



Part D

Implementation

This Section describes the steps and actions to implement the South Pasadena Downtown Specific Plan based on collaboration with community members, City decision makers, and City Staff.

The Downtown Specific Plan is designed to be implemented over the next 15 years (2023—2038) by residents, business and property owners, non-profit organizations, community groups, city and county agencies, and elected and appointed officials. Some actions are straightforward and relatively easy to achieve, others will demand significant investment of time and resources and will require steadfast commitment. In a display of commitment to the vibrancy and sustainability of Downtown over the past two years during which many businesses were forced to shut down due to the COVID-19 pandemic, the City has already begun to implement some of the key streetscape actions, particularly on Mission Street, through allowing new outdoor dining areas in the Public right-of-way and receiving street improvement grants to begin the street's transformation as envisioned in this Plan.

The City will need to develop robust partnerships with local businesses, residents and other public agencies to fully implement the vision outlined for Downtown South Pasadena. These partnerships will be crucial to ensuring the most important strategies are being implemented, and the most pressing community needs are being addressed.

Time frames: Each action includes a time frame, within which the action should be carried out. These are intended to provide a general sense of how long it will take to implement the action.

- Ongoing: Some actions require continuous monitoring or effort. These are identified as ongoing actions.
- Immediate: Begin work immediately.
- Near term: Begin work within 1 to 3 years.
- Mid term: Begin work within 4 to 7 years.
- Long term: Begin work within 7 to 15 years.

Implementers: Agencies and partners most likely to carry out the action. Most actions include one or more City Departments. In some cases, however, the action is entirely within the private or non-profit sector.

Funding Sources: Potential funding sources are identified for each action item. Staff should continually monitor new federal, state and local opportunities to fund Downtown projects over the 15-year lifespan of the Plan. The Implementation section should be evaluated every three years to assess progress, identify new funding sources, and determine the availability of new or alternative resources to bring forward additional implementation actions.

1. FUNDING SOURCES

Federal

Community Development Block Grant

Community Development Block Grant funds are received from the U.S. Department of Housing and Urban Development and are primarily intended to address the needs of low- and moderate-income residents.

National Endowment for the Arts Grants for Arts Projects

The NEA Arts Grants for Art Projects funds up to half the cost for public engagement with, and access to, various forms of art across the nation, the creation of art, learning in the arts at all stages of life, and the integration of the arts into the fabric of community life. In addition, the California Arts Council provides similar grant funding.

National Trust Preservation Grants

The National Trust provides funding, training, and other support for a wide variety of planning, historic preservation and main street revitalization projects and programs.

The National Trust for Historic Preservation

The National Trust for Historic Preservation offers commercial funding for those restoring or improving income-producing properties, and directs to a list of funds offering benefits that allow the restoration of a historic house or structure for a primary residence.

Historic Tax Credit Program (HTC)

The National Park Service's HTC pro-

gram encourages private sector investment in the rehabilitation and re-use of historic buildings. The amount of credit available under this program is up to 20 percent of the qualifying expenses for rehabilitation certified historic structures that will be used for a business or other income-producing purpose provided that the rehabilitation work meets the Secretary of the Interior's Standards for Rehabilitation.

Charitable Foundations (CF)

Many corporations and wealthy individuals have endowed charitable foundations with defined areas of interest and purpose. While grants for nationally known foundations may be highly competitive, there are numerous charitable foundations active in Southern California generally and the San Gabriel Valley specifically.

State

Enhanced Infrastructure Financing District (EIFD)

An EIFD is a governmental entity established by a city that carries out a plan within a defined area (boundaries of which do not need to be contiguous) to construct, improve and rehabilitate infrastructure; construct housing, libraries, and parks; remediate brownfields, etc.

Active Transportation Program (ATP)

ATP taps both state and federal funds for bike and pedestrian projects across California. The program allows cities to compete for grants to build bicycle/

pedestrian paths, install bike racks, and other projects or programs that make walking or biking easier, safer and more convenient.

