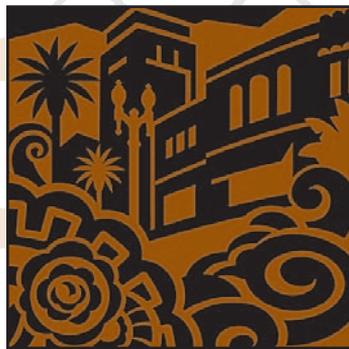
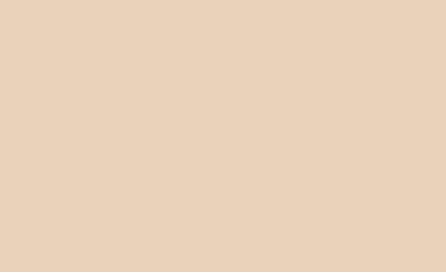




OLD
PASADENA
MANAGEMENT
DISTRICT



ANNUAL REPORT
2004



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MISSION
STATEMENT



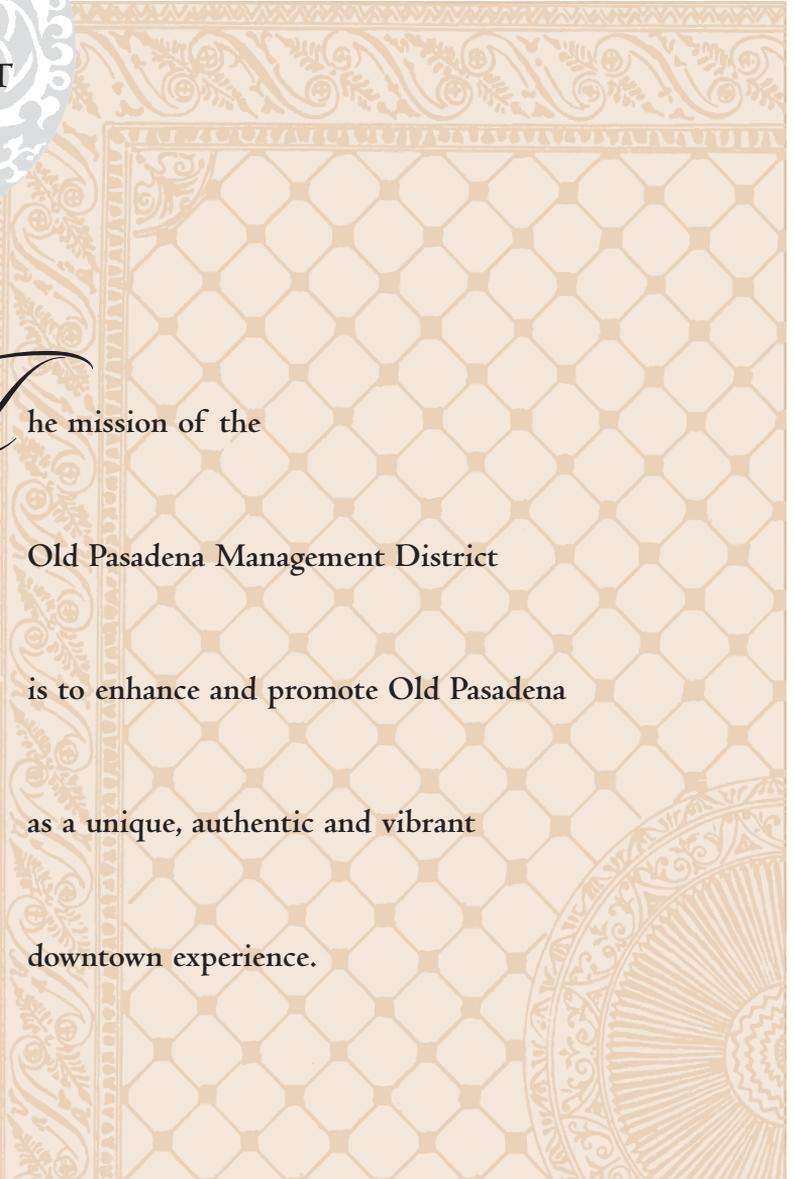
he mission of the

Old Pasadena Management District

is to enhance and promote Old Pasadena

as a unique, authentic and vibrant

downtown experience.





