

City of **PASADENA**

**Community Development Commission**

**Year  
5**

**Implementation Plan**

(including H & S Code Section 33413 (b)(4) Housing Compliance Plan)

Prepared by  
**Pasadena Community Development Commission**

**Date, June 27, 2005**



08/01/2005  
6.B. (8:00 P.M.)  
and 8.B. (C.D.C.)

# **Five-Year Implementation Plan 2004-2009**

**(Including Health & Safety Code Section 33413(b)(4) Housing Compliance Plan)**

**Date: June 27, 2005**

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## I. Introduction and Background

### A. Requirement for Implementation Plan/Regulatory Framework – AB 1290

Assembly Bill 1290, which took effect on January 1, 1994 and is now codified in the California Health and Safety Code (the "H & S Code" or the "CCRRL"), contains provisions (Section 33490 of the H & S Code) requiring redevelopment agencies or development commissions to adopt a five-year implementation plan. The requirement for an Implementation Plan reflects a legislative concern that redevelopment agencies should address the blight that justified the adoption of the redevelopment plan(s) within the boundaries of the respective communities. Each agency that had adopted a redevelopment plan prior to December 31, 1993 was required to adopt, after a public hearing, an Implementation Plan on or before December 31, 1994. Thereafter, a new Implementation Plan must be adopted every five years. In addition, at least once during the five-year period, a public hearing on each Implementation Plan is required.

Among other requirements, an Implementation Plan must describe the specific goals and objectives for the agency for the project area(s), specific programs, including potential projects and estimated expenditures to be made during the next five years, and explain how these goals, objectives, programs and expenditures will eliminate blight remaining in the project area(s) and implement the requirements of H & S Code Sections 33334.2, 33334.4, 33334.6 and 33413.

The Implementation Plan must further describe how the Agency will implement both the requirement to increase, improve and preserve low and moderate-income housing and satisfy the inclusionary housing requirement. The section of the Implementation Plan addressing the low and moderate-income housing fund (in Pasadena this fund is referred to as the Housing Trust Fund and will herein be termed the "Trust Fund") must describe the amount of funds available and the estimated amounts which will be deposited into the Trust Fund during each of the next five years. If an Implementation Plan contains a project that would result in the destruction or removal of very low-, low-, or moderate income housing which must be replaced pursuant to H & S Code Section 33413, the Agency is required to identify in the Implementation Plan proposed locations suitable for replacement dwellings.

The Pasadena Community Development Commission ("Commission") adopted its initial Five-Year Implementation Plan ("Initial Implementation Plan") on December 19, 1994 (Resolution No. CDR-131) and heard public testimony on the Initial Implementation Plan at a public hearing on December 1, 1997. The Commission's second Implementation Plan was adopted on March 20, 2000. This Implementation Plan ("Implementation Plan") is the third implementation plan adopted by the Commission and is adopted pursuant to the requirements of H & S Code, Section 33490.

## B. Conformity of Implementation Plan with Other Housing Documents

Contemporaneously with the adoption of this Implementation Plan by the Commission, the City of Pasadena ("City") is also updating and adopting the Housing Element of its General Plan, its Consolidated Plan, and its Public Housing Agency (PHA) Five-Year Plan ("Housing Documents"). Section IV of this Implementation Plan is the Housing Compliance Plan required by H & S Code Section 33413 (b)(4). The Housing Compliance Plan describes the Commission's "affordable" housing activities to date and establishes the blueprint for the Commission's expenditures for such housing for the next five fiscal years. As such, the Housing Compliance Plan reflects the Commission's contributions to the overall municipal effort to provide affordable housing in the community. In this light, every effort has been made to integrate and coordinate the housing programs and expenditure opportunities available to the Commission with those set forth in the Housing Documents.

To the extent possible, this Implementation Plan and the Housing Documents utilize the same data sources and defined terms so that readers of the various Housing Documents will enjoy the use of consistent base data and defined terms. The glossary included in this Implementation Plan (please see Appendix 1) provides terms which are used throughout the Housing Documents.

## C. Organization of this Plan

State law requires that the Implementation Plan describe Commission activities (i.e. those activities funded from the Commission's general redevelopment fund and from its Housing Trust funds) during the next five year period. However, simply starting from the present and describing future projected activities does not show the full range of activities the Commission has engaged in during and before the term of its Initial and Second Implementation Plans. Furthermore, it is impossible to establish the Commission's current and projected obligations relating to affordable housing production (as set forth in State law) without describing housing development (both new construction and substantial rehabilitation) during the entire term of the various redevelopment plans. Therefore, a substantial portion of this Implementation Plan will describe existing and historic conditions of blight in the various project areas, the goals and objectives approved by the Commission whose implementation would lead toward the elimination of that blight, and the Commission's specific projects and programs which implement its goals and objectives.

This Implementation Plan is divided into four major sections as follows: i) Section I, which provides background information, ii) Section II, which reviews the Commission's general redevelopment activities during the term of the previous Implementation Plan (1999-2004), iii) Section III, which describes the Commission's projected general redevelopment programs and projects during the term of this Implementation Plan (2004-2009), and iv) Section IV which is the Housing Compliance Plan required by state law.

For practical reasons and to make the housing component of this Implementation Plan easily accessible to those who are interested only in the Commission's affordable housing programs, the Housing Compliance Plan includes discussion of Commission housing

activities undertaken during the term of the Second Implementation Plan (1999-2004) and those projected to be accomplished during the term of this Implementation Plan (2004-2009).

D. Record of Plan Adoption and Amendments: 1959-Present

The Pasadena Redevelopment Agency (the "Agency" and predecessor in interest to the Commission) was established on August 19, 1959 for the primary reasons of effecting the elimination of blight and stimulating the City's economic base. The Agency and then later the Commission adopted nine redevelopment plans between 1964 and 1993. The major features of each of these redevelopment plans are identified in Appendix 2 to this Implementation Plan. These features and each plan's objectives and proposed redevelopment activities are summarized below.

The Board of Directors of the City of Pasadena ("Board") adopted its first redevelopment plan on September 11, 1964 (Ordinance No. 4677) for the then **Pepper Redevelopment Project Area**. The Board amended the Pepper Redevelopment Plan on May 14, 1968 (Ordinance No. 4870) and again on November 28, 1972 (Ordinance No. 5094). The Board amended the redevelopment plan a third time on July 21, 1986 to increase the size of the project area and change its name to the **Fair Oaks Avenue Redevelopment Project**. The amended plan set out nineteen goals and objectives for the territory added by the amendment which, in summary, called for the elimination and prevention of the spread of blight, improved urban design (including historic resources), crime reduction and other "human services programs", private sector investment, business retention, job creation, public infrastructure improvements, "retention and stabilization" and expansion of low and moderate income housing, and provisions for increased municipal revenues.

The Board adopted its second redevelopment plan on December 29, 1970 (Ordinance No. 5005) for the **Downtown Redevelopment Project** with the express intent to "eliminate and prevent the spread of blight in the Project area" through six identified actions. In summary, these actions included the acquisition and disposition of real property, infrastructure improvements, and the demolition of improvements and the relocation of occupants. The third redevelopment plan adopted by the Board was for the **Villa-Parke Redevelopment Project**, which was adopted on December 26, 1972 by Ordinance No. 5097. Section 400 of this redevelopment plan includes objectives to eliminate and prevent the spread of blight, redevelop the Project area, remove structurally substandard buildings, provide land for public uses, produce decent, safe and sanitary housing (including the provision of low and moderate income housing), provide incentives to landowners, provide social and physical improvements in the project area, create jobs, improve the public infrastructure, assemble land, and provide for improved urban design. This redevelopment plan also included a number of "redevelopment actions" which are similar to those listed above for the Downtown Redevelopment Project.

