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2022 AUG -1 AM 8:15

CITY CLERK
CITY OF PASADENA

SONJA K. BERNDT
Pasadena, CA 91107

July 31, 2022

Mayor Victor Gordo (vgordo@cityofpasadena.net)
Vice Mayor Andy Wilson (awilson@cityofpasadena.net)
Councilmember Tyron Hampton (thampton@cityofpasadena.net)
Councilmember Steve Madison (smadison@cityofpasadena.net)
Councilmember Gene Masuda (gmasuda@cityofpasadena.net)
Councilmember Jessica Rivas (jerivas@cityofpasadena.net)
Councilmember Felicia Williams (fwilliams@cityofpasadena.net)
correspondence@cityofpasadena.net
Pasadena, California

Re: City Council Meeting 8/1/2022 – Agenda #19: Consideration of RBOC Five-Year Strategic Initiatives

Dear Mayor Gordo and Members of the City Council,

I have been a resident of Pasadena for over 19 years. I write to express my deep concern about the severe impact the Rose Bowl's massive debt has had on the City's financial resources and the lack of urgency exhibited thus far to address it. The Rose Bowl Operating Company's (RBOC's) financial picture is bleak and the funds it says are needed for Rose Bowl capital improvements are enormous. While the City owns the Rose Bowl, it cannot afford to cover the annual debt service and/or fund these capital improvements. The RBOC's proposed strategic plan is flawed because it leaves out obvious options for increasing the RBOC's revenues. The Council must insist that the RBOC urgently pursue all available options for generating revenue to avoid depleting City funds needed to provide critical City services.

A. RBOC/Rose Bowl Financial Woes and their Substantial Negative Impact on the City's Financial Resources

For several years prior to 2016, the Rose Bowl underwent a massive multi-phase renovation project, financed primarily through bonds. The renovation included 54 luxury suites, 48 loge boxes, 1,200 club seats, state-of-the-art press boxes and a new broadcast center. The cost estimate in 2010 was \$152 million. Ultimately, the \$152-million project cost around \$183 million. As of May 2021, the stadium had collected \$197.72 million in outstanding debt from these massive renovations. The City had to step in and pay

approximately \$11.5 million of Rose Bowl debt in fiscal year 2021 and approximately \$10 million in fiscal year 2022. Last year, former City Manager Steve Mermell advised the City Council that paying the Rose Bowl debt had exhausted much of the City's General Fund Operating Reserve.

Interim City Manager Cynthia Kurtz reports that the City will not have to pay the Rose Bowl debt obligation for FY2023. While the RBOC touts the fact that over the past 12 months it has exceeded financial expectations,¹ the only reason the City is not having to pay the Rose Bowl debt this year is because the federal government provided the Rose Bowl with a one-time \$10 million Shuttered Venue Grant.²

While the pandemic played a part in the RBOC's dire financial picture, the RBOC's financial instability existed prior to the pandemic. Attendance at Rose Bowl events hosted by anchor tenants UCLA and the Tournament of Roses Association ("Tournament of Roses") fell 30% in fiscal year 2020 (a 60% drop as compared to five years prior).³ The minutes from the RBOC's December 11, 2019 board meeting note that it "has been suggested to City Council . . . that the city should get ready to subsidize the Rose Bowl. The [C]ouncil was not very receptive to the idea."

Much later, at a special City Council/RBOC joint meeting on June 8, 2021, the RBOC presented a long list of options for increasing the RBOC's revenues (Revenue Enhancement Opportunities – Phase 1 Findings). The RBOC promised to come back to the City Council to "present a second analysis and an update on their budget to the City Council in approximately 4 -5 months." (6/8/21 Mtg. Minutes.) But it did not. Additionally, while Mayor Gordo appointed an ad hoc committee "to help focus on and vet the [RBOC's] budget issues/details, and provide guidance to the City Council," that committee reportedly met only once, back in August 2021.

On June 6, 2022, the RBOC finally came back to the Council to present its strategic plan (Revenue Enhancement Opportunities Phase 2 findings). While the RBOC's proposed FY2023 budget was approved (over the opposition of Council member Williams), the consensus was that the discussion of the strategic plan would be continued at a "workshop meeting" in July 2022. (Mtg. Recap.)

¹ RBOC's June 6, 2022 Agenda Report, at pages 2-3, attached to the RBOC's letter for the August 1, 2022 Council meeting, hereinafter referred to as "the RBOC Agenda Report."

² According to the Agenda Report for RBOC's 1/12/2022 board meeting, "[o]nly the music festival agreement is an annual financial improvement for the next five years, as the others are all one-time financial gains."

³ *Pasadena Star-News* 5/24/2021 "Rose Bowl stadium, jolted by pandemic and competition, needs robust recovery to ease grim fiscal outlook."

The five-year operating pro forma in the RBOC's Agenda Report shows a budget deficit of \$4.6 million starting this current fiscal year and increasing going forward. Rose Bowl debt service payments increase annually. The RBOC states that necessary capital improvements will cost at least \$54 million, with \$46 million still to be funded. It admits its current revenue sources will not likely be able to fund the remaining \$46 million of needed repairs. The RBOC clearly warns that if additional revenue-generating initiatives are not implemented "then the City, as the owner of the stadium, will have to provide the additional financial support." (RBOC Agenda Report, p. 2.)

B. The RBOC's "Short List" of Recommended Revenue-Generating Opportunities is Flawed and Inadequate

The RBOC requests authorization to "diligently pursue certain revenue generating opportunities in a pre-development phase" and explore additional opportunities that would broaden monetization opportunities. (RBOC Agenda Report, p. 1.) As a preliminary matter, the phrase "in a predevelopment phase" does not engender hope that there will be urgent action. Further, some of the items on the list such as a Family Golf Center and a South End Zone seating and in-stadium amphitheater project would require substantial upfront capital investment.

