

PASADENA ECONOMIC DEVELOPMENT STRATEGY

CITY COUNCIL

JUNE 3, 2024



DRAFT FOR DISCUSSION ONLY

PROJECT UNDERSTANDING

PURPOSE:

To provide the Pasadena Economic Development Division a five-year economic development strategic plan that guides priorities, policies, programs, and services with consideration of post-pandemic realities to foster the City's ongoing economic health and competitiveness.

OUTCOME:

Strategic city-wide, market-informed economic development recommendations for which there is need and consensus for action.



PROJECT PLAN & SCHEDULE

PHASE 1: IMMERSION & DISCOVERY

August - September

Background document review, field work, stakeholder discussions, and goal setting

Site Tour: September 24th – September 27th

*Advisory Committee Meeting #1**

* Denotes a decided in-person/hybrid meeting

PHASE 2: DIAGNOSTIC

October – December

- *Market Analysis*
- *Business Environment*
- *Administrative Capacity*
- *Physical Environment*

*Advisory Committee Workshop #2**

EdTech Committee Meeting #1

Deliverable: Diagnostic Summary

PHASE 3: STRATEGIC PLAN AND RECOMMENDATIONS MATRIX

January - Late Spring 2024

Executive summary, case studies, performance metrics, methods and tools, recommendations and strategies

Advisory Committee Meeting #3

*City Council Meeting**

Deliverable: Draft and Final Report



ECONOMIC DEVELOPMENT STRATEGY

CITY OF PASADENA
2024

DRAFT FOR REVIEW



Image Source Angel DiBilio



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1

EXECUTIVE SUMMARY

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EXECUTIVE SUMMARY

Pasadena's Economic Development Division (EconDev) drives the local economy and ensures that Pasadena is well-positioned to compete and attract new business and economic investment. This Strategic Plan is the result of significant commitments of time and resources from City officials and local stakeholders, who participated actively in the planning process.

This Strategic Plan marks the second Economic Development Strategic Plan completed by the Division, the first was in 2012, and is intended to accomplish three main goals:

- Guide the division's priorities, programs, and services for the next five years.
- Ensure shared direction and coordination from City departments and key economic development stakeholders toward the projects outlined in the plan
- Facilitate the targeted pursuit of funding through competitive state and federal funding sources, as well as contributions from private sector partners and the philanthropic community for elements of the plan

Following the COVID-19 pandemic, Pasadena, like many other cities throughout the nation, continues to experience fallout from macro-economic shifts. Overall, Pasadena has seen a steady and consistent recovery. Today, the City's employment levels hover around 75,000 employed residents, not quite back to its peak of nearly 80,000 employed in 2019. But few cities have recovered full employment, suggesting a "new normal" that economic development practitioners must acknowledge and address through their updated plans. This Plan is part of the City's work to ensure that the efforts of EconDev moving forward are thoughtful, measured, and rooted in a deep understanding of market conditions and projections.

Supporting businesses and helping them succeed and grow is vital to the city's overall fiscal health. The contributions that business makes to support the city's overall tax base help pay for the services that make Pasadena a great place to live and provide jobs for the city's diverse population. In 2023 alone, the city's 2,056 commercial parcels contributed over \$114 million dollars to the general fund. Additionally, sales tax and tax revenue from Pasadena businesses contributed nearly \$70 million.

However, economic development is, by its nature, complex. A business' decision to locate or expand in Pasadena is driven by a combination of micro- and macro-economic forces influenced by the actions and investments of an array of public and private sector players. This plan, therefore, will position EconDev as a facilitator and coordinator, taking the lead in some cases and playing a supporting role in others.



HOW TO USE THIS DOCUMENT

The methodology that undergirds the plan, as well as the most salient takeaways from the Diagnostic analysis are outlined in Chapter 1: Executive Summary.

A summary of the Diagnostic findings that informed the plan recommendations are outlined Chapter 2: Overview of Diagnostic Findings. The full Diagnostic also exists as a companion piece that is available on the EconDev website.

The Diagnostic findings culminate in six Guiding Principles summarized in Chapter 3: Policy Framework. The first Guiding Principle is 0.0 because it is foundational to the ones that follow. These principles are:

- 0.0 Build Systems And Partnerships By Addressing Resource Allocation, Staffing And Technical Expertise Within Econdev To Support Plan Implementation
- 1.0 Champion Life Sciences And Cultivate A Deep Tech Ecosystem By Leveraging Pasadena's Competitive Advantages, Raising The City's Profile, And Creating A Pipeline Of Much Needed Space For The Industry's Real Estate Needs
- 2.0 Investment In Local Neighborhoods And Small Businesses By Eliminating Barriers To Market Entry And Supporting Opportunities To Improve Neighborhood Corridors
- 3.0 Reinforce Pasadena As A Regional Destination For Culture And Entertainment By Raising The City's Profile And Both Improving And Right-Sizing Cultural And Retail Offerings
- 4.0 Expand And Streamline Workforce Opportunities Through Partnerships And Training
- 5.0 Prioritize Place And Accessibility Investments By Investing In Walkability, Mobility And Green Spaces That Create An Attractive Environment For Visitors And The Business Activity They Generate

Finally, these guiding principles serve as the framework for the twenty-seven strategic recommendations outlined in Chapter 4: Strategic Recommendations.

APPROACH & METHODOLOGY

The City of Pasadena Economic Development Strategic Plan represents the culmination of a three-phase, eight-month planning process.



Phase 1: Immersion & Discovery included site visits, fieldwork, stakeholder engagement through focus groups, and interviews with business owners, institutional leaders, City officials, and residents.



Phase 2: The Diagnostic resulted in a comprehensive analysis that combines qualitative and quantitative research methods to identify district-wide economic development challenges and opportunities in four key areas as follows: the Physical Environment, the local, regional, and visitor Market Demand, the Business Environment, and Administrative Capacity.



Phase 3: The Strategic Plan, of which this document is the final deliverable, is a direct response to the opportunities and challenges identified in the first two phases of work.



Physical Environment

- Public Realm
- Private Realm
- Access + Visibility



Market Demand

- Regional + Local Market Trends
- Retail Demand Analysis
- Industry Sectors



Business Environment

- Destination Drivers
- Competitive Environment
- Commercial Nodes



Administrative Capacity

- Partners
- Regulations
- Organizational Capacity
- Funding

IMPORTANT TAKEAWAYS

Pasadena outshines its competitors in nearly every metric.

Pasadena has stronger economic performance fundamentals than Los Angeles County, with a markedly lower unemployment rate and higher median earnings. Pasadena is also a regional destination for shopping, and dining, supporting more collective square feet of retail and food & beverage offerings than all its nearby competitors. Additionally, Pasadena is home to over 1,000 nonprofits (nearly one for every 138 residents) and the economic impact of those nonprofits is far reaching in terms of revenue generation and employment. Some of the city's key employers are nonprofits, with five such organizations, including Huntington Hospital, within the city's top ten largest employers. The City of Pasadena would benefit from a targeted communication strategy that showcases its remarkable

A need for a flexible economic development delivery mechanism.

Pasadena's growing focus on rapidly evolving technological industries requires the agility and flexibility to respond as the needs of the economy and industry change. Currently, the City does not have the flexibility to fund raise economic development dollars from private entities. Economic Development Organizations (EDOs) are a common tool used both locally and nationally and have become an industry standard mechanism

to raise dedicated and flexible funds. EDO funding can be used to retain and attract business through projects, initiatives, and programs beyond what a City budget can provide or is limited to spending due to bureaucratic constraints.

A renewed and highly targeted industry focus.

With strong fundamentals, an educated workforce, excellent quality of life, and an existing cluster of Deep Tech businesses, the City is well poised to leverage these qualities for economic growth. There is opportunity to further elevate the value proposition of Pasadena as a location for growth in these sectors. Additionally, identifying adequate lab space and understanding the needs of industry leaders are a pivotal factor for capitalizing on these opportunities effectively.

Although each of these Deep Tech subsectors has differing focus areas, they share some commonalities. They tend to focus on selling their products to other businesses, rather than to consumers, and they all require highly educated and specialized workforces to function, with distinct skill sets. They also have specialized space requirements that cannot be satisfied with traditional office space. This space need is critical to meet and is a major factor in a Deep Tech business's decision to move in or expand.

What is "Deep Tech"?

For the purposes of this plan, "Deep Tech" encompasses three technology industry subsectors defined by Caltech as "industry pillars". These pillars are Biotech, AI, and Quantum. Although distinct fields of study, each of these pillars focuses on the advancement of technologies that can transform industries and improve lives.

LIFE SCIENCES AND BIOTECH is the most mature of these subsectors and is the combination of natural sciences and engineering to develop products that affect living things, enabling scientific breakthroughs that address unmet medical needs.

QUANTUM is an emerging industry that utilizes the principles of quantum physics to pioneer groundbreaking advancements in technologies like novel forms of computation and highly secure communication networks.

ARTIFICIAL INTELLIGENCE (AI) algorithms that mimic human cognitive functions can be applied across diverse industry sectors, including healthcare, finance, transportation, and entertainment, among others. Deep Tech combines AI with the physical world, creating innovations like autonomous vehicles, cancer-detecting imaging systems, and firefighting drones.



IMPORTANT TAKEAWAYS

An oversupply of retail space.

Pasadena, like cities nationwide, has more retail than its market demands. Collectively, residents, visitors, and employees generate sufficient demand to support approximately 9.5 million square feet of retail. However, the City is home to 10.7 million square feet of space – a 1.2 million square foot oversupply that is reflected in retail vacancies across the City's commercial districts. Pasadena must work to advance a multi-pronged approach to this challenge by

1. Reducing the oversupply and continued construction of new retail space through a highly targeted reduction in the areas where ground floor commercial activity is required,
2. Reducing the regulatory barriers to market entry for small business,
3. Making commercial districts more inviting by improving the conditions of the streets where business activity takes place, and
4. A consumer-facing marketing and promotional campaign aimed at increasing visitation and spending from regional residents and visitors.

Pasadena's workforce is a key asset, but barriers remain.

Pasadena has a larger and more diverse population than nearby communities, with both high-income earners and a higher rate of households living in poverty. Pasadena residents are also younger when compared to surrounding markets, which is an asset to be leveraged. However, housing affordability and the quality of public education create a barrier to full participation by low-income residents in the economy.

Opportunities to improve cultural and entertainment offerings to complement the City's status as a dining destination.

Currently, Food & Beverage (F&B) offerings dominate the retail landscape. In Old Pasadena alone, F&B comprises 58% of all ground-floor retail spaces, which is the highest percentage of any district in the City. As Pasadena seeks to lengthen the duration of stay and further improve its competitive position vis a vis other places in the region, improved entertainment and cultural uses are critical to creating an environment that is attractive to both new and growing businesses.

STAKEHOLDER ENGAGEMENT

Streetsense conducted a series of in-person focus groups and one-on-one interviews with a diverse array of stakeholders to understand Pasadena's strengths and potential challenges the city is facing. The following individuals contributed to the planning process.



Advisory Group

Salvatrice Cummo – Pasadena City College
Prentice Deadrick – City of Pasadena
Mike de la Rocha – Tepito Coffee, Revolve Impact
Taylor Lenton – Caltech
Paul Little – Pasadena Chamber of Commerce & Civic Association
Jason Lyon – Pasadena City Council
Hilary Norton – California Transportation Commission
Monique Reaves – Rose Bowl Operating Company
Michael Ross – Pasadena Center Operating Company
Dianne Russell-Carter – Foothill Workforce Development Board
Brian Wallace – Playhouse Village Association
Andy Wilson – Alliance for SoCal Innovation

Stakeholders

Robert Angarita – Baller TV
Perry Bennett – Perry's Joint
Rochelle Branch – Pasadena Arts & Cultural Affairs Division
Dale Brown – Onyx Architects
Julia Bradsher – Huntington Medical Research Institutes
Brad Budde – Northwest Pasadena Resident
Estelle Campbell – Studios @ Walnut
Patrick Church – JLL Los Angeles
Michael Anthony Cullins – Northwest Commission
Bassil Dahiyat – Xencor
David Eads – Tournament of Roses
Pete Ewing – West Pasadena Residents Association
Fred Farina – Caltech
Nardo Manaloto – Qubits Ventures
Jane Haderlein – Huntington Hospital
Aaron Hawkey – Baller TV
Bill Huang – Pasadena Department of Housing
Pat Hurst – Hurst/Harrigan
Philip Leclair – Pasadena Department of IT
Melissa Lee – Public Works Partners
Charles Loveman – Heritage Housing Partners
Ruth Martinez-Baenen – Tournament of Roses

Jason Mikaelian – Pasadena Planning & Community Development Department
Josh McCurry – Flintridge Center
Tom McGovern – Idealab
Juan Morales – Onni Group
Rob McClinton – Innovate Pasadena
Robert Montano – Adept Development
Kris Markarian – Pasadena Department of Public Works
Steve Mulheim – Old Pasadena Management District
Jose Madera – Pasadena Community Job Center
Niki Svara – Old Pasadena Management District
Kellee O'Rourke – Pasadena Department of Water & Power
Lola Osborne – Pasadena Parks, Recreation & Community Services Department
Kris Markarian – Pasadena Department of Public Works
Joaquin Siques – Pasadena Department of Transportation
Gina Tleel – South Lake Business Association
Leslie Thompson – Pasadena City College
Kristin Tonkin – Onni Group
Sylvia Tolbert – Learning Works
Howie Zechner – Raz Video Production/

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A photograph of the California State Capitol building, featuring a prominent red-tiled dome and white classical architecture. The building is partially obscured by green trees in the foreground. A large, white, bold number '3' is overlaid on the right side of the image.

3

POLICY FRAMEWORK

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GUIDING PRINCIPLES

The six guiding principles outlined here serve as the policy framework for the City's economic development efforts. While individual projects may evolve as EconDev works with partners on implementation, the projects, programs, and policies should continue to be measured against their service towards the framework outlined here.

0.0	BUILD SYSTEMS AND PARTNERSHIPS
1.0	CHAMPION LIFE SCIENCES AND CULTIVATE A Deep Tech ECOSYSTEM
2.0	INVEST IN LOCAL NEIGHBORHOODS AND SMALL BUSINESSES
3.0	REINFORCE PASADENA AS A REGIONAL DESTINATION FOR CULTURE AND ENTERTAINMENT
4.0	EXPAND AND STREAMLINE WORKFORCE OPPORTUNITIES
5.0	PRIORITIZE PLACE AND ACCESSIBILITY INVESTMENTS

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4

STRATEGIC RECOMMENDATIONS

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RECOMMENDATIONS OVERVIEW

The recommendations outlined here are the result of a thorough diagnostic and market analysis that identified gaps and opportunities. We must acknowledge that economic development requires partnership. In several cases recommendations are not for the Economic Development Division (EconDev) to lead, but rather to facilitate, support, and track over time. Overall, the recommendations serve as a framework for policy decisions and further stakeholder discussions. The Plan is designed to be both tactical and aspirational, striking a balance between initiatives that can swiftly progress with existing resources and those requiring additional funding, the availability of which can be dynamic and contingent on unforeseeable events at the local, state, and national levels.

Recognizing the fluid nature of funding opportunities, the document provides a roadmap toward achieving outcomes that facilitate quick mobilization when funding avenues materialize. It emphasizes the importance of being “shovel ready,” wherein projects are well-conceived and enjoy the support and collaboration of essential partners so that action can be taken without delay when opportunities arise. This readiness positions the City favorably for state and federal funding, which tends to prioritize well-prepared initiatives.

Furthermore, the outlined projects derive from input from stakeholders, and an understanding of best practices at regional, state, and national levels. The direction outlined in the plan empowers EconDev to advocate for crucial initiatives, foster collaboration with an array of partners and identify current and potential funding sources.

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RECOMMENDATIONS RUBRIC

Each strategy recommendation is structured with the following rubric. The rubric highlights critical details of the recommendations and provides a benchmark for comparison.

The recommendations are grouped by the Guiding Principle which serves as the overarching goal for the strategies that fall under its umbrella.