A Message from Our Leadership

Our annual report provides the Old Pasadena Management District leadership the opportunity to reflect upon where we have been, and where we are going. Two Thousand and Four was a year of many outstanding achievements, for example, our resources were maximized as we advocated on major development and planning issues with City Council, the City's advisory commissions and our neighbors. Our focused strategy and passion of our Directors and committees helped us build better working relationships, and helped ensure effectiveness at affecting a unified voice in public policy, in the interests of Old Pasadena.

But our organization's history goes beyond last year. This is because the Old Pasadena Management District has a solid five-year history of taking care of our collective interests. Owners and investors like ourselves are now able to see the rewards of our work before our eyes, as retail sales and property values continue to increase. We have watched our new Ambassador Guides become truly recognized as our eyes and ears. They help our visitors and customers feel at home, and in partnership with the Pasadena Police Department, they contribute to the success of our District by

bringing our crime rate down to new record lows.

As a premier destination in Los Angeles, Old Pasadena continues to attract patrons, new businesses, solid real estate investment, and new residents. Significantly, of the top 20 L.A. area attractions, Old Pasadena ranked above 3rd Street Promenade, Six Flags Magic Mountain, the Queen Mary and Olvera Street as visitor destinations in a recent tourism research study. And for everyone visiting the City of Pasadena, Old Pasadena is rated the number one visitor attraction. Our efforts seem to be working.

We are proud to be representing a thriving and growing community. Our theme for the Continuation campaign, the effort to continue our funding, is "Building On Success." After all these years, the Old Pasadena Management District is still doing what it was created to do, continuing to reinvent itself. As our community changes, so must we.

The organization took on a new contract for services in 2004, to help the City of Pasadena manage the public parking garages. While we did not realize our ambitious budget goals in our first year of this contract, we were able to operate these public parking garages at less cost than in prior years,

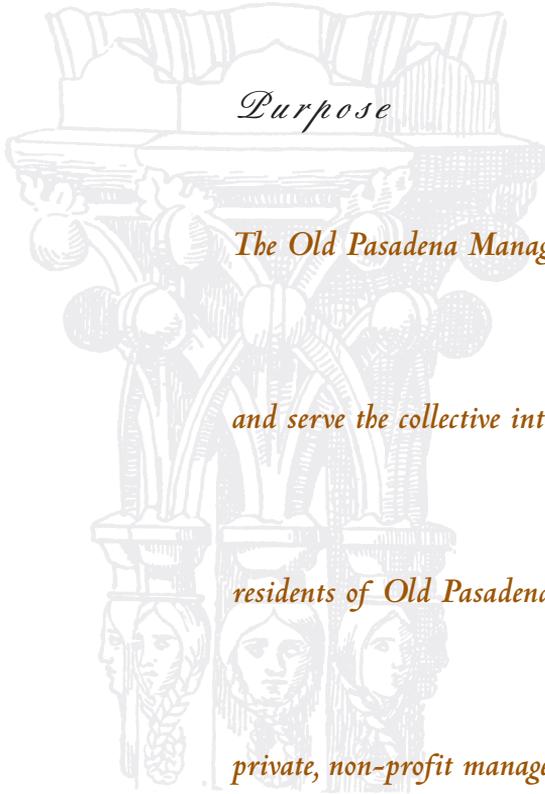
while making significant physical improvements to the garages. As with any new business venture, we will learn, grow and adapt to this new management challenge for our organization. Nothing changes our commitment to preserve the integrity of the Old Pasadena "brand." We must continue to protect and enhance the image of Old Pasadena in the minds of the people of California, the nation and the world.

As keepers of the brand and the vision, we must continue to position Old Pasadena as an authentic and vibrant downtown.