Without explanation, absent from the RBOC's recommended "short list" are Rose Bowl stadium naming rights, increasing admission taxes, and the sale/lease of all or a portion of the Rose Bowl and surrounding property. These options must also be considered.

1. Stadium Naming Rights

The RBOC's PowerPoint presentation to the City Council on June 8, 2021, included slides discussing the sale of stadium naming rights "which could have a positive impact on RBOC cash flow" and could result in a long-term deal. The presentation mentioned potential obstacles including "[t]he sale of naming rights has long been an issue in the City – political support will be required." Significantly, the RBOC recommended this option for further study in Phase 2.

The RBOC engaged Elevate Sports Ventures to provide a valuation analysis on stadium naming rights. According to Elevate's PowerPoint presentation, valuation in year 1 for just stadium naming rights is \$4.2 million, with a potential long-term deal value of \$48.2 million. Further, with additional naming revenue opportunities, the potential (package) naming rights investment would be \$4.7-\$5.0 million in year 1.

While selling naming rights to the stadium is in the RBOC's list of potential revenue-generating opportunities in 2021, it was not in the RBOC's "short list" of revenue-generating opportunities recommended to the City Council on June 6, 2022. Why is that? Significantly, in a November 23, 2021 email, former General Manager Darryl Dunn stated that he had spoken to a representative from the Tournament of Roses and that

Tournament of Roses leadership may be more open to stadium naming rights than in the past for the reason stated therein.

In response to my Public Record Act requests, I received no documents detailing any discussions between the RBOC and the Tournament of Roses or any other RBOC partner related to stadium naming rights as a way to generate much-needed revenue for the RBOC. Were/are there serious negotiations on that issue? If these negotiations have not taken place, please direct the RBOC to do so. Assuming that the RBOC is correct, and the Tournament of Roses has veto rights over selling naming rights to the stadium, consider whether the Tournament of Roses and/or UCLA would prefer that the City sell/lease the Rose Bowl property or portions of it rather than sell naming rights to the stadium.

2. Increase Admission Tax and Capital Maintenance User Fees

According to the City's Amended and Restated Master Lease Agreement with the Tournament of Roses, the City can charge an admission tax for each ticket in an amount to be determined in its sole discretion (Section 2.8(B)) and can charge \$15 in capital maintenance user fees for each ticket with a face value over \$100 (Section 2.8(E)). How much does the RBOC currently generate from the admission tax and capital maintenance user fees annually? Can the RBOC increase these fees and taxes in order to generate revenue from the persons who actually use the Rose Bowl?⁴

3. Sale/Lease of the Rose Bowl and Surrounding Property

The RBOC's June 8, 2021 PowerPoint presentation of possible revenue-generating opportunities also included slides discussing a sale or lease of all (or part) of the RBOC property, stadium, and/or golf course, including selling ownership shares of the stadium. The RBOC suggested that this option be explored in Phase 2. Yet without explanation, this option was not included in the RBOC's short list of recommended options in its June 2022 PowerPoint presentation. This option could raise substantial revenue and should be considered.

4. Potential Increases in Parking Tax and Transient Occupancy Tax

The RBOC's "short list" of revenue-generating opportunities does include potential increases in the city-wide parking tax and Transient Occupancy Tax. I support these possible opportunities for the RBOC to generate revenue. But revenue generated from these taxes should not be limited to helping only the RBOC. Our hundreds of unhoused residents and those residents suffering from mental illness should also benefit from these

⁴ Likewise, can the RBOC negotiate a percentage of gross ticket receipts and television revenues greater than that provided in the Restated Rose Bowl Agreement between the RBOC and UCLA?

increased taxes and a portion of the increased revenue should be dedicated to fund more affordable housing. While the City has a legal obligation to pay debt on the Rose Bowl if the RBOC cannot, it has a moral obligation to care for and protect its most vulnerable residents.

C. Why is this Important?

According to Ms. Kurtz, with the resumption of debt payments, FY2024 and beyond are projected to have deficits in the General Fund. (C. Kurtz FY 2023 Budget Transmittal Ltr., p. 6.) This can result in a decrease in City services.

Our City has a substantial need to adequately fund critical programs such as shelter for our hundreds of unsheltered residents, increased mental health services, assistance for renters who face eviction, and affordable housing. We have over 500 unhoused residents, nearly 300 of which have no shelter at all. We need increased City funding for these programs, not the threat of decreased funding for our Housing and Public Health Departments. The fiscal year 2023 City operating budget notes a mere \$1.6 million from the General Fund for the Housing Department and no General Fund allocations for the Public Health Department.

D. Conclusion

Our City cannot continue to pay the huge Rose Bowl debt obligation or fund the very substantial capital improvement needed on the Rose Bowl and yet fail to provide for the basic and critical needs of all of our residents. Please ensure that Pasadena works for all of its residents. Thank you.⁵

Sincerely,

/s/

Sonja K. Berndt
Pasadena

Cc: *Pasadena Now*

⁵ Unless otherwise specifically noted, the documents referenced in this letter were produced by the City in response to PRA request ##19234 and 19246 and/or are available on the City's website.

RECEIVED

2022 AUG -1 AM 11:26

**LINDA VISTA-ANNANDALE ASSOCIATION
PASADENA, CA**

CITY CLERK
CITY OF PASADENA

August 1, 2022

Re: City Council Meeting 8/1/2022; Agenda Item 19. RBOC 5-Year Strategic Plan

Mayor Gordo and Councilmembers,

The Linda Vista-Annandale Association (LVAA) appreciates, again, the opportunity to comment on the RBOC 5-Year Strategic Initiatives Plan.