In addition to the recommendations, Honorable Mentions are included to highlight efforts currently underway. These efforts should be continued if still in process, or if completed, should be promoted as success stories.

Strategy

Guiding Principle	0.0 Build Systems and Partnerships for Success 1.0 Champion Life Sciences and Cultivate a Deep Tech Ecosystem 2.0 Invest in Local Neighborhoods and Small Businesses 3.0 Reinforce Pasadena as a Regional Destination for Culture and Entertainment 4.0 Expand and Streamline Workforce Opportunities 5.0 Prioritize Place and Accessibility Investments
Project Category	Administrative – <i>Efforts to build organizational capacity, staffing, & resources</i> Promotion & Marketing – <i>Efforts to build awareness for City & businesses</i> Recruitment & Retention – <i>Efforts to attract, retain, and grow businesses</i> Redevelopment – Private Realm – <i>Efforts that require private sector participation</i> Redevelopment – Public Realm – <i>Efforts to enhance the public realm</i>
Applicable Geography	Relevant geographic boundaries/jurisdiction for project
Project Lead	City of Pasadena department/external partner responsible for leading the project
Partners	List of public nonprofit/private entities whose support and cooperation is critical to successful implementation of projects
Funding	Funding source
Project Status	New/Existing
Project Risk	Low Risk Moderate Risk High Risk
Project Cost	\$: Under \$50K (Mostly staff time) \$\$: \$50-200K \$\$\$: \$200K+ (Capital projects, web-development, resource intensive)
Project Time	Short: >1 Year Medium: 1-3 Years Long: 3-5 Years
Project Overview	Expanded description of the strategy and how it relates to diagnostic findings
Case Study	Case studies are intended to provide exemplary references to guide implementation efforts

STRATEGIES AT-A-GLANCE

GUIDING PRINCIPLE	ID	STRATEGY RECOMMENDATION	TIME & COST		
			Short	Medium	Long
0.0 Build Systems and Partnerships for Success	0.1	Create A Vehicle For Public-Private Partnership To Advance Deep Tech Initiatives	●	○	○
			\$\$		
	0.2	Develop Robust Communication, Marketing And Public Relations	●	○	○
			\$\$		
	0.3	Explore Local Economic Development Entity Formation	○	●	○
				\$\$\$	
	0.4	Create An Economic Development Performance Dashboard	●	○	○
			\$\$		
1.0 Champion Life Sciences and Cultivate a Deep Tech Ecosystem	1.1	Develop A Robust Marketing Campaign On Behalf Of Life Science And Deep Tech	○	●	○
				\$\$	
	1.2	Identify A Catalytic Project To Jumpstart A Pipeline	○	○	●
					\$\$\$
	1.3	Attract And Attend Major Industry Conferences	○	○	●
				\$\$	
	1.4	Establish A Tech Business Plan Competition	●	○	○
			\$\$		
	HM	Ease Life Science Regulations			
2.0 Invest in Neighborhoods and Small Businesses	2.1	Improve & Streamline Digital Experience For New Businesses To Support Navigation Of City Processes	○	●	○
				\$\$	
	2.2	Explore The Creation Of A High-Quality Market Incubator	○	●	○
				\$\$	
	2.3	Develop A Facade And Merchandising Technical Assistance Program	○	●	○
				\$\$	
	2.4	Support Property And Business Improvement District (PBID) Formation In Districts Where Appropriate	●	○	○
			\$ - \$\$		
	2.5	Develop A Neighborhood Walkability Toolkit	○	●	●
				\$\$ - \$\$\$	
	2.6	Establish Strategic Mentorship Initiatives	●	○	○
			\$		
	HM	Work With The Center by Lendistry To Create Pathways & Resources For Clean Energy Usage Among Small Businesses			

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STRATEGIES AT-A-GLANCE

GUIDING PRINCIPLE	ID	STRATEGY RECOMMENDATION	TIME & COST		
			Short	Medium	Long
3.0 Reinforce Pasadena as a Destination for Culture and Entertainment	3.1	Reinvigorate Pasadena Brand With A Signature Event	○	●	○
	3.2	Support The Attraction Of Cultural/Entertainment Anchor For The Civic Center	○	○	●
	3.3	Encourage Necessary Place-Based Investments Within The Civic Center To Soften The Hardscape And Create Gathering Places	○	○	●
	3.4	Right-Size Ground-Floor Retail Requirements And Expand Allowable Ground-Floor Uses In Neighborhood Districts	○	●	●
	3.5	Adopt An Adaptive Reuse Ordinance	●	○	○
4.0 Expand and Streamline Workforce Opportunities	4.1	Develop Focused Tech Workforce Training And Tech Apprenticeship Programs In Partnership With Pasadena City College	○	●	○
	4.2	Champion Early Exposure To The Tech Industry In Public Schools	○	●	○
	4.3	Strengthen The Local Network Of Workforce Development Entities To Collaborate With Employers And Create A Streamlined Jobs Portal	●	○	○
	4.4	Provide Training Paths For Business Support And Admin Roles	○	●	○
5.0 Prioritize Place and Accessibility Investments	5.1	Implement Targeted Streetscape Improvements Within The Central District	○	○	●
	5.2	Improve Connectivity Between Pasadena's Destination Districts And Key Visitor Assets	○	●	○
	5.3	Invest In Further Expansion Of Targeted Bike Infrastructure To Enable The Piloting Of A Micro-Mobility Program In The Central District.	○	●	○
	5.4	Develop A More Comprehensive Approach To Leveraging The Growth In Electric Vehicle Usage And Customer Base	○	●	○
	HM	Encourage Outdoor Dining That Drives A Quality Environment			
HM	Update The Bicycle Transportation Action Plan				

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GUIDING PRINCIPLE 0.0

0.0 BUILD SYSTEMS AND PARTNERSHIPS FOR SUCCESS

- ✔ 0.1 Create A Vehicle For Public-Private Partnership To Advance Deep Tech Initiatives
- ✔ 0.2 Develop Robust Communication, Marketing And Public Relations
- ✔ 0.3 Explore Local Economic Development Entity Formation
- ✔ 0.4 Create An Economic Development Performance Dashboard

- 1.0 Champion Life Sciences and Cultivate a Deep Tech Ecosystem
- 2.0 Invest in Neighborhoods and Small Businesses
- 3.0 Reinforce Pasadena as a Destination for Culture and Entertainment
- 4.0 Expand and Streamline Workforce Opportunities
- 5.0 Prioritize Place and Accessibility Investments

The recommendations outlined in this plan are wholly reliant on organizational and administrative capacity, which refers to an important combination of sufficient resource allocation, staffing, and technical expertise to support implementation.

Additionally, as with any economic development strategy reliant on the actions of private sector partners for success, building and maintaining lines of communication and collaboration with the private sector requires mechanisms that enable participation from business leaders. This means establishing marketing mechanisms that showcase the City's strengths and attract investment. It means building a stronger value proposition for those considering Pasadena as a place to live and/or locate their business. These efforts will also offer businesses avenues for increasing their visibility and connecting with larger audiences.

0.1 Create A Vehicle For Public-Private Partnership To Advance Deep Tech Initiatives

Reinvigorate an existing organization or establish a “Deep Tech Council,” a new public-private tech council to advance Deep Tech

GUIDING PRINCIPLE:

0.0 Build Systems and Partnerships for Success

PROJECT CATEGORY:

Administrative

APPLICABLE GEOGRAPHY:

Citywide

PROJECT LEAD:

EconDev

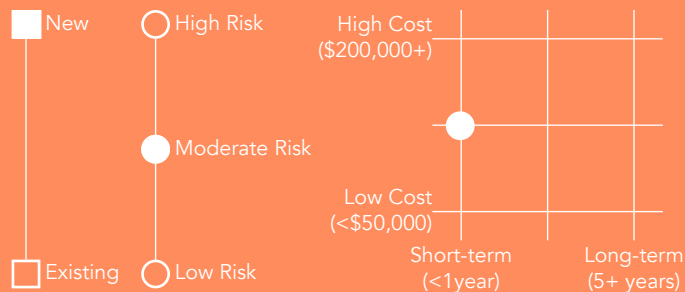
PARTNERS:

Innovate Pasadena, Caltech, PCC, Alliance for SoCal Innovation, Biocom California

FUNDING:

Industry

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

The City should form a “Deep Tech Council” composed of public, private, and institutional representation to bring together industry stakeholders in support of growing the Deep Tech industry. The Council will serve to help inform strategic efforts through consensus building and careful planning. Initially, the city would lead a small executive working group to identify key players in the Deep Tech ecosystem, which consists of Caltech’s three pillars of Biotech, AI and Quantum. These key players range from local tech startups, academic institutions, corporate partners, and local and regional government entities. This analysis would help in identifying a broader group of diverse council members that represent the various facets of the sector. Inviting representatives from private companies, research institutions, and government agencies ensures a comprehensive approach to addressing the unique challenges and opportunities in the Deep Tech industry.

The Deep Tech Council leaders would define the objectives, a platform, and develop key initiatives. The Council’s mission should include fostering collaboration, creating a supportive regulatory environment, and attracting investments through marketing and outreach efforts to propel the growth of Deep Tech initiatives. Clear governance structures, communication channels, and regular meeting can facilitate effective decision-making and coordination among the diverse members.

CASE STUDIES

[North Carolina Tech Association \(Raleigh, North Carolina\):](#)

The North Carolina Tech Association (NCTech Association) is a nonprofit public-private partnership organization with an expansive network of over seven hundred companies that serves as the leading voice and hub for communication for the tech and innovation community in the state of North Carolina. Members are given access to learning about fellow organizations through their membership portal as well as to hundreds of events each year all centered around the tech industry and advancing it in the state. They are also well equipped to assist participating companies in growing their network by providing the suggested marketing toolkits and a job board. Lastly, the Association encourages its members to engage with elected officials to create widespread literacy on technology and innovation among the state’s legislators and change-makers.



MetLife Global Technology Campus,
Image Source: North Carolina Tech Association Website

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[Greater Baltimore Committee](#)
[\(Baltimore, Maryland\):](#)

The Greater Baltimore Committee is the lead organization responsible for managing a Consortium of 50+ partners from the private and nonprofit sectors that represent players from a diverse set of backgrounds and related tech industries. The Consortium led the application for a competitive Federal Economic Development Administration (EDA) Regional Tech Innovation Hub Destination, which was awarded in 2023. The EDA designated 31 Tech Hubs across the country that are now eligible to receive between \$40 to \$70 million in additional federal funding for programs and investments in artificial intelligence, biotechnology, and healthcare.

Image Source: The Greater Baltimore Committee (GBC)

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0.2 Develop Robust Communication, Marketing And Public Relations

Develop a communication team with technical skills and expertise to execute economic development, marketing, and promotional efforts with an emphasis on Deep Tech and regional visitation.

GUIDING PRINCIPLE:

0.0 Build Systems and Partnerships for Success

PROJECT CATEGORY:

Administrative, Promotion & Marketing

APPLICABLE GEOGRAPHY:

Citywide

PROJECT LEAD:

EconDev

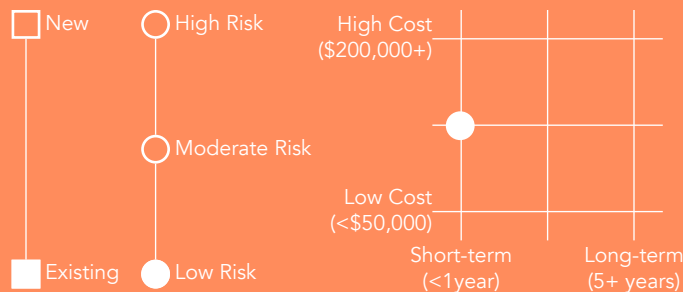
PARTNERS:

PCOC/Visit Pasadena

FUNDING:

City

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

EconDev must be well-positioned to communicate and market a consistent message that raises the profile of Pasadena and clearly articulates a value proposition to private industry that stimulates investment and creates jobs. To ensure private industry receives this message, EconDev will need to effectively market and strategically communicate with the priority industry sectors identified in this plan, including Deep Tech, the cultural and entertainment industries, and local businesses. A robust marketing and communications effort will likely a variety of components, including a website, social media, email marketing, events, print media, and advertising. Professionals with expertise in strategic communication and brand management are best positioned to lead City's marketing and public relations campaigns.

Successful economic development initiatives also depend on building and maintaining relationships with networks of existing partners through email communication, reports, newsletters, and other communication tools that ensure engagement and participation from both the business community and local community partners. These communication tools function as a conduit between City Hall and the private sector, ensuring constant communication between all parties.

According to the International Economic Development Council, the most common forms of communication for business retention and expansion activities led by economic development organizations include regular reports that summarize the city's economic development activities, general communication activities (e.g. with local media outlets, social media, and through newsletters or blogs), data reports, and data visualization, stakeholders, investors, and the public. Additionally, local media outlets are among the most common options for publicizing economic development efforts. This entails building relationships with media outlets, developing organizational credibility with the public, and issuing press releases. These press releases should include details on the organization's initiatives, public announcements, and testimonials promoting the city.

0.3 Explore Local Economic Development Entity Formation

Explore the formation of an economic development entity that offers the city and its partners a tool for flexible fundraising and agile decision-making

GUIDING PRINCIPLE:

0.0 Build Systems and Partnerships for Success

PROJECT CATEGORY:

Administrative

APPLICABLE GEOGRAPHY:

Citywide

PROJECT LEAD:

EconDev

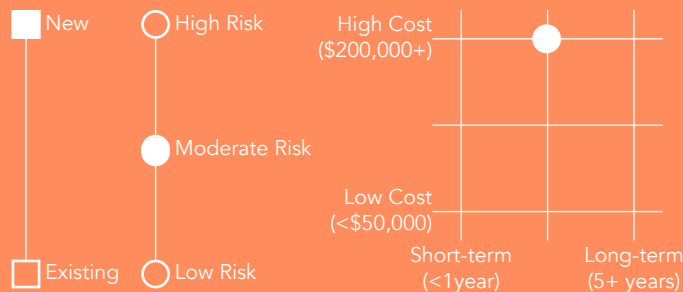
PARTNERS:

Deep Tech Council, Regional Economic Development Organizations, local business leaders, and City Council

FUNDING:

City funds and fundraising

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

A nonprofit local Economic Development Organization can serve as a dedicated entity focused on fostering growth, attracting investments, and creating a favorable business environment. Economic Development Organizations or EDOs (aka EDCs or EDAs) are a common and widely used economic development delivery mechanism. An EDO functions like other nonprofit corporations. In Pasadena, the Pasadena Center Operating Company (PCOC) is one such entity. PCOC was formed by the city to manage the Pasadena Convention Center and other city-owned visitor assets, to support the efforts of Visit Pasadena (a destination marketing organization whose goal is to promote Pasadena as an attractive travel destination) and create a mechanism for collaborative decision-making in partnership with non-governmental stakeholders.

As is the case with PCOC, one key advantage of a nonprofit EDO over a government entity is its ability to raise funds independently, allowing the organization to invest in projects and initiatives that might be beyond the immediate financial scope of a municipal government. While operating separately from the city, the city typically retains board members, and the head of the EDO is often a mayoral appointee. An EDO undoubtedly has synergistic goals to that of the city, but it will be crucial to establish clear boundaries, as well as expectations of collaboration between the City Council and the EDO before its official formation.

CASE STUDIES

[Los Angeles County Economic Development Corporation \(Los Angeles, California\):](#)

The Los Angeles County Economic Development Corporation (LAEDC) has various programs and initiatives to promote equitable economic growth throughout the region, including Business Assistance Programs, Workforce Development efforts, and the Los Angeles Digital Equity Action League, an effort to promote equitable broadband access with more than 100 public and private partners.