Caltrans Grants

Caltrans provides Sustainable Transportation Planning Grants to fund projects that ensure consideration of sustainability, preservation, mobility, safety, innovation, economy, health, and equity in transportation planning. In addition, Caltrans provides numerous other grant funding programs.

California Strategic Growth Council (CSGC)

The CSGC provides several grant programs to cities to promote sustainable community planning and natural resource conservation, including affordable housing and community resilience projects.

California Department of Housing and Community Development (HCD)

HCD administers a variety of grant programs to support planning for housing development and to support the development of affordable housing. The programs and amounts available may vary from year to year, but the HCD website maintains an up-to-date tracking of notices of funding availability.

Low-Income Housing Tax Credits (LIHTC)

LIHTC funding originates with the federal government, but the funds are allocated at the state level. In addition, there

are several other tax credit programs, but these are often lumped together with LIHTC, which is the largest and most important source of funding for affordable housing development. LIHTC are highly competitive, and many cities use revenue from affordable housing in-lieu fees and inclusionary housing in-lieu fees, along with waived impact fees, land donations, and other funds to support affordable housing developers and help make their LIHTC proposal more competitive. The city would not likely be involved directly with LIHTCs, but would likely partner with affordable housing developers, through which a relatively minor local per unit contribution can help leverage a variety of other grant funding sources.

Regional

AQMD Program

The AB 2766 Motor Vehicle Subvention Program is a funding source for cities to encourage the development of measures or projects that result in the reduction of motor vehicle emissions. Projects include alternate fuels/electric vehicles, vehicle emissions abatement, land use strategies that encourage people to walk, bike or use public transit, traffic management, transportation demand management, effective bike expenditures, PM reduction strategies, and public education.

SCAG Sustainable Planning Grant

The Southern California Association of Government (SCAG) offers direct funding of innovative planning initiatives for member cities through the Sustain-

ability Planning Grants program. The Sustainability Planning Grants Program provides direct technical assistance to SCAG member jurisdictions to complete planning and policy efforts that enable implementation of the regional SCS. Grants are available in the following three categories:

- Integrated Land Use – Sustainable Land Use Planning, Transit Oriented Development (TOD) and Land Use & Transportation Integration;
- Active Transportation – Bicycle, Pedestrian and Safe Routes to School Plans;
- Green Region – Natural Resource Plans, Climate Action Plans (CAPs) and Green House Gas (GHG) Reduction programs.

Measure A

The Los Angeles County Safe, Clean Neighborhood Parks and Beaches Measure of 2016 (Measure A) asked voters to continue their support for local parks, beaches, open space, and water resources. Measure A received 75% voters' approval for an annual parcel tax of 1.5 cents per square foot of development from all Los Angeles County residents. The City will receive a total of approximately \$107,000 annually. (\$86,000 for park projects from the Community Based Park Investment Program grant category and \$20,000 for Maintenance and Servicing). Grant opportunities will also be available for additional funding.

Measure H

To broaden and accelerate the pace of change, the Los Angeles County residents voted to approve Measure H, which will generate approximately

\$355 million annually for services and programs to prevent and combat homelessness in the County, with rigorous accountability.

Measure M

A one-half of 1% tax on most retail sales in Los Angeles County to improve freeway traffic flow/safety; repair potholes/sidewalks; repave local streets; earthquake-retrofit bridges; synchronize signals; keep senior/disabled/student fares affordable; expand rail/subway/bus systems; improve job/school/airport connections; and create jobs.

Measure R

Under Measure R, the City receives a portion of a ½ cent sales tax levied in Los Angeles County to provide transportation related projects and programs. The City uses Measure R Funds for street projects.