Attached for your review and consideration again is our comment letter dated June 5, 2022, on the Strategic Plan. Our main point then, and today, is that the Rose Bowl stadium is a part of the whole irreplaceable Arroyo, particularly the Central Arroyo, and that preservation of the Arroyo must continue to guide the City in accordance with years and years of detailed policy commitments.

In this context, piecemealing this project or that project from a long list may not be the most creative approach to long-term solutions. Further, "rethinking" how the Rose Bowl stadium is managed and operated may be required.

Also, LVAA and the West Pasadena Residents Association (WPRA) both agree that there has been very little true stakeholder public participation up to now in developing the Strategic Plan. The Neighborhood Associations have had no real opportunity to participate in detailed discussions of the proposals and their impacts on the Arroyo and our neighborhoods. This situation must be corrected going forward.

Thank you for considering our comments and concerns in this and the attached comment letters.

Sincerely,

Nina Chomsky

Nina Chomsky, LVAA President
cc: LVAA Board of Directors

08/1/2022
Item 19

**LINDA VISTA-ANNANDALE ASSOCIATION
PASADENA, CA**

June 5, 2022

Re: City Council Meeting 6/6/2022; Agenda Item 2. RBOC 5-Year Strategic Plan

Mayor Gordo and Councilmembers,

The Linda Vista-Annandale Association (LVAA) appreciates the opportunity to comment on the RBOC 5-Year Strategic Initiatives Plan.

The financial future of the Rose Bowl appears bleak, and Rose Bowl operations may be unsustainable in the future. Is the answer to “throw” one Arroyo Seco commercialization idea after another at the challenge in the process, thereby undermining Pasadena’s irreplaceable, unique Open Space and recreational public lands asset while not really solving the basic economic problem? We think not.

LVAA’s Board of Directors always begins with a first principle: preserve and maintain the Arroyo Seco, including the Central Arroyo, as the irreplaceable, environmentally distinctive, significant, Open Space and recreational public lands asset that is at the heart of Pasadena’s parks and open space system. The Rose Bowl stadium does not exist as a stand-alone structure – rather, it is a significant part of a larger public lands Open Space and recreational asset and all must be considered as a “whole.”

We ask you to remember that the City has been committed for a long period of time to the importance and preservation of the whole Arroyo Seco. Article XVI of the City Charter, related to park preservation including the Arroyo Seco, states that: “All dedicated park land owned by the City shall be used only for park and recreational purposes, and shall not be sold, transferred or used for other purposes, except upon the approval of a majority of the voters at an election held for such purpose.”

The Arroyo Seco Public Lands Ordinance, which regulates activities and uses in the Arroyo including Rose Bowl recreational Displacement Events, has as its purpose the following:

“The purpose of this chapter is to establish regulations for preservation, enhancement and enjoyment of the Arroyo Seco as a unique environmental, recreational and cultural resource of the city surrounded by residential neighborhoods. Such resource and the neighborhoods must be preserved, protected and properly

maintained. These regulations are designed to identify uses, activities, facilities and structures as well as their limitations.”

The Central Arroyo Master Plan, adopted in 2003, which identified and planned for numerous projects to maintain and preserve the Central Arroyo as a public lands recreational asset included the following “Overarching Themes” which we think may be just as true today as then:

“Overarching Themes

- ☐ Recognize the uniqueness of the Central Arroyo as an irreplaceable natural resource;
- ☐ The Central Arroyo lacks adequate stature in competition for scarce public funds;
- ☐ Absence of clear responsibility for resource stewardship;
- ☐ Need to achieve a balance of use for the benefit of the entire community;
- ☐ Land use decisions appear to be solely driven by economics;
- ☐ The Central Arroyo has become a “park by default.”

Finally, this trip through Arroyo Seco public policy takes us to the 2012 Urban Land Institute (ULI) Report from an organization usually considered “pro-business”, commissioned just like so many other “reports” and studies by the RBOC, entitled “The Rose Bowl and the Central Arroyo Seco: Strategies for an Iconic Landmark and its Surrounding Area.” A Power Point summary of the Report is attached. The ULI Report, which recognizes that the Central Arroyo is an incredible natural resource in a magnificent setting and is a “National Treasure”, is somewhat out of date, includes some controversial recommendations, and some of the ideas in the Report have been implemented, but the one, holistic, visionary recommendation for a complete restructuring of management of the Rose Bowl and the Central Arroyo seems to have been forgotten: the creation of a Central Arroyo Conservancy. This idea and its benefits are outlined in the attached ULI Power Point summary of the Report. (Note: The One Arroyo project supposedly addresses the Conservancy idea, but not effectively in our view although its proposed projects are important.)

Perhaps it is time to think again about how to restructure management and administration of the entire Central Arroyo as a whole with the ultimate “streamlining” goal of ceasing to lose the forest for the trees, and instead find the whole “forest.”

Back to today’s exercise in throwing isolated ideas at a wall and hoping some will “stick.” In our attempt to think holistically, we are concerned about “strategies” that will result in commercialization of the Arroyo while failing to preserve and maintain the Central Arroyo. To avoid this result, we think that allocating certain tax revenues to the Rose Bowl such as TOT and a city-wide parking tax might be very useful. On the other hand, 1.b., broadening “monetization opportunities,” that is, Ancillary Opportunities, is

concerning (with the possible exception of “redeveloping” the Brookside Club House), since this proposal seems to be a direct effort at commercialization without a holistic perspective of the entire Central Arroyo.

Thank you for considering our comments and keeping them in mind as you continue your work to solve ongoing Rose Bowl challenges.