Working together, we have made Old Pasadena stronger, cleaner and safer, and will continue to do so in the future. None of this is possible without our committed Board of Directors and our dedicated staff. We thank the Pasadena City Council, City staff, our property and business owners, non-profit partners, and our residents for your support in shaping our District's future. We are truly "building on success," and appreciate your support.

Suzanne Marks, Chair

Russ Hanlin, Chair-Elect



Purpose

The Old Pasadena Management District exists to protect and serve the collective interests of the owners, tenants, and residents of Old Pasadena. It was formed in 2000 as a private, non-profit management company. Governed by an elected Board of Directors, the Old Pasadena Management District also manages the Old Pasadena Property-based Business Improvement District (PBID), under a contract with the City of Pasadena.



Business Improvement District

The PBID provides for a contract for services with the City of Pasadena, and this partnership creates the core budget for the Old Pasadena Management District.

This public-private partnership allows for the property owners in the district to pay an additional property tax.

These tax assessments finance needed services and programs such as cleaning, security, marketing, economic development, and advocacy on behalf of the district.

The stakeholders determine the level of needed services, and the organization operates with active and open participation from the Old Pasadena community. These programs and services contribute to a cleaner, safer district that is being positioned for continued success.

This reflects the best interests of the district stakeholders and the City.

2004 Committees

ECONOMIC DEVELOPMENT

Dan Mellinkoff, Chair

Goal: To encourage and facilitate appropriate development, growth and renewal through all of Old Pasadena, and to ensure continued economic vitality in the district. Helps guide advocacy efforts, and overall long-range and strategic planning for the district.

FINANCE

*Andre Navasargian, Chair
Sally Lunetta, Treasurer*

Goal: To effectively manage the financial affairs of the Old Pasadena Management District, and to financially plan for a sound future for the PBID.

MAINTENANCE

Marilyn Buchanan, Chair

Goal: To keep the streets, sidewalks and alleyways in Old Pasadena clean, attractive and inviting, and to encourage private participation in strong maintenance standards.

MARKETING AND PROMOTIONS

Greg Gillooly, Chair

Goal: To position and promote Old Pasadena as Southern California's premier urban destination, in order to maintain and expand our customer base and increase sales.

SAFETY

*Gary Dimkich and
Dan Hayes, Co-Chairs*

Goal: To ensure the Ambassador Guide Program contributes to a safer environment for visitors and employees, and to build strategic partnerships with law enforcement and other agencies working to address public safety.

Participation in Old Pasadena committees or meetings is open to anyone with a stake or interest in the programs and purpose of the organization. Meeting schedules are published in our weekly "Just the Fax" newsletter and meeting agendas are posted in our office window, in accordance with the Ralph M. Brown Act.

For additional information or to be added to a committee roster or mailing list, please call 626.356.9725, or visit the official Old Pasadena web site, www.oldpasadena.org.



2004 Highlights

Successfully advocated at City Hall for changes to the Central District Plan, affecting planning, zoning and entitlements for District stakeholders.

Researched and developed benchmarks for the purpose of measuring the impacts and benefits of the PBID services.

Changed vendors for the Ambassador Guide Service by hiring Block By Block in February, introducing new uniforms and an improved approach to safety services.

Introduced “The Real Deal,” Old Pasadena’s full color newsletter with quarterly distribution to owners, businesses and community leaders.

Created and launched “JobSite!” on www.oldpasadena.org as a benefit to our businesses and to the community.

Expanded the Old Pasadena “The Real Downtown” brochures by adding a full panel, allowing for a better design with a growing business roster listing all ground level businesses.