The Board adopted two redevelopment plans in early 1973, the **Orange Grove Redevelopment Plan** on January 23 (Ordinance No. 5103) and the **San Gabriel Redevelopment Plan** of February 27 (Ordinance No. 5106). The objectives of the Orange Grove Redevelopment Plan and the "redevelopment actions" for both the Orange Grove and the San Gabriel Redevelopment Plans are



similar to those listed above for the Villa-Parke Redevelopment Plan. The San Gabriel Redevelopment Plan was effective for only 20 years and terminated on February 27, 1993.

By the time the Board adopted its sixth redevelopment plan, the **Lake/Washington Redevelopment Plan**, on June 15, 1982 (Ordinance No. 5571), it had made the Commission the successor to the Agency (Ordinance No. 5510, adopted April 21, 1981). The objectives of the Lake/Washington Redevelopment Plan included correcting and preventing the spread of blighting conditions in the project area, redevelopment of the project area, modification of land uses and parcelization, public facilities and infrastructure, job creation and improved urban design.

On July 19, 1983, the Board adopted the **Old Pasadena Redevelopment Plan** (Ordinance No. 6025). This, the seventh redevelopment plan, represented a "new, more restricted approach to redevelopment" with a limited focus identified as "the provision of parking as the first priority and primary focus of redevelopment activities." The redevelopment plan provides that the redevelopment of the project area is intended to eliminate and prevent the spread of blight, improve public infrastructure and urban design, provide for public facilities, protect residential properties, improve transportation and public transit opportunities and provide for job creation.

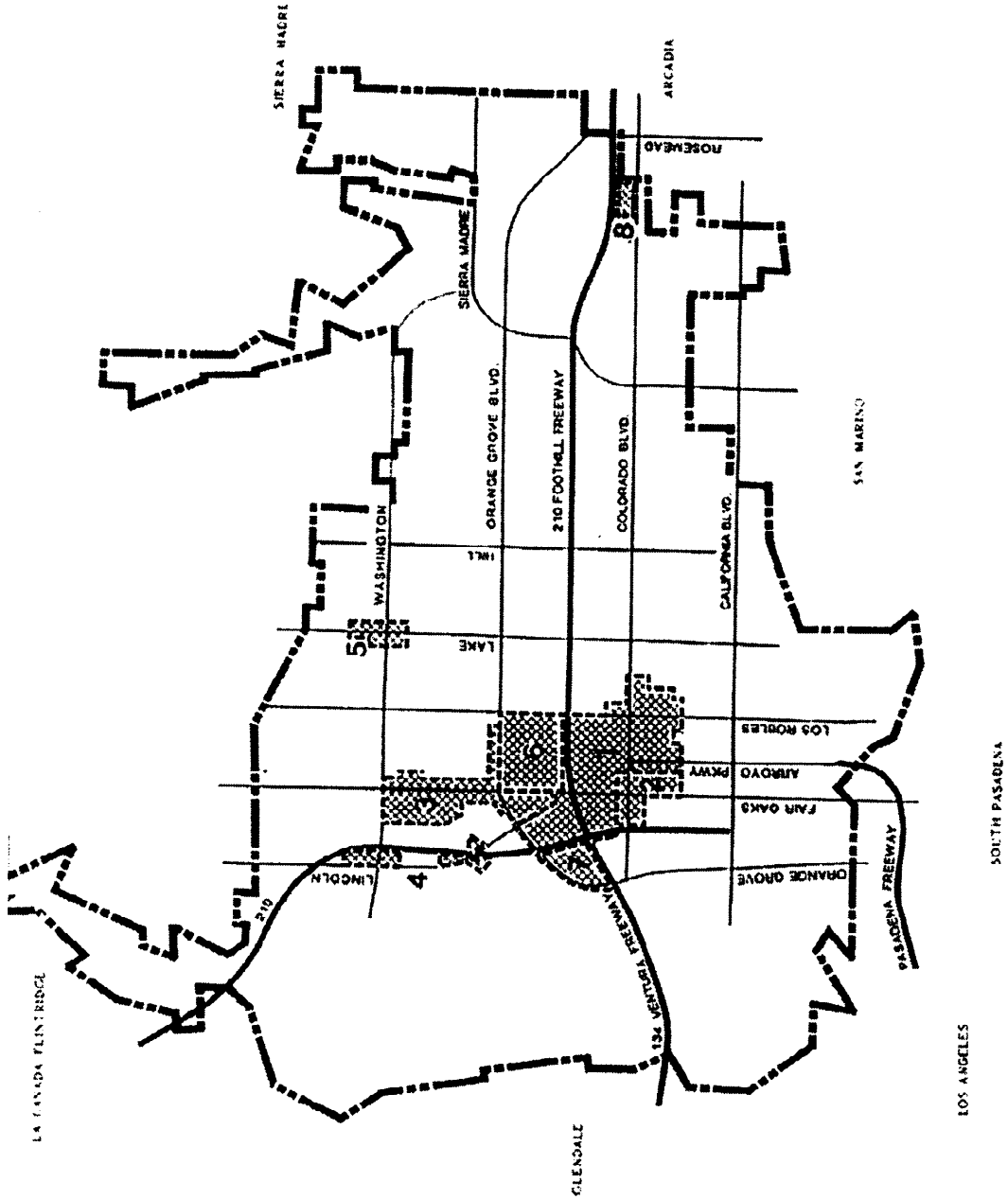
On July 21, 1986, the Board adopted its eighth redevelopment plan for the **Lincoln Avenue Redevelopment Project** (Ordinance No. 6175). Generally, the goals and objectives of this plan call for the elimination and prevention of the spread of blight, prompting private sector investment, particularly minority-owned businesses, improved urban design, crime reduction, business expansion and retention, infrastructure improvements, expansion of the supply of low and moderate-income housing outside the project area, and reducing the City's costs for public services.

The Board adopted its ninth, and latest redevelopment plan, for the **Halstead/Sycamore Redevelopment Project** on November 17, 1993 (Ordinance No. 6563). It should be pointed out that this redevelopment plan does not provide for tax increment financing; therefore, the obligation to establish a low and moderate income housing fund pursuant to H & S Code Section 33334.2(a) does not accrue to this project area. However, pursuant to H & S Code Section 33334.2(f), the Commission must still comply with the "replacement" and "inclusionary" obligations found in H & S Code Section 33413 for this project area.