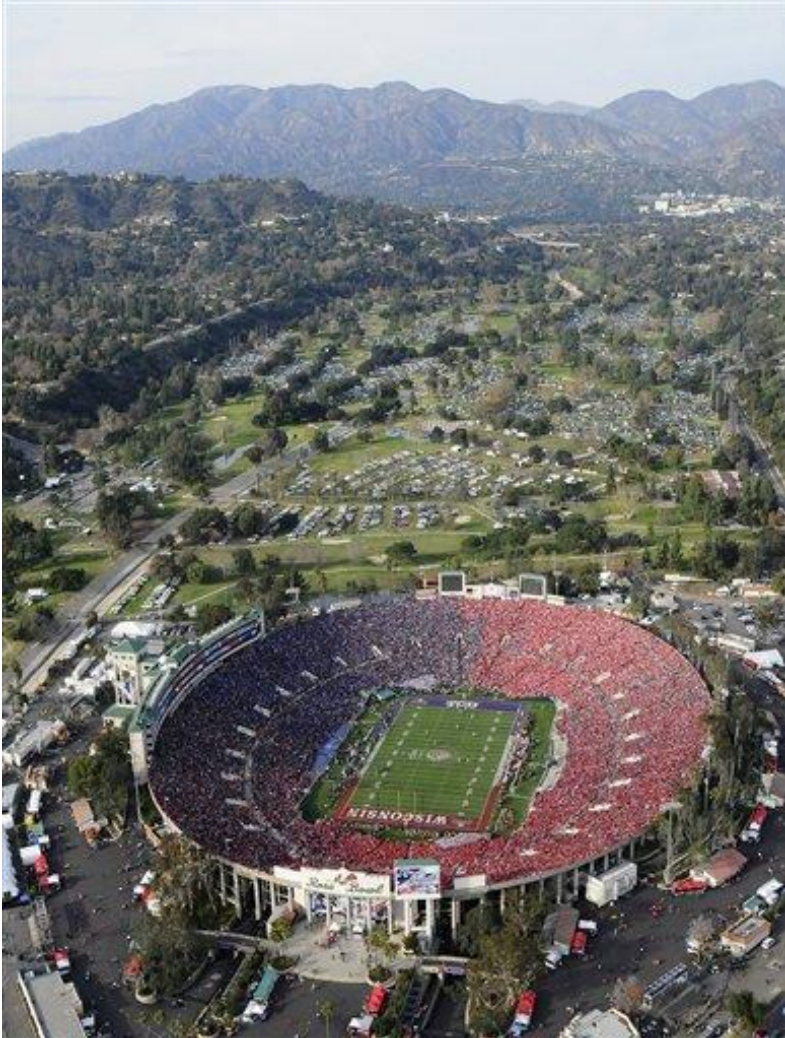
Sincerely,

Nina Chomsky

Nina Chomsky, LVAA President
cc: LVAA Board of Directors

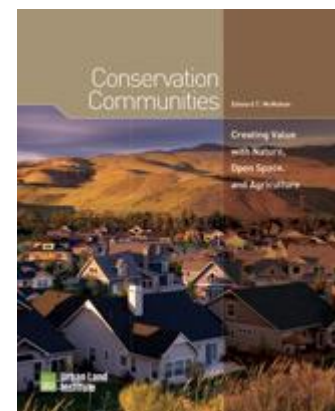
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Rose Bowl Pasadena CA



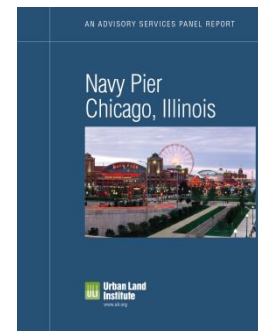
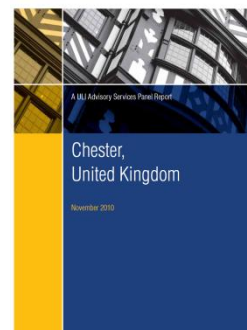
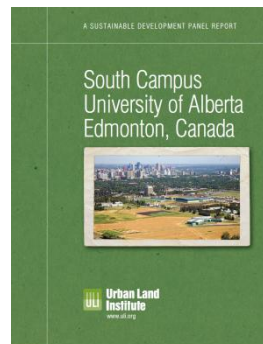
About the Urban Land Institute

- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
- ULI is a membership organization with nearly 30,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.
- What the Urban Land Institute does:
 - Conducts Research
 - Provides a forum for sharing of best practices
 - Writes, edits and publishes books and magazines
 - Organizes and conducts meetings
 - Directs outreach programs
 - Conduct Advisory Services Panels



The Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
 - Review background materials
 - Receive a sponsor presentation & tour
 - Conduct stakeholder interviews
 - Consider data, frame issues and write recommendations
 - Make presentation
 - Produce a final report





GAP Panel

- A GAP is a 3 Day assignment using the successful model of the ULI Advisory Services Panel.
- GAPs are member-led interdisciplinary panels that help communities address important land use and real estate development issues.
- The ULI Foundation provides the monetary support for GAPs making them free of charge to a community.
- GAPs address one of more the ULI priority areas.
- GAP Panelists will be ULI Governors.
- The ULI Foundation will support 2-3 GAPs annually.



The Panel

Richard Perlmutter, Chair

Susan Hudson-Wilson

Frank Stanek

Rick Rosan

Ryan Bouma



Statement of the Problem

Consider and evaluate how the City can generate revenues from existing users to maintain and enhance the Arroyo experience without displacing existing users and impacting the surrounding residential neighborhoods.

