

## McMillan, Acquanette (Netta)

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**From:** Andrew Salimian < > Friday, June 03, 2022  
**Sent:** 4:58 PM PublicComment-AutoResponse  
**To:** Sue Mossman  
**Cc:** RBOC 5-Year Strategic Initiatives  
**Subject:**

Some people who received this message don't often get email from asalimianhp@gmail.com. [Learn why this is important](#)

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Dear Mayor and Members of the City Council,

As you consider options to improve the economic viability of the Rose Bowl in the future, please give utmost consideration to the fact that the Rose Bowl is a National Historic Landmark and that the Central Arroyo, including the Rose Bowl, surrounding area, and Brookside Golf Course are listed together as a National Register Historic District.

We are particularly concerned about the option of changing the seating at the south end of the Stadium as that would certainly be a significant alteration to the landmark stadium. What other possibilities have been considered? Reworking a portion of the original golf course for a family golf center is probably achievable with mitigation. Reworking the Brookside Golf Club, or constructing a new structure there that is more attractive and has more amenities is also an option that would not impact the historic resources in the area as much, would seem to have good revenue-generating potential and would be much less costly.

In general, any possible change to the Rose Bowl or the Golf Course or other historic areas or features should be carefully evaluated in terms not only of their income-generating potential but also as to the impact on these valuable historic resources. We have asked that an historic preservation consultant be part of the team proposing and reviewing these strategies so that you would have the benefit of that analysis. If that has not yet happened, we urge you to ask the Rose Bowl leadership to have that evaluation done as soon as possible so we can all use that information as part of a comparison of options and their pros and cons.

Thank you for hearing our concerns and for protecting this crucial Pasadena treasure.

Andrew Salimian  
Preservation Director  
Pasadena Heritage

## McMillan, Acquanette (Netta)

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**From:** Arnold Siegel <>  
**Sent:** Saturday, June 04, 2022 9:26 PM  
**To:** Gordo, Victor; Wilson, Andy; Hampton, Tyron; Kennedy, John J.; Madison, Steve; Masuda, Gene; Rivas, Jessica; Williams, Felicia; PublicComment-AutoResponse; Jomsky, Mark  
**Subject:** Rose Bowl agenda items for June 6, 2022

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### Mayor Victor Gordo and Members of the Pasadena City Council

My family and I have lived on Prospect Boulevard immediately adjacent to the Rose Bowl and the Arroyo for 45 years. My wife and I have been active members of the community, serving on and chairing many non-profit boards. I have served and chaired three City Commissions including the Planning and Library Commissions.

Over the past four decades I have attended many meetings about the Arroyo and Rose Bowl. The community had repeatedly found itself confronting the same dilemma: how can we achieve financial security for the Rose Bowl. Unfortunately, it is an old and outmoded stadium which now faces very stiff competition from other venues in Los Angeles County. The new Sofi stadium has sucked away significant major concert revenue and may, in time, entice UCLA to move. UCLA football games draw only about half the attendance they did in the past. We now have two soccer stadiums in the area. The Coliseum has been refurbished.

While I realize that we must take some actions to improve the Rose Bowl's finances, I urge you to exercise caution in fulfilling your oversight roles. Your role is not to be cheerleaders for the Rose Bowl, but to balance other critical community needs and protect the city's financial health and carefully evaluate the proposed actions. You should not solve the Rose Bowl's financial problems on the backs of the average citizen, many of whom rarely if ever attend an event in the Rose Bowl. Personally, I believe that selling naming rights would be a simple way of raising new money.

The RBOC is proposing several initiatives to improve the Rose Bowl's finances that are not directly in the Rose Bowl, such as building a hotel or taking out all or part of one of the golf courses for new uses. Again, I urge caution. The preservation of open space and accessible recreation facilities is important for all members of the community.

Finally, I believe that Darryl Dunn has been an excellent general manager. But I was surprised to learn that the RBOC chose his successor without a national search. Diversity and inclusion are important values in Pasadena and the nation, The General Manager position is



very visible and highly paid. We should have cast the widest net possible to recruit the very best person.

Thank you for your consideration,

Very truly yours,

*/s/ Arnold Siegel*

j--  
Arnold Siegel

SONJA K. BERNDT  
Pasadena, CA 91107

2022 JUN -6 AM 9:08

June 5, 2022

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

Re: 6/6/2022 City Council Meeting Agenda #1: Rose Bowl Operating Company Proposed FY2023 Operating Budget; and #2: Consideration of RBOC's Five-Year Strategic Initiatives

Dear Mayor Gordo and Members of the City Council:

A. Introduction

I have been a resident of Pasadena for 19 years. I write to express my deep concern about the City's past payments toward the massive debt on the Rose Bowl and to strongly urge the City Council to commit to NOT spending any more funds from our General Fund or from our fund reserves to pay the debt. While the City is ultimately responsible for paying the debt if the RBOC cannot do so, the Council needs to ensure that the City and the RBOC work wisely and urgently to address the RBOC's financial crisis.

There are passionate views on all sides of the Rose Bowl's financial predicament. Some take the position that the Rose Bowl must be saved at all cost. But I do not believe that the majority of our residents would support our City's continued draining of our General Fund and fund reserves to cover the Rose Bowl debt if it meant a decrease in City services.

In considering the RBOC's proposed strategic initiatives, our community deserves an honest, frank, and thorough public discussion of the various suggested options for increasing the RBOC's revenue and the cost to our residents if the RBOC is unsuccessful. Additionally, our community deserves the City's urgency and transparency on this critical matter.

B. Rose Bowl Debt History

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. 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. Those very substantial debt payments were paid from the City's General Fund and/or General Fund reserves. 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.

For FY 2023, Interim City Manager Cynthia Kurtz reports that the City will not have to pay the Rose Bowl debt obligation due, in large part, to the RBOC's receipt of a one-time \$10 million Shuttered Venue Grant from the federal government. But the FY2023 General Fund Five-Year Forecast shows a substantial increase in debt service for FY2024 and beyond due to having to cover the Rose Bowl debt again. Even worse, according to Ms. Kurtz, with the resumption of debt payments, FY2024 and beyond are projected to have deficits in the General Fund. (C. Kurtz Transmittal Ltr., p. 6.) This can result in a decrease in City services.