#### E. Project Area Location and Boundaries

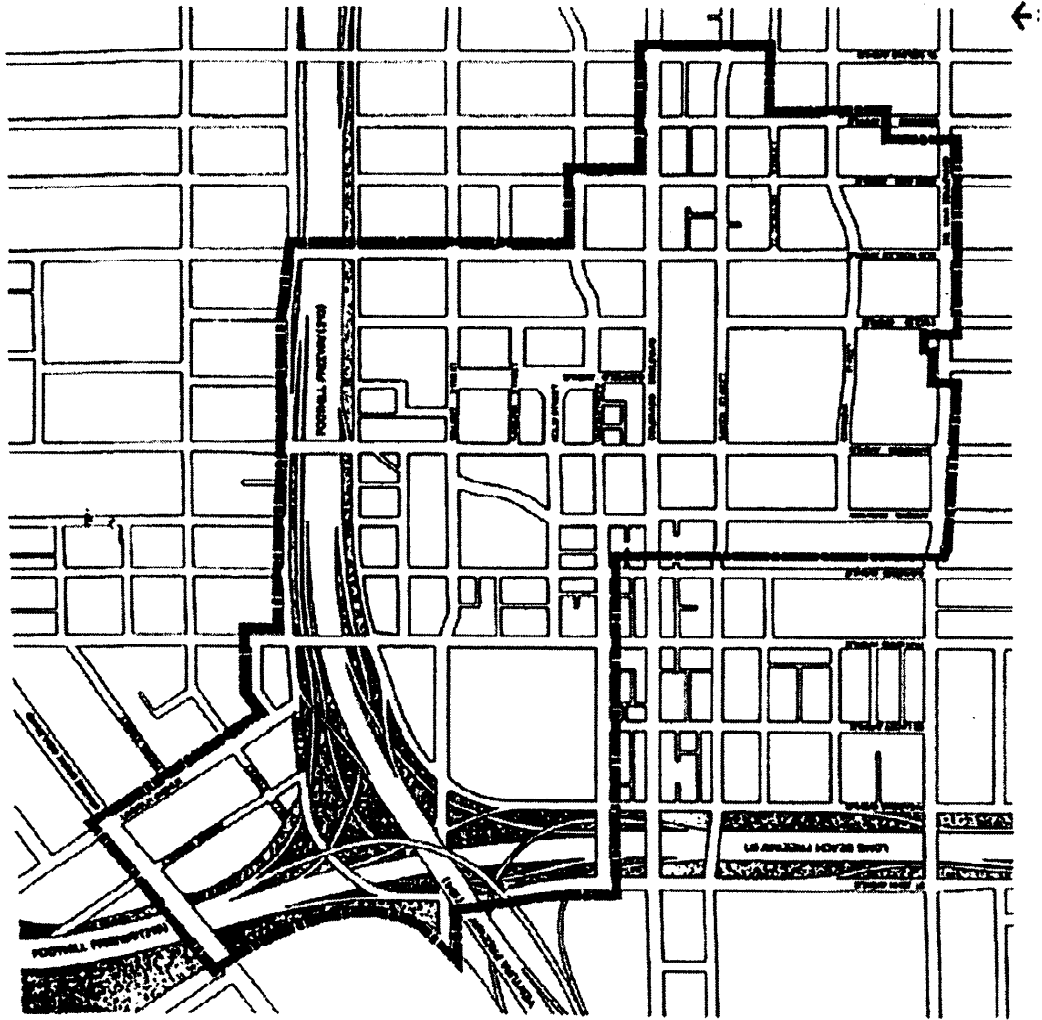
The location of each of the eight currently active redevelopment project areas in the City is shown on Figure 1. Figure 2 shows each project area in greater detail. For historic reference, a map of the San Gabriel Redevelopment Project Area, showing major projects which the Commission had completed prior to that project area's termination, can be found in Appendix 3 of this Implementation Plan.

Figure 1-Pasadena Redevelopment Project Areas



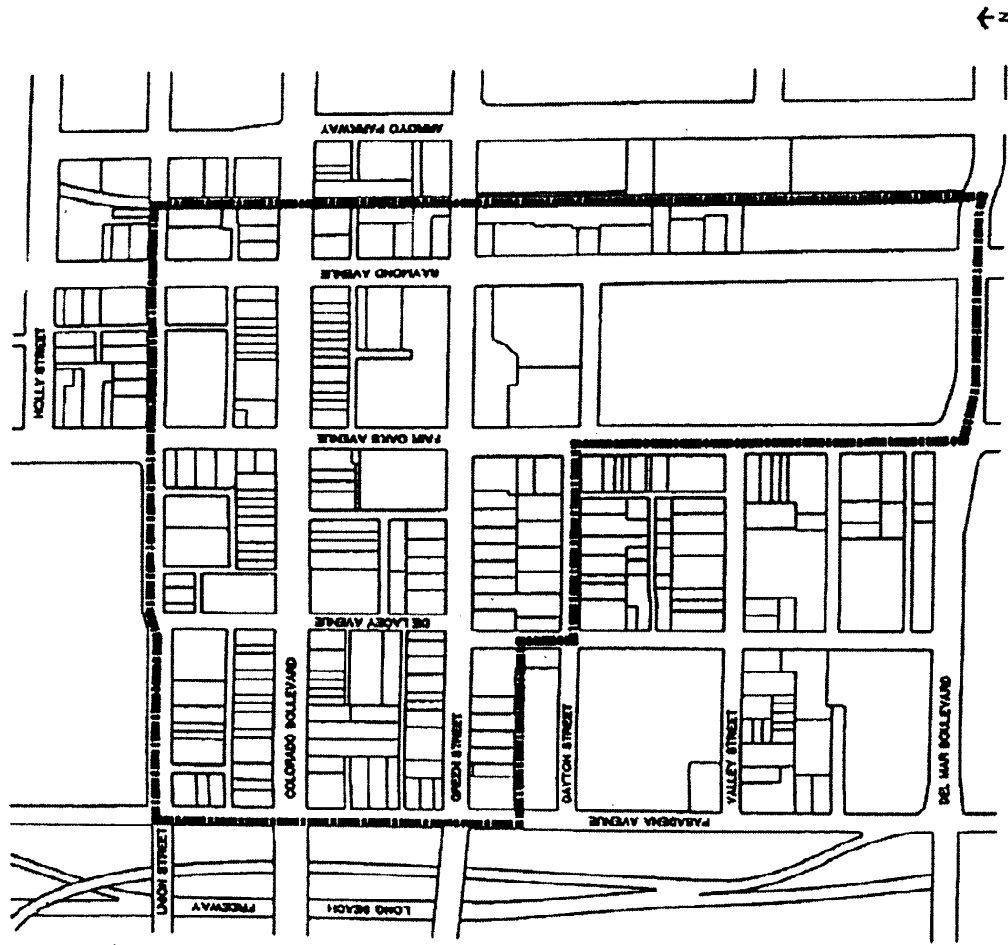
1. Downtown
2. Old Pasadena
3. Fair Oaks Avenue
4. Lincoln Avenue
5. Lake/Washington
6. Villa-Parke
7. Orange Grove
8. Halstead-Sycamore

**Figure 2A-Downtown Redevelopment Project Area**



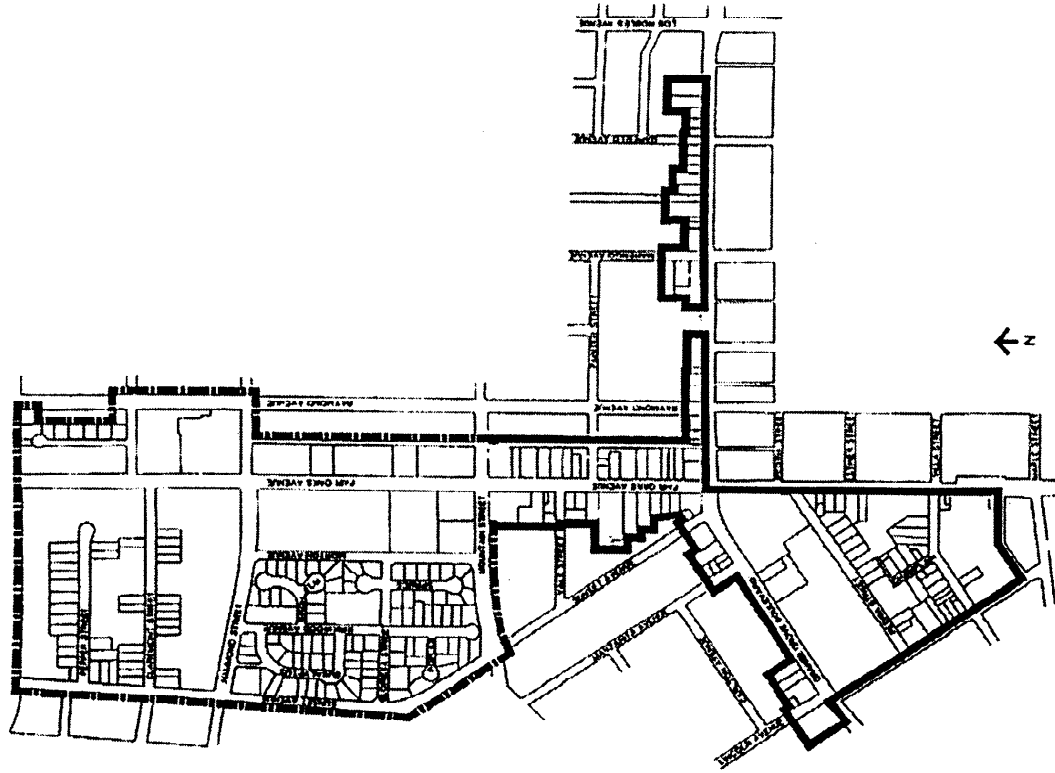
Downtown Redevelopment Project Area  
Adoption Date: December 1970  
(Ordinance #5005)  
Term of Plan: 35 Years; Extended to 40  
Years (Ordinance #6807)  
Total Project Area: 340 acres  
Base Year: 1970-71