- **What additional revenue generating amenities could be provided for existing users (e.g. bicycle rentals, food services, sports shop, etc.)?**
- **What additional revenue generating programs or events could be added to attract new users without impacting the surrounding residential neighborhoods?**
- **What sponsorships, partnerships or other similar opportunities are available that would not require new services or programs?**
- **What public investments should be made in the Arroyo Seco to enhance the user experience?**
- **What ways can the surface parking lots be creatively utilized to generate revenues and enhance the user experience?**
- **How can the City better capitalize on the Rose Bowl's brand or image?**
- **How can the City better capitalize on tourism generated by the Rose Bowl and other area attractions (from existing special events and from general visitors to the area)?**
- **How can the City better capitalize on the presence of the Kidspace Museum and Aquatics Center?**
- **How can the golf course and clubhouse be enhanced to expand revenues and provide better amenities for existing and new users?**
- **How can the City creatively address existing issues such as traffic, parking and noise?**

Impressions

- Incredible natural resource in a magnificent setting
- Facility is declining from overuse and lack of appropriate investment
- No comprehensive management plan for prioritizing the use of scarce resources in the Central Arroyo



Impressions

Daily conflicts between a myriad of users:

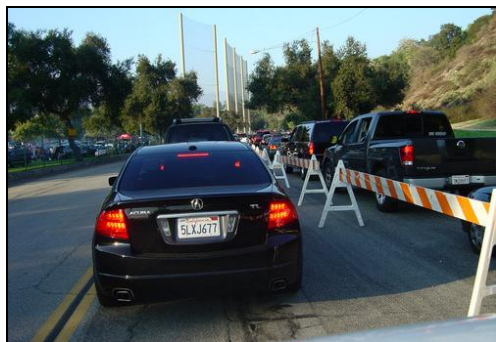
- Bikers
- Pelotons
- Skaters
- Walkers
- Runners
- Strollers
- Golfers
- Picnickers
- Swimmers
- Kid Space patrons



Fractured Management Structure

Fractured Government Structure

- RBOC
- Brookside Golf Course
- Public Works Department
- Transportation Department
- Park Department
- Human Resources
- LA County (flood control)
- Army Corps
- Tournament of Roses

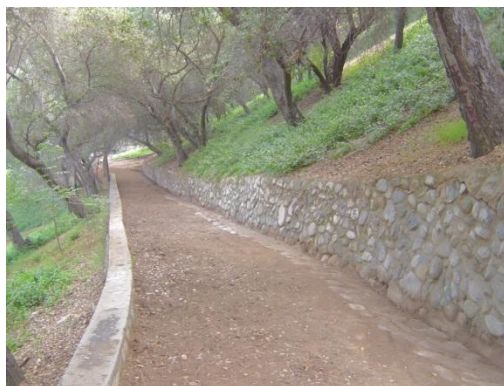


Declining/Degraded Environment

- Failing Walls
- Degraded gardens
- Competing Use of Facilities

Event Management

- No comprehensive approach to scheduling and prioritizing events
- No comprehensive approach to pricing events



Big Idea

A Unique Environment calls for a Unique Solution

ULI Believes that Self-Sustaining Management Entity: the Central Arroyo Conservancy

- Manage the entire Central Arroyo through a shared vision
- Coordinate activities and events
- Manage scarce resources
- Optimize and pool financial resources (consistent user fees/ management of access)
- Improve user experience



Why

Four Main supports to the idea that the Central Arroyo could become a significantly self-sufficient entity

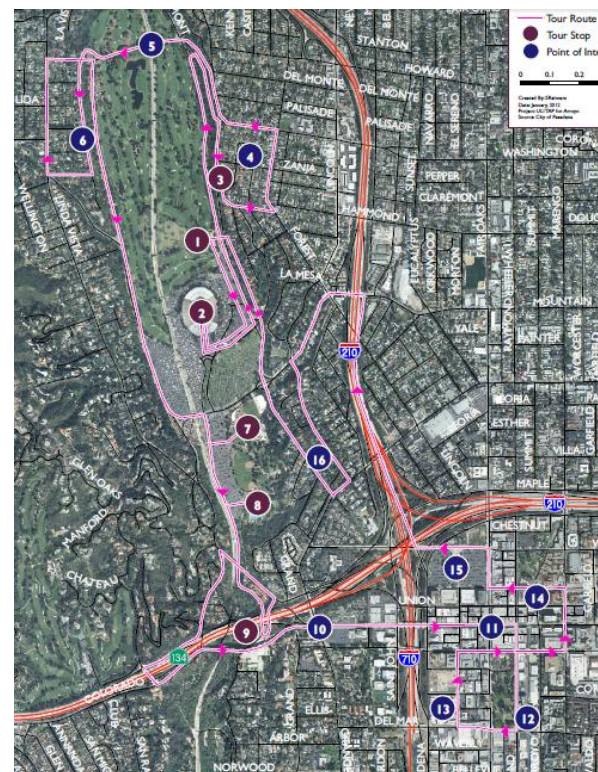
- Population
- Income Levels
- Brand
- Finite Physical Space

How

The Central Arroyo Conservancy

- New not-for-profit modeled after the NY City's Central Park Conservancy
- Operational planning and management
- RBOC folded into the Conservancy
- Professional staff
- The Conservancy will not be an "authority" but rather a creature of the City of Pasadena.
- Operate under a lease for the city to it and controlled by a board with representatives of the city council, the mayor's office and departments of the executive branch.
- It would have public members and private citizens as representatives of the community.
- The Conservancy would be designed to be completely transparent in its actions and the City would control the lease terms and renewals.

Example: The NY Central Park Conservancy revives a lease for between 8 and 10 years is renewable.