Source: LAEDC 2024 Economic Forecast Report

[Center for Competitive Workforce \(Los Angeles, California\):](#)

This organization is a regional partnership created through the LAEDC alongside high-growth industry businesses and nineteen educational institutions across the County. The organization's goal is to help guide schools and educational programs to better serve students and fill middle-skill jobs in high-growth industries. The partnership is an outgrowth of the LAEDC's overall workforce development initiative, with a focus on students entering the workforce. The partnership helps connect potential employers to qualified applicants and educators and provides a simple-to-navigate middle-skill job database that gives students an idea of what jobs are currently available. The Center for Competitive Workforce also hosts industry-specific panels, develops industry-specific reports, and is in the process of creating a bioscience portal that will identify and categorize all bioscience companies in the region to assist both job seekers and other bioscience companies interested in the region.

[Alexandria Industrial Development Authority \(Alexandria, Virginia\):](#)

The Alexandria Industrial Development Authority (IDA) provides financing to qualified businesses and organizations looking to locate or expand in Alexandria, Virginia. The organization was created by a City council ordinance and is overseen by a council-appointed board but is directly administered by the City's economic development partnership staff. The IDA acts as a conduit, issuing bonds and lending proceeds to 501(c)(3) organizations, small manufacturers, and other qualified organizations. Most notably, the organization helped to facilitate the redevelopment of an abandoned mall into a new Inova hospital by directly purchasing land from the mall owner and ground leasing it back to the hospital system.

Image Source: Alexandria Industrial Development Authority



DRAFT FOR DISCUSSION ONLY

0.4 Create An Economic Development Performance Dashboard

Establish a mechanism to track economic development performance metrics

GUIDING PRINCIPLE:

0.0 Build Systems and Partnerships for Success

PROJECT CATEGORY:

Administrative

APPLICABLE GEOGRAPHY:

Citywide

PROJECT LEAD:

EconDev or newly formed EDO

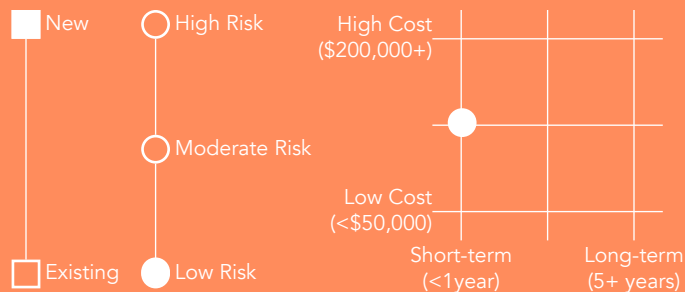
PARTNERS:

Tracking impact and milestones for individual projects will also require reliance on any and all project partners

FUNDING:

City and/or potential exploration of public-private partnerships with tech companies (who may be open to donating software, expertise and/or in-kind support as part of their corporate social responsibility (CSR) efforts

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

Tracking and sharing a set of carefully selected performance metrics on a periodic basis is essential for a strategic plan. It enhances accountability, informs decision-making, guides resource allocation, and demonstrates the agency's impact on economic growth within the community. It allows stakeholders, including city officials, community members, businesses, and investors to see the impact of the work and measure the level of effectiveness of the efforts. Data from a tracking effort can help inform stakeholder engagement, support applications for state and federal grants, and enable tracking against other jurisdictions to identify areas of potential improvement.

As EconDev begins to execute the plan, they will want to select a set of metrics for tracking that can be reasonably updated and monitored over time with readily available data, resources, and systems. The California Association for Local Economic Development has developed a list of metrics by category that can be reviewed and connected back to the specific projects identified in this Plan.

It is also important to outline the outcomes of the projects in this plan to be measured, not only for quantitative impact, but also for qualitative impact. Periodic reporting should include success stories and testimonials from actual participants – and these stories should be communicated and marketed broadly to key stakeholders and the media as powerful supporting evidence for additional funding requests and grant proposals.

CASE STUDIES

[Economic Development Dashboard, City of Napa \(Napa, California\):](#)

The City of Napa updates an economic development dashboard on a quarterly basis.



Source: Economic Development Dashboard, City of Napa

[Open Data Portal \(Austin, TX\):](#)

The city of Austin's data portal, including economic development metrics, are a resource for entrepreneurs, researchers, and the public to understand and analyze Austin's economy.



Source: Austin Open Data Portal

DRAFT FOR DISCUSSION ONLY

GUIDING PRINCIPLE 1.0

0.0 Build Systems and Partnerships for Success

1.0 CHAMPION LIFE SCIENCES AND CULTIVATE A DEEP TECH ECOSYSTEM

- ✓ 1.1 Develop A Robust Marketing Campaign On Behalf Of Life Science And Deep Tech
- ✓ 1.2 Identify A Catalytic Project To Jumpstart A Pipeline
- ✓ 1.3 Attract And Attend Major Industry Conferences
- ✓ 1.4 Establish a Tech Business Plan Competition
- 🏆 HONORABLE MENTION: Life Science Regulations

2.0 Invest in Neighborhoods and Small Businesses

3.0 Reinforce Pasadena as a Destination for Culture and Entertainment

4.0 Expand and Streamline Workforce Opportunities

5.0 Prioritize Place and Accessibility Investments

The City of Pasadena stands at a pivotal juncture with a unique set of characteristics that offer a compelling economic rationale for the applied science industries, also known as “Deep Tech.” This includes the Biotech, Artificial Intelligence, and Quantum industries that already have a presence within Pasadena due to proximity to Caltech, one of the nation’s leading science and engineering educational institutions. Beyond Caltech, Pasadena offers strong competitive advantages to businesses and residents that sometimes fall under the radar, including an excellent quality of life and diverse employment opportunities, and a strong, highly educated labor pool. Developing a strong message and value proposition to appeal to potential investors and businesses in this sector will be critical to long-term success.

Additionally, Deep Tech companies have specialized real estate needs distinct from traditional office space, such as build-outs for lab space, specialized Heating, Ventilation, and Air Conditioning (HVAC) systems and increased ceiling heights. Pasadena currently lacks the real estate pipeline to offer businesses the space they require. Addressing this spatial deficit will be paramount, as access to adequate facilities is a primary driver for growth in these industries.

The existing cluster of tech businesses located near Caltech and Huntington Hospital underscores the potential for additional growth, and this analysis posits that the opportunities for new growth are greatest in the Central District, which boasts a “campus environment”, one with dining and entertainment amenities, great access, and outdoor space prized by both businesses and the tech-forward young talent they need to attract and retain.

Note: While housing affordability and the quality of the public education system were not the focus of this study, they remain two additional business attraction factors that will play a pivotal role in long-term economic growth. The City’s 8-year Housing Element plan was certified by the State of California in 2023. It includes measures to address the ongoing challenge of housing affordability and reflects the City’s commitment to opening doors for people of all income levels. EconDev will coordinate with relevant City departments to support the plan goals.



HONORABLE MENTION: Easing Life Science Regulations

In late 2023, the City of Pasadena adopted a set of code changes to support the growth of the life science industry. This included allowances for greater building heights, simplified use definitions for Research & Development, the elimination of distinctions between office and non-office uses to enable greater flexibility, the easing of restrictions on parking, and revised fire code provisions. The new regulations will make it easier for life science companies to expand and relocate to Pasadena. These changes were developed through collaborative conversations with tech industry leaders and the local commercial real estate community to eliminate several hurdles to locating Pasadena that had been raised in the life science industry.

1.1 Develop A Robust Marketing Campaign On Behalf Of Life Science And Deep Tech

Creation of cohesive marketing plan, website, and physical materials that advance efforts to establish Pasadena as a destination for Life Science and Deep Tech businesses.

GUIDING PRINCIPLE:

1.0 Champion Life Sciences and Cultivate a Deep Tech Ecosystem

PROJECT CATEGORY:

Administrative, Promotion & Marketing

APPLICABLE GEOGRAPHY:

Citywide

PROJECT LEAD:

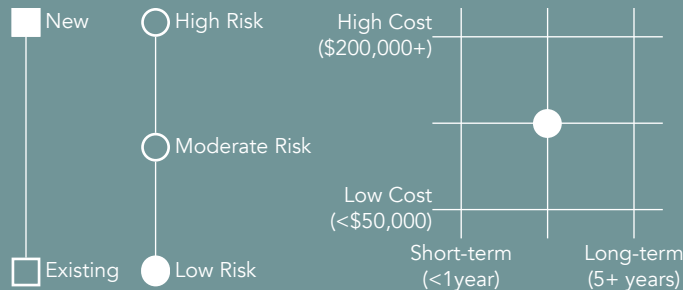
EconDev, Deep Tech Council

PARTNERS:

Marketing consultants, local business leaders, commercial real estate brokers

FUNDING:

EconDev funds, future EDO funds, private sector partners



PROJECT OVERVIEW

In late 2023, Pasadena adopted some flexible zoning standards and eased hazardous materials reporting requirements to facilitate the conversion of existing buildings and the new development of new buildings for life science and other industries focused on research and development. These changes will eliminate several hurdles for Deep Tech businesses to locate in Pasadena.

With new development standards in place, EconDev should build its communications capacity and lead a marketing campaign to promote Pasadena’s growing status as a Deep Tech hub. This campaign will position Pasadena as a premier locale for Deep Tech research and business, and create a brand for Pasadena akin to “Space Beach” or “Silicon Valley.” The campaign should include a dynamic marketing roadshow (further expanded in Project 1.3) and welcome interested businesses on coordinated tours of the city.

The campaign would be cross promoted with local life sciences brokers, tech industry leaders, and academic institutions to amplify its reach and credibility. Part

of the campaign would also involve creating marketing materials emphasizing the strengths of Pasadena’s business environment, demographics, and supporting institutions. An important aspect of the campaign would be the development of a simple-to-navigate marketing website that includes an online map that highlights not only existing Deep Tech businesses in Pasadena but also potential development sites. The goal of the campaign would also be to educate local businesses and entrepreneurs about the opportunities within Pasadena and the resources available to help them grow within the city.



CASE STUDIES

[NAIOP Annual Bus Tour \(Northern Virginia\):](#)

In Northern Virginia, home to Amazon HQ2, the Northern Virginia chapter of the NAIOP (the Commercial Real Estate Development Association) sponsors a high-profile annual bus tour focused on promoting commercial projects and available space across the region. The event has significant involvement from regional stakeholders, and is driven by the various regional economic development corporations/economic development authorities with support from the brokerage community. Each economic development organization in the region selects specific projects and sites for the tour to visit and contributes to the creation of a comprehensive guidebook distributed to tour participants describing each site. This guidebook also contained advertisements from participating companies, which helped both fund the tour and entice involvement from local companies. Participating organizations' staff and brokers also act as tour guides. Brokerage companies are incentivized to participate because of the opportunity to promote their client's buildings during the tour. The bus tour is preceded by a trade show involving businesses and brokerage firms from across the region.



Image Source: NAIOP Annual Bus Tour

[Alexandria Economic Development Partnership Development Map \(Alexandria, Virginia\):](#)

The Alexandria Economic Development Partnership, like many economic development corporations nationwide, prepares research-based marketing materials, created in collaboration with local brokers, developers, and the city planning department, which serve as powerful but simple marketing tools. Available online but designed to be distributed during roadshows and in-person meetings, their materials provide details on major development projects across the city.



Image Source: Alexandria Economic Development Partnership,

[Center for a Competitive Workforce \(CCW\) Bioscience Portal \(Los Angeles, California\):](#)

The Center for a Competitive Workforce is an organization dedicated to engagement and partnership between the Los Angeles region's 19 community colleges and employers from high-growth industry sectors. CCW should be explored as a potential partner as Pasadena develops its workforce programs. As of the completion of this plan, the organization is poised to launch an interactive online map that includes bioscience company locations categorized by sub-industry, bioscience incubators, and educational institutions. Working together, the City of Pasadena and CCW are well-positioned to join forces to ensure that the map covers Pasadena and is expanded to include other companies in the Deep Tech field.



Image Source: Center for a Competitive Workforce Bioscience Portal

1.2 Identify A Catalytic Project To Jumpstart The Pipeline

Redevelopment of at least one major site to catalyze a Deep Tech campus and provide necessary lab space in the region.

GUIDING PRINCIPLE:

1.0 Champion Life Sciences and Cultivate a Deep Tech Ecosystem

PROJECT CATEGORY:

Recruitment & Retention

APPLICABLE GEOGRAPHY:

Citywide

PROJECT LEAD:

EconDev, or newly formed EDO

PARTNERS:

Deep Tech Council, brokers, Innovate Pasadena, private developers

FUNDING:

U.S. Department of Transportation, Enhanced Infrastructure Financing Districts or Community Revitalization Investment Authorities*

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

The identification of catalytic projects within Pasadena’s Central District will begin with an effort by EconDev to identify underutilized or redevelopment-ready spaces that align with the requirements of Deep Tech businesses, considering factors such as proximity to research institutions, access to talent pools, place-based amenities, and the city’s overall compatibility with the industry’s unique needs. This effort will include (and may begin and end with) the N Route 710 Freeway opportunity area and/or the 10 West Walnut Development. A recent major positive step in this effort was the redevelopment of 101 South Marengo, which is currently being marketed for biotech lab use. Although not within the Central District, the former St. Luke Medical Center is another site that could potentially host a major Deep Tech business or mix of businesses.

Once potential sites are identified, the city should develop a streamlined and proactive approach to attracting investors’ and developers’ interest in close partnership with property owners. This may involve offering build-out incentives, advertising Pasadena’s streamlined approval processes, and collaborating to pitch opportunities to potential tenants.

**U.S. Department of Transportation, including the Transportation Infrastructure Finance and Innovation Act (TIFIA) and Railroad Rehabilitation and Improvement Financing (RRIF) loan programs for projects in transit-oriented locations. The Federal Department of Transportation is issuing updated guidance on the use of these tools to finance new development with housing near transportation.*

CASE STUDIES

[Amazon HQ2 Procurement/National Landing \(Crystal City/Pentagon City/Alexandria, Virginia\):](#)

Amazon HQ2 is a very high-profile, transformative project that involved close collaboration between the governments of the Commonwealth of Virginia, Arlington County, and Alexandria EDA/EDCs, with high-level support from the private sector to gather information and identify potential development sites. A major aspect of the project is the re-framing of three disparate districts (Crystal City, Pentagon City, and Potomac Yard) as a single overarching area called National Landing. There were various reasons why National Landing was marketed to and ultimately selected, including accessibility, incentives, proximity to higher education, and strong workforce demographics. A major factor was the ready availability of existing space and developable land that Amazon could quickly lease in the short term, and eventually build out to their specifications in the longer term. Pentagon City and especially Crystal City had some of the highest office vacancy rates in the Washington DC region, primarily due to aged buildings designed for federal tenants that were vacated following federal space reductions. These properties were difficult to market to private sector tenants but were an advantage for procuring Amazon because they were empty and could be quickly occupied or renovated to Amazon's specifications. Potomac Yard had a large amount of undeveloped land that Amazon could use if it needed to expand.

National Landing's marketing website includes not a map of all development projects occurring near the site but also a separate maps detailing all restaurants/shopping, residential, and hotel options.



Image Source: National Landing BID

Fenway Center Phase II (Boston, Massachusetts):

Fenway Center Phase II is being constructed on a platform over a highway cut that has divided urban neighborhoods from one another for over 100 years. The center is a large-scale billion-dollar life science project that will be completed in 2025, after 20 years of development. This phase of the project will include a mix of office, lab and retail space. The project will include approximately 1 million square feet of commercial space and is being constructed on a platform over the Mass Pike. The project will also include a 1.6-acre "Life Sciences Park" that includes a plaza, a pedestrian walkway and an art exhibit focusing on the history of life sciences. The site itself is controlled by the Massachusetts Department of Transportation (MassDOT), with a 99-year air-rights lease with the developers Meredith Management and IQHQ. One major benefit of the project is that it will connect the Fenway, Back Bay, Kenmore Square, Audubon Circle, and Boston University neighborhoods through improved pedestrian access.

1.3 Attract And Attend Major Industry Conferences

Attend and host at least one nationally recognized event.