Figure 2B-Old Pasadena Redevelopment Project Area



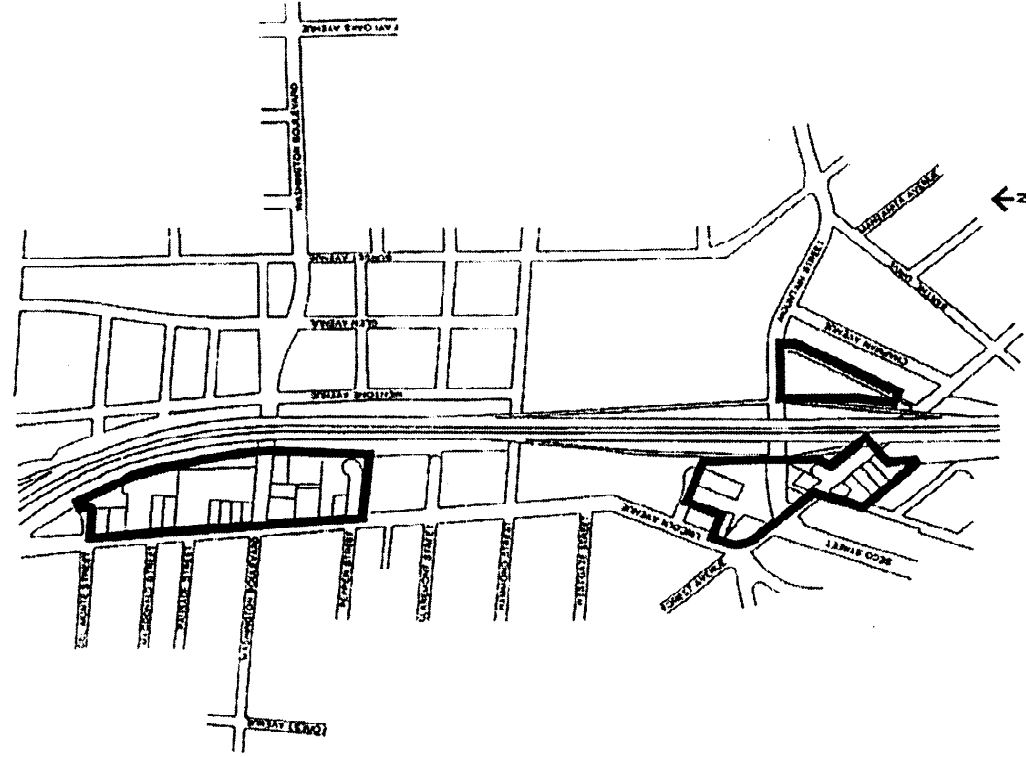
Old Pasadena Redevelopment Project Area  
 Adoption Date: July 19, 1983 (Ordinance #6025)  
 Term of Plan: 35 Years; Extended to 40 Years  
 (Ordinance # 6810 & #6811)  
 Total Project Area: 73 acres  
 Base Year: 1982-83

**Figure 2C-Fair Oaks Avenue Redevelopment Project Area**



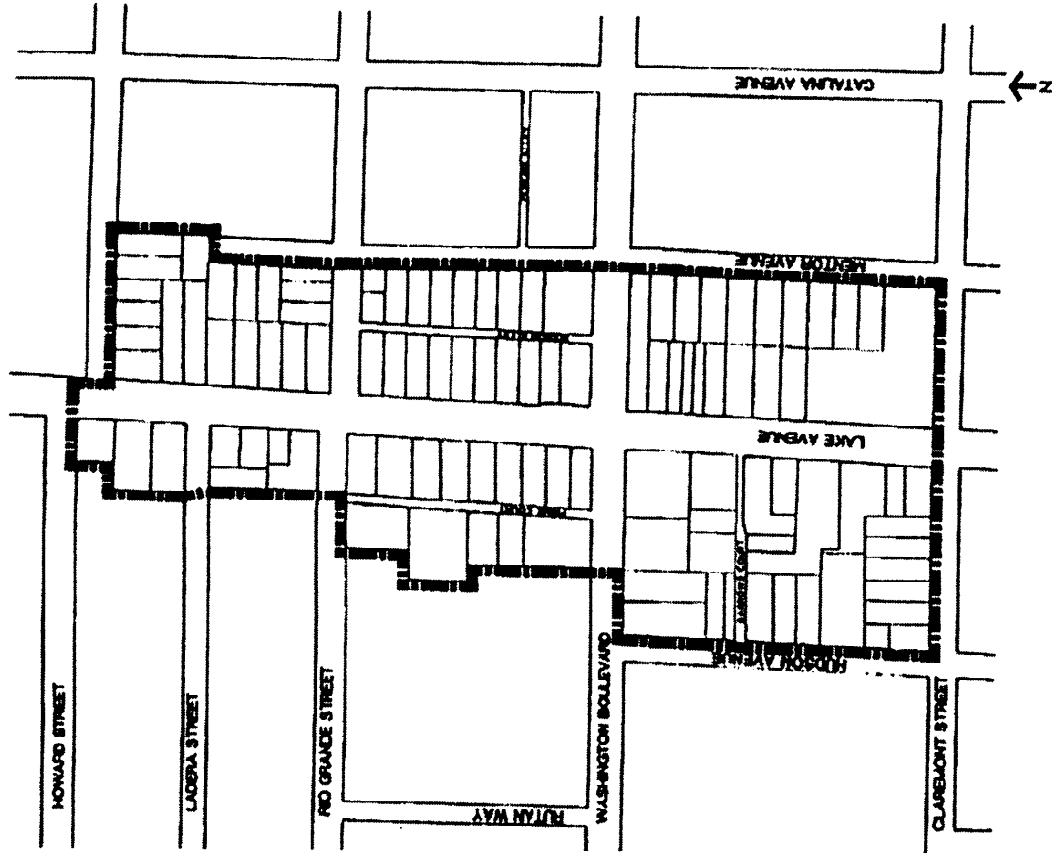
**Fair Oaks Avenue Redevelopment Project Area**  
Adoption Date: September 11, 1964 (Ordinance #4677)  
1<sup>st</sup> Amendment: May 14, 1968 (Ordinance #4870)  
2<sup>nd</sup> Amendment: November 28, 1972 (Ordinance #5094)  
3<sup>rd</sup> Amendment: May 19, 1986 (Ordinance #6154)  
Term of Plan: 35 Years; Extended to 40 Years  
(Ordinance #6805 and #6806)  
Total Project Area: 157 acres  
Base Year: 1964-65