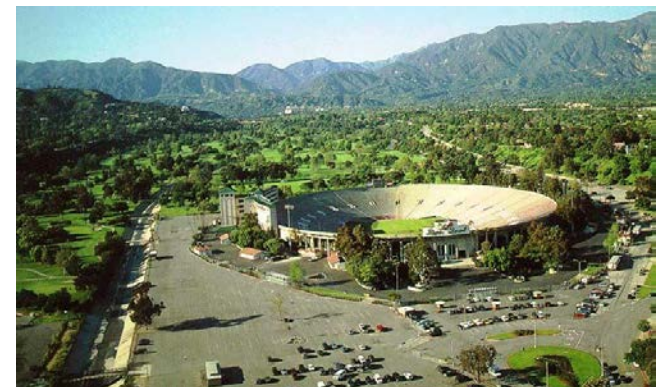
How

The Central Arroyo Conservancy

Primary Duties:

- Create a physical master plan
 - New capital projects
 - Land restoration
 - Long term projects
- Create a business plan
- Create programing template

Conservancy can fulfill the shared long-term vision for the Central Arroyo

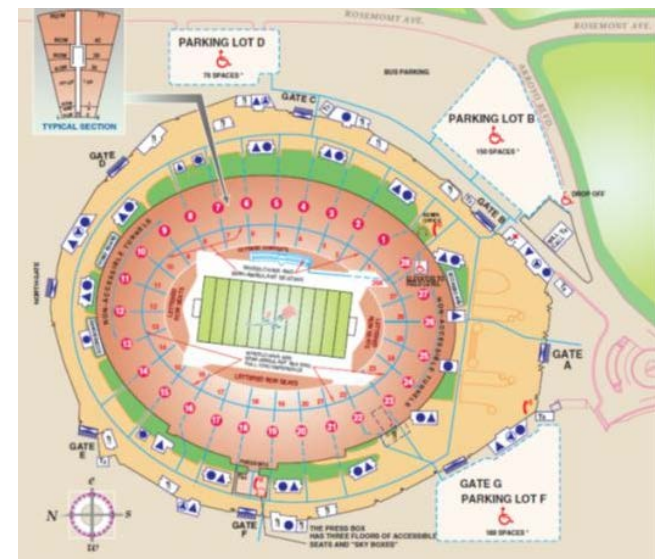


How

Rose Bowl Enhancement

Visitor Program-Built on Existing and potential visitor flows

- Tour and interactive legends attraction
 - Iconic Name and History
 - Visitor's Center located within the Court of Champions
 - Tour Ticket and Gathering Area
 - Locker Room, training facilities, historic event location, field walk on
 - “Catch a Pass” in the end zone or Hold your Wedding at 50 yard line
 - Photo ops, take home and/or digital dissemination
- Merchandise and Memorabilia
 - Need licensing program and product creation
- Snack and Refreshment Areas
 - Replaces current food facilities, scalable for use on nongame days
- Interactive Attraction



How

Examples

- Empire State Building
- Yankee Stadium
- Dallas Cowboys Stadium
- Heineken Factory Tour
- Louisville Slugger Museum
- Lambeau Field
- Rose Parade Float building
- Gamble House

Process

- Estimated Revenue Potential \$10+ million
- Sponsor “Potential
- Can have citizen support and enhances the Pasadena Heritage Story
- Process – Retain Creative/Economic Consultants (locally available)

