

PLAY

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DIST

2017 ANNUAL REPORT

PLAYHOUSE  
DISTRICT  
ASSOCIATION

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# MISSION STATEMENT

TO PROMOTE THE ECONOMIC VITALITY OF THE PLAYHOUSE DISTRICT AS THE CENTER OF CULTURE, COMMERCE AND COMMUNITY IN THE HEART OF PASADENA.

## PDA STAFF

**Brian Wallace**  
Executive Director

**Jessica Calderon**  
Marketing & Membership Manager

**Jonathan Kwok**  
Graphics & Communications Specialist

**Christine Hewitt**  
Executive Assistant



## LETTER FROM THE CHAIR

As Chair of the Playhouse District Association in 2017, I am thrilled to share with you the accomplishments for what was another great year. With new residents arriving, interesting restaurants opening, and multiple construction cranes on the horizon, there is a lot to celebrate about our ongoing evolution. To this end, the PDA invested energy into planning for that evolution throughout 2017 – the results are shared in this report, and much more is underway for 2018. As you will all agree, our goal is to build on our many great assets and continue spreading economic vitality throughout the Playhouse District.

One of the key changes you likely noticed in 2017 was the Ambassador Guide team and their more visible and welcoming presence. This “clean and safe” program – the core service of the PDA – has brought increased awareness, cleanliness, and attentiveness to the daily needs of our stakeholders and visitors.

In welcoming a new Chair for 2018, I want to thank each of you for your ongoing commitment to making the Playhouse District the outstanding place we know it to be. From running successful businesses, developing exciting new projects, managing amazing cultural institutions, and participating in the operations of the PDA, your collective contributions have resulted in an increasingly vibrant community. Join me in celebrating the accomplishments of 2017 and in welcoming new and exciting ventures for 2018 and beyond!

Sincerely,  
Brian Alan Baker



# 2017 PDA BOARD OF DIRECTORS

**Chair:** Brian Alan Baker, *Kearney | Baker*

**Vice Chair:** Bernard Chua, *McCarthy Cook*

**Treasurer:** John Hornick, *John M Hornick, CPA*

**Secretary:** Scott Brown, *Partners Trust*

Greg Gunther, *Resident*

Katherine Hage, *Banner Bank*

Wayne Hunt, *Hunt Design*

Ken McCormick, *Mill Creek Properties*

Lenny Moon, *Fuller Theological Seminary*

Bob Oltman, *Pasadena Museum of California Art*

Joel Sheldon, *Vroman's Bookstore*

# SPECIAL ADVISORS

Amy Korn, *kornrandolph*

Ilona Linden, *Linden Optometry*

# SAFETY AND MAINTENANCE

A clean, safe and welcoming environment is paramount in the management of an urban district undergoing revitalization. The Playhouse District Association devotes a lion's share of assessment funds to the ongoing safety and maintenance of the Playhouse District through our Ambassador Guide program with our contract vendor, Block by Block.

In their first full year of service, the Block by Block team became a bright, shining fixture on our district streets and sidewalks. With new branded uniforms and equipment such as pressure washers and a maintenance truck, Ambassador Guides can now be seen tackling graffiti, cleaning sidewalks, and removing litter on a daily basis.

Ambassador Guides also deal with safety concerns throughout our 32-block coverage area. In responding to and being pro-active for issues related to transients, automobile crashes, and other incidents, the team demonstrates compassion, professionalism, and a commitment to continual improvement for all involved. And with their extensive hospitality training, the Ambassador Guides serve as many visitors' primary encounter with the best that our district has to offer.

**2,590**  
HOMELESS CONTACTS

**2**  
CHRONIC STREET RESIDENTS HOUSED

**4,000+lbs**  
TRASH COLLECTED

**600+**  
GRAFFITI REMOVALS

**1,000+**  
BIOHAZARD CLEANUPS

**11,000+**  
PEDESTRIAN/VISITOR CONTACTS



Ambassador Guides are all trained to tackle maintenance and security concerns and are now visible seven days a week.





