

## Appendix 1

### HISTORY OF EFFORTS IN OLD PASADENA

**The Old Pasadena Management District is a legacy organization: 50-plus years of active achievement in making our area the premier district in all of America.**

Old Pasadena is the City's original downtown and dates back to the 1880's. For over 50 years property owners and merchants have taken an active role in the future of Old Pasadena. In the early 1950's parking was the issue. A group of concerned property owners formed The Pasadena Central Improvement Association (PCIA), a private dues paying organization, to solve the parking problem by encouraging the City to pass bonds to purchase land for parking lots. Three sites were assembled for parking garages. The bonds were retired and the lots were full. Monthly meetings, networking, and a sense of shared business interests pervaded the area. A few of the original businesses and business owners are still here.

In the 1970's the area was slated for total demolition by the Pasadena Redevelopment Agency to accommodate corporate headquarters along a "West Colorado Boulevard" corridor. "Old Town" was to have been a 3 block themed shopping area on Holly Street. Fortunately, The Pasadena Central Improvement Association (PCIA), along with historic preservation efforts by Pasadena Heritage, prevailed.

An "Urban Conservation District" was formed and the District was placed on the National Register of Historic Places. The spirit of Old Pasadena had grown stronger. By 1978 merchants and property owners were active and very protective of their part of town and through their cooperative efforts "A Plan for Old Pasadena" was approved by the City.

One of the key elements of the strategy included prohibiting the demolition of historical buildings, and adopting design standards for rehabilitating the buildings in Old Pasadena. Federal tax incentives along with appreciating property values provided property owners and developers the economic incentives to steadily remake the District. Property owners and merchants were beginning to understand that by working together through their business organization, even more economic success could be realized.

Additional parking was needed to grow the area. The PCIA worked for several years and through the efforts of its members raised nearly \$50,000 in a match with the City to fund a parking study, exploring the formation of a limited redevelopment project area to build parking structures in Old Pasadena. The property owners and merchants realized that working together and partnering with other stakeholders and the City of Pasadena would bring significant results and improvements to the area. To date, this "public-private partnership" has worked very well in achieving success for Old Pasadena.

Major achievements prior to 1990:

- Old Pasadena Historic District listed on the National Register of Historic Places.
- Reversing the economic decline in property values, making it profitable to rehabilitate and restore historic properties.
- Old Pasadena Redevelopment Plan adopted by the City in 1983, with the primary purpose of using tax increment financing for public parking which supported private investment and limited eminent domain authority.
- In 1989, the PCIA was instrumental in changing itself from a voluntary dues paying organization into a merchant-based assessment district. That district's boundaries were the west side of Arroyo Parkway, south side of Union Street, east side of Pasadena Avenue, and the north side of Green Street. A steady source of funds was needed to advertise, promote, clean-up, and make Old Pasadena prosperous. The PCIA held many community meetings and went through a very challenging series of state and city requirements and became the Old Pasadena Business and Professional Association (OPBPA). With additional funding from a sales tax sharing agreement, the association developed marketing and promotional programs.
- The OPBPA had an active security committee, promotions committee, parking committee, and a board of directors who represented the growing business community.
- Most importantly, clean and safe programs were desperately needed. The need for increased financing, and the steady flow of that financing was becoming increasingly clear. It was at that time that the OPBPA agreed to the parking meters, with the assurances that the city would use those funds for Old Pasadena. The Parking Commission was formed, and citizen oversight of the parking structures and meters became the rule.

Major accomplishments since the early 1990's:

- Parking meter revenues funded implementation of the Old Pasadena Streetscape and Alley Walkways capital improvement program.
- Additional security and maintenance programs were developed, managed by the City and the OPBPA, with funding from parking meter revenue.
- 1990 through 1995 brought enormous success to the Old Pasadena District with retail sales surpassing \$100 million per year.

In the fall of 1995, property owners and business owners organized and incorporated the Old Pasadena Management District as a private non-profit 501(c)(6) corporation. The goal was to take the ideas of the OPBPA and incorporate them into a viable and permanently funded PBID that assessed properties. The public-private partnership between Old Pasadena and the City of Pasadena needed to be formalized into a joint partnership. Managing success had become the controlling subject of attention. The goals were:

- Expanding the economic vitality of Colorado Boulevard to the areas north and south of Colorado Boulevard. Otherwise known as the "arms and legs" of the District.

- Maintaining an appropriate mix of independent and national retail businesses through proactive business retention and development efforts.
- Developing a district management structure to address the needs of business and property owners.
- Managing on-street and off-street parking in an effective, customer friendly and convenient manner.
- Creating additional residential opportunities in the Old Pasadena District.
- Enhancing the pedestrian environment, including both Central and Memorial Parks.
- To protect and advocate for Old Pasadena.
- Developing a business improvement district that had permanent sufficient funding to provide *extraordinary levels* of safety, cleanliness, promotion, and management. More importantly, that funding should be measured as an investment, not as an expense to all stakeholders, the retailers, the City, and the property owners.