montano; Siamak Nassirpour; Mike Owen

VI. Executive Committee Report – Tyron Hampton

(No report other than the appointment of Lesley Cheung as City Attorney's Office representative.)

VII. Directors Reports

Financial Report, YTD (11 months) May 2021 - Phuong Wong

- Total operating revenue was \$1,121,000, which is \$147,000 better than budget.
- Total operating expenses were \$3,154,000 which is worse than budget by \$99,000, partially due to unexpected ice rink repairs.
- Net operating loss was \$2,485,000; this is \$48,000 better than budget
- TOT revenue for the 9 months was \$3.2 million; debt service expense \$10 million, for a shortfall of \$6.7 million.
- TBID Assessment for the 11 months was \$1,060,000; CVB expenses were \$992,000 for a shortfall of \$68,000.

Following a short discussion, Phil Hosp motioned and Paul Leclerc seconded to accept the Financial Report as submitted. A roll call vote was taken and the motion carried.

Yeas: Tyron Hampton; Archie Purvis; Paul Leclerc; Joe Titizian; Emina Darakjy; Eric Duyshart; Phillip Hosp; Eleanor Lee; Blair Salisbury. Absent: William Chu; David Eads; Kim Ferreira; Robert Montano; Siamak Nassirpour; Mike Owen

Sales, Center, Civic, CVB – Jeanne Goldschmidt

Jeanne Goldschmidt, Executive Director of the CVB directed the members to the information previously provided about the CVB, Center and Civic activity. She noted that there is some new activity with 222 definite room bookings for 2021, 835 for 2022 and 4,100 for 2023. Jeanne pointed out that hotel occupancy was moving in the right direction at 63%. She said that the increase was due to Dodgers teams and America's Got Talent crew staying in Pasadena. ADR was up to \$141, which is a promising trend. Jeanne reported that the Sheraton hotel had been sold to a new management group and that a re-opening date had yet to be announced. There was a question from a member of the Board about whether there was an opportunity for new marketing/advertising with post-COVID messaging, in spaces such as America's Got Talent broadcasts and network news show features. After a brief discussion it was decided that the Marketing committee would review the idea.

Marketing & Communications - Christine Susa

Christine Susa, Director of Marketing, directed the members to the information previously provided about marketing and communications efforts, and reviewed some of the details with them.

Center Operations - Naz Sabripour

Naz Sabripour, Executive Director of the Convention Center, drew the members' attention to the events coming up in July that would be the first since March, 2020 due to COVID. The July events are: International Gem and Jewelry Show (1,800 attendees over 3 days); Groom Expo West (1,500 per day for 3 days); Awaken the Spirits! which is a new show expected to draw a few thousand. Naz mentioned that new COVID prevention guidelines allow the center to re-open with minor restrictions which will be conveyed to clients, guests and attendees via social media, signage and the website. Naz also mentioned that the team is in the process of re-hiring employees to support the activity around the center. There was a question from a Board member about the response from employees to return. Naz responded that it had been very positive, to which the Board member expressed that it is a testament to the company's values and management support during COVID.

Tourism Stimulus Plan – Jeanne Goldschmidt and Christine Susa

The City Council approved \$475,000 to be funded to the CVB for staffing and marketing focusing on restaurant, hotel and retail recovery.

VIII. Chief Executive Report – Michael Ross

- FY 2022 Budget Update – Michael Ross told the Board members that the Pasadena City Council accepted the PCOC FY 2022 budget as presented on June 14, 2021.
- Shuttered Venue Grant – Michael Ross told the Board members that this grant had not yet been approved, but that it is still expected.

IX. Tournament of Roses Report - David Eads, CEO

David Eads being absent, there was no report from the Tournament of Roses.

X. RBOC Report – Richard Schammel

Richard Schammel being absent, there was no report from the RBOC.

XI. Adjournment

On order of the Chair, the Board of Directors Special Meeting adjourned at 5:30 p.m.

Approved for the Board of Directors By:

Tyron Hampton
Chair, Board of Directors

Joe Titizian
Secretary, Board of Directors

Respectfully submitted by:

Margie Christ, Recording Secretary

Date

	/----- Year - to - Date Through					June 2021	/	
	Actual	Budget	Actual vs. Budget	Prior Year	CY vs. PY	% Change CY vs. PY	FY 2021 Revised Budget	
			Fav / (unfav)		Fav / (unfav)			
Operating Revenue								
Convention Center	\$ 470,000	\$ 300,000	\$ 170,000	\$ 1,962,000	\$ (1,492,000)	-76.0%	\$ 300,000	
Other rentals & Commissions	298,000	300,000	(2,000)	2,714,000	(2,416,000)	-89.0%	300,000	
Subtotal Center revenue	768,000	600,000	168,000	4,676,000	(3,908,000)	-83.6%	600,000	
Civic Auditorium & Facility Fees	219,000	305,000	(86,000)	994,000	(775,000)	-78.0%	305,000	
Food Service Commission	102,000	223,000	(121,000)	1,118,000	(1,016,000)	-90.9%	223,000	
Ice Skating Center	264,000	-	264,000	1,820,000	(1,556,000)	-85.5%	-	
Total Operating Revenues	1,353,000	1,128,000	225,000	8,608,000	(7,255,000)	-84.3%	1,128,000	
Non-Operating Revenue								
Investment Earnings	75,000	25,000	50,000	226,000	(151,000)	-66.8%	25,000	
Total Non-Operating Revenue	75,000	25,000	50,000	226,000	(151,000)	-66.8%	25,000	
Total Revenues:	1,428,000	1,153,000	275,000	8,834,000	(7,406,000)	-83.8%	1,153,000	
Center Operating Expenses								
Convention Center	2,965,000	3,000,000	35,000	5,967,000	3,002,000	50.3%	3,000,000	
Ice Skating Center	354,000	220,000	(134,000)	1,346,000	992,000	73.7%	220,000	
Total Center Operating Expense	3,319,000	3,220,000	(99,000)	7,313,000	3,994,000	54.6%	3,220,000	
Operating Results:	(1,891,000)	(2,067,000)	176,000	1,521,000	(3,412,000)	n/a	(2,067,000)	
Debt Service - Loans	492,000	493,000	1,000	539,000	47,000	8.7%	493,000	
Net Gain/(Loss)	\$ (2,383,000)	\$ (2,560,000)	\$ 177,000	\$ 982,000	\$ (3,365,000)		\$ (2,560,000)	
TOT / Bonds Debt Services								
Transient Occupancy Tax	4,181,000	3,700,000	481,000	8,684,000	(4,503,000)	-51.9%	3,700,000	
Debt Services & Allowance	10,453,000	10,650,000	197,000	10,633,000	180,000	1.7%	10,650,000	
Net Gain / (Loss)	\$ (6,272,000)	\$ (6,950,000)	\$ 678,000	\$ (1,949,000)	\$ (4,323,000)	n/a	\$ (6,950,000)	
Convention Visitors Bureau								
TBID Assessment	1,369,000	1,300,000	69,000	2,961,000	(1,592,000)	-53.8%	1,300,000	
Convention Visitors Bureau Expenses	1,080,000	1,100,000	20,000	2,612,000	1,532,000	58.7%	1,100,000	
Net Gain / (Loss)	\$ 289,000	\$ 200,000	\$ 89,000	\$ 349,000	\$ (60,000)	-17.2%	\$ 200,000	
Total PCOC								
Total Revenue	\$ 6,978,000	\$ 6,153,000	\$ 825,000	\$ 20,479,000	\$ (13,501,000)	-65.9%	\$ 6,153,000	
Total Expenses	15,344,000	15,463,000	119,000	21,097,000	5,753,000	27.3%	15,463,000	
Toal Net Gain / (Loss)	\$ (8,366,000)	\$ (9,310,000)	\$ 944,000	\$ (618,000)	\$ (7,748,000)	n/a	\$ (9,310,000)	

Capital Improvements Programs
Fiscal Year 2021

Projects	Location	Budget Amount	@ 06/30/21		Status
			Actual Amount	Over / (Under)	
General Facility Maintenance Repair including Civic, Ice Rink, Conference Ctr, Exhibition Hall	General	400,000.00	383,610.93	(16,389.07)	Ongoing facility repairs and upgrades for the year.
		<u>400,000.00</u>	<u>383,610.93</u>	<u>(16,389.07)</u>	

Notes: Two projects completed through date includes:

- (1) LED recessed retrofit
- (2) Roof and plumbing repairs
- (3) Ice Rink Tent

	/----- Year - to - Date Through		August 2021				FY 2022 Revised Budget
	Actual	Budget	Actual vs. Budget	Prior Year	CY vs. PY	% Change CY vs. PY	
			Fav / (unfav)			Fav / (unfav)	
Operating Revenue							
Convention Center	\$ 160,000	\$ 195,000	\$ (35,000)	\$ -	\$ 160,000	n/a	\$ 1,750,000
Other rentals & Commissions	86,000	110,000	(24,000)	29,000	57,000	196.6%	1,000,000
Subtotal Center revenue	246,000	305,000	(59,000)	29,000	217,000	748.3%	2,750,000
Civic Auditorium & Facility Fees	21,000	75,000	(54,000)	2,000	19,000	950.0%	675,000
Food Service Commission	24,000	67,000	(43,000)	10,000	14,000	140.0%	600,000
Parking Garage	88,000	90,000	(2,000)	1,000	87,000	n/a	800,000
Ice Skating Center	336,000	275,000	61,000	(2,000)	338,000	n/a	2,200,000
Total Operating Revenues	715,000	812,000	(97,000)	40,000	675,000	n/a	7,025,000
Non-Operating Revenue							
Investment Earnings	-	-	-	-	-	n/a	25,000
Total Non-Operating Revenue	-	-	-	-	-	n/a	25,000
Total Revenues:	715,000	812,000	(97,000)	40,000	675,000	1687.5%	7,050,000
Center Operating Expenses							
Convention Center	724,000	882,000	158,000	593,000	(131,000)	-22.1%	4,800,000
Parking Garage	7,000	34,000	27,000	-	(7,000)	n/a	1,200,000
Ice Skating Center	165,000	220,000	55,000	63,000	(102,000)	-161.9%	300,000
Total Center Operating Expense	896,000	1,136,000	240,000	656,000	(240,000)	-36.6%	6,300,000
Operating Results:	(181,000)	(324,000)	143,000	(616,000)	435,000	-70.6%	750,000
Debt Service - Loans	54,000	56,000	2,000	55,000	1,000	1.8%	322,000
Net Gain/(Loss)	\$ (235,000)	\$ (380,000)	\$ 145,000	\$ (671,000)	\$ 436,000	-65.0%	\$ 428,000
TOT / Bonds Debt Services							
Transient Occupancy Tax	1,366,000	1,280,000	86,000	396,000	970,000	244.9%	8,000,000
Debt Services & Allowance	1,790,000	1,811,000	21,000	1,741,000	(49,000)	-2.8%	10,667,000
Net Gain / (Loss)	\$ (424,000)	\$ (531,000)	\$ 107,000	\$ (1,345,000)	\$ 921,000	-68.5%	\$ (2,667,000)
Convention Visitors Bureau							
TBID Assessment	453,000	442,000	11,000	132,000	321,000	243.2%	2,700,000
Convention Visitors Bureau Expenses	204,000	420,000	216,000	237,000	33,000	13.9%	2,275,000
Net Gain / (Loss)	\$ 249,000	\$ 22,000	\$ 227,000	\$ (105,000)	\$ 354,000	-337.1%	\$ 425,000
Grant Funds							
Shuttered Venue Operator Grant	119,000	120,000	(1,000)	-	119,000	n/a	1,430,000
American Rescue Plan Act Grant	10,000	15,000	(5,000)	-	10,000	n/a	475,000
Total Grants	\$ 129,000	\$ 135,000	\$ (6,000)	\$ -	\$ 129,000	n/a	\$ 1,905,000
Total PCOC							
Total Revenue	\$ 2,663,000	\$ 2,669,000	\$ (6,000)	\$ 568,000	\$ 2,095,000	368.8%	\$ 19,655,000
Total Expenses	2,944,000	3,423,000	479,000	2,689,000	(255,000)	-9.5%	19,564,000
Total Net Gain / (Loss)	\$ (281,000)	\$ (754,000)	\$ 473,000	\$ (2,121,000)	\$ 1,840,000	-86.8%	\$ 91,000