Crosswalk art enhances the speed table mid-block crossing on El Molino as a welcome mat to the Pasadena Playhouse.

# ENHANCED BEAUTIFICATION

The PDA began 2017 with the replacement of our gateway signs at the Colorado/Lake and Green/Los Robles entrances to the district. The new designs emphasize a clean, contemporary style and eliminate the risks of damage from buses and trucks.

Rounding out similar improvements to Colorado Boulevard in 2016, the PDA replaced over two dozen trash receptacles throughout the balance of the district in 2017. These new receptacles now unify district streets with a consistent style and appearance, reinforcing our streetscapes “brand”.

The purchase of bright red “spun” chairs added vibrancy and spontaneity to many areas around the district in 2017. Addictively fun, the chairs brought attention to local businesses and activated PDA events throughout the year.

The Design & Physical Enhancement Committee continued to grow the wildly successful crosswalk art program with installation at three new locations. Using eye-catching new colors by artist Cynthia Luna, the new crosswalks at key locations emphasize pedestrian connectivity and highlight the district’s leadership in arts and culture for the city.



# ATTRACTING VISITORS & FOLLOWERS

The Promotions & Marketing Committee implemented new strategies in 2017 to greatly enhance the Playhouse District experience for visitors, residents, and businesses. The PDA attracted over 10,000 people to over 3 dozen unique events ranging from small community events like Dine the District and Wine Walk to large signature events such as the Summer Jazz Concert Series and Pasadena ArtWalk.

As part of its Hi Neighbor program, the committee launched Neighborhood Nights, a series of monthly meet-ups exclusively for residents at various district businesses. The PDA also hosted three networking events for District stakeholders, connecting property owners, business owners, residents, and city staff. The Association supported the Pasadena International Film Festival, LitFest Pasadena, and Dia de Los Muertos celebration, helping reinforce our position as the arts district of Pasadena.

The PDA's marketing efforts include digital marketing through maintaining our website - [playhousedistrict.org](http://playhousedistrict.org), sending monthly e-newsletters, and growing a robust social media program.