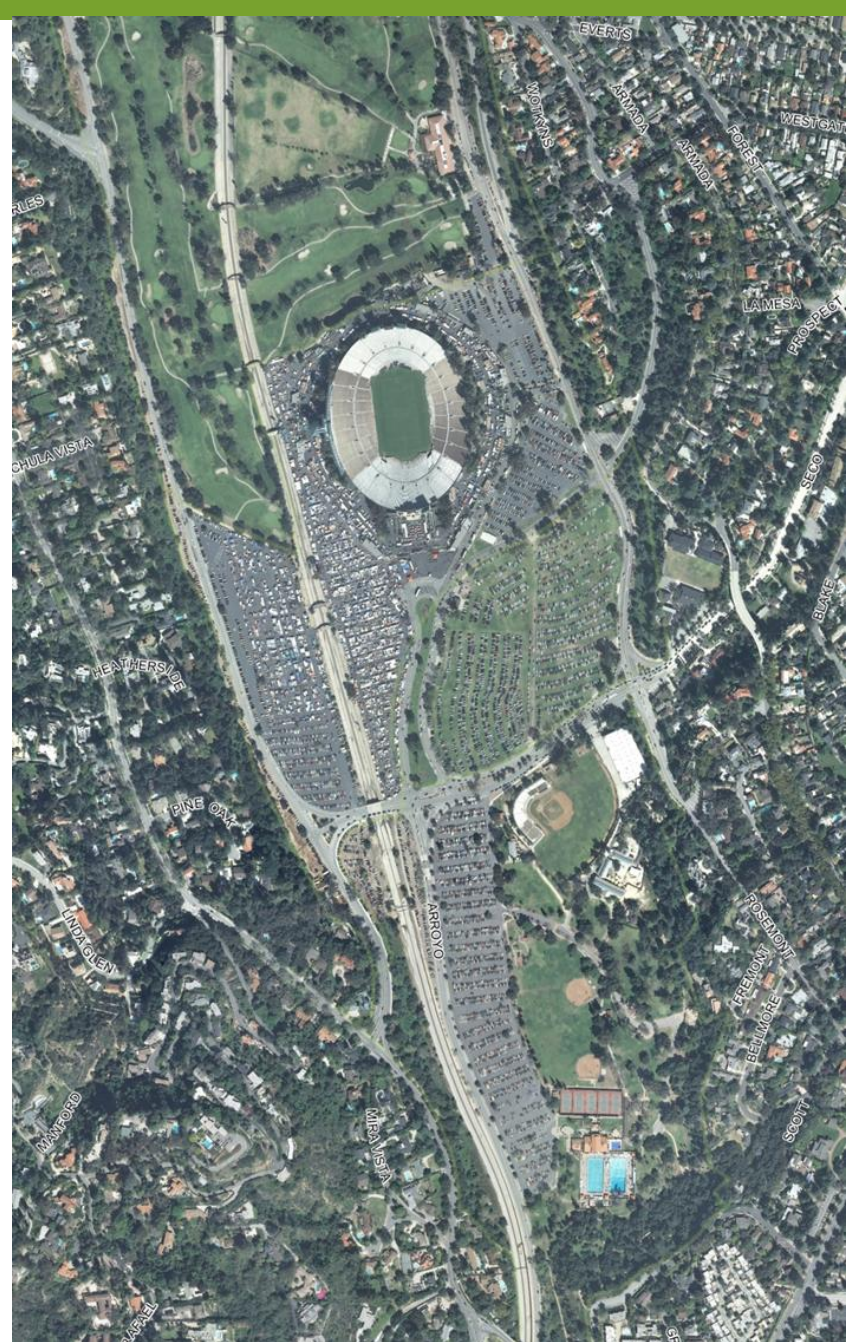


How

Parking

- Need to develop fee based parking program
 - Revenue enhancement
 - Fees based on tiered structure for residents, non-residents, commercial uses
 - Provides some control/mitigation of "non-resident" users (pay for play)
 - Potential reduction of vehicle trips into Arroyo-fosters car pooling, alternative transport
- Evaluate and upgrade paved and non-paved parking areas reduce paved areas and replace with "green" parking materials
 - improve parking flow, striping layouts to maximize use on large event days
 - identify and allocate space requirements by user demand
 - upgrade lighting and landscape in parking areas, consider covering portions of drainage channel for use as added parking and/or access roads
- Phase improvement program subject to dedicated parking revenue receipts

We believe these two initiatives provide significant and achievable revenue enhancement and operating improvements beneficial to the Central Arroyo Conservancy



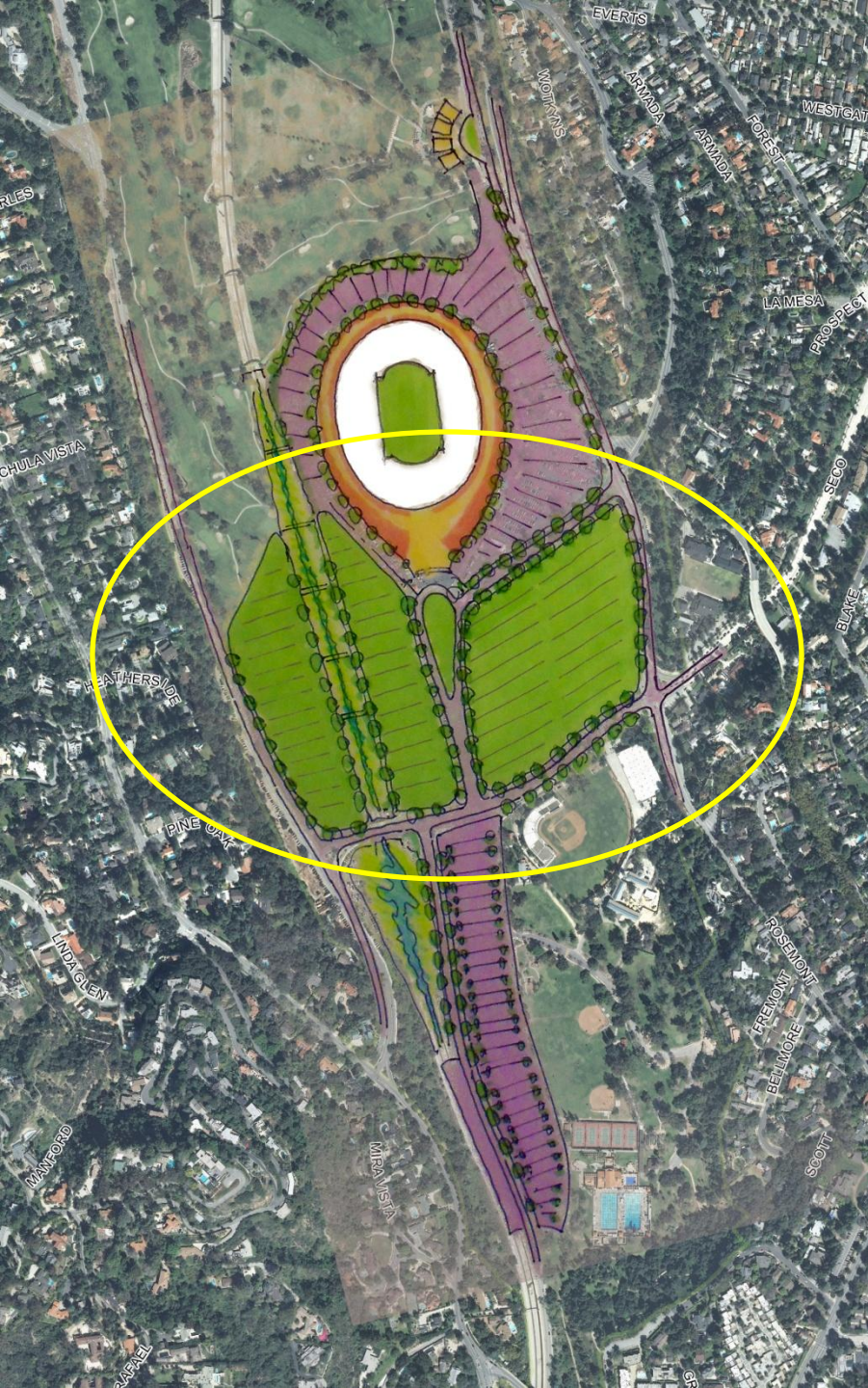


Physical enhancements to the Arroyo can both generate revenue and sustain a high quality of life.



Make the area south of the stadium more park-like.