Capital Improvements Programs
Fiscal Year 2022

Projects	Location	Budget Amount	@ 08/31/21		Over / (Under)	Status
			Actual Amount			
General Facility Maintenance Repair including Civic, Ice Rink, Conference Ctr, Exhibition Hall	General	200,000.00	-		(200,000.00)	
Civic Sound System	Civic Aud	<u>350,000.00</u>	<u>-</u>		<u>(350,000.00)</u>	
		<u>550,000.00</u>	<u>-</u>		<u>(550,000.00)</u>	

Notes:



Events

Golden State Tattoo Expo

- September 15 - 20
- Exhibit Halls AB and Ballroom

Bride World Expo

- September 25 - 26
- Exhibit Hall A

Methodist Hospital Foundation – Crystal Ball

- October 7 - 10
- Ballroom

Northview High School Homecoming

- October 16
- Conference Center – Lower Level

7 – 11 Franchise Owners Association of SoCal Tradeshow

- October 25 - 26
- Exhibit Hall B



Golden State Tattoo Expo Ribbon Cutting



Methodist Hospital Crystal Ball (Photo from 2019)

Client Satisfaction Surveys

The staff and service providers continue to provide superb service.

“Gianna was terrific and took care of us. There was another written exam taking place in the ballrooms and she ensured that both testing processes were streamlined and organized. She was extremely helpful and I appreciate her care in ensuring social distancing.

Overall Event Average Score

4.0

Out of 4

Guidelines

The Center continues to adjust to new health orders. Changes to the mask requirements have been made, masks are required for all individuals regardless of vaccination status, in all indoor public settings, venues, gatherings and businesses. In addition, proof of vaccination or a negative COVID-19 test will be required for indoor events with 1,000 or more individuals, per local and state health order.



VenueConnect 2021: Overcoming staffing shortages as events return



Instawork Editorial
Aug 10, 2021 · 5 min read



While safety protocols may still be in place, Americans are once again able to dine indoors, go to the movies, and even attend large events and conferences — welcome news for venue owners and managers, who were hit hard by earlier lockdowns.

In a panel at VenueConnect 2021 moderated by Instawork VP of Hospitality Partnerships Marc Caplan, we heard from Naz Sabripour, Executive Director of the Pasadena Convention Center; Sal Ferrulo, Executive Vice President at Centerplate, Inc., a Sodexo company; and Chris Bigelow, founder and owner of the Bigelow Companies. The accomplished crew shared strategies for venues that are gearing up for the events and conference seasons ahead.

In their conversation, they touched on everything from the industry forecast to the changes they've been seeing in the labor market to hiring and retaining loyal team members — here's a brief preview of their session.

Recovering business, but not enough staff

Sabripour, Ferrulo, and Bigelow all shared cautious optimism about the outlook for events and conferences in the next year. At the Pasadena Convention Center, Sabripour said, a slow but steady trickle of events over the summer and fall is set to be followed by a packed schedule in early 2022 (particularly for consumer shows). She's heard the same thing from other convention centers as well.

But labor shortages continue to be a major obstacle in the way of doing business. Ferrulo shared that it's taking Centerplate two to three times as long to find enough staff for an event.

"[Before-COVID] you could probably recruit enough people in a month's time... now, it's taking us two or three months to pull the levers." -Sal Ferrulo, Executive Vice President at Centerplate, Inc.

To ensure they're not too shorthanded, the company has often turned to flexible staffing through Instawork to supplement their core crew.

The panelists noted that many long-time hospitality workers have left the industry altogether. Sabripour pointed to a recent Wall Street Journal article that profiled hospitality workers laid-off during lockdowns who have since turned to more stable professions — and who don't plan to come back.



Around the country, Bigelow said, operators have told him that “core staff and hourly supervisors are saying, ‘You know what, I don’t want to be in the food business anymore. For about a year now, I’ve had weekends off, I’ve spent time with my family... maybe food and beverage isn’t a great business to be in.’”

“It’s that group in the middle that’s got that talent that we’ve lost,” Ferrulo agreed.

And in the meantime, venues, events businesses, and catering companies are trying to adapt.

Making do with smaller staffs — for now

As businesses slowly grow their staffs, they’ve found a number of ways to make things work with fewer employees. One of the best ways to do that, panelists agreed, was to embrace more self-serve models.

When events first started to come back, many of Centerplate’s clients were opting for pre-portioned individual servings to reduce the amount of contact attendees had with one another. But as time goes on, they’ve been adopting lower-lift service methods like buffet-style catering, Ferrulo said.

“I think we’re going to do more and more buffets, because we’re not going to have the staff that we need,” he explained. “There’s been lots of discussion around how to modify the menus to require less labor.”

Bigelow shared that some venues are even turning to automation to ease the burden on their workers. At a handful of soccer stadiums, he said, “their highest volume stands are ghost stands,” where vending machines hand out bottled beer. Others have pared down their menus to make it easier for the employees preparing the food, and some have gone cashless to streamline the checkout process.

“Having less cashiers and having the customer do more of the work is just going to continue to grow,” Bigelow said. But while useful in the short term, “the technology isn’t cheap,” he added.

In the end, automation isn’t really a sufficient substitute for long-term personnel solutions like hiring and retaining more workers.