**10,000+**  
EVENT ATTENDEES

**15%**  
SOCIAL MEDIA FOLLOWERS INCREASE

**210,550**  
SOCIAL MEDIA POSTS REACH

**2x**  
HI NEIGHBOR MEMBERSHIP

**2,000+**  
NEWSROOM SUBSCRIBERS

**29%** (Industry average is 17%)  
NEWSLETTER OPEN RATE

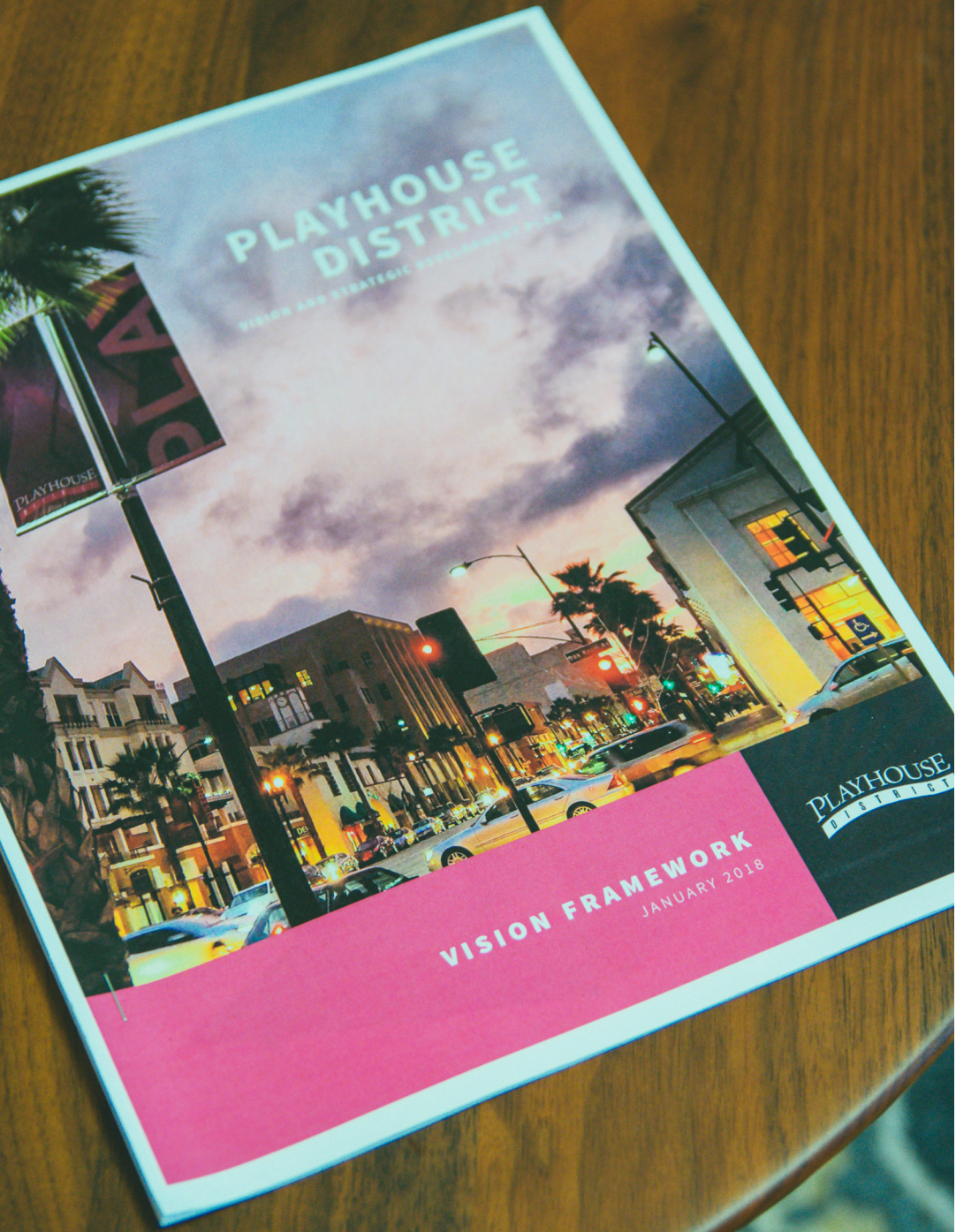
**100+**  
BUSINESSES ENGAGED





Spun Chairs helped enliven the ever popular Pasadena ArtWalk, held each October.





# PLAYHOUSE DISTRICT

VISION AND STRATEGIC DEVELOPMENT PLAN

**VISION FRAMEWORK**  
JANUARY 2018

PLAYHOUSE DISTRICT

The Vision Framework Process yielded a comprehensive yet concise set of goals and actions for the PDA to implement.



# PLANNING FOR OUR FUTURE

Imagining an even more vibrant future was the focus of a planning effort undertaken by the PDA in 2017. The Vision Framework was the product of a special advisory committee of district and area property owners, businesses, residents, and others whose unique perspectives on the Playhouse District helped form a cohesive vision for its future. Building on past successes and ideas, and leveraging our growing niche in arts and culture, the Vision Framework sets an ambitious outcome for the district's future – one that provides context to many opportunities such as new public open spaces, parking and access needs, catalytic sites, and uses that help support the vision. The process identified several goals for the Playhouse District:

- A. EMPHASIZE UNIQUE RETAIL, DINING AND ARTS EXPERIENCES AS AN ECONOMIC FOUNDATION**
- B. SUPPORT AND ENHANCE THRIVING CULTURAL INSTITUTIONS**
- C. EXPAND CREATIVE AND ENTREPRENEURIAL EMPLOYMENT OPPORTUNITIES**
- D. FOSTER A VISIBLE AND VIBRANT ARTS SCENE**
- E. STRENGTHEN THE PLAYHOUSE DISTRICT IDENTITY**
- F. ENSURE AN ACTIVE AND VIBRANT PUBLIC REALM**
- G. CREATE A NETWORK OF OPEN SPACES, ALLEYWAYS AND PEDESTRIAN CONNECTIONS**
- H. DEVELOP A DIVERSE HOUSING STOCK AND INCLUSIVE RESIDENTIAL BASE**

For 2018, the PDA will be working to develop detailed recommendations, projects and other implementable ideas in many of these areas, so watch for exciting outcomes this year and beyond!