Local

Capital Improvement Program (CIP)

The CIP identifies all of the major projects to be undertaken to improve facilities and infrastructure within the city. The CIP document is updated annually and includes a five-year forecast of planned projects. City Departments submit all proposed projects in the foreseeable future, along with their best cost-estimate. The request includes the year a project will commence, any funding sources that may be available with either future sources or ones which might have been previously designated, justification for the project, and on-going costs expected to occur after the project has been completed. The CIP budget team then compiles the information and

presents a draft CIP program to the City Council. Projects are prioritized, based on City Council and staff input.

General Fund

The General Fund is the City's largest single fund type used to account for basic City services such as police, fire, building, planning, public works, community services, and general administration. The five largest sources of revenue to the City's General Fund are property taxes, utility taxes, sales taxes, charges for services, and licenses and permits. The top five revenue sources represent approximately 86.5% of the General Fund revenues. Property taxes make up 51.5% of all General Fund revenues. Utility users taxes (UUT) make up 12.9% of total General Fund revenues. The general fund is the simplest and most direct way to pay for implementation activities, but because the general fund is used to pay for most City facilities and services, there is often limited additional funding to take on new projects and programs.

Mills Act

The Mills Act allows South Pasadena to enter into contracts with the owners of historic structures for reduction of property taxes in exchange for the continued preservation of the property.

Property Business Improvement District

A Property-Based Business Improvement District (PBID) is a mechanism to fund improvements and services through an increased property-tax levy paid by property owners in the district. Under the Property and Business Improvement District Law of 1994, revenues from

PBID assessments may be used to fund capital improvements and maintenance costs for projects such as parking facilities, street furniture, public restrooms, art, parks, street and streetscape enhancements, and plazas. A PBID may also pay for enhanced levels of public services, such as policing, graffiti removal, or trash pickup. A PBID formation petition, which is initiated by property owners, requires the signature of more than 50 percent of the property owners, weighted by assessment liability. In addition, the property owners elect a board to operate the PBID, so its planning and operations are somewhat removed from City Hall.

Park Dedication Fees

The City receives fees from developers to fund recreation facilities. The City has been divided into seven park districts for purposes of collecting revenue. These funds are used for qualified recreational purposes throughout the city.

Proposition A and Proposition C

Programs are funded by two ½ cent sales tax measures approved by the Los Angeles County voters to finance a Transit Development Program. Proposition A is exclusively to benefit public transit such as fixed route, paratransit services, Transportation Demand Management, Transportation Systems Management, and fare subsidy programs that exclusively benefit transit. Proposition C funds benefit public transit but provide an expanded list of eligible projects including Congestion Management Programs, bikeways and bike lanes, street improvements supporting public transit services and Pavement Management System projects.

Street Light & Landscape Fund

Property owners in the City pay an annual assessment on their property tax bills to pay for the annual maintenance costs for street trees, median landscaping, sidewalk replacement, and street lighting throughout the City.

Friends of the South Pasadena Public Library, Inc

Friends of the South Pasadena Public Library (The Friends) is a 501(c)3 non-profit corporation founded in 1950 and incorporated in 1988. Through membership dues, monetary donations, bookstore income and contributions of time and materials, the Friends support the activities, programs, and functions of the library, including the purchase of books, digital resources and equipment, honoraria for speakers and performers, and underwriting of flagship programs like the Summer Reading Program.

Enhanced Infrastructure Financing District (EIFD)

An EIFD is a governmental entity established by a city that carries out a plan within a defined area to construct, improve and rehabilitate infrastructure; construct housing, libraries, and parks; remediate brownfields, etc. The EIFD may finance major capital improvements by issuing bonds. The EIFD generates revenue through tax increment financing—all or a portion of the city's property tax revenue (and of any other taxing entity that agrees to participate with the exception of school districts) resulting from increased property values from new construction are directed to the EIFD.

Voluntary Assessment Districts (VAD)

Voluntary assessment districts are a special form of assessment districts. The city can identify certain improvements—for example, installation of sidewalks or façade improvements—that are eligible for funding in a specific area. If and when a property owner wants to participate, the city may fund and/or install the eligible improvements, and the property owner enters into an agreement to repay the city on predefined terms through an increased assessment on their property, payable with the semi-annual property tax payments.