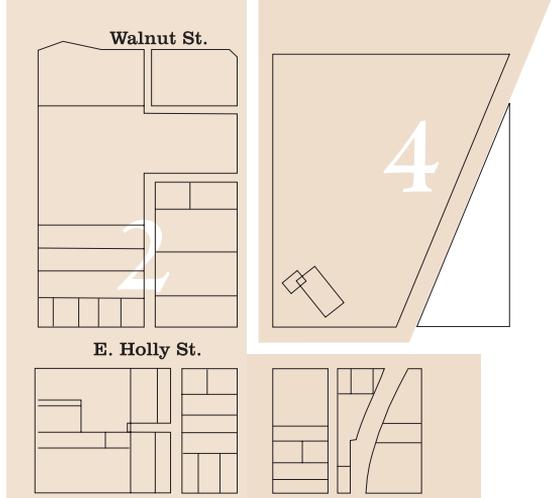
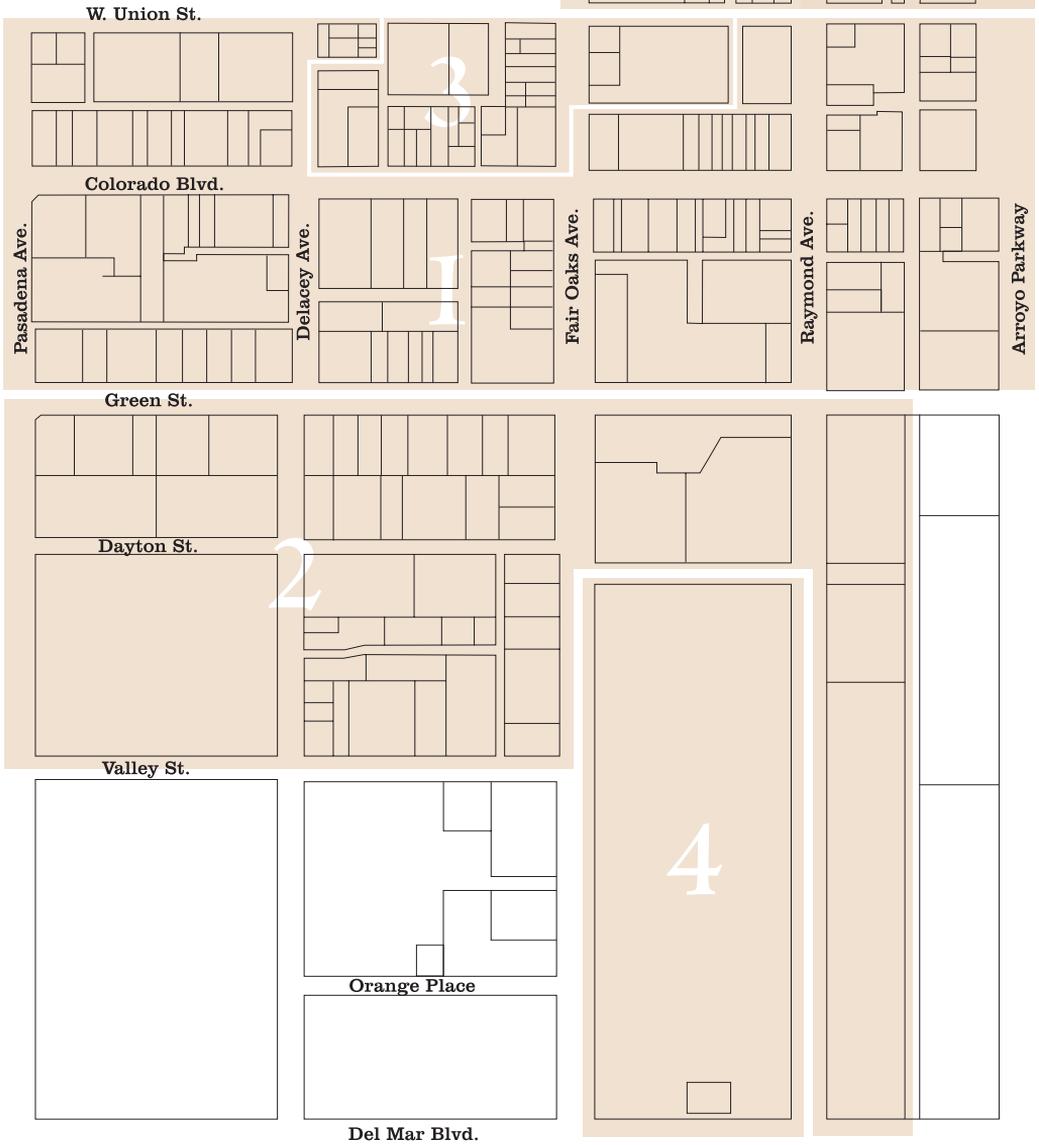
Conducted second Annual Meeting with expanded attendance.