Figure 2D-Lincoln Avenue Redevelopment Project Area



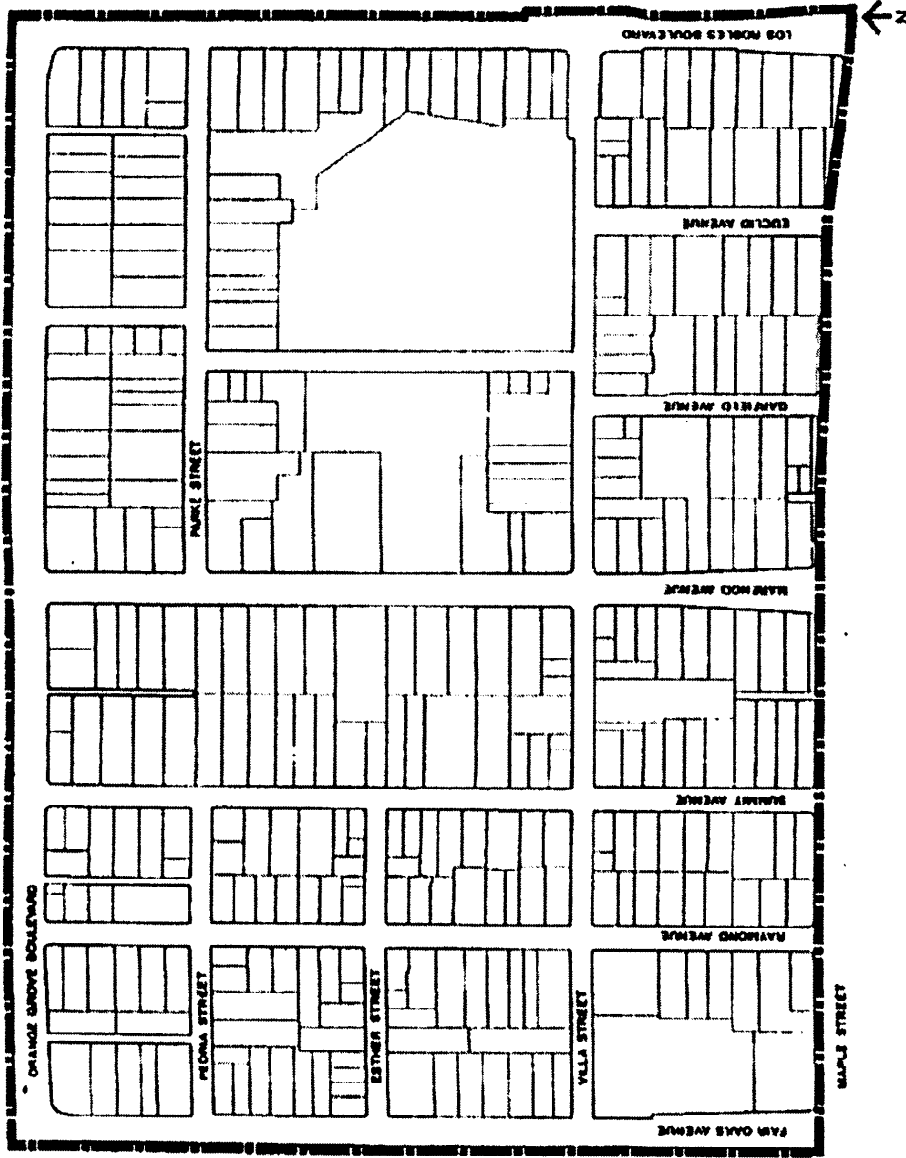
Lincoln Avenue Redevelopment Project Area  
Adoption Date: July 9, 1986 (Ordinance #6175)  
Term of Plan: 35 Years, Extended to 40 Years  
(Ordinance #6808 & #6809)  
Total Project Area: 17 acres  
Base Year: 1985-86

Figure 2E-Lake/Washington Redevelopment Project Area



Lake/Washington Redevelopment Project Area  
 Adoption Date: (Ordinance #5571)  
 Term of Plan: 35 Years; Extended to 40 Years  
 (Ordinance #6804)  
 Total Project Area: 31 acres  
 Base Year: 1982-83

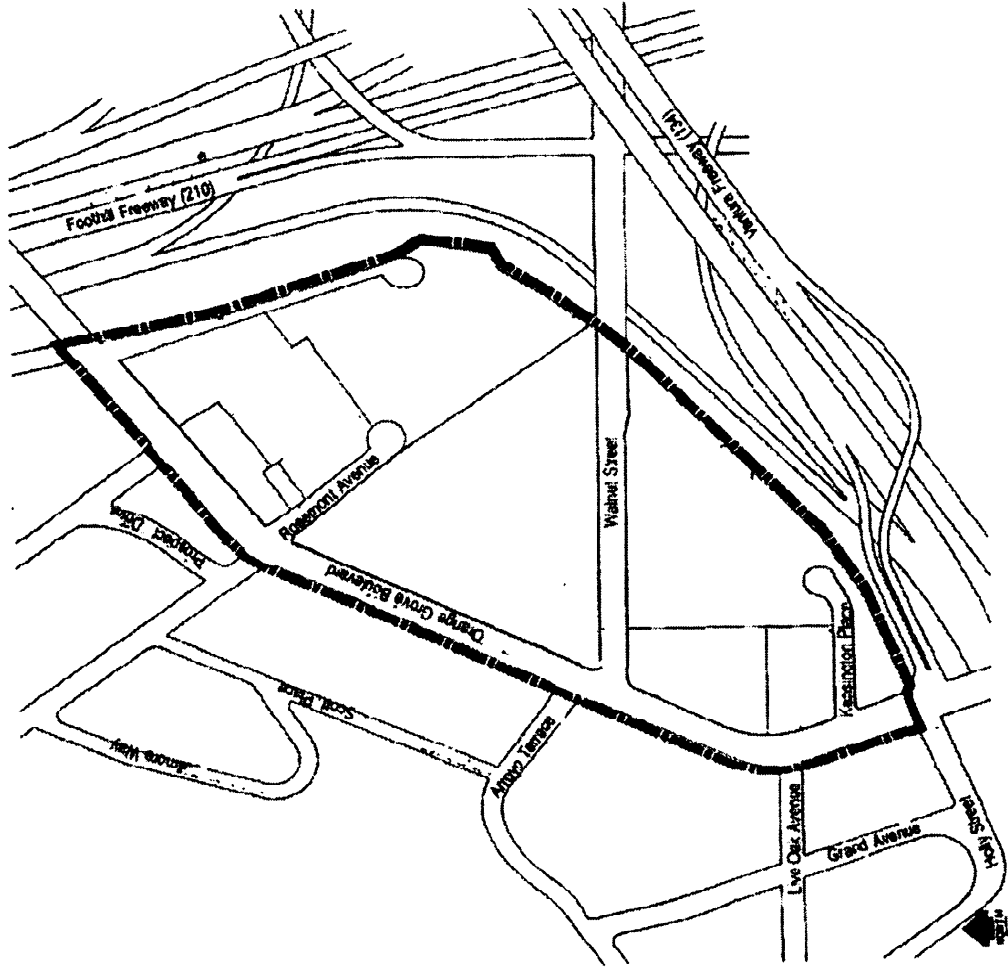
Figure 2F-Villa Parke Redevelopment Project Area



Villa-Parke Redevelopment Project Area  
 Adoption Date: 1972 (Ordinance #5097)  
 Term of Plan: 30 Years  
 Extended to 40 Years (Ordinance #6813)  
 Total Project Area: 180 acres  
 Base Year: 1972-73