GUIDING PRINCIPLE:

1.0 Champion Life Sciences and Cultivate a Deep Tech Ecosystem

PROJECT CATEGORY:

Recruitment & Retention, Promotion & Marketing

APPLICABLE GEOGRAPHY:

Citywide

PROJECT LEAD:

EconDev, or newly formed EDO

PARTNERS:

PCOC/Visit Pasadena

FUNDING:

City funds, private sector partners and sponsorships

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

Business attraction efforts will include roadshows to key tech conferences to network with growing companies and institutions and identify business development opportunities.

Local events are another opportunity to raise brand awareness. Given the prominence of the Pasadena Convention Center, there should be some exploration of tech-focused event(s) that highlight the city's unique ecosystem, potential for innovation, and collaborative opportunities. Local events should be conducted through partnerships with Pasadena industry leaders, educational institutions, and relevant individuals within the life sciences and Deep Tech business and brokerage community.



Select LA Investment Summit 2024, Image Source: LAEDC Website

CASE STUDIES

[Los Angeles Economic Development Corporation Events \(Los Angeles, California\):](#)

The LAEDC regularly hosts a range of events both in-person and digitally. The Eddy Awards is an annual event recognizing regional leaders in economic development, education, and business, bringing both the public and the private sector together. The Future Forum is a quarterly series of events that focus on a specific rapidly evolving industry, with a bent towards tech. Such forums typically involve an open conversation between local business leaders to give their perspectives on how their industry is changing, but they also include educational and governmental speakers. The Select LA Investment Summit is geared towards attracting global investment and was hosted outside of Los Angeles proper in 2023 in Pasadena.

SelectUSA (various):

SelectUSA is a federal agency dedicated to US economic development that regularly hosts conventions and roadshows both within the US and internationally. Events are highly varied but focus on promoting domestic companies abroad and attracting foreign investment. These events are a great opportunity for Pasadena to promote its business environment to international companies and investors who would otherwise be unaware of the opportunities available.

1.4 Establish a Tech Business Competition

Creation of an annually recurring competition that generates regional and/or national attention and reinforces Pasadena as a hub for start-up activity in the life sciences and Deep Tech space.

GUIDING PRINCIPLE:

1.0 Champion Life Sciences and Cultivate a Deep Tech Ecosystem

PROJECT CATEGORY:

Recruitment & Retention, Promotion & Marketing

APPLICABLE GEOGRAPHY:

Citywide

PROJECT LEAD:

EconDev, or future EDO

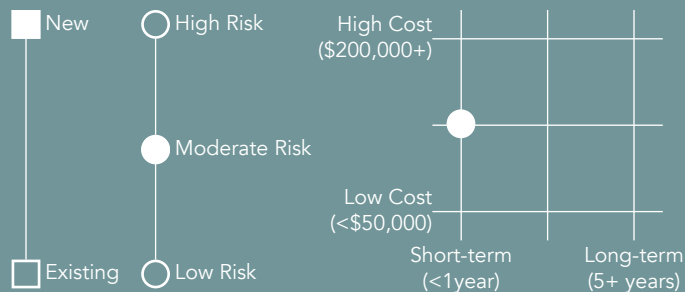
PARTNERS:

Caltech, Innovate Pasadena, Pasadena Chamber of Commerce & Civic Association, local and regional business leaders

FUNDING:

The Federal CHIPS and Science Act*

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

A major aspect of the overarching Deep Tech marketing plan is to engage with the entrepreneurial community through a seminal business plan competition. Like a hackathon or tech talk, this competition will offer the opportunity for participants to network with local, regional, and global entrepreneurs, as well as the investor community. It will also provide exposure to industry leaders and investors. The communication capacity developed through the EconDev's efforts can be used to promote this competition by highlighting the city's commitment to Deep Tech, emphasizing the supportive regulatory environment, available infrastructure, and access to venture capital. Leveraging success stories and testimonials from early partners supporting the competition would add authenticity and allure to the overall marketing effort. Caltech's Bill Gross Prize for Entrepreneurship can potentially be used as the basis for this competition and can be expanded upon to include teams without members that are directly affiliated with Caltech, to help attract a greater number of national and international participants, as well as non-student entrepreneurs.

**The Federal CHIPS and Science Act includes funding streams for a variety of tech-related initiatives, including workforce development opportunities and STEM education from the K-12 to community college, undergraduate and graduate levels.*

CASE STUDIES

[Rice Business Plan Competition \(Houston, TX\):](#)

This tech-oriented business plan competition is driven by the Rice Alliance, a partnership between Rice University and various tech companies. The competition itself is internationally recognized and attracts students from across the U.S. as well as overseas. The competition is for students specifically and provides significant cash prizes to the winners. More importantly, teams can also potentially access seed money from interested investors and receive exposure to industry leaders who serve as mentors. The Rice Alliance also tracks and promotes past finalists, as well as success stories from teams that went on to make their business plans a reality. The competition's website also maintains a database of program alumni for further networking opportunities.



Rice Business Plan Competition 2019,
Image Source: Rice Business Plan Competition

[The Bill Gross Prize for Entrepreneurship \(Pasadena, California\):](#)

This is an annual entrepreneurship/business plan competition hosted by Caltech, which also includes an element of mentorship through Pasadena resident entrepreneurs and other mentors from outside the university. The program splits \$100,000 between the winning teams and connects them with Caltech-affiliated startups for internships. Using this program as a solid base, this can be expanded in scope to attract students and business leaders from outside the city and Caltech's alumni network. The competition is open to recent alumni and students from other institutions, if their project team lead is a Caltech student.



Caltech Ronald and Maxine Linde Laboratory
Image Source: Visit Pasadena

DRAFT FOR DISCUSSION ONLY

GUIDING PRINCIPLE 2.0

0.0 Build Systems and Partnerships for Success

1.0 Champion Life Sciences and Cultivate a Deep Tech Ecosystem

2.0 INVEST IN NEIGHBORHOODS AND SMALL BUSINESSES

✔ 2.1 Improve & Streamline Digital Experience For New Businesses To Support Navigation Of City Processes

✔ 2.2 Explore The Creation Of A High-Quality Market Incubator

✔ 2.3 Develop A Facade And Merchandising Technical Assistance Program

✔ 2.4 Support Property And Business Improvement District (PBID) Formation In Districts Where Appropriate

✔ 2.5 Develop A Neighborhood Walkability Toolkit

✔ 2.6 Establish Strategic Mentorship Initiatives

🏆 HONORABLE MENTION: Work With The Center by Lendistry To Create Pathways & Resources For Clean Energy Usage Among Small Businesses

3.0 Reinforce Pasadena as a Destination for Culture and Entertainment

4.0 Expand and Streamline Workforce Opportunities

5.0 Prioritize Place and Accessibility Investments

Small businesses in Pasadena, as in cities nationwide, face many barriers to market entry, stemming from limited access to capital and technical expertise to regulations that don't reflect the changing nature and function of brick-and-mortar stores. Pasadena is poised to help businesses overcome these barriers through targeted support, investments in neighborhood corridor environments, and the removal of unnecessary regulatory barriers that disproportionately impact the fate of small businesses.

Small businesses are the least well-suited to navigate challenging regulatory policies. Before the COVID-19 pandemic, the average small business had only a 27-day cash buffer in reserve. Retail businesses had only a 19-day reserve, and minority-owned businesses had even less, only 14 days. Small businesses lack the resources to navigate challenging bureaucracies, increasing cost of doing business, and the working capital needed when permits and approvals are pending. Conditional Use Permits (CUPs) more frequently than not apply to uses in the "experience economy," including food and beverage, entertainment, and recreation, the precise category of non-traditional retail uses that are growing in popularity. Reducing unnecessary hurdles to market entry and helping businesses open their doors more quickly will help these entrepreneurs preserve their liquidity and better weather financial shock and irregular cash flows, a critical first step in supporting the growth of Pasadena's small business community.

Our analysis also found unmet demand for Neighborhood Goods & Services (NG&S), especially in areas such as Quadrant A, where there are clear opportunities to improve neighborhood corridors where small businesses are well-positioned to fill long-standing vacancies and meet the needs of residents.

It is critical to provide undercapitalized businesses with additional support, from façade improvements and enhancements to marketing resources through targeted investments and support programs. Pasadena will be well-positioned to empower small businesses, stimulate economic growth in Pasadena's neighborhoods, and ensure that residents have opportunities to patronize businesses in the neighborhood serving districts close to their homes.

2.1 Improve & Streamline Digital Experience For New Businesses To Support Navigation Of City Processes

Develop an improved online portal for businesses starting the permitting and regulatory process associated with starting or expanding their businesses.

GUIDING PRINCIPLE:

2.0 Invest in Neighborhoods and Small Businesses

PROJECT CATEGORY:

Administrative

APPLICABLE GEOGRAPHY:

Citywide

PROJECT LEAD:

EconDev, Department of Finance, Planning & Community Development

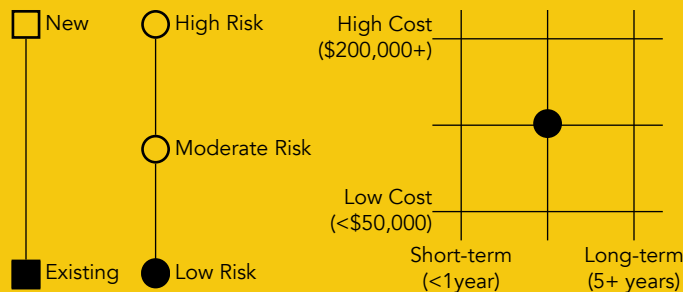
PARTNERS:

None

FUNDING:

City

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

EconDev should create a clear one-stop shop for all processes related to business opening. This service would be in conjunction with the city's existing in-person efforts and would be designed in coordination with its process.

This effort will streamline and expedite the often-complex process of obtaining permits by providing businesses with a user-friendly platform. Through this portal, entrepreneurs will be able to navigate the regulatory landscape, track the progress of their applications, and access comprehensive guidance more easily.

Additionally, the city can use the website as a place to offer guidance and support for small businesses interested in becoming vendors for LA28, the 2028 Olympic and Paralympic Games. This would include a central repository for all information dedicated to vendor opportunities. The website could also integrate a contact list, encouraging interested vendors to sign up for ongoing communication materials from the city, information on training opportunities and networking sessions, and resource guides published by local and regional economic development entities. (Note: This recommendation is reliant on a communications team, referenced in Project number 0.2)

The implementation of such a system will help position Pasadena as a leader in efficiency and transparency. It will offer businesses a competitive advantage when considering other potential cities as locations by reducing bureaucratic hurdles and facilitating a seamless entry into the local market.

CASE STUDIES

[IrvineREADY! Web-based Portal \(City of Irvine, California\):](#)

In 2019, the City of Irvine created an award-winning web-based platform for planning, building, and engineering applications. The program combines a web-based customer interface with a digital back-end plan review. The portal enables businesses to complete the entire process online and has created the shortest permit turn-around times in Orange County. Additionally, the program is credited with improving sustainability metrics through an entirely paperless platform that eliminates the need to produce, store, and dispose of paper.

2.2 Explore The Creation Of A High-Quality Market Incubator

Explore the creation of a curated market space in a high-profile vacant retail space that enables small businesses and budding entrepreneurs to sell products directly to customers on either an intermittent or ongoing basis.

GUIDING PRINCIPLE:

2.0 Invest in Neighborhoods and Small Businesses

PROJECT CATEGORY:

Redevelopment – Private Realm

APPLICABLE GEOGRAPHY:

Central District

PROJECT LEAD:

EconDev, newly formed EDO, or independent nonprofit or private sector-led effort

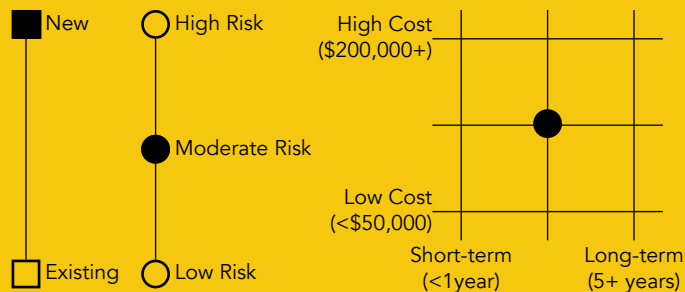
PARTNERS:

Property owners and small businesses

FUNDING:

To be determined

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

This effort will create opportunities for low-cost shared retail space in a high-visibility area, offering nascent businesses opportunities to sell and gain valuable retail experience, particularly for businesses in the arts & cultural space.

The project aims to breathe new life into a prominent vacant retail space by transforming it into a curated market space, providing a platform for small businesses and emerging entrepreneurs, many of whom are local, minority-owned businesses, to showcase and sell their products directly to customers. By curating the selection of vendors and products, the project aims to create a unique shopping experience that appeals to a wide audience, drawing both residents and visitors to discover and support small businesses. Whether as a pop-up event or a more permanent fixture, the market space will serve as a catalyst for economic growth and community engagement.

The city will need to first work to identify interested property owners with vacant retail spaces of adequate size and scale, and in locations with good visibility and accessibility.

CASE STUDIES

[Sherman Phoenix Marketplace \(Milwaukee, Wisconsin\):](#)

Sherman Phoenix Marketplace is a 20,000-square-foot state-of-the-art space for small, locally owned businesses, with 96% of which are owned by people of color and 63% by women. It is a popular place to eat, shop, practice self-care, or attend a cultural or entrepreneurial-focused event.

Shop Made in D.C. (Washington, D.C.):

This program is a private initiative with a mission to grow DC-based makers and artists. The initiative now includes four prominent visitor locations throughout the city and features over 200 makers who produce products that include apparel, art, furniture, jewelry, home decor and stationery. The operators also open seasonal pop-up shops during the holidays. The program has since inspired local “copycat” programs, including “Shop Made in Maryland”, also run by a private operator.



Image Source: Sherman Phoenix Marketplace

DRAFT FOR DISCUSSION ONLY

2.3 Develop A Facade And Merchandising Technical Assistance Program

Develop a program to guide businesses in the improvement of their storefronts and visual displays.

GUIDING PRINCIPLE:

2.0 Invest in Neighborhoods and Small Businesses

PROJECT CATEGORY:

Redevelopment – Private Realm

APPLICABLE GEOGRAPHY:

Citywide

PROJECT LEAD:

EconDev or newly formed EDO

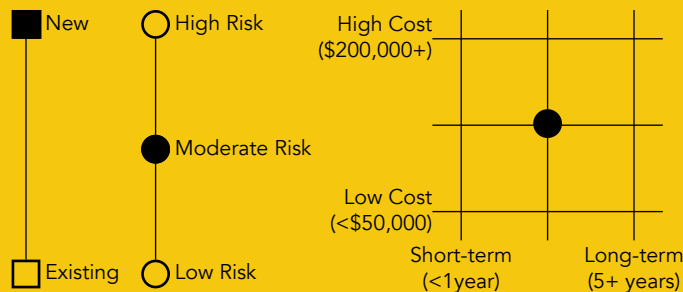
PARTNERS:

ArtCenter College of Design, local nonprofits, Pasadena based general contractors, and business support organizations

FUNDING:

City, philanthropic funds, small business matching contributions, state funding

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

The City will oversee and facilitate a facade and merchandising program, engaging small businesses, design and art students, and local contractors. Students would benefit from a learning platform, providing them with hands-on experience in real-world design projects to provide businesses with merchandising, facade improvements and window display enhancements. Businesses would benefit from improved storefront aesthetics that would enhance the visual appeal of their facades to attract more foot traffic, customer interest and ultimately sales. And Pasadena-based general contractors, painters, and construction workers would benefit from beautification work opportunities in their own communities.

CASE STUDIES

[The Atlanta Beltline, Inc. Business Facade pARTnership Grant Program \(Atlanta, Georgia\):](#)

This \$200,000 program offers up to \$40,000 per site (with a 5% match) to local businesses to implement a facade improvement program utilizing Atlanta artists and maker professionals, with an emphasis on artists of color.

“Impact! Design for Social Change” (New York, NY):

The program was established in 2010 and is a collaboration with the School of Visual Arts to provide annual one- and six-week summer intensives for a diverse set of social impact projects. In past years, the school has partnered with the city’s Department of Small Business Services to work directly with small businesses, providing opportunities for merchandising and facade clean-ups.