Inaugurated “Cinema in the Park” movie series at the Levitt Pavilion for the Performing Arts, raising money for cancer relief and providing free entertainment to the community every Saturday night in May.

Conducted second annual Golf Tournament, raising money for events programming.

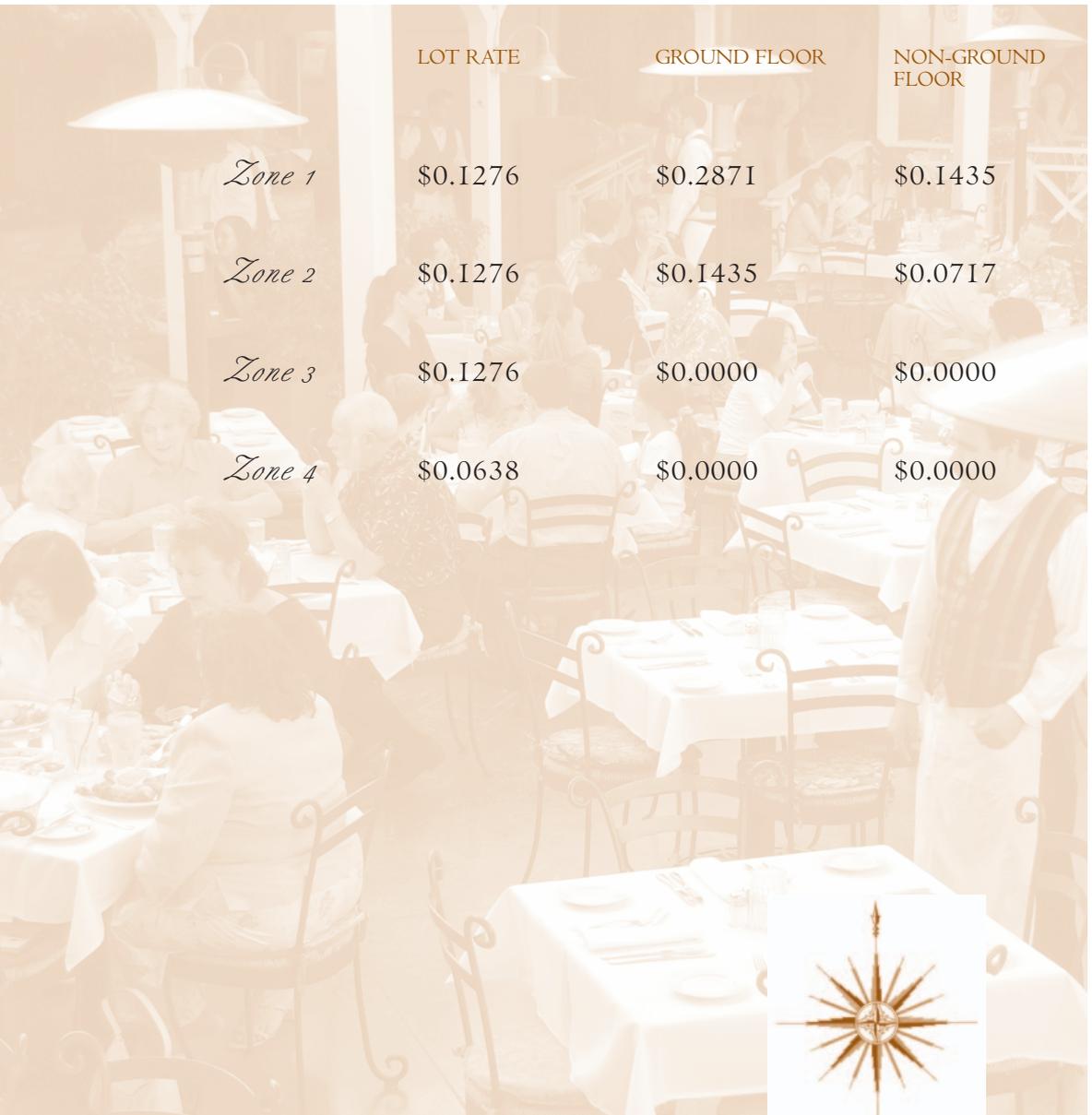
Introduced the Holiday Décor campaign on the rooftops in Old Pasadena with coordinated ornament elements in store windows throughout Old Pasadena.

