As a volunteer driven, non-profit organization the Tournament of Roses Association brings people together to create premier events and entertainment celebrating the New Year.

The Tournament of Roses enriches the lives of the many people and organizations it touches by providing satisfying, meaningful and rewarding experiences.

The Tournament of Roses will:
- Be a globally admired New Year’s celebration whose combined event audience is the largest in America
- Be respected as a vital community organization that provides significant economic benefits for participating athletic conference partners throughout the Southern California region
- Combine a compelling vision of excellence with financial vitality and independence
- Serve as an inspiration and model for other volunteer and non-profit organizations throughout the world

Our values:
- Striving for excellence in everything we do
- Respecting the Tournament of Roses heritage
- Being innovative and inspirational
- Practicing teamwork with passion, commitment and enthusiasm
- Promoting volunteerism, diversity and community support
- Operating with honesty and integrity
- Bringing people together
- Having fun

www.tournamentofroses.com
CORNERSTONES
To pursue our mission, the Tournament of Roses has established five cornerstones that are key to our success:

1. Volunteerism
2. Producing premier events
3. Sustainability
4. Investing in our community
5. Brand awareness

STRATEGIC GOALS AND OBJECTIVES
To pursue our vision and the key elements of our mission, the Tournament of Roses has set forth the following five goals. The Association’s business plan contains objectives and strategies to meet these goals.

1. Volunteerism
   Objectives:
   - Provide fun and meaningful opportunities that engage our volunteers
   - Provide volunteer experiences that are valuable and retain and attract members
   - Create a sense of community and camaraderie and a platform for volunteers to collaborate
   - Ensure volunteers have opportunities and training to develop as leaders and grow within the organization
   - Embrace and celebrate diversity and inclusion

2. Producing premier events
   Objectives:
   - Organize and produce the Rose Parade, the Rose Bowl Game and ancillary events
   - Ensure events and entertainment provide a safe and quality experience with a strong value proposition for participants
   - Provide year-round experiences that promote the Tournament of Roses brand
   - Embrace innovation to drive the success of the organization
   - Utilize research to know, understand, and expand our audience
   - Expand global appeal and impact

3. Sustainability
   Objectives:
   - Ensure organizational sustainability and assure the financial and volunteer resources necessary to achieve our mission
   - Increase and expand revenue streams
   - Leverage all assets, including brand, intellectual property, real estate holdings and human capital, to maximize the return on investment
   - Drive economic growth for the region

4. Investing in our community
   Objectives:
   - Foster relationships and partnerships that build a better Pasadena and Southern California
   - Enhance position as a regional community partner
   - Invest in and support diverse communities throughout the region
   - Engage and support the next generation of leaders

5. Brand awareness
   Objectives:
   - Generate visibility and recognition
   - Drive brand awareness
   - Raise the profile through proactive media outreach
   - Enhance communications with members, civic leaders, partners, influencers and thought leaders
   - Promote the legacy and long-standing history of the Tournament of Roses brand

2018-2022

As one of the largest non-profit organizations in Southern California, the Tournament of Roses has a long history of positively impacting people and the quality of life in Southern California. The Association will continue to generate the financial resources necessary to sustain the Rose Parade, Rose Bowl Game and the Association’s ancillary events. The Association will adapt to dynamic market conditions to be relevant in all areas of work as the mediums for consuming entertainment evolve.

Objectives:
- Ensure organizational sustainability and assure the financial and volunteer resources necessary to achieve our mission
- Increase and expand revenue streams
- Leverage all assets, including brand, intellectual property, real estate holdings and human capital, to maximize the return on investment
- Drive economic growth for the region

Grow the Tournament of Roses and its impact:

Objectives:
- Ensure organizational sustainability and assure the financial and volunteer resources necessary to achieve our mission
- Increase and expand revenue streams
- Leverage all assets, including brand, intellectual property, real estate holdings and human capital, to maximize the return on investment
- Drive economic growth for the region

Increase awareness and visibility of the Tournament of Roses:

Objectives:
- Generate visibility and recognition
- Drive brand awareness
- Raise the profile through proactive media outreach
- Enhance communications with members, civic leaders, partners, influencers and thought leaders
- Promote the legacy and long-standing history of the Tournament of Roses brand

Enhance the Association’s legacy of community support and investing in the future:

Objectives:
- Foster relationships and partnerships that build a better Pasadena and Southern California
- Enhance position as a regional community partner
- Invest in and support diverse communities throughout the region
- Engage and support the next generation of leaders

The Tournament of Roses is a vital community organization that contributes greatly to the fabric of life in Pasadena and Southern California. The Association’s economic impact on the region surpasses $300 million annually, and our contributions to local charities and non-profits are important to building a better quality of life for the entire region. Since 1975, the Tournament has contributed more than $1.0 billion to America’s colleges and universities through the proceeds of the Rose Bowl Game.

Bring people together to serve as the leading volunteer driven organization:

Objectives:
- Provide fun and meaningful opportunities that engage our volunteers
- Provide volunteer experiences that are valuable and retain and attract members
- Create a sense of community and camaraderie and a platform for volunteers to collaborate
- Ensure volunteers have opportunities and training to develop as leaders and grow within the organization
- Embrace and celebrate diversity and inclusion

Create premier events with quality guest experiences that celebrate the hope and joy of the New Year:

Since 1890, the Tournament of Roses has produced America’s New Year Celebration, bringing the traditions of the Rose Parade and Rose Bowl Game to Pasadena for nearly 130 years since. The Association will continue to develop new opportunities that celebrate our New Year’s heritage with an eye on the future.

Objectives:
- Organize and produce the Rose Parade, the Rose Bowl Game and ancillary events
- Ensure events and entertainment provide a safe and quality experience with a strong value proposition for participants
- Provide year-round experiences that promote the Tournament of Roses brand
- Embrace innovation to drive the success of the organization
- Utilize research to know, understand, and expand our audience
- Expand global appeal and impact