2.4 Support Property And Business Improvement District (PBID) Formation In Districts Where Appropriate

Provide support for local leaders as they explore the legal and technical aspects of PBID formation.

GUIDING PRINCIPLE:

2.0 Invest in Neighborhoods and Small Businesses

PROJECT CATEGORY:

Administrative

APPLICABLE GEOGRAPHY:

Neighborhoods outside of the Central District

PROJECT LEAD:

EconDev

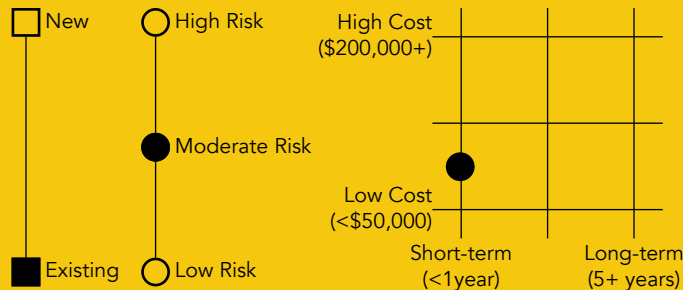
PARTNERS:

Local place-based nonprofits, property owners, and business leaders

FUNDING:

Private and City funding

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

The main thrust of this effort is to refine the city-wide Property and Business Improvement Districts (PBID) formation process to be as conducive as possible and continue to support the strategic formation of PBIDs through technical support and advisory services. There are currently three PBIDs in the City of Pasadena, one each in Old Pasadena, Playhouse Village, and South Lake Avenue. Additionally, there is a Pasadena Tourism Business Improvement District (PTBID), which is focused on all lodging throughout the city and is funded by a hotel/motel assessment and a portion of a hotel/motel transit occupancy tax.

The city can employ several strategies to support the formation of new PBIDs, which are collaborative efforts by local businesses to enhance the economic vitality and overall attractiveness of a specific commercial area. Some key strategies include a mixture of education, outreach, technical support, and seed money for PBID formation.

Education and outreach can be conducted through workshops, seminars, and information sessions on the impact PBIDs can have on local communities, including safety, cleanliness, and marketing efforts.

Technical and policy guidance would include guidance in navigating the legislative process of PBID formation to help local business leaders get through the legal, financial, and organizational aspects of establishing a PBID.

Financial support can come in the form of grants or seed funding to cover initial costs associated with planning, feasibility studies, and legal requirements.

By combining these strategies, a city agency can play a pivotal role in supporting the formation of business improvement districts, contributing to the overall economic vibrancy and community development within the city.

CASE STUDIES

[Business Improvement District Development Grant Program, City of New York Department of Small Business Services \(New York, New York\):](#)

The City of New York's Department of Small Business Services has long supported the establishment of Business Improvement Districts (BIDs). BID formation is a legislative process that requires significant local partnership and community buy-in. The city provides a mixture of technical and financial expertise to enable place-based nonprofits to explore BID formation, with an emphasis on underserved low-income commercial corridors throughout the city. Additionally, the city has created multiple resources to inform communities on the process of BID formation, including a Comprehensive Guide to BID Formation and Expansion which outlines a step-by-step process for community groups to understand the city's and navigate the city's BID-enabling law.



Image Source: NYC.gov

DRAFT FOR DISCUSSION ONLY

2.5 Develop A Neighborhood Walkability Toolkit

Establish a suite of targeted investments to offer local leaders and organizations connected to the city's neighborhood business districts to enhance their competitiveness and overall conditions.

GUIDING PRINCIPLE:

2.0 Invest in Neighborhoods and Small Businesses

PROJECT CATEGORY:

Redevelopment – Public Realm

APPLICABLE GEOGRAPHY:

Neighborhoods outside of the Central District

PROJECT LEAD:

Department of Transportation and Planning & Community Development Department

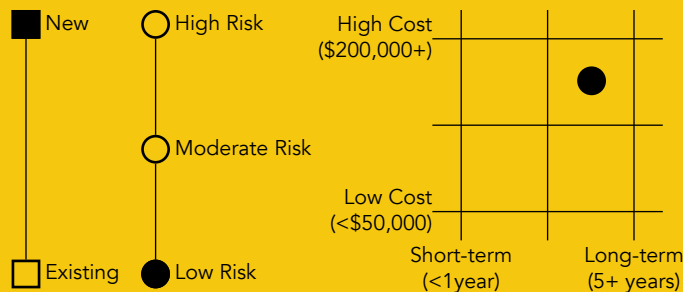
PARTNERS:

EconDev, Northwest Commission (for projects in Northwest Pasadena), other place-based organizations and nonprofits, local businesses

FUNDING:

State and Federal funding*

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

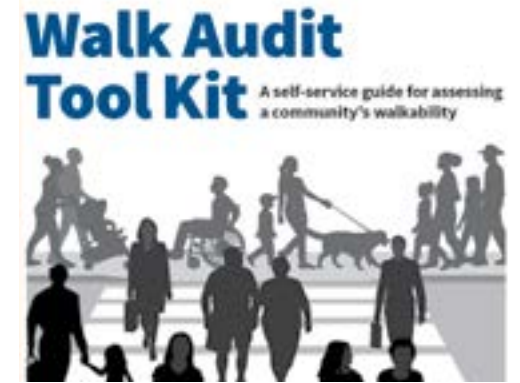
A "Neighborhood Walkability Toolkit" for neighborhood districts needs to emphasize investments in crosswalks, landscaping/tree coverage, identity/branding, sidewalk repairs, facade improvement funds, street furniture (benches/trash), and outdoor dining. This would include neighborhood-serving commercial areas outside the Central District. Such a program should be explored in close collaboration and partnership with Planning and Community Development as a way to support the Specific Plan process. This project could begin by exploring a pilot program in partnership with the Northwest Commission.

The City should work closely with community partners and PBIDs to develop and deploy an auditing effort that enables local leaders to assess and report on the safety and walkability of neighborhood districts that can be used to inform requests for investments and resources.

CASE STUDIES

[AARP Livable Communities \(National\):](#)

AARP, a national retirement organization, has developed audit tool kits and worksheets for walking and bicycling. Communities can use these to assess the missing links and safety of a street, intersection, or neighborhood. This has been applied to a number of cities, including Birmingham, Alabama and South Austin, Texas.



The AARP Walk Audit Tool Kit, Image Source: The AARP Livable Communities

*Capital Improvement Program (CIP) budget, which consists of projects aimed at improving the city's public infrastructure such as streets, transportation issues, streetlights, traffic signals, parks, public buildings, sewer and storm drains. The California State Legislature has developed several tools to finance Economic Development, including Enhanced Infrastructure Financing Districts or Community Revitalization Investment Authorities. Both should be explored for the potential opportunities to fund infrastructure and development. U.S. Department of Housing and Urban Development. Potential exploration of CDBG funding as well as Safe Routes to Schools, with a focus on improvements that address accessibility and ADA enhancements as well as walkability or bikeability to local schools. U.S. Department of Transportation. From time to time, the federal government makes money available to support transportation improvements, such as the Thriving

2.6 Establish Strategic Mentorship Initiatives

Development of a small business mentorship program that enables networking and support between successful businesses and newly established entrepreneurs.

GUIDING PRINCIPLE:

2.0 Invest in Neighborhoods and Small Businesses

PROJECT CATEGORY:

Recruitment & Retention

APPLICABLE GEOGRAPHY:

Citywide

PROJECT LEAD:

Multiple potential leaders, including Econ Dev, a newly formed EDO, or a local nonprofit

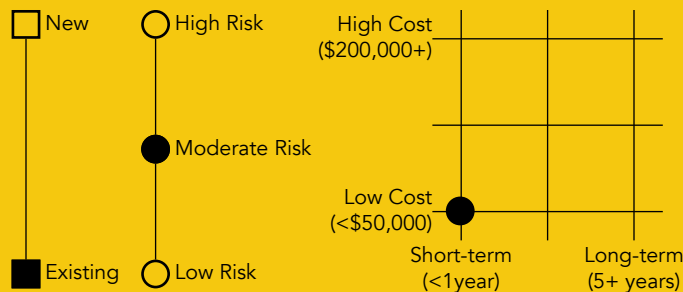
PARTNERS:

Pasadena SBDC, Pasadena Chamber of Commerce & Civic Association

FUNDING:

Philanthropic funds, private sector partners, city/ state funds

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

A mentorship program would connect small business owners with expert advisors who help them set goals, develop a vision, and navigate the various hurdles that come with starting a new business. The program would encourage mentors and mentees to set their meetings per their schedules, however, there could also be a variety of structured events such as in-person networking sessions. This could be developed in conjunction with a small business competition that offers participants the option to compete for mentorship, as well as funding and exposure.

CASE STUDIES

[Homie 2 Homie \(Pasadena, California\):](#)

Tepito Coffee's "Home 2 Homie" sessions and Pasadena Restaurant Coalition at Agnes are spaces in Pasadena where residents and business convene, provide mentorship, collaborate, and build community. These business owner driven meetings allow for various community members to gather, learn, and share knowledge. The City can work to expand the programs to ensure new entrepreneurs and minority-owned small businesses are also supported. City efforts like marketing campaigns and fundraising can help these program reach additional business leaders and strengthen its network. The creation of a specialized mentoring program would provide an opportunity to support businesses in managing all that comes with being a business owner.



Image Source: Visit Pasadena

DRAFT FOR DISCUSSION ONLY

GUIDING PRINCIPLE 3.0

- 0.0 Build Systems and Partnerships for Success
- 1.0 Champion Life Sciences and Cultivate a Deep Tech Ecosystem
- 2.0 Invest in Neighborhoods and Small Businesses
- **3.0 REINFORCE PASADENA AS A DESTINATION FOR CULTURE AND ENTERTAINMENT**
 - ✔ 3.1 Reinvigorate The Pasadena Brand With A Signature Event
 - ✔ 3.2 Support The Attraction Of A Cultural/ Entertainment Anchor For The Civic Center
 - ✔ 3.3 Encourage Necessary Place-Based Investments Within The Civic Center To Soften The Hardscape And Create Gathering Places
 - ✔ 3.4 Right-Size Ground-Floor Retail Requirements And Expand Allowable Ground-Floor Uses In Neighborhood Districts
 - ✔ 3.5 Adopt an Adaptive Reuse Ordinance
- 4.0 Expand and Streamline Workforce Opportunities
- 5.0 Prioritize Place and Accessibility Investments

Pasadena is a well-established regional destination for dining and shopping. According to Placer.AI, 60% of Pasadena visitation is for leisure-based trips and 40% are business-based trips. Out of all visitation, 20% is for special events, festivals, or sporting events. The opportunity exists to elevate the City's status as a leisure destination, attract a broader audience, and leverage additional visitors to the City's special events, festivals, and sporting events by offering reasons for extended stays.

Investments in activation are particularly necessary in the vicinity of Civic Center district, home to the Pasadena Convention Center and the Pasadena Civic Auditorium. By enhancing the entertainment offerings and creating unique experiences, Pasadena can captivate the interest of convention attendees, encouraging them to explore a wider area of the City and contribute to the local economy.

Additionally, the current dearth of places for young people to hang out in Pasadena acts as a disincentive for them to move to or spend time in the City. By investing in vibrant cultural and entertainment spaces that cater to a diverse age demographic, Pasadena can become more attractive to the younger population, including tech-forward young talent, contributing to the City's vitality and growth. This market also fuels spending in the all-important Food & Beverage category, which makes up 42% of all retail businesses within the City, a number which climbs to 44% in South Lake, 45% in Playhouse Village, and 58% in Old Pasadena.

3.1 Reinvigorate The Pasadena Brand With A Signature Event

Institute a regularly recurring signature cultural event in the city that reinforces the Pasadena brand and identity.

GUIDING PRINCIPLE:

3.0 Invest in Neighborhoods and Small Businesses

PROJECT CATEGORY:

Promotion & Marketing

APPLICABLE GEOGRAPHY:

Citywide

PROJECT LEAD:

Econ Dev or newly formed EDO

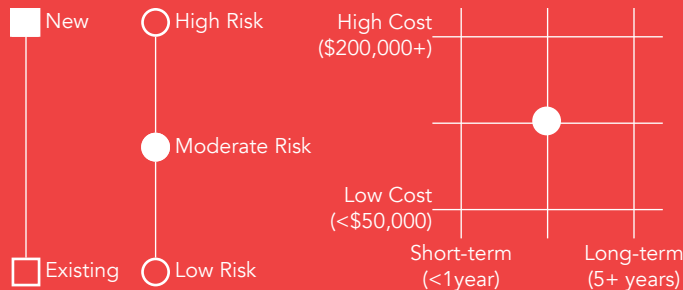
PARTNERS:

PCOC/Visit Pasadena

FUNDING:

City, private sponsorships

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

While Pasadena is known worldwide for its annual Tournament of Roses, an additional signature event can help draw visitors to the city during other times of the year. This might include expanding an existing or discontinued event (such as Artnight, or Make Music Pasadena, etc.) In the past, Pasadena has seen success with events that included musical themes, night markets, and cultural angles, such as Dia De Muertos. Many of these events were put on with the help of the city, specifically the Arts & Cultural Affairs Division as well as local Business Improvement Districts. Any reinvigorated or new event will need to involve these entities and reflect on past successes and learned lessons. Some of these steps could include coordinated marketing efforts, business, or institutional partnerships, or coordinated efforts with other institutions in the greater Los Angeles area that would have an interest in an event.

CASE STUDIES

[Akron Smells Like Snow Fest \(Akron, OH\):](#)

Each November, the Downtown Akron Partnership of Akron, Ohio transforms its quaint Downtown area, park, and gazebo into an exciting walkable environment rich with local food, goods, and most importantly, coffee vendors. Strategically leaning into their small-town feel, the Downtown Akron Partnership has loosely connected their event to the popular television show, Gilmore Girls, which loyal fans typically rewatch around the fall and wintertime due to the show taking place in a small town that perpetually is in either fall or winter. The Smells like Snow (a popular line from the Gilmore Girls shows) Coffee Festival has been able to become a highly sought-after mainstay, not only by driving local foot traffic through its congregation of locally beloved retailers but driving regional foot traffic through the festival's connections to a wildly beloved piece of media.



2023 Smells Like Snow Coffee Festival, Image Source: Downtown Akron Partnership

DRAFT FOR DISCUSSION ONLY

3.2 Support The Attraction Of A Cultural/ Entertainment Anchor For The Civic Center

Work closely with existing property owners to support efforts to attract an entertainment or experiential retail anchor to properties within the Civic Center.

GUIDING PRINCIPLE:

3.0 Invest in Neighborhoods and Small Businesses

PROJECT CATEGORY:

Recruitment & Retention

APPLICABLE GEOGRAPHY:

Civic Center

PROJECT LEAD:

Econ Dev or newly formed EDO

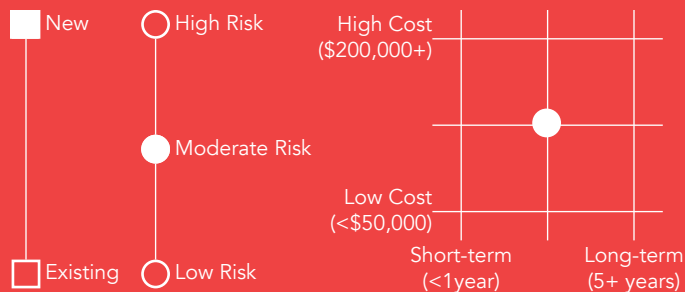
PARTNERS:

Local landlords, commercial brokers and PCOC

FUNDING:

City

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

Despite currently having high vacancy rates, the Civic Center area remains an important anchor for the Central District as a whole, as well as serving as the connective tissue between Old Pasadena and Playhouse Village for those traveling by foot or bike. The Paseo, a privately owned shopping center, serves as the front door to Pasadena convention goers and therefore plays an outsized role in setting the stage for successful experiences for this critical visitor segment – convention goers. The City can assist the owner in identifying and securing cultural and/or entertainment uses that are well suited to large vacant spaces, which are not available in other areas of Pasadena. This would entail identifying vacant or underutilized spaces, developing lists of potential tenants that could occupy those spaces, and helping to woo potential tenants by coordinating site visits and facilitating conversations with key city leaders who can reinforce the city's interest and overall eagerness to close the deal.