Winning over new workers while retaining your existing crew

Ultimately, short-staffed companies must figure out how to appeal to potential employees. One of the most important tactics right now is increasing pay, the panelists agreed. In some markets, Ferrulo said, venue and events workers applying to new jobs are seeing as much as a 30% increase in pay. Eventually, Bigelow predicted, this will pay off.

“I think [employees will] say, ‘Okay, I’ve had a nice sabbatical, but now I want to get that extra spending money, so I’ll go back,’” Bigelow said.

To offset these higher labor costs, as well as higher raw costs, events and catering companies will likely have to increase their prices. While this can seem daunting — no one wants to price themselves out entirely, after all — it’s so widespread that companies shouldn’t be scared off, Sabripour explained.

“If you go to Subway or Rubio’s, there’s easily a \$2 increase on every single item, so it’s all across the board,” Sabripour said. “It’s grocery stores as well, department stores... everything’s just at a higher price point.”

And although new hires are critical, you can’t forget about the team that has been by your side. If long-time staff see new hires reaping all the benefits, they can become resentful.



“You have this core group of staff that may have carried you through the last year and a half... but then we're trying to attract more people who have been reluctant to come back, and they're almost getting rewarded for it with bonuses and incentives,” Caplan explained. “How do you make the people that stuck with you feel valued when you're offering all these crazy things to attract new people?”

Some major companies are going to great lengths to retain their team. Ferrulo highlighted that certain McDonald's locations are offering emergency childcare, while Marriott has instituted a policy for managers where schedules are split so that none of them have to work for more than 40 hours a week.

Even though most events and catering companies probably wouldn't be able to pull off the same exact thing, they can offer a similar benefit: flexible schedules. This is critical right now, Bigelow believes, because many employees who are returning after extended leaves are saying “I may only work three days a week instead of seven.”

Indeed, flexibility is a major perk for U.S. workers — in fact, one 2019 survey found that 83% of workers would choose a job that provided flexible hours over one that didn't. It's one of the main reasons employers find so many qualified professionals by posting on Instawork: with the freedom to pick up shifts whenever and wherever works best for them, workers flock to the app.

Of course, perhaps the most important thing you can do to retain workers is treating them well. Top professionals on Instawork, for example, are rewarded with Instawork Gold — a program that offers bonuses, early access to shifts, and quicker payment. Businesses will need to find their own ways to incentivize employees, or they risk losing them, Ferrulo cautioned.

“The biggest challenge I think we as a group are going to face is re-instilling that loyalty,” he said.

After a long and challenging past eighteen months, it makes sense that venues, events companies, and caterers might be nervous about the road that lies ahead — but the good news is that the hardest part is likely over. If you're proactive in your hiring and retention efforts, it's only a matter of time before you build up a staff that will allow your business to thrive again. And if you need help with that, Instawork is happy to assist.

https://blog.instawork.com/venueconnect-2021-overcoming-staffing-shortages-as-events-return?dm_i=3W0H,1BVH7,7EO1QZ,4TF9W,1



Ice Rink Highlights July/August/September

- The ice rink has restarted nearly all of its programs and returned to a full operation schedule. There has been an increase in private rental sessions, film & video shoots, and the public sessions have been very busy.
- Summer skating school group class semester had over 660 skaters. This is the largest summer enrollment since 2013 and the second largest summer enrollment in the history of PISC.
- August, we completed the remaining 5 weeks of the 2020 Spring Lil Kings program with about 60 of the original skater participants.
- The ice rink and accounting departments have been setting-up and training for the new Dash software program to replace our current software.
- The annual Pasadena Figure Skating Club (PFSC) competition was held September 17-19 with nearly 400 skaters.



Figure Skating Club Competition Photos



Public Skating Session

PCOC BOARD OF DIRECTORS SEPTEMBER DIRECTORS REPORT HIGHLIGHTS



CVB

Definite Bookings (5): 164 room nights - Multiple small convention center events

Rebooked Definite (2): 1,288 room nights:

- Franchise Expo, October 2021, 32 room nights
- Power Morphicon, August 2022, 1,256 room nights

New Leads (42): 28,863 room nights (highlights below)

- American Choral Directors Western Region, February 2024, 1,455 room nights
- All Hazards Incident Mgmt Teams Assn, March 2023, 1,269 room nights
- CA Assn for Behavioral Analysis, February 2024, 1,510 room nights
- The National Wildlife Federation, June 2022, 794 room nights
- Amer. Public Power Assn, April 2023, 1,170 room nights
- Great Minds in STEM, October 2024, 3,385 room nights
- Great Minds in STEM, October 2025, 3,385 room nights
- Breeders Cup, November 2023 or 2024, 4,500 room nights
- CalTech(USNCTAM Convention). June 2026, 2,300 room nights
- Abundance 360 Summit, January 2023, 1,059 room nights
- Big Brothers Big Sisters of America, June 2023, 2,121 room nights



CONVENTION CENTER

Definite Bookings:

- IMATS Tradeshow, January 2022
- SoCal Linux Expo, March 2022
- All Olympia Gymnastics Competition, November 2022
- Equipo Vision, September 2021
- IBEW Meetings, October, November, December 2021

New Leads:

- Multiple car research clinics
- Grand Jury Empanelment events
- LA County and City of Pasadena meetings and exams
- 2022 Spring Graduations



CIVIC AUDITORIUM

Definite Bookings:

- Taco Bell Commercial, August 2021
- Celtic Women on Tour, May 2022
- G3 Real Entertainment Group Presents: The Funky Divas