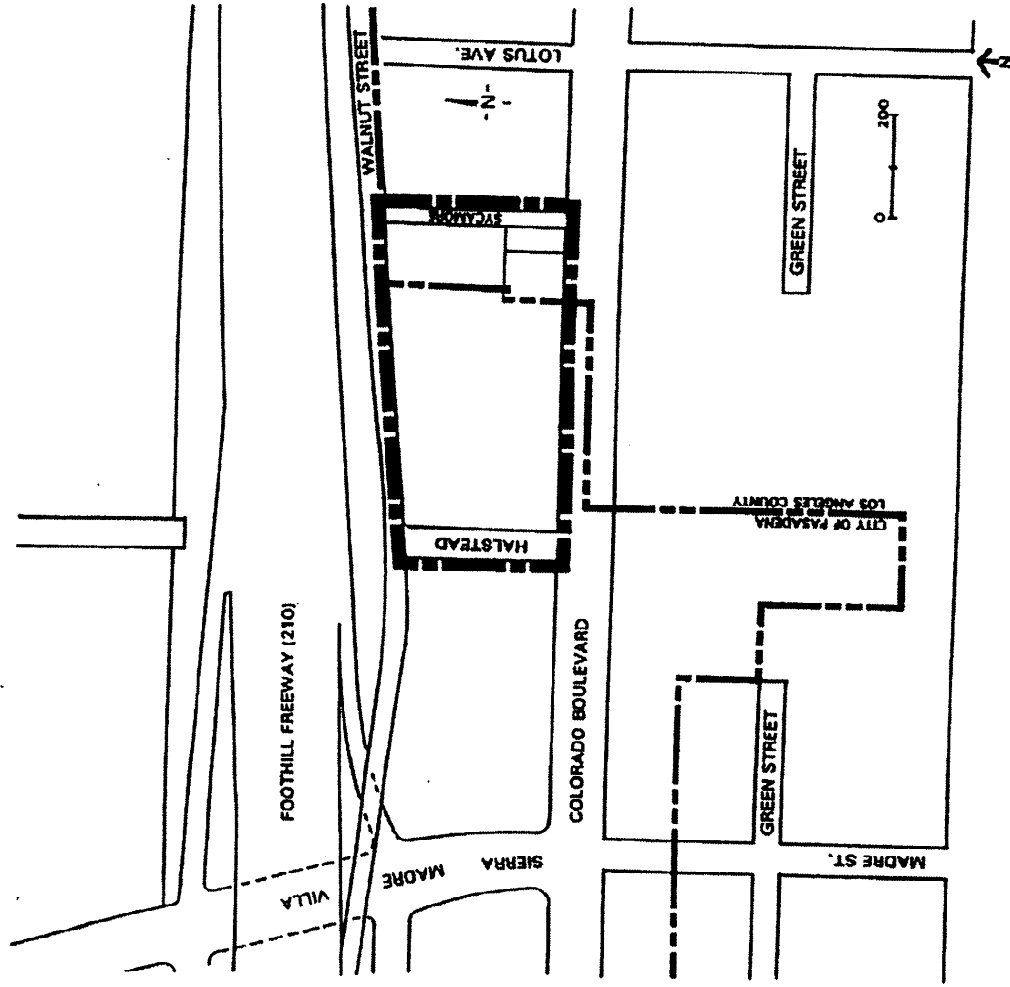


Figure 2G-Orange Grove Redevelopment Project Area



Orange Grove Redevelopment Project Area  
Adoption Date: January 1973 (Ordinance #5103)  
Term of Plan: 30 Years; Extended to 40  
Years (Ordinance #6812)  
Total Project Area: 41 acres  
Base Year: 1972-73

Figure 2H-Halstead-Sycamore Redevelopment Project Area



Halstead/Sycamore Redevelopment Project Area  
Adoption Date: November 16, 1993 (Ordinance #6563)

Term of Plan: 45 Years  
Total Project Area: 4.5 acres  
Base Year: 1993-94

## II. Review of Commission Activities During the Term of the Second Five-Year Implementation Plan (1999-2004)<sup>1</sup>

### A. Second Implementation Plan Goals and Objectives

As part of its Second Implementation Plan, the Commission adopted goals and objectives for each of the nine redevelopment project areas. These goals and objectives, by project area, can be found in the Second Implementation Plan on file in the offices of the Commission. A review of these original goals and objectives will show that, although many addressed the Commission's intentions for the next five years in the Second Implementation Plan, most of these statements were essentially replicas of each other for each of the various project areas.

The Commission's goals for most project areas were to i) eliminate conditions of blight (all project areas), ii) provide for economic development (all project areas), iii) provide public facilities (all project areas), and iv) provide "affordable" housing (in eight of the project areas, San Gabriel would be "citywide" and Halstead/Sycamore does not receive tax increment revenue). Additional goals were to i) provide reasonable preferences to existing occupants as a part of development participation activities (applicable to four project areas), and ii) provide a residential rehabilitation program (Villa-Parke).

### B. Redevelopment Activities Digest: Plans Adoption Through 2004

The Commission, since its inception as the Pasadena Redevelopment Agency, has completed an extensive and impressive list of activities. The Initial Implementation Plan and the Second Implementation Plan identified major activities accomplished by the Commission through and including 1999. These activities are listed, by project area, in the Second Implementation Plan. The Initial Implementation Plan and Second Implementation Plan are on file in the Commission offices and should be referred to for a more complete discussion of those projects and programs completed by the Commission prior to and including 1999.

Subsequent to 1999 and through the period of the Second Implementation Plan, the Commission has completed another impressive list of projects and programs directed towards implementing its proposed development actions and fulfilling the goals and objectives identified in the Second Implementation Plan. All of the general redevelopment projects and programs initiated by the Commission, to date, have been implemented to address the Commission's overriding commitment to reduce and eliminate blight in the project areas and have worked towards: i) providing assistance to meet Pasadena's economic development, business retention and expansion needs; and ii) correcting public infrastructure deficiencies and inducing new construction in the project areas. Following is

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<sup>1</sup> As described above, this Section II excludes all discussion of the Commission's affordable housing activities. A complete discussion of housing activities is found in Section IV of this Implementation Plan.

a discussion of the Commission's major general redevelopment projects and programs. The housing projects and programs which the Commission has completed during the term of the Second Implementation Plan are discussed in Section IV of this Implementation Plan.

### **Economic Development, Business Retention and Expansion**

#### **Small Business Assistance**

The Commission manages and provides staff support for a Small Business Assistance Loan Program, utilizing CDBG funds, which is designed to provide loans, counseling, technical assistance, business planning, and loan packaging to small businesses which require such assistance in order to locate or remain within the City of Pasadena. A majority of the permanent jobs created and/or retained are to be made available to low and moderate income persons. During the five-year reporting period (1999-2004) a total of \$1,269,529, in loan funds were utilized to fund 59 business loans. A total of 157 jobs were retained and 35 jobs were created.

The Commission and Pasadena Chamber of Commerce co-sponsor a workshop series entitled *The Art of Small Business Survival*. The workshops provide free training and educational seminars on a variety of topics aimed at fostering a stronger business community.

The Commission also funded a *Façade Improvement Program*, a grant program which provides matching grant funding for façade improvements in the Downtown, Fair Oaks, Lincoln Avenue, Lake/Washington, and Villa-Parke Redevelopment Project Areas, and a *Façade Lighting Program* in the Old Pasadena Redevelopment Project Area.

#### **Business Development Program**

The Business Development Program is designed to strengthen a business environment focusing on business retention, expansion and recruitment, and to provide outreach to existing businesses. City and Commission staff conduct targeted outreach and retention to specific industry types such as biotechnology, to both create and retain quality employment opportunities in the community.

#### **Specific Project Assistance**

The Commission has invested a great deal of time and effort in the economic development of the City as a whole and plans on continuing those efforts with the specific projects listed below. Please note that in many of the projects listed below the

Commission is attempting to revitalize and rejuvenate blighted areas of the City with innovative projects that combine both housing and retail developments.

- Paseo Colorado
- Western Asset Plaza
- Bryant Office Building
- Lincoln/Montana Commercial Development
- Rosewood Court Housing

Business Retention

The Commission has provided assistance to various business entities in return for their commitment to remain in the City, thus retaining quality employment opportunities within the community.

Business Recruitment

The Commission has actively recruited a number of both high tech and other types of employers to relocate into the City. A particular focus area for the City as the present time is to recruit biotechnology-related businesses.

Business Outreach

During the term of the Second Implementation Plan the Commission continued its partnership efforts with Pasadena businesses. These efforts are aimed primarily at maintaining an active dialogue with community business groups, business improvement districts, and interested business representatives to assist in facilitating their initiatives through the City's review and approval process.