CASE STUDIES

[CAMP \(various locations\):](#)

With eight locations nationwide (including Westfield Century City), CAMP is a physical space that offers rotating themed experiences that offer families spaces to both shop and play. CAMP themes include travel, cooking, toy testing, and nature exploration, among others. Products include trending children's toys, and CAMP spaces are available for rent for birthday parties and other celebrations.

[Free Market \(various locations\):](#)

With locations in Denver, Playa Vista, and Downtown Los Angeles, Free Market is a highly curated space for local artisans, restaurants, and service providers. Additionally, Free Market spaces are available for community events ranging from guest speakers to holiday activations.



Denver Free Market, Image Source: Free Market

3.3 Encourage Necessary Place-Based Investments Within The Civic Center To Soften The Hardscape And Create Gathering Places

Support Civic Center investments that create opportunities for gathering and encourage longer durations of stay from visitors, office workers, and residents

GUIDING PRINCIPLE:

3.0 Invest in Neighborhoods and Small Businesses

PROJECT CATEGORY:

Recruitment & Retention

APPLICABLE GEOGRAPHY:

Civic Center

PROJECT LEAD:

Econ Dev or newly formed EDO

PARTNERS:

Property Owners

FUNDING:

To be determined

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

The Paseo and Civic Center stand as vital elements within the city, yet their current state fails to fully capitalize on their potential as a vibrant and welcoming urban space that serve as a link between the more vibrant Old Pasadena and Playhouse Village districts. While The Paseo is privately-owned (and therefore improvements are the sole responsibility of the owner) the impact of the Paseo on the city's civic identity and economic health is indisputable. At this time, there is an urgent need to support the new owner's efforts and address process and regulatory impediments to investments aimed at revitalizing and enhancing the area's overall character and functionality. Such a plan should address critical aspects such as public activation, pedestrian infrastructure, welcoming landscaping, street furniture, lighting, and signage to create a more inviting and pedestrian-friendly environment.

CASE STUDIES

[Horton Plaza \(San Diego, California\):](#)

Completed in 1985 and now rebranded as "The Campus at Horton", the lifestyle center is a 658,000-square-foot lifestyle center in the center of Downtown San Diego currently undergoing redevelopment and repositioning. The City of San Diego has worked closely with the owner to provide a mix of tax incentives and financing mechanisms to facilitate the redevelopment process. In 2018, the San Diego City Council approved a tax incentive agreement with the developer, Stockdale Capital Partners, to provide up to \$330 million in reimbursements over a 25-year period for public infrastructure improvements related to the project. These improvements include street upgrades, utility upgrades, and public space enhancements to support the new development. Additionally, the city has worked closely with the developer to streamline the permitting and approval process for the project, expediting reviews and approvals to facilitate construction timelines.



The Campus at Horton,
Image Source: Horton San Diego

3.4 Right-Size Ground-Floor Retail Requirements And Expand Allowable Ground-Floor Uses In Neighborhood Districts

Implementation of updated zoning code, creation of a new ground-floor retail node in areas outside of Old Pasadena and Playhouse Village

GUIDING PRINCIPLE:

3.0 Invest in Neighborhoods and Small Businesses

PROJECT CATEGORY:

Administrative, Redevelopment – Private Realm

APPLICABLE GEOGRAPHY:

Civic Center

PROJECT LEAD:

Planning and Community Development Department

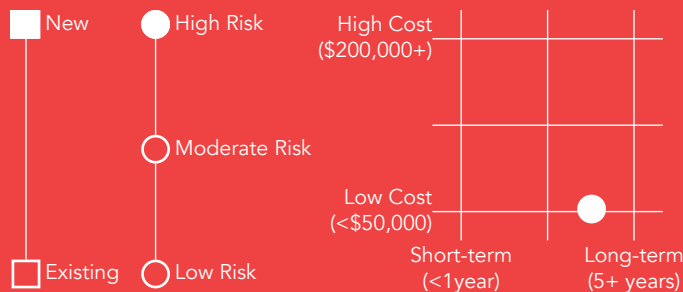
PARTNERS:

EconDev

FUNDING:

City

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

As part of the Specific Plan updates, areas outside the core Central District where ground-floor retail is required, but gaining little traction, should be revisited. This is an opportunity to right-size retail requirements to align with, rather than exceed, market demand. Additionally, the current use table in neighborhood districts creates hurdles to entry in the form of Conditional Use Permit requirements for non-traditional retail and commercial uses, including beer and wine, child day care, convenience stores and game centers – all increasingly important components of neighborhood-serving retail districts. Pasadena should explore modifications to the use table that expand the as-of-right uses to include a wider variety of additional neighborhood-serving retail and services.

CASE STUDIES

Grand Rapids Michigan Allowing Ground Floor Residential (Grand Rapids, MI):

In Grand Rapids Michigan, a variety of suburban and more urban neighborhood shopping districts will now be allowed to implement residential as a substitute use for vacant ground floor retail space, thanks to updated zoning codes. Through this update, the City of Grand Rapids has been able to address a variety of problems the city is facing. On the surface, it is providing property owners with another means of driving cash flow to their spaces that have sat vacant for years, this shift also helps address the lack of affordable housing throughout the commercial districts and bring a renewed level of foot traffic to many

areas of Grand Rapids.

[Arlington County Ground Floor Zoning Code Regulation Expansion \(Arlington County, VA\):](#)

With one of the first Form-Based Zoning Codes in the country, the ground floor uses permitted on the Colombia Pike Corridor in Arlington, Virginia were limited to strictly retail uses. While this worked when auto-centric retail environments were the most sought-after, these restrictive codes made it difficult for the Colombia Pike corridor to keep up with the national shift to more walkable retail districts. As a result, Arlington County undertook a retail market study in 2019 to shed some light on how the corridor has shifted over the years and made recommendations for how to expand the zoning code to ensure a sense of sustained vitality throughout the corridor. While the list is expansive, some of the new permitted uses are as follows: “manufacturing, artisan beverage such as craft brewing and craft distilling, museums, art galleries and creative studios, animal boarding, and shared commercial kitchens.”

3.5 Adopt an Adaptive Reuse Ordinance

Continue to advance the adoption of an adaptive reuse ordinance to eliminate barriers to the reuse of existing buildings

GUIDING PRINCIPLE:

3.0 Invest in Neighborhoods and Small Businesses

PROJECT CATEGORY:

Redevelopment – Private Realm

APPLICABLE GEOGRAPHY:

Citywide

PROJECT LEAD:

Planning and Community Development Department

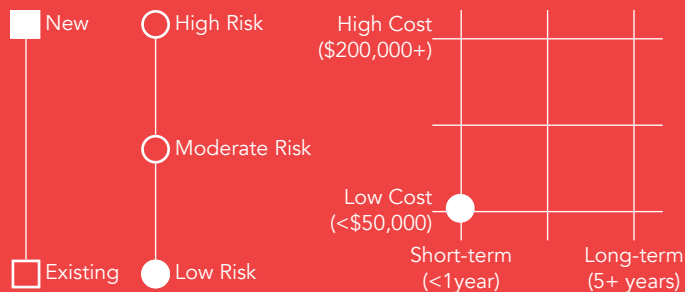
PARTNERS:

EconDev

FUNDING:

City, State Office of Historic Preservation Certified Local Government Program (CLG)

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

Adaptive reuse is a powerful tool to encourage the reuse of underutilized buildings, further the production of housing and support the preservation of Pasadena’s older and historic building stock. This effort will focus on eliminating regulatory barriers and encouraging the conversion of underutilized assets into productive residential, office, hospitality, and mixed-use activity by providing flexibility with density, maximum floor area, height, setbacks, open space, and parking regulations that are difficult to accommodate with an existing older building.

Pasadena’s Planning and Community Development Department anticipates presenting draft recommendations on an ordinance to the City Council by mid-2024. EconDev should then work with developers to identify key development opportunities and navigate government and other resources that support conversions.

CASE STUDIES

Adaptive Reuse Ordinance (ARO) (Los Angeles, California):

The City of Los Angeles adopted the ARO in 1999 to support Downtown revitalization. The ordinance gave developers more regulatory flexibility to streamline permitting, decrease construction costs, and enable the conversion of commercial and industrial buildings into residential and mixed-use projects. The ordinance has played a central role in encouraging productive use of functionally obsolete buildings and has resulted in over 12,000 new units Downtown since its adoption. The City is in the process of updating the ordinance in 2024, in part to enable its application citywide as a component of efforts to increase housing production and meet

GUIDING PRINCIPLE 4.0

- 0.0 Build Systems and Partnerships for Success
- 1.0 Champion Life Sciences and Cultivate a Deep Tech Ecosystem
- 2.0 Invest in Neighborhoods and Small Businesses
- 3.0 Reinforce Pasadena as a Destination for Culture and Entertainment
- **4.0 EXPAND AND STREAMLINE WORKFORCE OPPORTUNITIES**
 - ✔ 4.1 Develop Focused Tech Workforce Training And Tech Apprenticeship Programs In Partnership With Pasadena City College
 - ✔ 4.2 Champion Early Exposure To The Tech Industry In Public Schools
 - ✔ 4.3 Strengthen The Local Network Of Workforce Development Entities To Collaborate With Employers And Create A Streamlined Jobs Portal
 - ✔ 4.4 Provide Training Paths For Business Support And Admin Roles
- 5.0 Prioritize Place and Accessibility Investments

The growth in the life science and Deep Tech sectors is highly reliant on a workforce with skills – and means – to work and live within the City. To leverage and retain this talent pool, it will be imperative for Pasadena to foster an environment that both attracts workers and offers existing Pasadena residents of all income levels opportunities to participate in these growing fields.

Pasadena’s educated workforce and entrepreneurial spirit are well-positioned toward a Deep Tech ecosystem. Fifty-seven percent of residents hold a bachelor’s degree or higher and 12% are self-employed entrepreneurs. The broader context of the Los Angeles region further emphasizes the significance of the life sciences sector, which employs over 47,000 individuals, while AI contributes approximately 19,600 jobs.

Additionally, the fact that 74% of tech-related businesses in Pasadena are small, having less than 10 employees, underscores the City’s potential to foster innovation at a grassroots level. By providing tailored support and infrastructure for small tech enterprises, Pasadena can stimulate organic growth within the Deep Tech ecosystem.

Pasadena’s unique blend of a skilled workforce, educational institutions, and existing tech clusters positions it as an ideal candidate for advancing efforts to champion life sciences and cultivate a thriving Deep Tech ecosystem. Addressing the spatial constraints, retaining local talent, and strategically aligning with regional and industry trends can propel Pasadena into a leadership role in the evolving landscape of technology and life sciences.

4.1 Develop Focused Tech Workforce Training And Apprenticeship Programs

Creation of a citywide training and tech apprenticeship program that focuses on building a talent pipeline for entry-level tech employment opportunities for young Pasadena residents.

GUIDING PRINCIPLE:

4.0 Expand & Streamline Workforce Opportunities

PROJECT CATEGORY:

Recruitment & Retention

APPLICABLE GEOGRAPHY:

Citywide

PROJECT LEAD:

To be determined

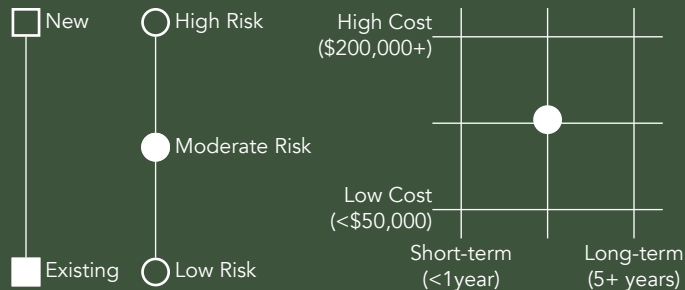
PARTNERS:

Local tech employees, EconDev, PCC, Caltech, Biocom California, Foothill Workforce Development Board

FUNDING:

Federal/State funding, institutional funding, private sector investment

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

Building off past successes and learned lessons, including current efforts to coordinate with the Foothill Workforce Development Board and Biocom California to create a technician certification program, the city is poised to establish targeted apprenticeship programs through partnerships with schools, universities, and local organizations. The city should establish a formal partnership/working group between PCC and Caltech and select private sector industry players to establish alignment on the needs of the Deep Tech workforce and skills training.

A training and apprenticeship program would aim to foster a pipeline of entry-level employees with Deep Tech skills by providing comprehensive tech training and apprenticeship programs that address the workforce needs of the local Deep Tech industries and support economic development in Pasadena. This program could include tech training bootcamps that offer intensive tech training sessions, focusing on Deep Tech skills such as software development, data science, and artificial intelligence. The City can coordinate apprenticeship opportunities with local tech companies, research labs, and startups allowing participants to gain hands-on experience and practical skills in real-world tech projects.

The success of these programs relies on strong partnerships with local Deep Tech companies, research labs, and startups to create apprenticeship opportunities and ensure alignment between training programs and industry needs. A project team comprised of representatives from EconDev, PCC, Caltech, and local tech companies and incubators can lead this effort. This project team can conduct a needs assessment to identify priorities, challenges and opportunities for tech workforce development in Pasadena. Based on those established needs, the team can develop a set of curricula in partnership with PCC and Caltech, tailored to industry needs. A program can also be established to pair apprentices with experienced mentors from the tech industry, academia, and research institutions to provide guidance, support, and professional development opportunities.



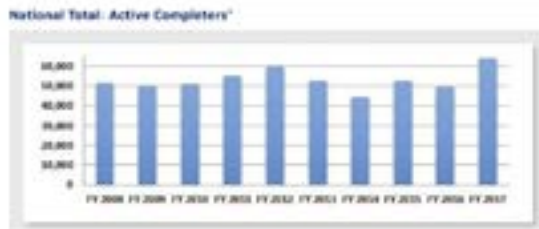
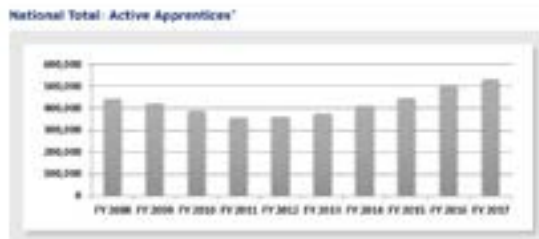
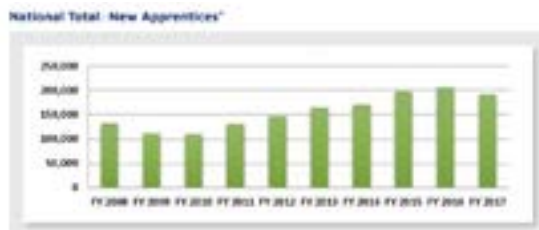
Image Source: Pasadena City College, Campus Life Experience Webpage

DRAFT FOR DISCUSSION ONLY

CASE STUDIES

[The New Jersey Department of Labor and Workforce Development Apprenticeship Programs \(Trenton, New Jersey\)](#)

The New Jersey Department of Labor and Workforce Development is working with the U.S. Labor Department, actively encouraging businesses and corporations to participate in an apprenticeship program, where grant money is given to cover associated expenses.



National interest in apprenticeship programs, Image Source: The New Jersey Department of Labor and Workforce Development Apprenticeship Programs

Consortia for Improving Medicine and Innovation (Boston, Massachusetts)

CIMIT is a nonprofit organization formed from the partnership of academic and medical institutions across the county. They offer various programs and initiatives, including CRAASH, a 12-week program specifically designed to help academics and startups in the healthcare field bring their ideas to market. CIMIT also hosts events and webinars geared towards fostering entrepreneurship in the healthcare industry, as well as an online tracking system designed to help startups manage their evolving projects.