Under a separate contract with the City of Pasadena, took over management of the three City-owned parking garages in Old Pasadena.

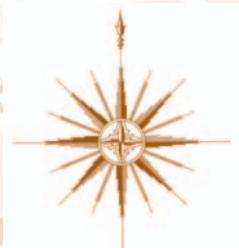




Formulas & Boundaries 2004-2005



	LOT RATE	GROUND FLOOR	NON-GROUND FLOOR
<i>Zone 1</i>	\$0.1276	\$0.2871	\$0.1435
<i>Zone 2</i>	\$0.1276	\$0.1435	\$0.0717
<i>Zone 3</i>	\$0.1276	\$0.0000	\$0.0000
<i>Zone 4</i>	\$0.0638	\$0.0000	\$0.0000



2005 Work Plan

2005 is a major turning point year for the Old Pasadena Management District. In addition to operating our programs and services in the fifth year of the Property-based Business Improvement District (PBID), we are also charged with ensuring that the campaign to continue its future funding is successful. Therefore, the most overriding component in our 2005 Work Plan is the completion of the Continuation campaign, resulting in secure funding support from our property owners for another five-year term.

CONTINUATION CAMPAIGN

Evaluate business and financial operations for the organization's five year history, and develop a new five-year Business Plan.

Research and develop campaign mechanism to ensure success, including viability of in-house campaign management.

Develop and manage operating budget for Continuation efforts.

Research and develop benchmarks and data, demonstrating

a solid return on investment for Old Pasadena stakeholders.

Organize and provide staff support for broad-based campaign with input from stakeholders.

Manage and monitor successful completion of PBID election campaign, including the production of all ballots and materials used to sell the benefits of the program, and the administration of a volunteer-based campaign to secure support.

ADMINISTRATION

Relocate into a more permanent office location, establishing a professional working environment and quality work space within budget.

Continue to provide stable and professional staff, with the ability to respond to new opportunities and challenges.

Meet and exceed all contract requirements for PBID management and parking garage management contracts, including all reporting requirements.

Conduct formal review and update of governing Bylaws to address good governance, compliance with business operations and State law changes.

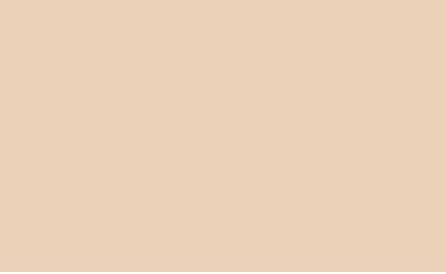
Provide additional resources and improve financial accounting and reporting, including technology and software changes for record keeping.

ADVOCACY AND ECONOMIC DEVELOPMENT

Continue to maintain strong working relationships with City Council members, City staff, and community interests, to ensure access and support at City Hall.

Continue to provide monthly economic development meetings as a forum for property owners, developers, managers and City staff, to exchange up-to-date information and working knowledge of the District's development activities.

Regularly monitor public policy and make recommendations to the Board of Directors for needed advocacy positions on behalf of Old Pasadena.



2005 Work Plan (continued)

Work to better define the organization's role in economic development, including the recruitment and retention of tenants. Continue to work closely with the City and property owners to facilitate changing uses and ensure a strong mix of businesses and uses.