Water and Sewer Reserves (WSR)

Agencies are authorized to charge water and sewer users additional fees in order to generate reserve funds. These funds may be used to upgrade and improve water and sewer infrastructure. These improvements are typically planned, tracked, and accounted for through the CIP.

South Pasadena Council Parent Teacher Association (PTA)

The South Pasadena Council PTA is a collaborative community organization representing five South Pasadena distinguished schools, and serving the needs of students and their families.

South Pasadena Educational Foundation (SPEF)

SPEF has provided much-needed support to South Pasadena students in all educational areas including academics, books and technology, libraries service and support, visual and performing arts, foreign languages, science, character education, critical thinking, career center, staff development, counseling,

and athletics. SPEF raises funds through generous donations as well as by administering for-fee summer school and after school programs that provide enhanced learning experiences to local students.

Various Grant Funds

Various Federal, State, and regional grant programs distribute funding for public improvements. Because grant programs are typically competitive, grant funds are an unpredictable funding source.

Developer Contributions

Development Impact Fee

The City charges one-time impact fees on new private development to offset the cost of improving or expanding City facilities to accommodate the project. Impact fees are used to help fund the construction or expansion of needed capital improvements.

In-lieu Housing Fee – Affordable Housing Trust Fund (AHTF)

The City's inclusionary housing ordinance (SPMC Section 36.375) requires provision of on-site affordable housing units in projects with three or more units. However, in some cases, the applicant may pay a fee into the Affordable Housing Trust Fund in lieu of all or part of this requirement. The fees paid into this fund will be a resource for the City to allocate toward 100% affordable housing projects, which may also include ground floor commercial uses. The DTSP area may be a good location for one or more of these projects.

Development Agreements

Development agreements are contracts negotiated between project proponents and public agencies that govern the land uses that may be allowed in a particular project. Development agreements provide a developer with assurances for a specified length of time that the proposed project may proceed as originally approved, and not be affected by future changes in land use regulations. In exchange for this assurance, the landowner/developer may agree to public improvements, land dedications, or in-lieu fees, as negotiated with the City, as a condition of the agreement.

2. IMPLEMENTING POLICIES AND ACTIONS

A. Our Natural Community

		Timeframe	Implementer	Cost	Funding
Air					
P1.1	Promote alternative transportation modes like walking, biking, and transit that reduce emissions related to vehicular travel.				
A1.1	Redesign Mission Street and Fair Oaks Avenue to promote walking, biking, ridesharing, public transit use, the use of alternative fuel vehicles or other clean engine technologies.	Short-term	PW, Planning	\$\$\$\$	Grants
Water					
P1.2	Promote and require the integration of Green Infrastructure into storm water management systems.				
A1.2a	Review and revise development regulations to encourage a green approach in new developments. Minimize impervious areas. Develop new projects and retrofit existing surfaces to reduce runoff through infiltration.	On-going	Planning, PW	\$\$	Grants, SCAG, GE, CSGC
A1.2b	Incorporate Green Street elements into the redesign of Mission Street and Fair Oaks Avenue.	On-going	Planning, PW	\$	GE, Grants, CDBG, EIFD, SCAG, CIP
A1.2c	Promote the use of green roofs, bio-swales, pervious materials for hardscape, and other stormwater management practices to reduce water pollution.	On-going	Planning, PW	\$	GE, SCAG, Grants, DA
A1.2d	Promote the use of captured rainwater, grey water, or recycled water.	On-going	Planning, PW	\$	GE, Grants, PBID, SLLF
Trees					
P1.3	Preserve, manage, and grow the downtown tree canopy.				
A1.3a	Preserve the existing Downtown canopy with continued maintenance and protection against tree removal.	On-going	PW	\$	EIFD, SCAG, CIP, GE, PBID, SLLF, Grants, DA
A1.3b	Replace the dead, diseased, declining, or poorly structured, street trees.	On-going	PW	\$\$	Grants, SCAG, CIP, GE, PBID, SLLF
A1.3c	Plant new trees annually on Downtown streets and parks.	On-going	PW	\$	Grants, SCAG, CIP, GE, PBID, SLLF