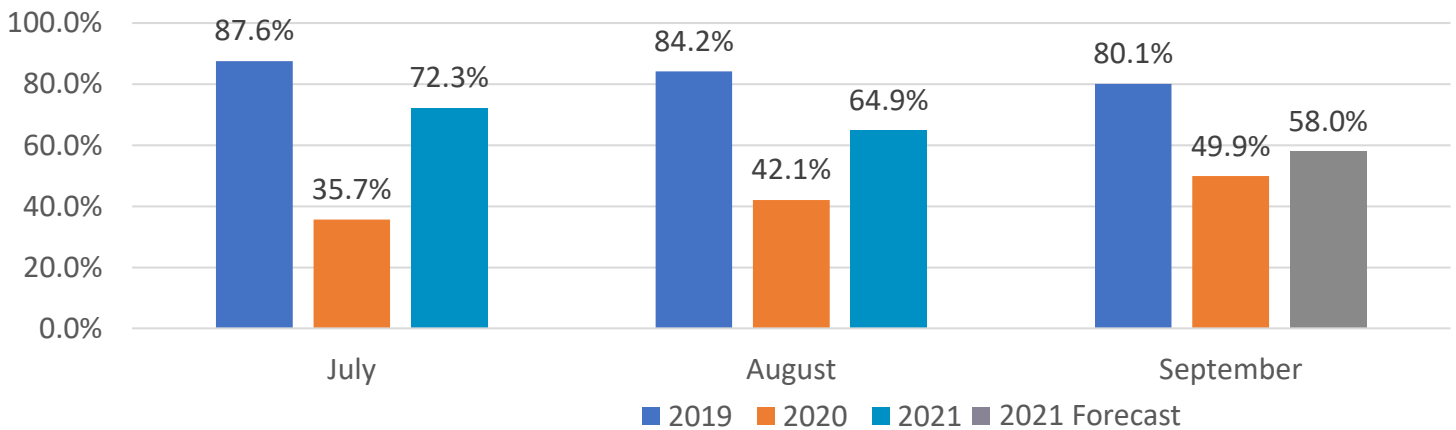
New Leads:

- RiverDance (5 Shows), February 2022

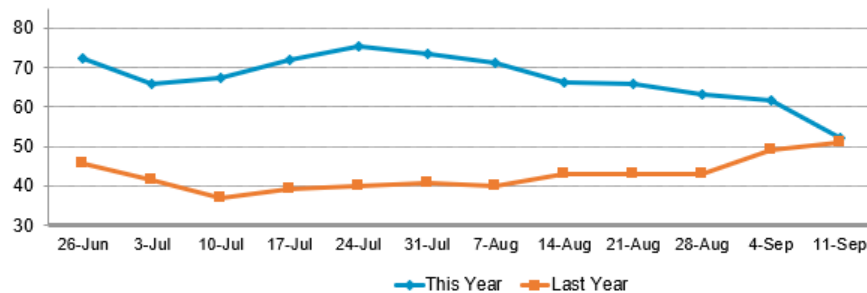




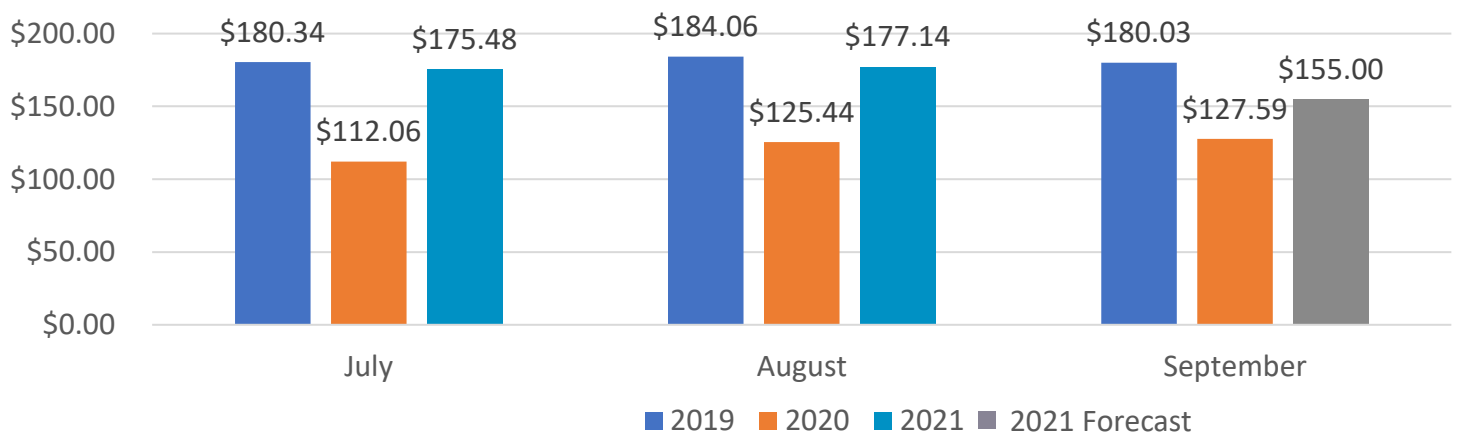
Hotel Occupancy



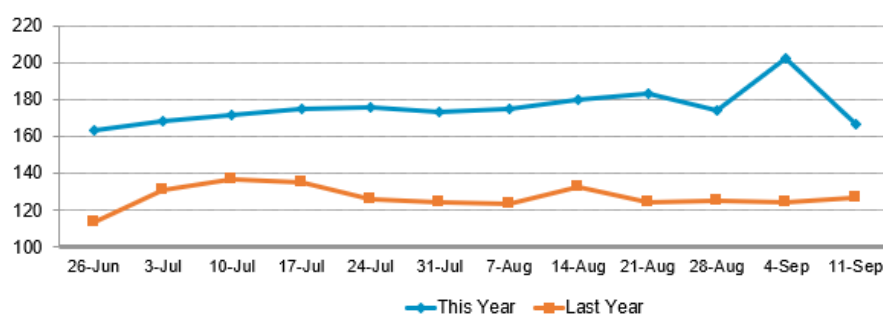
Weekly Occ (%) - Jun 26, 2021 to Sep 11, 2021



Hotel ADR (Average Daily Rate)