SAFETY

Continue high standards for Ambassador Guide Service, providing up to 380 hours of service per week and allowing for flexibility to increase staffing for safety reasons as needed.

Establish a permanent Ambassador Guide presence as part of our new Old Pasadena office, fully integrating Guide communications with Old Pasadena operations.

Continue to enhance our relationship with the Pasadena Police Department through involvement in our safety committee and ongoing communications.

Continue to enhance and promote cross-communication and training between the

Ambassador Guides and the Parking Garage Security Team.

Expand and complete training for Ambassador Guides for terrorism response, emergency management, and continued education for aggressive pan-handling response.

Expand and document benchmarking for Guide service, using the Pipe patrol system for accurate deployment and consistency of service locations for Ambassador Guides.

Continue community service through "Adopt A Meal" program with the Union Station Foundation.

Coordinate safety efforts with local "after hours" establishments to ensure the safety of employees and patrons, including regular planning meetings for major events and late night impacts.

MAINTENANCE

Maintain high standards for Clean Team, including additional cleaning services post-Rose Parade.

Provide response-based cleaning service with porters and our mechanized sidewalk scrubber for high-traffic times throughout the year.

Continue increased service for litter collection during high-traffic summer months, and continue increased service on Green Street as needed for seasonal berry cleaning.

Purchase and demonstrate, as a pilot project, the placement of Dog Walk Dispenser Bags in key locations near parks and residential areas, as a benefit to local residents.

Purchase additional new trash cans, rotating inventory into needed locations.

MARKETING

Serve as the one-stop information center for Old Pasadena, including a visitor lobby with storefront presence in our new office location.

Provide high-quality print materials for cooperative marketing, promotions, events and Old Pasadena functions.

2005 Work Plan (continued)

Maintain and foster working relationships with businesses, civic organizations and City staff, coordinating shared marketing efforts for the community.

Provide an expanded full-color marketing brochure to be broadly distributed throughout Los Angeles.

Increase use of our official website www.oldpasadena.org by including all events and activities, and maintaining timely information for patrons.

Develop and produce signature special events, including “Cinema In The Park” and the “Pasadena Food Bowl,” to offer memorable experiences for patrons and residents.

Conduct fundraising for sponsorship and advertising support for our signature events and sponsored activities, leveraging additional funding and building partnerships for better promotions.

Continue to produce the Old Pasadena Golf Tournament, as our fundraiser for the Pasadena Food Bowl, to

provide business-to-business networking, and to build camaraderie in the Old Pasadena community.

Promote significant and high-quality special events and festivals in Old Pasadena, produced by other promotional partners, that showcase diverse entertainment and activities.

Design expanded holiday décor plans, and coordinate with businesses and property owners to ensure high impact and strong participation.

Research feasibility, and determine production and marketing costs for a new restaurant-based promotion aimed at increasing week-night restaurant business.

PARKING MANAGEMENT

Under a separate management contract, work with the City of Pasadena to effectively manage the three City-owned parking structures while protecting the free parking programs important to our District and its patrons.

Re-establish a new Parking Committee to provide oversight and guidance in parking management for 2005.

Secure a budget amendment from the City of Pasadena, to provide spending authority as needed for the remainder of 2004-2005.

Develop, recommend and manage the FY 2006 Operating Budget, including the research and development of the Capital Improvements Budget recommendations for the City of Pasadena.

Complete all scheduled Capital Improvement Projects for 2004-2005, including new energy-efficient lighting in the garages, new mechanical equipment, and a new elevator at the Marriott Garage.

Develop and complete a Request for Proposal process to select and contract with a parking operations company for FY 2005-2006, seeking a newly developed contract for services with better defined operating performance measures and requirements.