The RBOC's Proposed FY2023 Operating Budget projects a net operating loss of \$5.9 million after reserves. (Attachment C to Agenda Report, p. 4.) What this suggests to me is that, unless somehow the Rose Bowl generates substantially more revenue this coming year than is predicted, the City will have to pay millions of dollars more toward Rose Bowl debt starting again in FY2024.

C. There Needs to be Urgency and Transparency in Addressing the RBOC's Dire Financial Situation on a Going-Forward Basis

1. The RBOC's Delay in Coming Back to the City Council

At a special City Council/RBOC joint meeting on June 8, **2021**, Councilmembers expressed their concerns about the RBOC's financial situation. 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.) I have reviewed the City Council's FY2022 agendas and minutes and did not see any RBOC presentation, to the City Council, of its "second analysis," including its strategy for generating more revenue, prior to the June 6, 2022 meeting.

2. The Ad Hoc Committee

At the June 8, 2021 City Council/RBOC joint meeting, Mayor Gordo announced he was forming an ad hoc committee "to help focus on and vet the budget issues/details, and provide guidance to the City Council" (also referred to herein as "the Rose Bowl ad hoc committee"). (6/8/21 Mtg. Minutes.)

Last month, I submitted Public Records Act Request #018864 seeking, *inter alia*, "[a]ll documents related to meetings of the [Rose Bowl] ad hoc committee including, but not limited to, agendas, minutes, notes, reports, presentations, letters, and emails." In response, the City

produced some documents, but stated “[t]he Ad Hoc Committee for which you've requested documents for was not required to prepare or publish agendas, minutes or presentations.”

According to documents produced, the Rose Bowl ad hoc committee members were Mayor Gordo, and Councilmembers Hampton, Madison, and Williams. There is an agenda for the first meeting, on August 12, 2021, but no documents showing that it occurred. The critical goals of the ad hoc committee noted in the agenda included to “Understand RBOC financial status and its financial needs,” “Prioritize revenue opportunities,” and “Consider the impacts of ongoing General Fund support on City Services.”

No agendas, notes or minutes were produced for any other meetings. This is not to suggest the meetings did not occur. Rather, this illustrates a lack of transparency on the ad hoc committee's part concerning any of its discussions of the RBOC's financial problems and strategies. Moreover, respectfully, on a subject as critically important as the Rose Bowl debt, all eight elected members of the Council should be involved in those discussions.

### 3. RBOC Salaries and Bonuses

At the May 9, 2022 Finance Committee meeting regarding the RBOC's proposed FY2023 budget, Councilmember Williams expressed concern that RBOC staff had received bonuses during FY2021, when the RBOC was “operating in the red” and was receiving money from the City. I did not see a discussion of this issue in the RBOC's presentation materials for the June 6, 2022 meeting. A public discussion of these bonuses as well as the staff compensation policies of the RBOC would help engender community member confidence that RBOC staff is compensated reasonably, especially in light of the City's substantial financial support of the RBOC.

#### D. The RBOC's Suggested Options for Generating Revenue

According to the PowerPoint presentation on agenda item #2, the RBOC “faces a cumulative deficit of \$19.5 million after debt service through FY 2027.” Further, “RBOC staff and its team of experts have identified approximately \$45.6 million of unfunded capital repair, replacement, and improvement needs through FY 2028.” The RBOC seeks the Council's authorization to (1) have the General Manager diligently pursue a number of potentially revenue-generating opportunities; and (2) have the incoming City Manager and incoming RBOC CEO work together and report to the RBOC and City Council quarterly with updates on progress. Since we do not even have a City Manager yet, there will be further delay. Is it possible to meet publicly more frequently to get a plan in place and allow the public to weigh in with any concerns?

Many of the suggested options for generating more revenue do not appear likely to approach the very substantial amount needed to address the RBOC's dire situation. However, corporate or major donor naming rights on the Arroyo campus and its assets, including the Rose Bowl, does appear very promising and does not have the substantial costs and delays of other options. What did the Tournament of Roses receive in selling naming rights to the Rose Parade to Honda?

Likewise, the options involving ancillary opportunities to develop surrounding property in the Arroyo appear promising. Please diligently pursue these options so our City will not have to deplete our General Fund and reserves covering the Rose Bowl debt again.<sup>1</sup>

Our City has a substantial need to adequately fund critical programs such as shelter for our hundreds of unsheltered residents, assistance for renters who face eviction, affordable housing, and evidence-based violence prevention programs. We need increased City funding for these programs, not the threat of decreased funding due to the City's payment of the Rose Bowl debt. For this reason, I urge the City Council to commit to not using General Fund money and/or City fund reserves for Rose Bowl debt payments and to ensure that the RBOC diligently pursues options likely to generate sufficient revenue for operations and for the RBOC to cover the Rose Bowl debt and the cost of capital improvements.

E. Conclusion

I sincerely hope that the RBOC can generate sufficient revenue to continue operations at the Rose Bowl. But we cannot place our General Fund at risk, jeopardizing the level of services in our City. Please ensure that Pasadena works for all of its residents. Thank you for your consideration of this letter.

Sincerely,

/s/

Sonja K. Berndt  
Pasadena

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<sup>1</sup> There is a vague assertion in Slide 26 of the RBOC's PowerPoint (Appendix A) that "Tenants have certain rights/restrictions regarding naming rights." Please insist that the RBOC give a full, public explanation of this concern, if any, and how the concern may be resolved.