Weekly ADR - Jun 26, 2021 to Sep 11, 2021



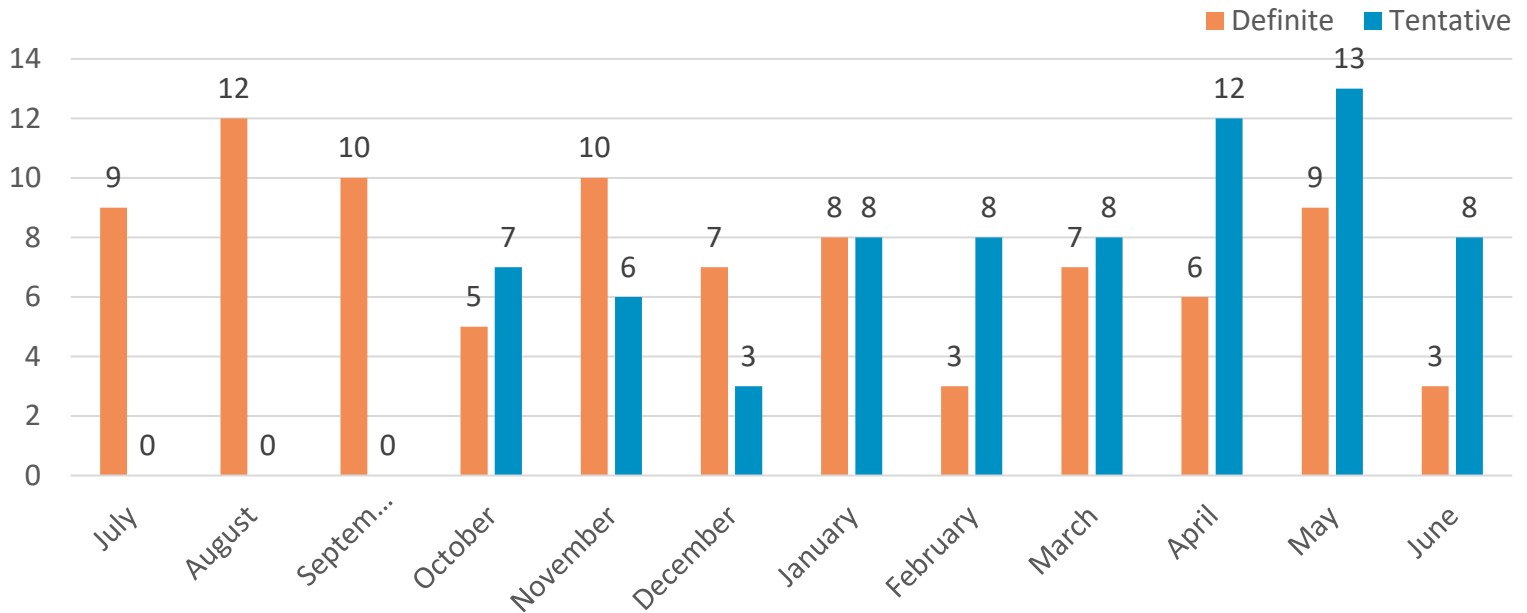


Hotel Update

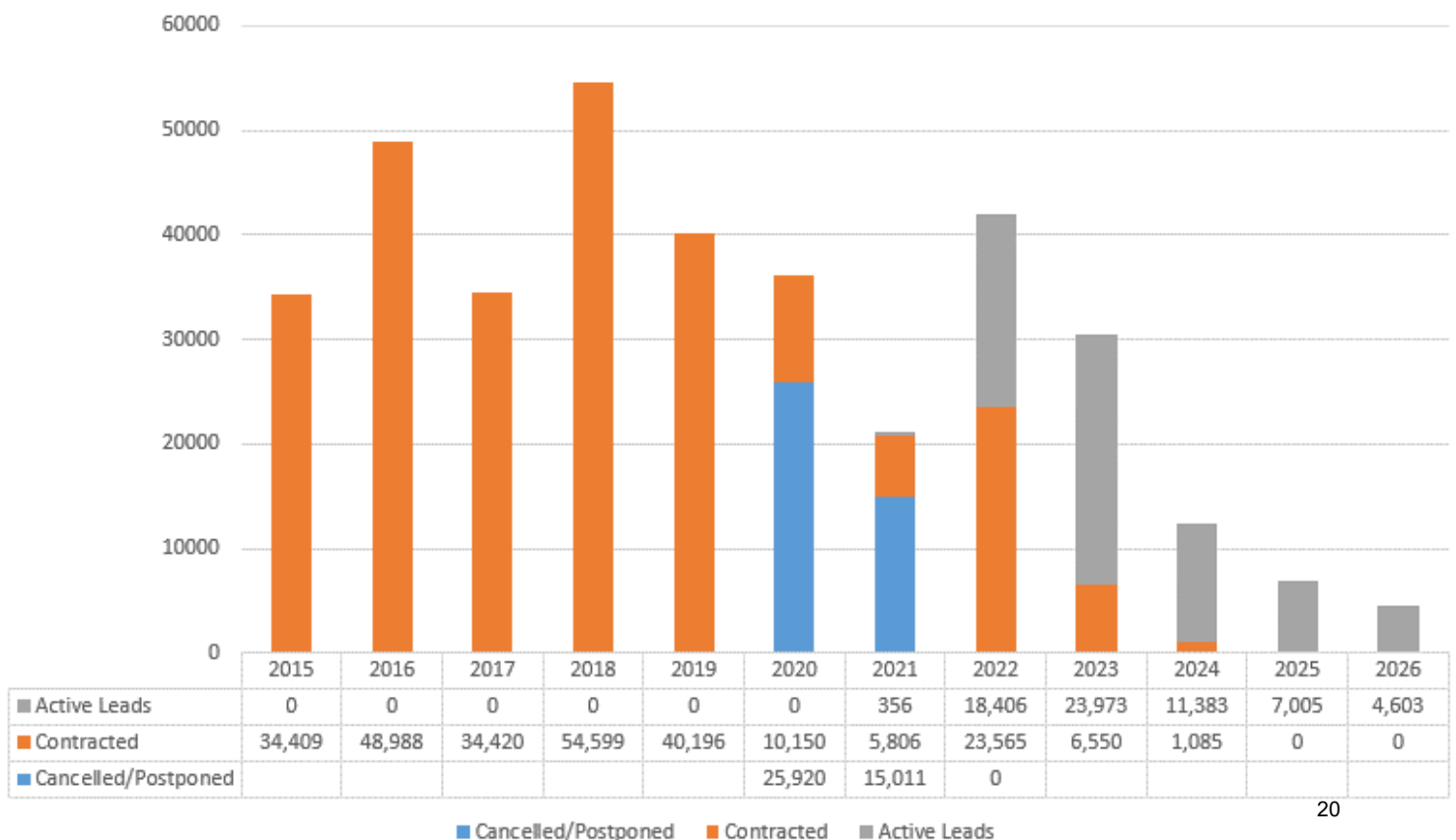
Sheraton Hotel - Opened September 1, 2021.
Hotel Constance – Remains closed at this time.