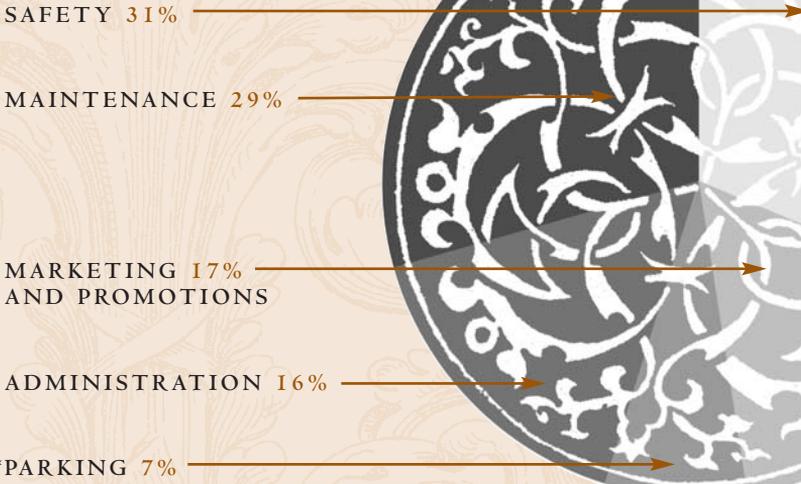


Board of Directors

CHAIR *	<i>Suzanne Marks, Pasadena Advertising</i>
CHAIR-ELECT *	<i>Russ Hanlin, Sunkist</i>
SECRETARY *	<i>Hanna Wood, Typecraft, Wood & Jones</i>
TREASURER *	<i>Andre Navasargian, Real Estate Group</i>
PAST-CHAIR *	<i>Sally Lunetta, One Colorado</i>
CITY REP. *	<i>Kirk Delser, City of Pasadena</i>
DIRECTOR *	<i>Gene Buchanan, AJB Enterprises</i>
DIRECTOR *	<i>Jack Huang, BarCelona/Villa Sorriso</i>
DIRECTOR *	<i>Steve Stathatos, Stats & Fishbecks</i>
	<i>Victor Ciulla, Twin Palms</i>
	<i>Fritzie Culick, Old Town Music Co.</i>
	<i>Gary Dimkich, Delacey's Club 41</i>
	<i>Greg Gillooly, Heritage Wine Co.</i>
	<i>Dan Hayes, Hayes & Co.</i>
	<i>Adrian Kalvinskas, Distant Lands</i>
	<i>Dan Mellinkoff, DM Associates</i>
	<i>St. Tom Pederson, Pasadena Police Department</i>
	<i>Jim Plotkin, Plotkin Partners</i>
	<i>Dan Rix, City of Pasadena</i>
	<i>Rev. Lucious Smith, Friendship Baptist Church</i>

*Denotes Executive Committee

2004 Old Pasadena Management
District Program Expenses



*Note: Parking expenses covered by non-assessment revenues from Parking management contract.



Statement of Financial Position

December 31, 2004

Assets

\$ 554,964	CASH AND CASH EQUIVALENTS
264,582	ACCOUNTS AND CONTRACTS RECEIVABLE, NET
18,703	OTHER RECEIVABLES
3,703	PREPAID EXPENSES
74,186	PROPERTY AND EQUIPMENT, NET
3,700	DEPOSITS
\$ 919,838	TOTAL ASSETS

Liabilities

\$ 85,067	ACCOUNTS PAYABLE
18,731	OTHER LIABILITIES
266,126	DEFERRED ASSESSMENT REVENUE
\$ 369,924	TOTAL LIABILITIES

Net Assets

\$ 549,914	UNRESTRICTED
549,914	TOTAL NET ASSETS
\$ 919,838	TOTAL LIABILITIES AND NET ASSETS



Staff Roster



2004-2005

Maggie Campbell · *President and CEO*

Bill Norsetter · *Vice President of Operations*

Kirsten Monk · *Marketing and Communications
Manager*

Jennifer Minzey · *Executive Assistant*

**Lisa Campbell-
McCorkle** · *Events Producer*





Old Pasadena Management District

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Pasadena, CA 91103

626.356.9725 626.356.9775 Fax

www.oldpasadena.org