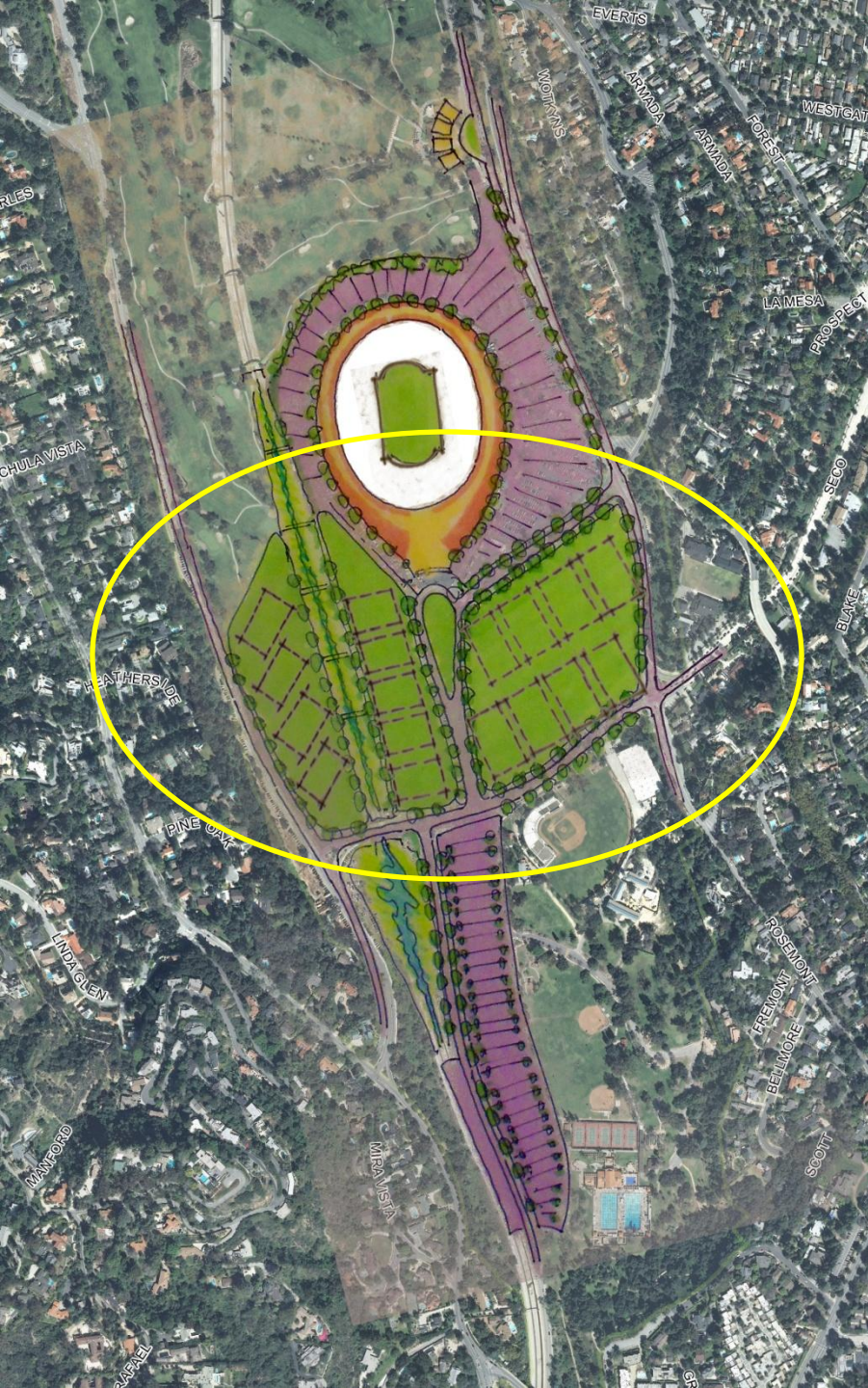
Create flexible, adaptable spaces



Realign stadium entry road to allow more efficient use of adjoining spaces.

Replace impervious parking surfaces with reinforced turf to support parking, recreation and storm water harvesting.

(examples: Pro Player Park, Miami FL
& Reliant Stadium, Houston TX)



**Market the Rose Bowl
and environs as a
significant
regional/national athletic
tournament venue.**





Think creatively about the paved parking areas as well.

- **Alternative energy generation**
- **Signature event venue**







Redevelop the golf course clubhouse as a welcoming destination supporting health and wellness including:

- **Bicycle rental/storage**
- **Refreshments**
- **Recreation focused retail**
- **Meeting space**
- **Indoor and outdoor gathering areas.**



www.tc.gc.ca



http://cragen.co.uk/?page_id=30





Re-imagine the golf course to optimize the golf experience and enhance Arroyo ecology.

Concepts to consider:

- **Reduce number of holes or reconfigure to accommodate additional amenities.**
- **Zeriscape the course to reduce water demands.**
- **Raise fees to generate revenue.**





Naturalize the flood control channel to enhance ecological systems and provide unique public amenities.







Traffic management along the western edge can allow greater habitat connectivity between the Upper and Lower Arroyo

 **Habitat corridor**



Challenges

- Moral Hazard
- Citizen Revolt
- Need to be Disciplined
- Stay the Course



Conclusion

- Incredible Opportunity
 - Unique
 - Iconic
 - National Treasure
 - Extraordinary econ-system and natural setting
- Challenges
 - Declining Environment
 - Conflicts between users
 - Operating deficit
- Comprehensive, self-sustaining entity
 - Single, Clearinghouse entity
 - Improved range of services
- Benefits
 - Better user service
 - Self-sustaining
 - Appropriate capital investment
 - Transparency
 - Predictability
 - Responsiveness
 - Built to last