RECEIVED

LINDA VISTA-ANNANDALE ASSOCIATION 2022 JUN -6 PM 1:49  
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*

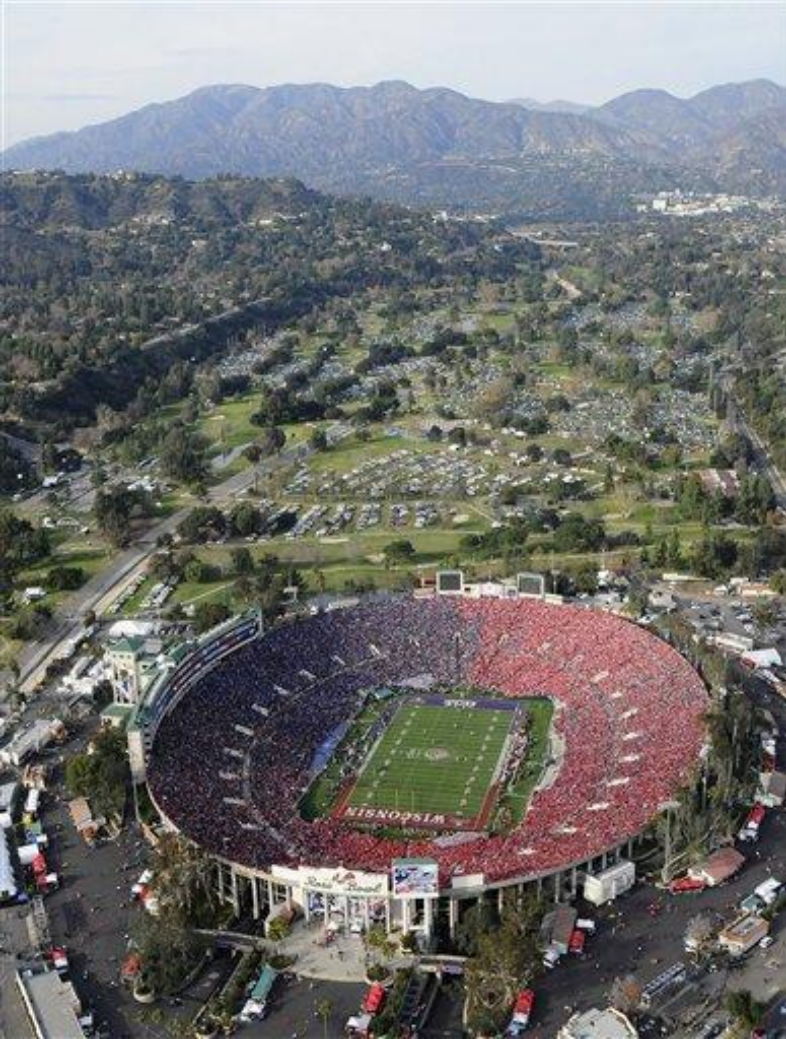
Nina Chomsky, LVAA President  
cc: LVAA Board of Directors

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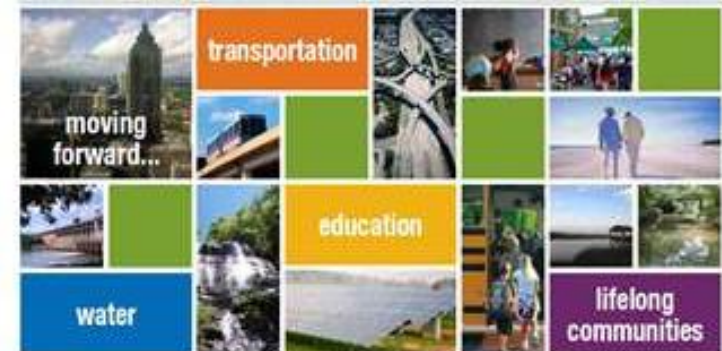
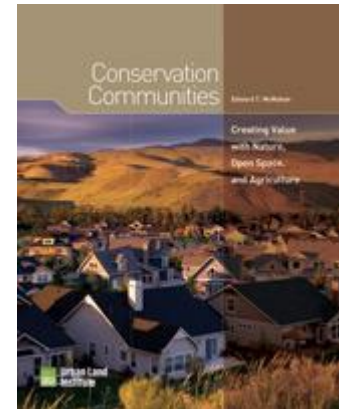
# Rose Bowl

## Pasadena CA



## About the Urban Land Institute

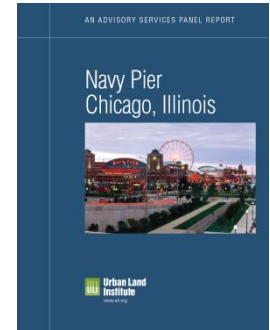
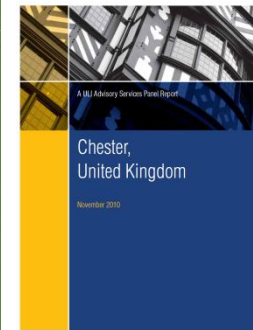
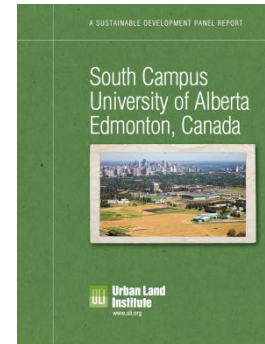
- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
- ULI is a membership organization with nearly 30,000 members, worldwide representing the spectrum of real estate development, land use planning 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