NSF Innovation Corps (Princeton, New Jersey):

This organization is led by Princeton University, but also includes nine other universities across the New York Metropolitan area like Rutgers and Yale. This innovation network was awarded a \$15-million grant from the National Science Foundation and has the goal of facilitating start-up formation, mentorship, and entrepreneurship. The organization provides informational resources for startups, an archive of short educational videos, and regular events and conferences hosted at the various member institutions.

PDXWIT Apprenticeship Program (Portland, Oregon):

The Portland Development Commission (PDC) collaborates with the Portland Women in Tech (PDXWIT) organization to offer a tech apprenticeship program. The program provides paid apprenticeships in software development, data analysis, and other tech roles to underrepresented groups in the tech industry. Participants receive on-the-job training and mentorship from experienced professionals.

4.2 Champion Early Exposure To The Tech Industry In Public Schools

Engage with the Pasadena Unified School District to raise career awareness and support technical training through early exposure to the tech industry in grades K-12

GUIDING PRINCIPLE:

4.0 Expand & Streamline Workforce Opportunities

PROJECT CATEGORY:

Recruitment & Retention

APPLICABLE GEOGRAPHY:

School-district wide

PROJECT LEAD:

Pasadena Unified School District (PUSD)

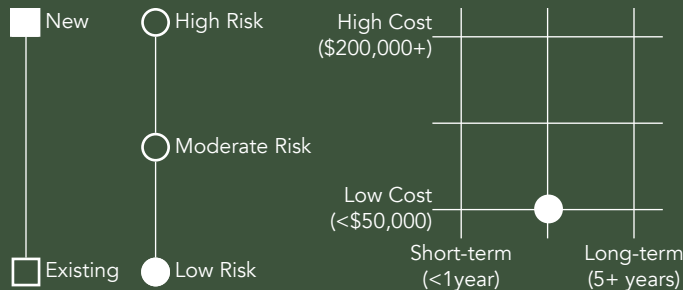
PARTNERS:

Local tech institutions, tech employers, nonprofits

FUNDING:

Federal, State, foundations & education grants*

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

Collaborating closely with the PUSD to raise career awareness and exposure to STEM education and technical training from kindergarten through 12th grade (K-12) is critical for setting Pasadena's youth on pathways to high quality, local tech careers. By nurturing skilled tech talent from an early age, this project seeks to position Pasadena as a hub for innovation, entrepreneurship, and economic growth in the Deep Tech sector, fostering a supportive ecosystem for tech workforce development. By championing early exposure to the tech industry in public schools, the City aims to expand tech career opportunities and pathways for students from diverse backgrounds, leading to reduced unemployment and enhanced economic prosperity. A byproduct of this program will also lead to strengthened partnerships between the city government, schools, businesses, and community organizations, potentially enhancing the quality of the local school systems.

Building off the coordination that will occur through the establishment of a Deep Tech Council (Project 0.1), strategic partnerships with local tech companies, educational institutions, nonprofit organizations, and city departments can be formed to enhance resources and support for tech education. This should include an exploration of collaborative programs between public schools and higher education stakeholders like Caltech and PCC to provide professional development opportunities and resources for educators to enhance their knowledge and skills in teaching tech-related subjects.

*Federal Grants: Elementary and Secondary Education Act (ESEA) provides funding opportunities for STEM education, including Title I grants for low-income schools, Title II grants for teacher professional development, and Title IV grants for student support and academic enrichment. State Grants: California Mathematics and Science Partnership Program (CaMSP) provides funding for partnerships between school districts, institutions of higher education, and other organizations to improve STEM teaching and learning. Foundations & Education Grants: National Science Foundation (NSF), the Bill & Melinda Gates Foundation, and the Simons Foundation offer grants to support STEM education at the K-12 level; the National Science Teachers Association (NSTA) and the National Council of Teachers of Mathematics (NCTM) provide grants for innovative STEM projects and professional development for teachers.



Image Source: Pasadena Unified School District 2023 - 2028 Educational Master Plan

CASE STUDIES

Austin Independent School District (AISD) (Austin, Texas):

AISD works with the City of Austin and local tech companies to promote tech education and career pathways for students. The district offers computer science courses, coding boot camps, and STEM (science, technology, engineering, and manufacturing) academies in high schools. AISD also collaborates with the Austin Chamber of Commerce to facilitate internships, job shadowing experiences, and industry mentorship programs for students interested in pursuing careers in tech.

[Biotechnology Center of Excellence, Lindblom Math and Science Academy \(Chicago, Illinois\):](#)

Northwestern University, in partnership with Baxter International (a global healthcare company) and the Chicago Public School system has created a training program to provide teachers with professional development, lab equipment and resources in the field of biotechnology. The program has trained nearly 200 teachers and has created opportunities for improved biotechnology training for over 20,000 students in the Chicago school system.

[Excel TECC \(Cleveland, Ohio\):](#)

The Excel TECC program is a district-based and run program throughout Cleveland, OH in which over twenty-five unique career-focused programs are offered to students throughout a variety of public schools in the area, which participate in the Excel TECC program. These programs range in focus, including everything from medicine and medical technology focuses, construction trade, teaching, nursing, computer-aided design engineering technologies, agriculture, fire protection/emergency medical service, and many others. Depending on the program, Excel TECC is intended to prepare students for a 4-year college, 2-year technical school, or going straight into the career of their choosing. Additionally, through participation in the program students can earn anywhere from 3 to 25 college credits.



2018 Excel TECC Grand Tour,
Image Source: Excel TECC

DRAFT FOR DISCUSSION ONLY

4.3 Strengthen The Local Network Of Workforce Development Entities To Collaborate With Employers And Create A Streamlined Jobs Portal

Facilitate collaboration across various workforce and nonprofit entities for a unified approach to increasing local job opportunities across a variety of industries and worker populations.

GUIDING PRINCIPLE:

4.0 Expand & Streamline Workforce Opportunities

PROJECT CATEGORY:

Administrative, Recruitment & Retention

APPLICABLE GEOGRAPHY:

Citywide with a focus on underserved communities

PROJECT LEAD:

Foothill Workforce Development Board and/or Pasadena City College

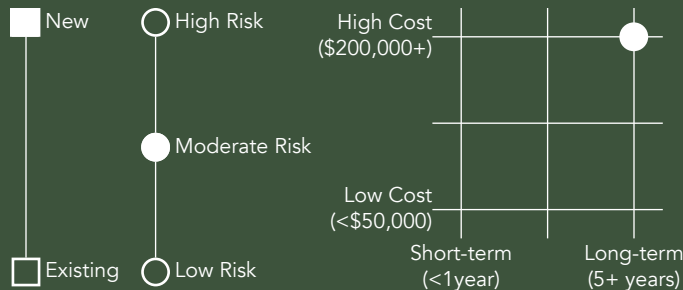
PARTNERS:

EconDev or newly formed EDO, workforce-related nonprofits, select sponsoring local businesses & employers

FUNDING:

*Federal, State, Employment Training Panel Funds**

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

Pasadena has a strong network of nonprofit organizations that provide residents with a variety of services and professional development opportunities. Organizations like the Flintridge Center, Foothill Workforce Development Board, Pasadena Community Job Center and others focus on serving a particular segment of the population and/or industry, and their core missions have the potential to work synergistically with one another. However, no existing forum allows for collaboration or to collectively connect with local employers in a streamlined way.

A nonprofit partner needs to be identified who can develop an online portal that connects all these various workforce development organizations with local employers. This portal will elevate their existing workforce programs, help address specific skill gaps and match residents with available job opportunities. To start the collaborative process, the city should host a meeting between relevant workforce stakeholders to provide insight into their efforts around creating a more collaborative ecosystem. Given that all of these programs are in different parts of the city and frequent in-person communication may be difficult, establishing a virtual hub that allows all entities to provide their organizations' information, communicate with one another and reach their participants will keep all parties informed and aligned. This will also create a streamlined space for prospective residents to engage with those organizations, and get connected to job opportunities.

The portal can also serve as a platform to educate employers on the local workforce, encouraging them to think outside of the box, and provide resources to those wanting to hire locally. The portal can provide information regarding tax credits, subsidies and other incentives for companies that employ residents from disadvantaged backgrounds, acting as a potential expansion of Pasadena's First Source Hiring Program (Honorable Mention).

**Federal Funding: Workforce Innovation and Opportunity Act (WIOA) Funds: WIOA funds allocated to states can be used by local workforce development boards and agencies to support workforce training, job placement, and supportive services for day laborers and other job seekers. Community Development Block Grants (CDBG): CDBG funds from the U.S. Department of Housing and Urban Development (HUD), can be used to support workforce development initiatives. State Funding: California Workforce Development Board (CWDB) Grants: CWDB administers state funding for workforce development programs. Employment Training Panel (ETP) Funds: ETP funds can support employer-driven training programs that help California businesses train their workforce to meet the demands of a changing economy. Employers can receive reimbursements for training costs through ETP. Applicants are currently being accepted for SEED 2, a program for entrepreneurs and Limited English Proficient individuals who face employment barriers. Local colleges and universities, and corporate partnerships/ sponsorships*

CASE STUDIES

[The Chicago Cook Workforce Partnership \(Chicago, Illinois\):](#)

The Chicago Cook Workforce Partnership (The Partnership) is a nonprofit organization in Chicago that oversees over 90 workforce development organizations, American Job Center locations, satellite sites, and sector-driven centers. The partnership is also the designated recipient of workforce funding dollars in the City of Chicago. In December of 2023, the Partnership announced that they were creating an electronic outreach program called LevelUP aimed at building bridges between employees and employers. The first program of its kind, LevelUP is now used by all job centers regionally to reach out to potential employers and for employers to store all their information about potential employees in one location.



Image Source: The Chicago Cook Workforce Partnership

[WorkforceLinkSF & Job Squad initiative \(San Francisco, California\):](#)

San Francisco's Office of Economic and Workforce Development has a jobs portal (WorkforceLinkSF.org) that connects job seekers and employers, offers workforce training programs, and job placement services to help residents secure employment opportunities in the city's target growth sectors. The city also provides incentives to local companies through programs like the Job Squad initiative, which offers tax credits and subsidies to businesses that hire residents from disadvantaged communities.



Image Source: WorkforceLinkSF

Seattle's CareerBridge (Seattle, Washington):

CareerBridge is a workforce development portal operated by the City of Seattle. It connects job seekers with employers and training programs in the Seattle area, with a focus on supporting underrepresented communities.

4.4 Provide Training Paths For Business Support And Admin Roles

Establish training paths for business support and administrative roles to enable broader workforce participation by diverse workers and provide support to growing tech businesses.

GUIDING PRINCIPLE:

4.0 Expand & Streamline Workforce Opportunities

PROJECT CATEGORY:

Recruitment & Retention

APPLICABLE GEOGRAPHY:

Targeted locations citywide

PROJECT LEAD:

EconDev or newly formed EDO

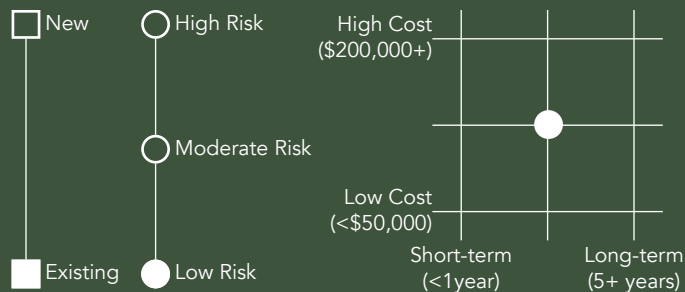
PARTNERS:

Existing workforce development nonprofits e.g. Learning Works, Pasadena Community Job Center, Foothill Workforce Development Board, and Pasadena SBDC

FUNDING:

City, grants or partnerships with local organizations, educational institutions, or business associations

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

This initiative builds upon Pasadena's existing Municipal Assistance, Solutions, and Hiring (MASH) program, and caters to needs identified through interviews with local tech startups and entrepreneurs. The MASH program employs men and women as maintenance and clerical trainees in the City of Pasadena for up to two years. MASH trainees are placed in positions across twelve different City departments and gain soft and technical skills to assist them in their pursuit of permanent careers. The training programs would expand to offer basic business support and administrative skills like accounting, scheduling, record-keeping, and office management.

In addition to expanding the potential employment base within the city, this program could also support aspiring entrepreneurs by equipping residents with relevant skills for business operations and growth. The program could also host training sessions can be developed with experienced instructors and business professionals, incorporating hands-on exercises, case studies, and workshops to enhance learning outcomes. A partnership between the city, local colleges such as Caltech and PCC, local nonprofits like Learning Works and the Foothill Workforce Development Board, and local public schools will serve as the vehicle to usher in this type of program.

CASE STUDIES

STEM Tech Center Academy at the Dearborn STEM Academy (Boston, MA):

Funded by a state grant, The STEM Academy was created in partnership with the Benjamin Franklin Cummings Institute of Technology. Students have access to six-year programs that enable them to earn an associate degree and industry-recognized credentials in manufacturing, IT, environment & life sciences.

Seattle Jobs Initiative (SJI) (Seattle, WA):

The Seattle Jobs Initiative (SJI) partners with local tech startups and companies to offer workforce training programs that address the needs of the tech industry. These programs include training modules focused on basic business support and administrative skills, such as accounting fundamentals, scheduling software proficiency, record-keeping practices, and office management essentials. SJI tailors its training programs to meet the evolving needs of tech startups as they grow their businesses.

[Chicago Hires Tech Talent Pipeline \(Chicago, Illinois\):](#)

Chicago Hires Tech Talent Pipeline is a city-led initiative aimed at supporting tech startups and companies in the Chicago area. The program offers workforce training programs that cover basic business support and administrative skills essential for startup success. Training modules may include accounting principles, scheduling techniques, record-keeping best practices, and office management fundamentals, customized to meet the needs of tech startups.

DRAFT FOR DISCUSSION ONLY

GUIDING PRINCIPLE 5.0

- 0.0 Build Systems and Partnerships for Success
- 1.0 Champion Life Sciences and Cultivate a Deep Tech Ecosystem
- 2.0 Invest in Neighborhoods and Small Businesses
- 3.0 Reinforce Pasadena as a Destination for Culture and Entertainment
- 4.0 Expand and Streamline Workforce Opportunities

5.0 PRIORITIZE PLACE AND ACCESSIBILITY INVESTMENTS

- ✔ 5.1 Implement Targeted Streetscape Improvements Within The Central District
- ✔ 5.2 Improve Connectivity Between Pasadena's Destination Districts And Key Visitor Assets
- ✔ 5.3 Invest In Further Expansion Of Targeted Bike Infrastructure To Enable The Piloting Of A Micro-Mobility Program In The Central District
- ✔ 5.4 Develop A More Comprehensive Approach To Leveraging The Growth In Electric Vehicle Usage And Customer Base
- 🏆 HONORABLE MENTION: Encourage Outdoor Dining That Drives A Quality Environment
- 🏆 HONORABLE MENTION: Update The Bicycle Transportation Action Plan

Prioritizing investments to enhance walkability, mobility, and access to green spaces, parks, and recreational areas will help position Pasadena as an attractive environment for businesses and their employees.

A walkable downtown is also a powerful draw to visitors looking to extend their visit and spend more time within the city. Additionally, a key component of a walkable downtown environment is the comfort level associated with pedestrian safety, including slower vehicle speeds and marked crosswalks. Place and accessibility investments, particularly those that improve connectivity between the city's popular destination drivers like the Rose Bowl, can encourage visitors to explore and patronize the diverse offerings within Downtown, maximizing the economic potential of the area.

Micro-mobility within Downtown can shorten distances between Downtown assets, reinforcing a campus environment that businesses increasingly seek. However, the lack of suitable bike lanes, the absence of an e-scooter or e-bike program further highlight the need for comprehensive accessibility improvements to support the growth that is already occurring in the e-mobility sector. Pasadena Water and Power (PWP) provides a suite of programs to encourage electric vehicle use, including incentives to businesses to install charging stations at their locations. PWP is also expanding its charging infrastructure by installing chargers at public parking structures throughout the city. This plan encourages the continued expansion of these efforts in service of enhancing multi-modal accessibility. Addressing these issues will create a more inclusive and comfortable environment for pedestrians, residents, and visitors, enhancing the overall experience of Downtown Pasadena.