Marketing/Advertising

During the term of the Second Implementation Plan the Commission drafted and circulated a number of various marketing and advertising documents. Additionally, the Commission and City staff actively participate in hosting or participating in conferences, seminars, and workshops where economic development and redevelopment are the focus of discussion.

Special Districts

There are a number of special districts in the City created and funded to provide a variety of services relating to economic development and business retention and expansion. The Commission provided assistance to four of these districts/zones in the following manner:

***Enterprise Zone***

Parts of the City are included in a local Enterprise Zone. Staffing for the Enterprise Zone effort is integrated into the Planning & Development Department, which during the term of the Second Implementation Plan: I) continued to provide assistance to business with information regarding federal, state, local, and private business programs; ii) continued to provide Financial Assistance and Business Counseling Programs; iii) provided vouchers for employees; iv) assisted non-profit organizations either to locate or do business in the Enterprise Zone, and v) provided marketing material for the Enterprise Zone. The Enterprise Zone is located generally in the Fair Oaks Avenue, Lincoln Avenue, Villa-Parke and Lake/Washington redevelopment project areas with the boundary also covering a portion of the Downtown redevelopment project area.

***Recycling Market Development Zone***

The Commission established and provided a number of low interest loans to companies that use recycled materials in their final product.

***Foreign Trade Zone***

The Commission participates in the Port of Long Beach Foreign Trade Zone, a 13-City consortium which provides tax relief for business locating within the Zone.

### ***Business Improvement Districts***

The Commission has provided financial organizational support to the Playhouse District Association and the Old Pasadena Management District for each district's efforts in ongoing administration of the property-based business improvement districts.

### **Infrastructure Improvements and New Construction**

During the term of this Plan, the Commission has initiated planning and negotiation for streetscape and hardscape projects proposing improvements along Arroyo Parkway and for a segment of the Metropolitan Transportation Authority Gold Line right-of-way between Holly Street and Green Street in the Old Pasadena Historic District.

Taken together, the projects and programs listed above have implemented many of the Commission's stated goals and objectives and have furthered the Commission's efforts to eradicate blight in the Project Areas.

### III. Plan for the Implementation of Commission Programs and Projects to Continue the Eradication of Blight in the Project Areas (2004-2009)<sup>2</sup>

As described in Subsection A below, there remains blight in various Project Areas. The Commission will be guided in its efforts to eradicate this blight by the goals and objectives identified in Subsection B. Subsection C below describes the funds projected to be available over the next five fiscal years to implement the Commission's identified goals. Finally, Subsection D describes the proposed actual programs and projects which the Commission can fund over the next five years in order to implement its goals and objectives to eradicate blight.

#### A. Identification of Currently Existing Blighting Conditions

Effective January 1, 1994, the definition of blight used by redevelopment agencies to adopt redevelopment plans was substantially changed. All redevelopment plans adopted by the Agency and Commission were adopted prior to this date and therefore qualified under the previous definitions. The conditions of blight in the various Project Areas are described in detail within the Commission's various reports to the City Council required by H & S Code Section 33352 for each redevelopment plan adoption. These reports are on file with the City Clerk of the City and are incorporated herein by reference.

Conditions within the various Project Areas, with the exception of improvements caused by the implementation of Commission-sponsored projects and programs and other projects that have been implemented without Commission assistance, remain substantially the same as when each redevelopment plan was adopted (please see Appendix 2 for dates of adoption for each redevelopment plan). It is the Commission's intent to continue its focus on the remedy of the remaining conditions of blight.

Blighting conditions that remain in the Project Areas, identified as either physical blight or economic blight, are shown in Table 1 below. Please note that inadequate infrastructure improvements are included in both categories of blight as a secondary blighting factor pursuant to H & S Code Section 33030 (c).

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<sup>2</sup> This Section III excludes all discussion of the Commission's affordable housing activities. A complete discussion of housing activities is found in Section IV of this Implementation Plan.



In spite of the Commission's ongoing activities as described in Section II, Table 1 shows that conditions of blight remain in the various Project Areas. The balance of this Section III will describe how the Commission intends to work to eradicate this blight during the next 5-year period.

**Table 1**  
**Summary of Blight Conditions Remaining Within the Project Areas**

PHYSICAL CCRL Section 33031 (a)	ECONOMIC CCRL Section 33031 (b)
<ul style="list-style-type: none"> <li>▪ Deterioration, Dislocation, or Disuse of Buildings (Unsafe/Unhealthy Buildings).</li> <li>▪ Lack of Parking</li> <li>▪ Incompatible Land Uses</li> <li>▪ Irregularly Shaped Parcels and Inadequately Sized Parcels (Multiple Ownership)</li> <li>▪ Other Similar Factors that Affect Use or Capacity of Buildings/Lots (Poor Site Conditions, Shifting of Uses, Poor Circulation)</li> <li>▪ Inadequate Public Improvements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Depreciated or Stagnant Property Values</li> <li>▪ High Vacancies</li> <li>▪ Lack of Commercial Facilities</li> <li>▪ Inadequate Public Improvements</li> </ul>

Source: Ordinances approving and adopting various Plans. Please note that blighting conditions for the San Gabriel Redevelopment Plan are not included as that Plan is terminated.

**B. General Redevelopment Goals and Objectives (2004-2009)<sup>3</sup>**

H & S Code Section 33490 (a)(1) states, in part, that an implementation plan shall contain an Agency's specific goals and objectives for the project area. As previously discussed in this Implementation Plan, by providing specific goals and objectives for each of its project areas, the Commission adopted goals and objectives in its Second Implementation Plan. The Commission did not subsequently modify these goals or objectives at its mid-term public hearing. A review of these goals and objectives shows that the majority of the Project Areas fall into four similar categories: blight elimination, economic development, public facilities and affordable housing. Additionally, the provision of reasonable preferences to existing occupants is a goal in four project areas while residential rehabilitation is identified as a specific goal in the Villa-Parke Project Area.

A review of Sections II and IV of this Implementation Plan shows that the Commission has participated in a number of projects which address all of its goals, as well as, partially or wholly completing many of its stated objectives.

As a consequence, the Commission has determined it is preferable to establish a more concise set of goals and objectives which it could implement in all Project Areas as may be appropriate. These goals and objectives are more focused and reflect the progress

<sup>3</sup> The Affordable Housing goals and objectives are included under Section IV of this Implementation Plan.

the Commission has made in the implementation of its programs to date. Since the state legislature has found the elimination of blight to be a basic goal of all redevelopment agencies throughout the state, this Implementation Plan does not reiterate the goal of eliminating blight.

The Commission's 2004-2009 General Redevelopment Fund Goals and Objectives are:

**GOAL NO. 1: ENCOURAGE AND AID THE ECONOMIC DEVELOPMENT OF ALL PROJECT AREAS**

**OBJECTIVES:**

- I.1 Preserve and expand Downtown Pasadena as a regional retail/commercial destination by maintaining a desired mix of retail, commercial, and market rate housing.
- I.2 Preserve and expand existing retail/commercial centers throughout the project areas serving local and neighborhood needs.
- I.3 Preserve and expand existing office space catering to national and regional companies.
- I.4 Encourage all forms of private development and redevelopment activities which will provide employment opportunities at all income levels.
- I.5 To further aid economic development, encourage the highest level of urban design and architectural preservation consistent with reasonable use and economic feasibility considerations.
- I.6 Encourage development opportunities adjacent to and benefited by public mass transportation thoroughfares.
- I.7 To further aid economic development, assist, as appropriate, private cultural, sports, and convention facilities.
- I.8 Finance appropriate studies, planning documents, and other necessary activities to help implement Goal No. 1
- I.9 Throughout the project areas promote and assist business retention and expansion activities.