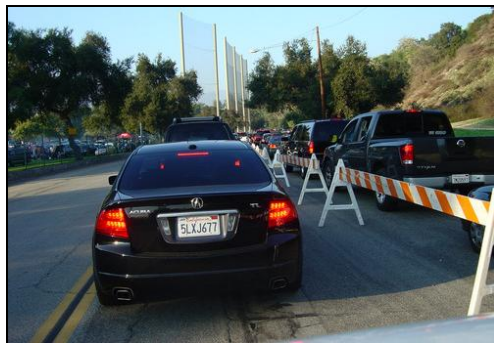




# Fractured Management Structure

## 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

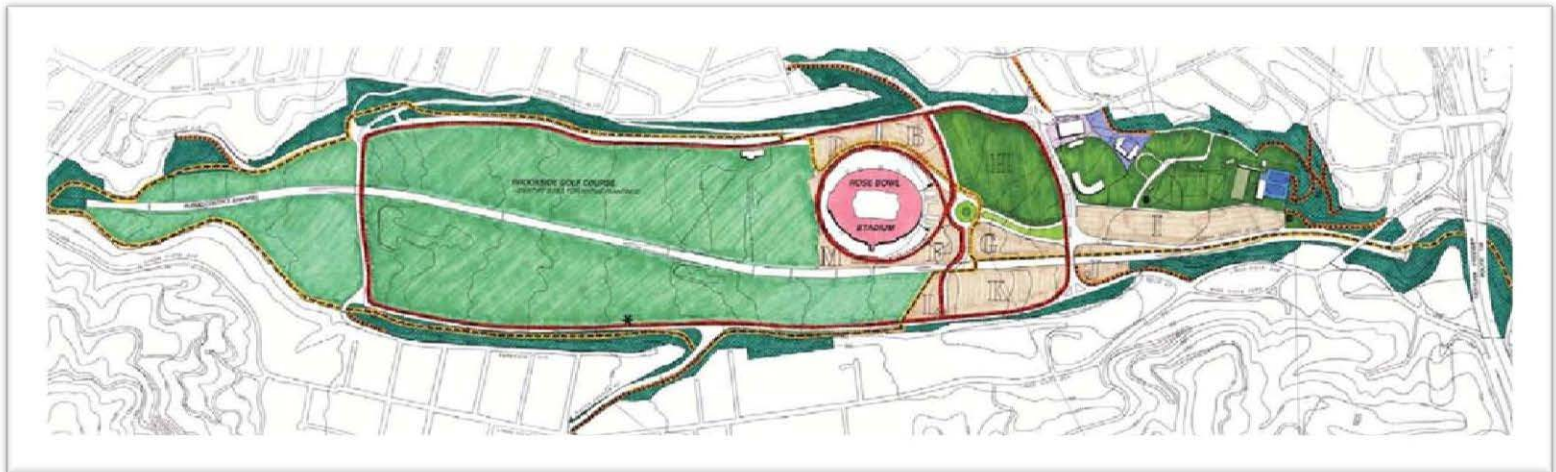


# Big Idea

## 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

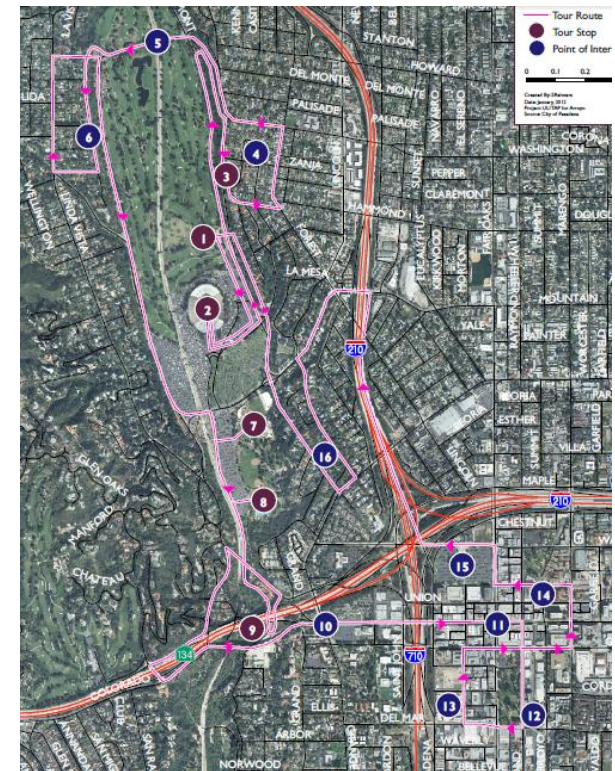
- Population
- Income Levels
- Brand
- Finite Physical Space

# 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

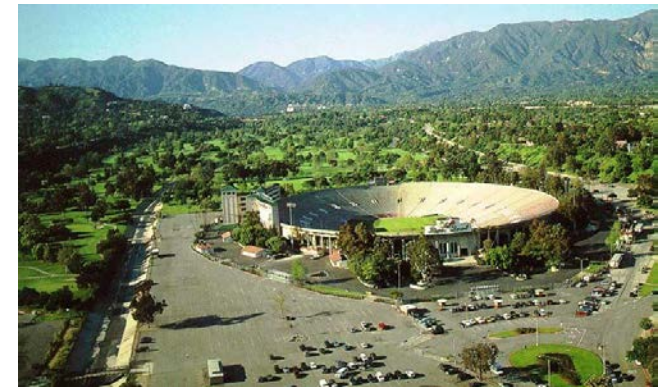


### Primary Duties:

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



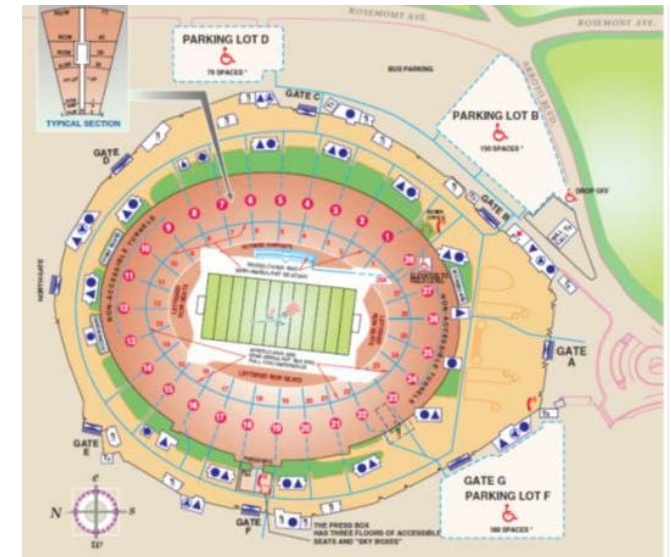
*Conservancy can fulfill the shared long-term vision for the Central Arroyo*