# ORGANIZATIONAL AND FISCAL RESPONSIBILITY

Since 1995, the Playhouse District Association (PDA) has been the collective voice of property owners, businesses, residents and advocates who strive to make our part of Downtown Pasadena a more energetic and lively, desirable place. Operating primarily from funds collected through a Property-based Business Improvement District (PBID) to improve our urban district and encourage greater investment, the non-profit PDA is led by an 11-member Board of Directors and five standing advisory committees, listed below:

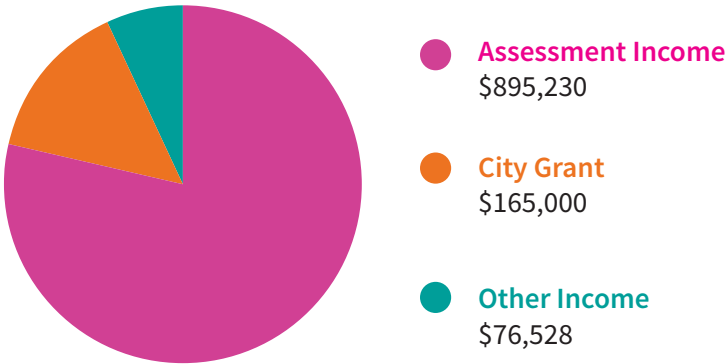
- **Design & Physical Enhancement** – maintenance & beautification
- **Economic Enhancement** – retention, recruitment & safety
- **Organization & Resource Development** – fiscal responsibility, community involvement & organizational effectiveness
- **Parking** – short and long term parking management and transportation opportunities
- **Promotions & Marketing** – special events, marketing, newsletters, social media & website



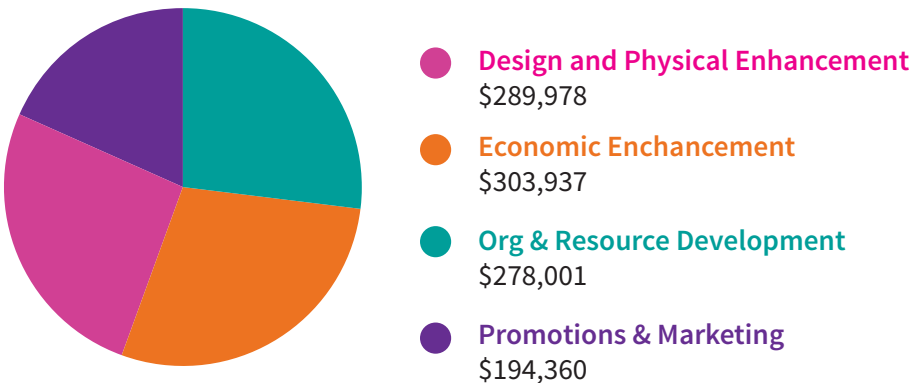
## 2017 STATEMENT OF ACTIVITIES

In 2017, expenditures were below budgeted revenues, allowing for special unplanned investments in physical amenities such as the new trash receptacles. Entering the second year of the recent PBID renewal, opportunities exist for strategic investments to bolster the district's visibility and value in the years ahead. The summary below was prepared internally; a complete copy of our 2017 Reviewed Financial Statement is available upon request.

### 2017 REVENUE: \$1,136,758



### 2017 EXPENDITURES: \$1,066,276



PLAYHOUSE  
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