**GOAL NO. 2 IMPROVE AND CONSTRUCT INFRASTRUCTURE AND PUBLIC FACILITIES WHICH BENEFIT THE PROJECT AREAS**

**OBJECTIVES:**

- II.1 Provide funding for public facilities, such as parking facilities, cultural, sports and convention facilities, and community facilities.
- II.2 Provide funding for infrastructure improvements in the public way (including sewer, storm drain, water systems, and surface improvements).
- II.3 Provide funding for programs and activities which benefit the project areas by reducing traffic congestion, improving public safety, and reducing parking deficiencies.

H & S Code Section 33490 (a)(1)(A) requires that each implementation plan prepared by an agency contain an "... explanation of how goals and objectives... will eliminate blight within the project area..." Table 2 shows the relationship between the Commission's specific five-year goals and objectives, listed above, and the eradication of the remaining blight within the Project Areas, as identified in Table 1 above.

**Table 2  
Goals Nexus to Blight Elimination<sup>1</sup>**

Goals	Physical Conditions Summary						Economic Conditions Summary				Infrastructure
	Deteriorated, Dislocated, Or Disuse of Buildings (Unsafe/ Unhealthy Buildings)	Lack Of Parking	Incompatible Buildings And Land Uses	Irregular Shaped Inadequately Sized Parcels	Other Similar Factors That Affect Use/ Capacity	Depre. Or Stagnant Property Values	High Vacancy	Lack Of Comm. Facilities	Inadequate Public Improvements		
Encourage and Aid Economic Development Of All Project Areas	•	•	•	•	•	•	•	•	•		
Improve and Construct Infrastructure And Public Facilities Which Benefit The Project Areas		•	•	•	•	•	•	•	•		

1. Complies with CCRL Section 33490(a)(1)(A)  
2. Objectives are not shown here. For purposes of this matrix, attainment of Agency goals assumes realization of each of those objectives previously defined in this Implementation Plan

**C. Projected General Redevelopment Expenditures (2004-2009)**

H & S Code Section 33490(a)(1)(A) requires that the Implementation Plan prepared and adopted by each redevelopment agency contain "... the specific programs, including potential projects and estimated expenditures proposed to be made during the next five years..."

In order to appropriately devise the programs to be established by the Commission to implement its general redevelopment goals and objectives, it is important to know the amount of money available for those programs. Identified in Table 3 are the Commission's general redevelopment fund estimated receipts and expenditures for the FY 2004-05 through FY 2008-09 planning period (the term of this Implementation Plan) for the various Project Areas.

Table 3 shows the projected total expenditures on an annual basis that are proposed by the Commission to help achieve its five-year specific goals and objectives, thereby helping to alleviate those blighting conditions remaining in the various Project Areas. Annual amounts available for expenditures are from projected tax increment and other available revenues including interest earned.

As shown in this table, the Commission is in a positive position at the beginning of the period of time covered by this Implementation Plan, with approximately \$ 9.2 million available ("Yearly Beginning Balances"). The Commission is projected to receive approximately \$ 19.9 million in tax increment in FY 2005-06 (projected to increase to approximately \$21.6 million by FY 2009-10). The beginning balance and tax increment income, when added to projected interest income, brings the total funds available to the Commission to \$ 32 million available in FY 2005-06. However, non-program obligations consume the majority of these funds as follows: i) City advance payment, ii) contractual and administrative costs, iii) transfers to the trust fund, and iv) debt service.

A review of the remaining fiscal years shows that these levels of payments to the various line items remain relatively constant, with annual payments to the City and contractual obligations being reduced somewhat over time, and the balance of line item expenditures increasing somewhat. Table 3 shows a "Yearly Ending Balance" in FY 2009-2010 of \$5,616,008.

**Table 3  
Estimated General Redevelopment Fund Receipts and Expenditures  
FY 2005-06 Through FY 2009-2010**

Fund Activity	Fiscal Year				
	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Yearly Beginning Balances	\$9,266,676	\$8,301,045	\$7,701,396	\$7,060,210	\$6,364,513
Estimated Receipts					
A. Tax Increment	\$19,943,540	\$20,342,411	\$20,749,259	\$21,164,244	\$21,587,530
B. Interest Income	\$427,067	\$274,053	\$248,879	\$229,468	\$216,212
C. Bond/Note Proceeds	\$137,000	\$151,900	\$155,917	\$160,055	\$164,316
D. Other	\$2,365,616	\$2,405,966	\$2,426,515	\$2,447,679	\$2,469,479
<b>TOTAL AVAILABLE</b>	<b>\$32,139,899</b>	<b>\$31,475,375</b>	<b>\$31,281,966</b>	<b>\$31,061,656</b>	<b>\$30,802,050</b>
Estimated Expenditures					
A. City Advance Payment	\$1,532,190	\$1,546,140	\$1,551,689	\$1,572,853	\$1,594,653
B. Contractual Services	\$274,554	\$282,790	\$291,274	\$300,012	\$309,013
C. RDA Project Expenditure	\$1,610,923	\$1,663,139	\$1,700,422	\$1,741,614	\$1,780,678
D. Transfer to Trust Fund	\$2,156,780	\$2,183,915	\$2,211,593	\$2,239,825	\$2,268,622
E. Administration	\$2,484,205	\$2,557,493	\$2,632,953	\$2,710,653	\$2,790,657
F. Bond Debt Service <sup>4</sup>	\$13,941,200	\$15,540,502	\$15,833,825	\$16,132,186	\$16,442,419
G. Other	\$1,839,002 <sup>5</sup>				
<b>TOTAL EXPENDITURES</b>	<b>\$23,839,854</b>	<b>\$23,773,979</b>	<b>\$24,221,756</b>	<b>\$24,697,143</b>	<b>\$25,186,042</b>
Yearly Ending Balance	\$8,301,045	\$7,701,396	\$7,060,210	\$6,364,513	\$5,616,008 <sup>3</sup>

Notes:

<sup>1</sup>Complies with CCRL Section 33490(a)(2)(A)(i) and (ii).

<sup>2</sup>Beginning fund balance and all other amounts provided by City of Pasadena, Finance Department from RDA Budget.

<sup>3</sup>Balance forward to 2010

<sup>4</sup>Includes annual tax increment transfer to City for debt service payment on the Pension Obligation Bonds

<sup>5</sup>ERAF payment in FY 2006

#### D. Proposed Projects and Programs (2004-2009)

Based upon the Goals and Objectives outlined above, and the funds projected to be available over the term of this Implementation Plan as shown in Table 3, the Commission has identified a number of projects and programs that it intends to initiate or continue over the next five fiscal years. Those projects and programs which the Commission intends to continue have been identified in detail in Section II of this Implementation Plan and are only listed below by title. Readers interested in reviewing more complete descriptions of these continuing projects and programs are directed to Section II of this Implementation Plan.

#### Continued Projects and Programs

1. Economic Development, Business Retention, and Expansion: Including emphasis on: I) small business assistance, ii) business development, iii) specific projects assistance, iv) business retention, v) business recruitment, vi) business outreach, vii) marketing and advertising, and viii) assistance for special districts.
2. Infrastructure Improvements and New Construction: Including emphasis on projects in the Old Pasadena and Downtown Project Areas.

#### New Proposed Projects and Programs

Table 4 below identifies each new proposed program or project and provides its location and a brief description. The descriptions are brief because: I) those programs and projects which have been fully developed by Commission staff have been discussed in detail in other Commission project materials, ii) those programs and projects which are still in the conceptual stage cannot, by definition, be more fully described, and iii) it is the intent of this Implementation Plan to provide interested citizens with the broad framework for projected Commission activities over the next five-year period; detailed information can be obtained on a project-by-project basis from Commission staff as and when it becomes available for public distribution. Many projects the Commission engages in are dependent upon private market involvement, and as such, their initiation and completion are not wholly controlled by the Commission.