# 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)



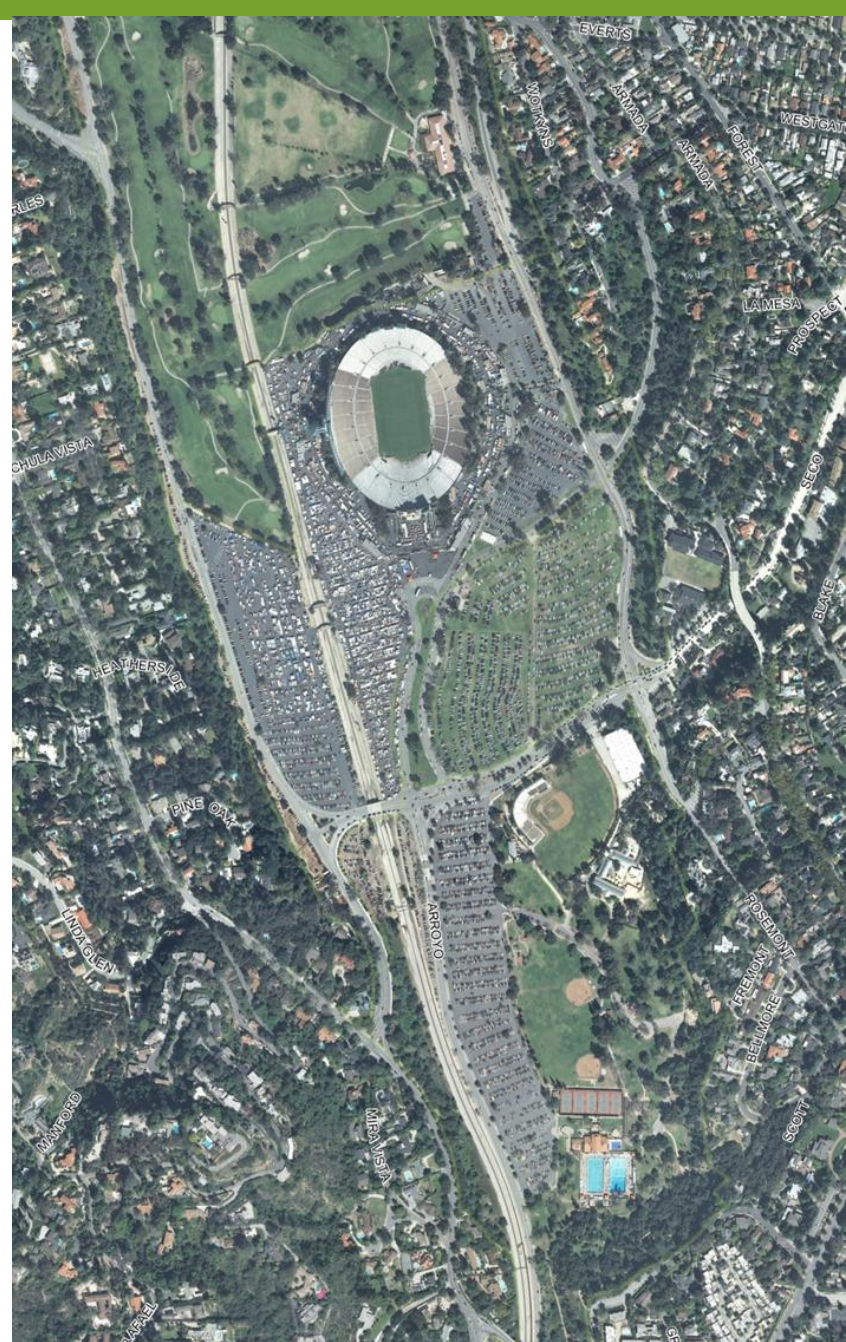


# How

## 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.**

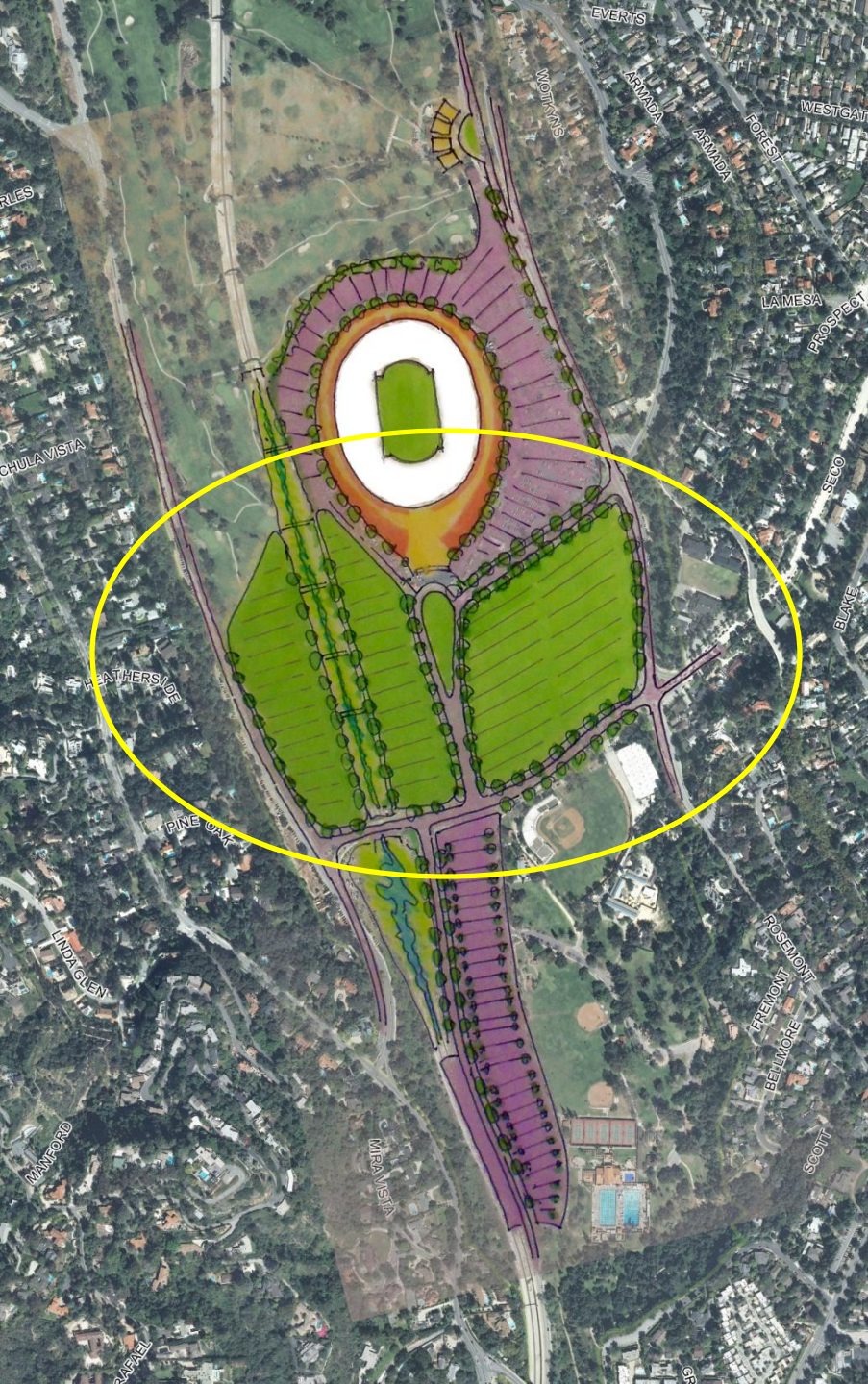




**Make the area south of the stadium more park-like.**

**Create flexible, adaptable spaces**



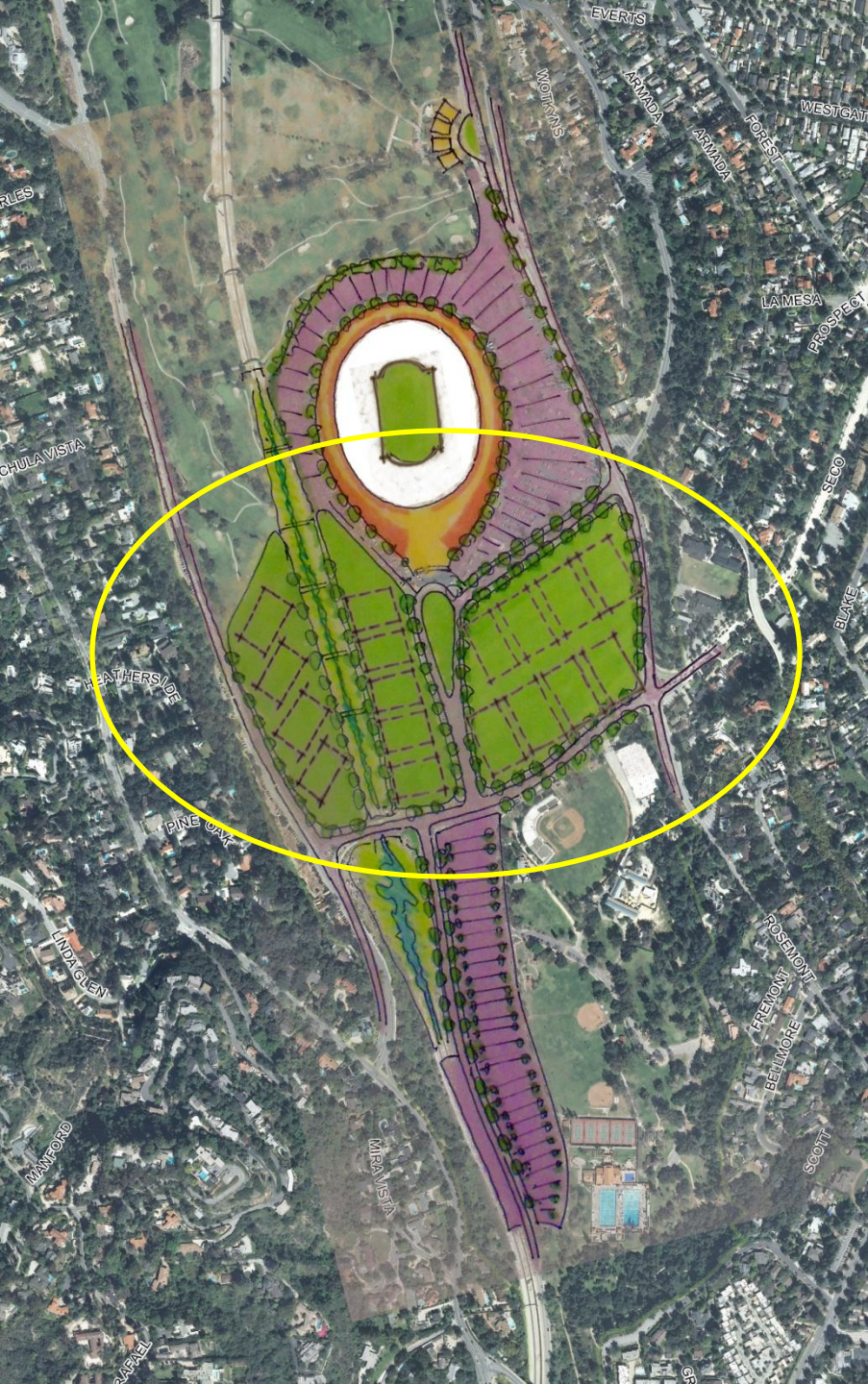


**Realign stadium entry road to allow more efficient use of adjoining spaces.**

**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://www.tc.gc.ca)



[http://cragen.co.uk/?page\\_id=30](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



# THE ARROYO LINK

RECEIVED

2022 JUN -6 PM 1:48

June 6, 2022

Interim City Manager Cynthia Kurtz  
Director of Transportation Laura Cornejo  
Pasadena City Hall  
100 Garfield Avenue  
Pasadena, CA 91101

**RE: Measure R Funding Reallocation List Update - The Arroyo Link**

Ms. Kurtz and Ms. Cornejo,

**We are writing to request that the City of Pasadena update the requested funding for the Arroyo Link in the Measure R Requested Project List from \$2 million to \$9.5 million.**

The Arroyo Link is the brainchild of David Wolf, who prepared extensive historical and planning documents in support of the project. In the years before his death in 2019, David presented this idea to the Transportation Advisory Commission and the Pasadena City Council, where it was met with unanimous and enthusiastic support.

