

PASADENA ECONOMIC DEVELOPMENT STRATEGY

CITY COUNCIL

JUNE 3, 2024



Donald Gary Dunlap

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**

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

* Denotes a decided in-person/hybrid meeting



ECONOMIC DEVELOPMENT STRATEGY

CITY OF PASADENA
2024

DRAFT FOR REVIEW



Image Source Angel DiBilio

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

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/

A photograph of the California State Capitol building, featuring a prominent red-tiled dome and white neoclassical 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.

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POLICY FRAMEWORK

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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STRATEGIC RECOMMENDATIONS

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			

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				

RECOMMENDATIONS OVERVIEW

0.0 BUILD SYSTEMS & PARTNERSHIPS

0.1 Create a vehicle for Public-Private Partnership to advance Deep Tech initiatives

0.2 Develop a robust in-house communication team

0.3 Explore local economic development entity formation

0.4 Create an Economic Development Performance Dashboard

RECOMMENDATIONS OVERVIEW

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 Life Science regulations

RECOMMENDATIONS OVERVIEW

2.0 INVEST IN LOCAL NEIGHBORHOODS AND SMALL BUSINESSES

2.1 Create an improved & streamlined 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 façade 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 at Lendistry to create pathways & resources for clean energy usage among small businesses

RECOMMENDATIONS OVERVIEW

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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

RECOMMENDATIONS OVERVIEW

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

RECOMMENDATIONS OVERVIEW

5.0 PRIORITIZE PLACE AND ACCESIBILITY 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 (bike and scooter share) program in the Central District

5.4 Develop a more comprehensive approach to leveraging the growth in electric vehicle usage and customer base in Central District and the City's neighborhood business districts.

DISCUSSION

RECOMMENDATIONS OVERVIEW

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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
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THANK YOU