As the City advances the efforts outlined in this plan to address accessibility and mobility enhancements within its borders, it should make every effort to connect the dots between local improvements and regional transportation systems. Not only will this improve accessibility to Pasadena throughout the region, but it will further enable the City to identify and pursue transportation funding which often comes with a regional lens.



HONORABLE MENTIONS:

Encourage outdoor dining that drives a quality environment

The City of Pasadena is proposing an amendment to the Zoning Code to facilitate continued outdoor dining on private property following the success of temporary measures extended to restaurateurs during the pandemic. These include the elimination of requirements for new or replacement parking for outdoor dining, the continued use of a simpler administrative approval process for on-site alcohol sales (rather than a discretionary approval process subject to public review), and the removal of a conditional use permit review for walk-up windows at restaurants in commercial zones.

Update the Bicycle Transportation Action Plan

The City of Pasadena is currently updating its Bicycle Transportation Action Plan to provide recommendations for investments that will further support alternative modes of circulation by bike. We encourage the Action Plan to embrace e-mobility and to identify and address the broken links in the bike network that discourage usage of existing lanes by "risk averse" individuals - including families and younger residents.

5.1 Implement Targeted Streetscape Improvements Within The Central District

Implement and invest in improved linkages to address the walkable environment along streets between sub-areas of the Central District.

GUIDING PRINCIPLE:

5.0 Expand & Streamline Workforce Opportunities

PROJECT CATEGORY:

Redevelopment – Public Realm

APPLICABLE GEOGRAPHY:

Central District

PROJECT LEAD:

Department of Public Works

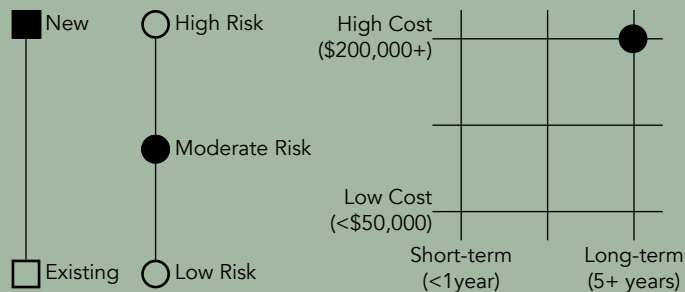
PARTNERS:

EconDev, PBIDs and Department of Transportation

FUNDING:

City funds, State and Federal grants

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

Targeted streetscape improvements between areas of concentrated retail activity in the Central District will foster a more walkable environment. This should include further exploration of efforts outlined in the South Lake Adaptive Reuse study, and the Playhouse Village and Old Pasadena Management District's streetscapes and alleyways plans which outline suggestions for improvements to pedestrian crossings, street trees, street furniture, banners, lighting, art, and sidewalks. In addition, Specific Plans for the Central District and other areas of the city call for additional street trees, landscape medians, street furniture and public art; improved crosswalks; and incorporating bulb-outs and curb extensions to improve the pedestrian experience.

CASE STUDIES

[Hudson Square Streetscape Master Plan \(New York City, New York\):](#)

Business Improvement Districts (BIDs) can be powerful agents for advocacy and change. In 2012, the Hudson Square BID commissioned a \$2.7 million streetscape plan that leveraged city funding for district improvements. The streets were improved to support improved pedestrian and cyclist circulation and included public spaces, sidewalk widening, mini plazas, over 100 new trees, bike lanes, bike racks, and benches. The plan was estimated at \$27 million of which roughly half was covered by the BID, and was completed in Summer 2022.

DRAFT FOR DISCUSSION ONLY

5.2 Improve Connectivity Between Pasadena’s Destination Districts And Key Visitor Assets

Establishment of an updated transit network and improvement of options for alternative connectivity between the commercial districts and key visitor assets.

GUIDING PRINCIPLE:

5.0 Expand & Streamline Workforce Opportunities

PROJECT CATEGORY:

Redevelopment – Public Realm

APPLICABLE GEOGRAPHY:

Citywide

PROJECT LEAD:

Department of Transportation, existing shuttle programs

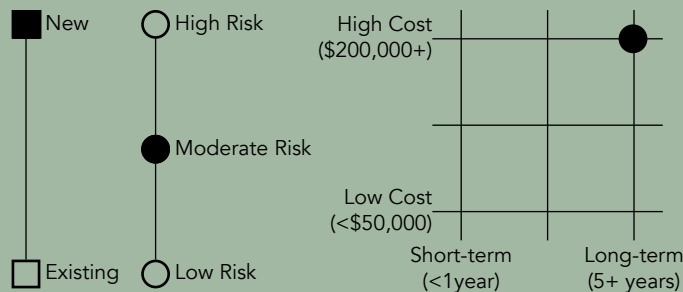
PARTNERS:

EconDev or newly formed EDO, and Rose Bowl

FUNDING:

Existing shuttle programs, City funds, Rose Bowl

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

Though Foothill Transit offers transportation service to the Rose Bowl Stadium during events stakeholders expressed concern that connectivity to the Stadium is still an issue. Particularly during significant highly trafficked events at the Rose Bowl, travel between these destinations is more challenging and undermines the cross-spending potential that would otherwise be captured if visitors could more conveniently travel between destinations.

Although there is some degree of current service offered during events at the Rose Bowl, that is managed by Foothill Transit, the concerns of stakeholders suggest that lack of connectivity remains an issue.

This effort would also reinforce a “park once” approach by enabling users to park in Old Pasadena, Playhouse and South Lake before their event and then patronize local establishments after their event.

CASE STUDIES

[Charleston Downtown Area Shuttle \(DASH\) \(Charleston, South Carolina\):](#)

CARTA, the local transit agency, runs a separately branded shuttle service that connects the Downtown to key destinations in other parts of the city, such as museums, stadium venues, and colleges.

Hollywood Bowl (Los Angeles, CA):

The shuttle and Park & Ride program offers timed bus rides from free shuttle lots and other locations across Los Angeles County, including Pasadena.



Downtown Area Shuttle (DASH) Route Map
Image Source: Charleston Downtown Area Shuttle (DASH)

DRAFT FOR DISCUSSION ONLY

5.3 Invest In Further Expansion Of Targeted Bike Infrastructure To Enable The Piloting Of A Micro-Mobility Program In The Central District

Invest in bike infrastructure and revisit efforts to establish an e-scooter or e-bike pilot program, as part of a broader effort to improve connectivity between areas of concentrated economic activity Downtown.

GUIDING PRINCIPLE:

5.0 Expand & Streamline Workforce Opportunities

PROJECT CATEGORY:

Redevelopment – Public Realm

APPLICABLE GEOGRAPHY:

Central District

PROJECT LEAD:

Department of Transportation

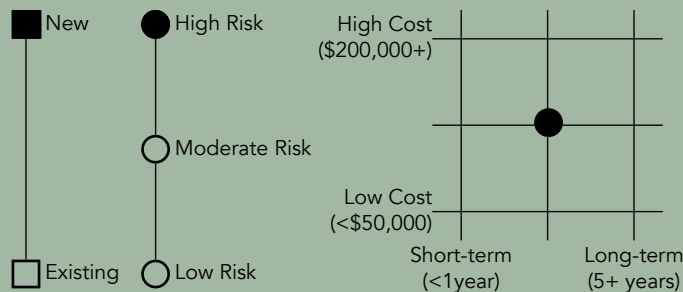
PARTNERS:

EconDev, local businesses, PBIDs, and e-mobility companies

FUNDING:

City, private sector vendors, corporate philanthropy

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

Cities around the world are successfully incorporating micromobility within dense, mixed-used environments, particularly where offerings are concentrated within a 1- to 3-mile radius. Micro-mobility refers to both manual and e-mobility options.

While previous pilot programs in Pasadena were met with some resistance, the tools to manage e-mobility have grown as e-bike and scooter usage has become more commonplace. There are now more options for managing dockless programs, and an acknowledgment of the role that safe paths and additional bike parking infrastructure play in reinforcing Downtown walkability and reducing vehicle usage among nearby residents, visitors, and employees.

Concurrent with an exploration of a renewed pilot program, the City should continue its ongoing exploration and expansion of the infrastructure necessary to support safe lanes for micro-mobility, as outlined in the Central District Specific Plan.



Image Source: City of Boulder

CASE STUDIES

[Boulder Colorado Shared E-Scooter Pilot Program \(Boulder, Colorado\):](#)

In 2021, in partnership with Lime, BCycle, The University of Colorado Boulder, The Boulder Chamber of Commerce, and Boulder County, the City of Boulder Colorado kicked off its e-scooter pilot program. Strategically, the City selected the area of East Boulder to be host for the pilot program because of its role as the City’s top employment hub, as well as being home to CU Boulder’s East Campus and many commercial areas. The City put a variety of conditions around the pilot program, allowing them to closely monitor its impact and ensure it was not too disruptive to the wider infrastructure. For example, all scooters were geofenced, meaning just for the duration of the pilot they would shut down if they were taken outside of the geographic boundaries of the pilot area. Additionally, they were all outfitted with a new “training mode” in which if it were a user’s first time the ride would be smoother, and the scooter would be restricted to going only up to eight miles per hour. In addition to collecting data virtually, that City had online forums in which community members could share their thoughts throughout the pilot program, and the City of Boulder’s website even has a page where residents or visitors can learn more about electric scooters, and how to properly use and park them. The pilot was a success and as of 2023, the City has since expanded the area of electric scooter operations.

5.4 Develop A More Comprehensive Approach To Leveraging The Growth In Electric Vehicle Usage And Customer Base

Explore the elimination of regulatory hurdles to EV auto service and identify charging infrastructure opportunities in areas of dense business activity.

GUIDING PRINCIPLE:

5.0 Expand & Streamline Workforce Opportunities

PROJECT CATEGORY:

Administrative,
Redevelopment – Public & Private Realm

APPLICABLE GEOGRAPHY:

Citywide

PROJECT LEAD:

Pasadena Water and Power

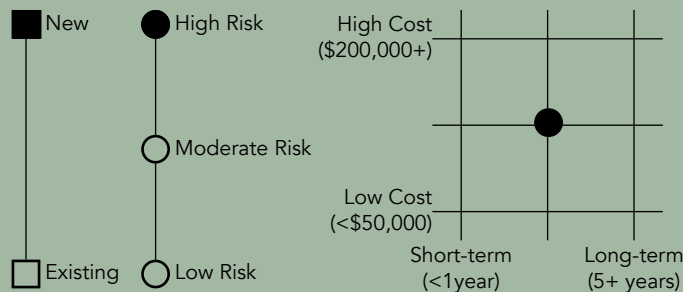
PARTNERS:

Planning and Community Development
Department, EconDev, Department of Public Works

FUNDING:

State and Federal funding*

PROJECT STATUS, ESTIMATED RISK, TIME & COST:



PROJECT OVERVIEW

Recently, Old Pasadena has developed a cluster of electric vehicle showrooms on Colorado Blvd. including Tesla and Rivian. As part of this trend, stakeholders have expressed interest in co-locating EV auto service with showrooms to boost sales. To foster the growth of this sector, the City should evaluate and address regulations that prevent the co-location of EV sales and auto service uses, which stifle the opportunity for sales and service from being on the same site in the City's Central District and other areas.

In addition to the increase in EV companies locating there, the Central District would benefit from policies that encourage the increase in EV infrastructure as well as an improved network of EV charging stations that accommodate visitors and workers. Currently, the City requires projects (new development projects? new housing projects?) to only comply with the minimum amount of charging locations outlined in the California Building Code. The City does not incentivize developers to provide additional charging locations. Pasadena Water and Power should continue to expand charging infrastructure by installing chargers at public parking structures throughout the City and continue providing its commercial charging incentive to eligible businesses.

**The Federal government has rapidly expanded resources for EV charging under the Bipartisan Infrastructure Law passed in 2021. California is slated to deploy over \$400 million in federal funding to accelerate the growth of electric vehicle charging options in the coming years and improve zero-emission vehicle adoption. As of 2024, Caltrans was slated to invest \$63.7 million to install more than 1,000 chargers at 300 sites nationwide. California Energy Commission has several competitive infrastructure incentive programs to support the purchase and installation of electric vehicle charging infrastructure.*

CASE STUDIES

[Culver City Electric Charging Study \(Culver City, California\):](#)

Culver City was accepted as one of 18 cities to participate in the Southern California Association of Governments (SCAG) funded and led an EV Study. The study, in which selected cities were engaged by a SCAG-identified consultant to review best practices for them to deploy EV infrastructure, is a part of Southern California's mission to have eight million electric vehicles on the road by 2030. The study helped to inform the Culver City's government about where electric charging vehicles would be most helpful, as well as tactics to place them in both

DISCUSSION

DRAFT FOR DISCUSSION ONLY

RECOMMENDATIONS OVERVIEW

0.0 BUILD SYSTEMS & PARTNERSHIPS

- 0.1 Create A Vehicle For Public-Private Partnership To Advance Deep Tech Initiatives
- 0.2 Develop Robust Communication, Marketing And Public Relations
- 0.3 Explore Local Economic Development Entity Formation
- 0.4 Create An Economic Development Performance Dashboard

1.0 CHAMPION LIFE SCIENCES AND CULTIVATE A DEEP TECH ECONOMIC ECOSYSTEM

- 1.1 Develop A Robust Marketing Campaign On Behalf Of Life Science And Deep Tech
- 1.2 Identify A Catalytic Project To Jumpstart A Pipeline
- 1.3 Attract And Attend Major Industry Conferences
- 1.4 Establish A Tech Business Plan Competition
- HM Ease Life Science Regulations

2.0 INVEST IN LOCAL NEIGHBORHOODS AND SMALL BUSINESSES

- 2.1 Improve & Streamline Digital Experience For New Businesses To Support Navigation Of City Processes
- 2.2 Explore The Creation Of A High-Quality Market Incubator
- 2.3 Develop A Facade And Merchandising Technical Assistance Program
- 2.4 Support Property And Business Improvement District (PBID) Formation In Districts Where Appropriate
- 2.5 Develop A Neighborhood Walkability Toolkit
- 2.6 Establish Strategic Mentorship Initiatives
- HM Work With The Center by Lendistry To Create Pathways & Resources For Clean Energy Usage Among Small Businesses

3.0 REINFORCE PASADENA AS A REGIONAL DESTINATION FOR CULTURE & ENTERTAINMENT

- 3.1 Reinvigorate Pasadena Brand With A Signature Event
- 3.2 Support The Attraction Of Cultural/Entertainment Anchor For The Civic Center
- 3.3 Encourage Necessary Place-Based Investments Within The Civic Center To Soften The Hardscape And Create Gathering Places
- 3.4 Right-Size Ground-Floor Retail Requirements And Expand Allowable Ground-Floor Uses In Neighborhood Districts
- 3.5 Adopt An Adaptive Reuse Ordinance

4.0 EXPAND AND STREAMLINE WORKFORCE OPPORTUNITIES

- 4.1 Develop Focused Tech Workforce Training And Tech Apprenticeship Programs In Partnership With Pasadena City College
- 4.2 Champion Early Exposure To The Tech Industry In Public Schools
- 4.3 Strengthen The Local Network Of Workforce Development Entities To Collaborate With Employers And Create A Streamlined Jobs Portal
- 4.4 Provide Training Paths For Business Support And Admin Roles

5.0 PRIORITIZE PLACE AND ACCESSIBILITY INVESTMENTS

- 5.1 Implement Targeted Streetscape Improvements Within The Central District
- 5.2 Improve Connectivity Between Pasadena's Destination Districts And Key Visitor Assets
- 5.3 Invest In Further Expansion Of Targeted Bike Infrastructure To Enable The Piloting Of A Micro-Mobility Program In The Central District.
- 5.4 Develop A More Comprehensive Approach To Leveraging The Growth In Electric Vehicle Usage And Customer Base

THANK YOU

DRAFT FOR DISCUSSION ONLY