The City of Pasadena requested \$2 million for the Arroyo Link in the Round 1 Mobility Improvement Projects Project Sponsor Submittal in November 2018. This list of projects included the Gold Line Grade Separation, which was selected for funding in that round, and again in Round 2, along with the St. John's Capacity Enhancement and three ITS projects.

With the cancellation of the Gold Line Grade Separation project, there is now over \$230M in funds that can be re-committed to the previous projects or to new projects, such as the "710 Transitional Projects" which is an amendment to the St. John's Capacity Enhancement that was previously funded.

We understand that the original funds requested were for feasibility analysis and design of the project, and that increasing the request to \$9.5M to include construction requires certain "per mile" cost assumptions. However, there are other projects that were included in that original list for which feasibility and design were not yet completed, even the proposed California Blvd Grade separation with a price tag of over \$200 million. David Wolf's work on the Arroyo Link provides an excellent basis for an engineer, and is much more extensive than analysis done for these other projects prior to their submission to Metro's 710-N funding reallocation process. \$9.5 million would ensure that a design/build process may move forward in an expeditious manner, and avoid a decade or longer process such as the Union Street project was subjected to, due to the need to cobble together multiple sources of competitive grant funding.

06/06/2022  
Item 2



In 2021 the Metro board unequivocally underlined its intent that these Measure R funds may be used for multi-modal projects. With the Metro Highways Department under new leadership and Metro Board members following this issue closely, now is an opportune time for the City to re-submit and realize projects that will improve mobility access, public safety, and public health.

Here are the reasons why the City should increase the “ask” for the Arroyo Link now:

- 1) **The Arroyo Link will provide permanent access to the Arroyo and the Rose Bowl, which are crown jewels in the Pasadena park system but are not easily accessible to people walking or biking.**
- 2) **The Arroyo Link will meet a key requirement for the 2028 Olympics of multimodally moving people safely to and from the Rose Bowl for the anticipated soccer matches.**
- 3) **The Arroyo Link will build upon and add utility to the \$7.5 million Union Street Protected Bikeway by creating a safe, off-street route to west Pasadena.**
- 4) **The Arroyo Link will not be competitive for state Active Transportation Program Funding, the primary alternative source of funding for such projects.**
- 5) **The Arroyo Link will contribute to the City’s goal of Pasadena being a place where people can safely circulate without a car, as well as support the implementation of the City’s adopted Climate Action Plan.**

This is a once-in-a-generation opportunity to realize meaningful mobility improvements for the City of Pasadena. The Arroyo Link exemplifies the City’s tremendous well of public expertise, commitment to community service, and stewardship of tradition. We ask that you carefully consider the Arroyo Link and we look forward to discussing this request with you further.

Sincerely,

**Friends of David Wolf and the Arroyo Link, including:**

Misch Anderson  
Brian Biery  
Colin Bogart  
Sylvia Holmes  
Blair Miller  
Stefanos Polyzoides  
Wesley Reutimann  
Dr. Gene Wester  
Michael Wolf

June 5, 2022

Mayor Victor Gordo, members of the Pasadena City Council  
100 N. Garfield Ave.  
Pasadena, CA 91109

RECEIVED  
2022 JUN -6 PM 1:49  
CITY OF PASADENA  
CITY CLERK

Dear Mayor Gordo and Councilmembers,

I'm a sixth-generation Southern Californian, a nearly 30-year resident of the Prospect Park neighborhood adjoining the Arroyo, and the founder of Prospect Park Books, named for that historic neighborhood and editor/publisher of the book *Hometown Pasadena*, which has become part of the fabric of the city. I'm also the owner of a commercial building in an Arroyo-adjacent neighborhood.

I've had my issues with Rose Bowl events over the years, because we were so directly affected by them, but I also know that it is the crown jewel of our community. Its future is threatened by its fiscal challenges and the competition from other stadiums in Los Angeles, so it's time to get creative about how to preserve our crown jewel for generations to come, as well as for the economic and cultural health of our community.

I applaud the efforts of the Rose Bowl Operating Committee and the Rose Bowl Legacy Foundation in looking to secure a future for our great stadium. I've read the Strategic Initiatives report and was happy to see a number of creative ideas in its pages.

I urge the city of Pasadena to authorize the general manager of the RBOC to pursue the revenue-generating opportunities listed in the report on the Five-Year Strategic Initiatives. Furthermore, I urge the city to help the communities abutting the Rose Bowl to understand how important it is for our community to improve the Rose Bowl and secure its future, while protecting as best as possible the serenity of our neighborhoods.

Thank you for your consideration and your dedication to our community.

Colleen Dunn Bates



**Jomsky, Mark**

---

**From:** jomsky@pasadena.net  
**Sent:** Monday, June 6, 2022 8:26 AM  
**To:** Kurtz, Cynthia; Cornejo, Laura  
**Subject:** Fund the Arroyo Link!

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## Jomsky, Mark

---

**From:** Topher Mathers <  
**Sent:** Monday, June 6, 2022 6:43 AM  
**To:** Kurtz, Cynthia; +lcornejo@cityofpasadena.net  
**Subject:** Fund the Arroyo Link!

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look forward to discussing this request with you further.

Topher Mathers (D5)

**Jomsky, Mark**

---

**From:** Jonathan Edwards  
**Sent:** Sunday, June 5, 2022 10:10 PM  
**To:** Kurtz, Cynthia; +lcornejo@cityofpasadena.net  
**Subject:** Fund the Arroyo Link!

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**Jomsky, Mark**

---

**From:** .....  
**Sent:** Sunday, June 5, 2022 9:50 PM  
**To:** Kurtz, Cynthia; Cornejo, Laura  
**Subject:** Fund the Arroyo Link!

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Sincerely,

-Neal Turner, homeowner in Altadena near the Arroyo.



## Jomsky, Mark

---

**From:** Boris Suchkov <[bsuchkov@cityofpasadena.net](mailto:bsuchkov@cityofpasadena.net)>  
**Sent:** Sunday, June 5, 2022 6:21 PM  
**To:** Kurtz, Cynthia; [lcornejo@cityofpasadena.net](mailto:lcornejo@cityofpasadena.net)  
**Subject:** Fund the Arroyo Link!