Current Status on Future Events thru June 2022



Contracted Room Nights & Active Leads 2015-2026





Let's Meet There – US Travel

The US Travel Association launched the “Let’s Meet There” campaign to support business travel and professional meetings and events. The segment’s revival is crucial to the travel economy.

Let’s Meet There will seek to elevate the economic importance of PMEs—and the fact that it is possible to resume PMEs safely—to state and local policymakers, as well as the Centers of Disease Control and Prevention, to encourage a reassessment of guidance for PMEs. As stated in a review of current best evidence led by scientists at The Ohio State University, PMEs have the advantage of being structured and well-organized large gatherings where mitigation factors can be enforced to protect the health and safety of those in attendance.

[Download Fact Sheet: Data to Support the Safety of Travel for Professional Meetings and Events.](#)



Meet What's Possible - Visit California

For the first time, Visit California is leading a coalition of industry partners in developing a statewide brand for professional meetings and events, a vital segment of the travel industry that has been decimated by the pandemic. The block grant would support industry requests to extend this promotional work beyond June 2022. The campaign will include activations at IMEX, Taste of CA, Northstar Leadership Forum, PCMA-Convene Leaders, Super Bowl VIP events, and PCMA-Destination Showcase & Visionary Awards.

The campaign message - Californians share a wholly unique lifestyle and attitude that celebrates diversity and champions an anything-is-possible mindset. Here California's abundance brings variety of venue, landscape and experience together with unbridled sunshine and a welcoming spirit. That's why California is a magnet for meetings of all types and sizes. California has a steadfast commitment to stewardship and success and an open invitation to meet what's possible.





Pasadena Welcomes LSU

Visit Pasadena gave a warm welcome to LSU Tiger fans as they traveled to Pasadena for their first-time visit playing UCLA at the iconic Rose Bowl Stadium.

- Sponsored travel article post on LSU alumni website featuring restaurant, shopping and activities not to be missed while they are in town
- Provided LSU and UCLA beads for front line staff at restaurants and bars
- Hosted welcome tables at hotel properties with signage and travel brochures and guides
- A message from Mayor Victor Gordo to Pasadena restaurants and shops be prepared to welcome LSU fans for the busy weekend.
- Welcome video message with PCOC Chair Tyron Hampton



Digital Stats

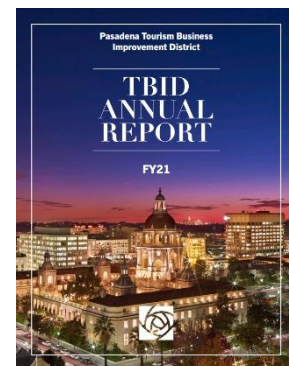
	YTD
Website Pageviews	230,983
Website Unique Visitors	120,859

	YTD
Social Media Followers	66,861
Social Media Impressions	446,715



TBID ANNUAL REPORT

Though the last fiscal year has been challenging, Visit Pasadena supported our local tourism industry in its recovery. Throughout the year, we continued to position Pasadena as the destination of choice for tourism and meetings; marketed our local hotels, restaurants and businesses; competed for convention and meeting business; and advocated for the industry at the state and national level.



Meetings and Conventions

	Occupancy	ADR	RevPAR	Revenue
FY22 Forecast	67.33%	\$154.88	-	-
FY21	48.9%	\$126.35	\$63.05	\$49,946,079
FY20	63.8%	\$166.28	\$114.00	\$102,330,042

**Note: The Sheraton and Hotel Constance were closed during FY21 reducing the hotel supply in the market*

Meeting Campaigns

Visit Pasadena produced e-mail campaigns to continually connect with meeting planners during the pandemic. The campaigns provided important COVID updates, additional safety protocols, virtual tours, as well as showcased outdoor venues, group tours, and experiences



Clean & Safe Video

To prepare for our public reopening, we created a video highlighting our new health safety enhancements/protocols.



Virtual Convention Center Tours

The CVB produced a six-part virtual site inspection experience as an alternative to an in-person site visit.



Shop Small, Dine Local

We worked closely with the City of Pasadena to encourage people to shop small and dine spotlighting Pasadena restaurants and businesses



Staycations Campaign

We implemented a staycation campaign to encourage locals and visitors from nearby cities in Southern California to stay in Pasadena



Pasadena 626 Day

Visit Pasadena and City of Pasadena launched the Pasadena 626 Day campaign celebrating Pasadena businesses and receiving 5 million impressions.



Tourism Stimulus Plan

On Monday, June 14, 2021, the Pasadena City Council approved a segment of the American Rescue Plan Act of 2021 to fund a \$475,000 Tourism Stimulus Plan.