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Thanks,

Boris

## Jomsky, Mark

---

**From:** Claire Zeng < >  
**Sent:** Sunday, June 5, 2022 6:02 PM  
**To:** Kurtz, Cynthia; Cornejo, Laura  
**Subject:** Fund the Arroyo Link!

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Claire Zeng  
Pasadena District 7 resident

## Jomsky, Mark

---

**From:** Bin Lee  
**Sent:** Sunday, June 5, 2022 6:00 PM  
**To:** Kurtz, Cynthia; +lcornejo@cityofpasadena.net  
**Subject:** Fund the Arroyo Link!

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Bin Lee

District 1 resident & homeowner



## Jomsky, Mark

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**From:**  
**Sent:** Sunday, June 5, 2022 5:27 PM  
**To:** Kurtz, Cynthia; Cornejo, Laura  
**Subject:** Fund the Arroyo Link!

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Thank you,  
Bonnie James  
District 5 resident

Sent from my iPhone

## Jomsky, Mark

---

**From:** Michael Cornfield  
**Sent:** Sunday, June 5, 2022 4:10 PM  
**To:** Kurtz, Cynthia; Cornejo, Laura  
**Subject:** Fund the Arroyo Link!

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The Arroyo Link will provide permanent access to the Arroyo and the Rose Bowl, which are crown jewels in the Pasadena park system but are not easily accessible to people walking or biking.



The Arroyo Link will meet a key requirement for the 2028 Olympics to move people safely to and from the Rose Bowl for the anticipated soccer matches.

The Arroyo Link will build upon and add utility to the \$7.5 million Union Street Avenue Protected Bikeway by creating a safe, off-street route to west Pasadena.

The Arroyo Link will not be competitive for state Active Transportation Program Funding, the primary alternative source of funding for such projects.

The Arroyo Link will contribute to the City's goal of Pasadena being a place where people can safely circulate without a car, as well as support the implementation of the City's adopted Climate Action Plan.

This is a once-in-a-generation opportunity to realize meaningful mobility improvements for the City of Pasadena. The Arroyo Link exemplifies the City's tremendous well of public expertise, commitment to community service, and stewardship of tradition. We ask that you carefully consider the Arroyo Link and we look forward to discussing this request with you further.

Sent from my iPhone

## Jomsky, Mark

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**From:** John Perry <... m>  
**Sent:** Sunday, June 5, 2022 4:08 PM  
**To:** Kurtz, Cynthia; +lcornejo@cityofpasadena.net  
**Subject:** Fund the Arroyo Link!

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Dear City Manager,

I urge the City of Pasadena to update the requested funding for the Arroyo Link in the Measure R Requested Project List from \$2 million to \$9.5 million.

The Arroyo Link is the brainchild of David Wolf, who prepared extensive historical and planning documents in support of the project. In the years before his death in 2019, David presented this idea to the Transportation Advisory Commission and the Pasadena City Council, where it was met with unanimous and enthusiastic support.

The City of Pasadena requested \$2 million for the Arroyo Link in the Round 1 Mobility Improvement Projects Project Sponsor Submittal in November 2018. With the cancellation of the Gold Line Grade Separation project, there is now over \$230M in funds that can be re-committed to the previous projects or to new projects.

In 2021 the Metro board unequivocally underlined its intent that these Measure R funds may be used for multi-modal projects. Now is an opportune time for the City to re-submit and realize projects that will improve mobility access, public safety, and public health.

Here are the reasons why the City should increase the “ask” for the Arroyo Link now:

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community service, and stewardship of tradition. We ask that you carefully consider the Arroyo Link and we look forward to discussing this request with you further.

Sincerely,  
John Perry  
Pasadena Resident



## Jomsky, Mark

---

**From:** Mark Sanborn <[redacted]>  
**Sent:** Sunday, June 5, 2022 3:20 PM  
**To:** +lcornejo@cityofpasadena.net; Kurtz, Cynthia  
**Subject:** Fund the Arroyo Link!

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Dear City Manager, I urge the City of Pasadena to update the requested funding for the Arroyo Link in the Measure R Requested Project List from \$2 million to \$9.5 million. The Arroyo Link is the brainchild of David Wolf, who prepared extensive historical and planning documents in support of the project. In the years before his death in 2019, David presented this idea to the Transportation Advisory Commission and the Pasadena City Council, where it was met with unanimous and enthusiastic support. The City of Pasadena requested \$2 million for the Arroyo Link in the Round 1 Mobility Improvement Projects Project Sponsor Submittal in November 2018. With the cancellation of the Gold Line Grade Separation project, there is now over \$230M in funds that can be re-committed to the previous projects or to new projects. In 2021 the Metro board unequivocally underlined its intent that these Measure R funds may be used for multi-modal projects. Now is an opportune time for the City to re-submit and realize projects that will improve mobility access, public safety, and public health. Here are the reasons why the City should increase the “ask” for the Arroyo Link now: The Arroyo Link will provide permanent access to the Arroyo and the Rose Bowl, which are crown jewels in the Pasadena park system but are not easily accessible to people walking or biking. The Arroyo Link will meet a key requirement for the 2028 Olympics to move people safely to and from the Rose Bowl for the anticipated soccer matches. The Arroyo Link will build upon and add utility to the \$7.5 million Union Street Avenue Protected Bikeway by creating a safe, off-street route to west Pasadena. The Arroyo Link will not be competitive for state Active Transportation Program Funding, the primary alternative source of funding for such projects. The Arroyo Link will contribute to the City’s goal of Pasadena being a place where people can safely circulate without a car, as well as support the implementation of the City’s adopted Climate Action Plan. This is a once-in-a-generation opportunity to realize meaningful mobility improvements for the City of Pasadena. The Arroyo Link exemplifies the City’s tremendous well of public expertise, commitment to community service, and stewardship of tradition. We ask that you carefully consider the Arroyo Link and we look forward to discussing this request with you further.