Financials

Income	Budget Allocated	Actuals
TBID Assessment	\$2,132,000	\$1,369,000

Expenditures	Allocated	
Staffing	\$1,317,000	\$1,006,000
Administration Expenses	\$42,000	\$23,000
Advertising	\$187,000	\$66,000
Trade Shows and Activities	\$93,000	(\$11,000)
Events and Sponsorships	\$130,000	(\$23,000)
Familiarization Activities	\$16,000	-
Sales Calls and Travel	\$53,000	-
Promotional Expenses	\$255,000	\$51,000
Total Expenditures	\$2,093,000	\$1,112,000

TBID Fund Reserve	\$39,000	\$257,000
FY21 TBID Fund Balance	\$587,000	\$844,000

*Unaudited



Tourism Stimulus Plan Update

Visit Pasadena has swiftly launched its tourism recovery advertising campaign to attract visitors and drive business to local hotels, restaurants, retail and cultural institutions just in time for the busy summer travel season.

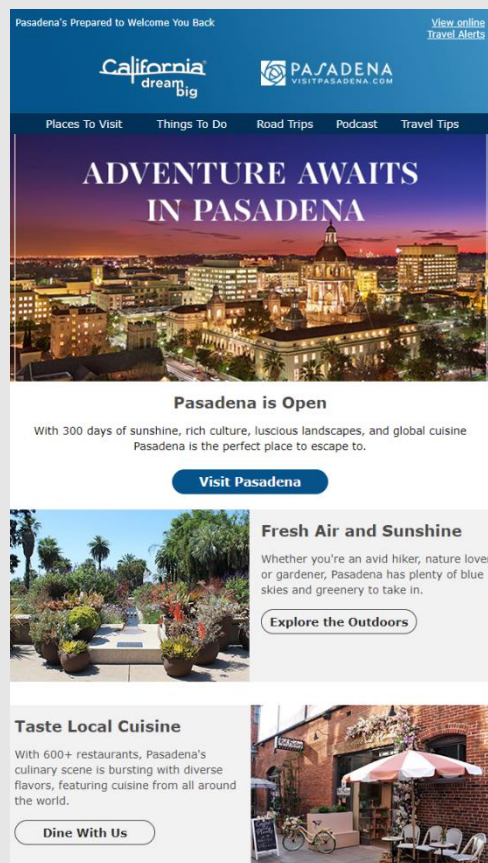
The initial multi-layered campaign included:

- Advertising on popular travel platforms, Expedia and Tripadvisor
- Targeted advertising to active travel planners using Sojern
- Visit Pasadena sponsored a dedicated e-newsletter to Visit California's 170,000+ opt-in subscribers.

661,000+
impressions

\$5 Million
Predicted economic impact

3,000+
Confirmed travelers



Visit Pasadena Welcomes Two Seasoned Industry Professionals

Karalee Adams has joined the Visit Pasadena team as California State Association Sales Manager. Adams brings extensive tourism meetings experience. Adams most recently served as Sales Account Manager overseeing the Northern California and Pacific Northwest Region for San Mateo/Silicon Valley CVB. Her tourism career spans 24 years including Sales Manager positions with Northern California hotels for Sunstone Hotels and La Quinta Inns. She has also served in various leadership positions with CalSAE, SGMP, and MPISSN. She was awarded MPISSN Supplier of the Year for 2018-2019.



Jacky Jabourian joins Visit Pasadena as Destination Services Manager. Jabourian brings 20 years of tourism experience. Prior to joining Visit Pasadena, Jabourian served as Director of Destination Sales and Director of Client Services for Los Angeles Tourism & Convention Board. She also brings tremendous experience from Los Angeles hotels including the W Hotel Hollywood, Mandarin, Viceroy, Beverly Hilton, Fairmont Miramar, and Mondrian.



Revised Budget - FY2022 (9/22/2021)	FY2020 ACTUAL RESULTS	FY 2021 ACTUAL RESULTS	FY2022 ADOPTED BUDGET	FY2022 REVISED BUDGET
Facilities				
Revenue				
Convention Center	\$ 1,962,000	\$ 470,000	\$ 1,250,000	\$ 1,750,000
Other Rentals & Commissions	1,840,000	180,000	993,000	993,000
Civic Auditorium & Ex Hall C	893,000	214,000	600,000	650,000
Facility Restoration Fees	101,000	5,000	25,000	25,000
Food service commission	1,118,000	102,000	500,000	600,000
Parking Garage	873,000	118,000	507,000	807,000
Ice Skating Center	1,820,000	264,000	1,500,000	2,200,000
Investment Earnings	226,000	75,000	25,000	25,000
Total Facilities Revenue	8,833,000	1,428,000	5,400,000	7,050,000
Expenses				
Convention Center / Civic	5,964,000	2,965,000	4,300,000	4,800,000
Ice Skating Center Expenses	1,346,000	354,000	897,000	1,200,000
Parking Garage	-	-	-	300,000
Debt Service - Loans	548,000	492,000	322,000	322,000
Total Facilities Expenses	7,858,000	3,811,000	5,519,000	6,622,000
Facilities Revenue / (Expenses)	975,000	(2,383,000)	(119,000)	428,000
Transient Occupancy Tax / Debt Service				
Transient Occupancy Tax	8,684,000	4,181,000	8,000,000	8,000,000
Debt Service - Bonds & Allowance	10,133,000	10,453,000	10,667,000	10,667,000
TOT Surplus (Shortfall)	(1,449,000)	(6,272,000)	(2,667,000)	(2,667,000)
Convention Visitors Bureau				
TBID Assessment	2,961,000	1,369,000	2,700,000	2,700,000
Convention Visitors Bureau Expenses	2,614,000	1,080,000	1,800,000	2,275,000
Convention Visitors Bureau	347,000	289,000	900,000	425,000
Grant Funds				
Shuttered Venue Operators Grant	-	-	-	1,430,000
ARAP - Tourism Stimulus Plan	-	-	-	475,000
Total Grants	-	-	-	1,905,000
Total Revenue	20,478,000	6,978,000	16,100,000	19,655,000
Total Expenses	20,605,000	15,344,000	17,986,000	19,564,000
Net Gain / (Loss):	(127,000)	(8,366,000)	(1,886,000)	91,000
Capital Assets / Improvements				
Capital Expenditures	700,000	400,000	200,000	550,000