		Timeframe	Implementer	Cost	Funding
A1.3d	Require smart irrigation controls for newly planted trees that adequately water the trees without wasting water.	On-going	PW	\$	Developer
A1.3e	Increase species diversity – encouraging the use of native, non-invasive, and water efficient species for a more resilient urban forest.	On-going	PW	\$	Grants
A1.3f	Craft appropriate incentives that encourage property owners to add green infrastructure on private property, including trees, living walls and green roofs.	Short-term	Planning, PW	\$\$	CSGC, SCAG, GE, Grants, DA
A1.3g	Require new development to plant street trees along the property frontages.	On-going	Planning, PW	\$	Developer
A1.3h	Support BID as a funding source for maintaining trees in the Downtown area.	Short-term	Planning, PW	\$	PBID
A1.3i	Explore alternate sources such as fundraising and private sector donations for planting and maintaining street trees.	Short-term	PW	\$	Developer

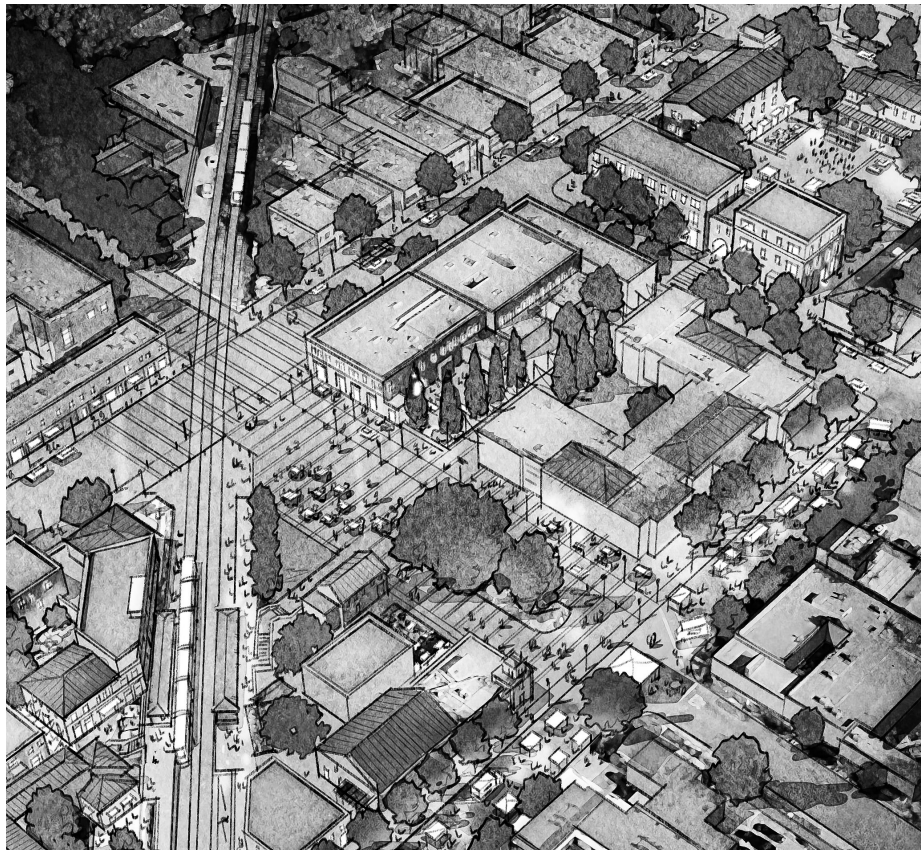
B. Our Prosperous Community

		Timeframe	Implementer	Cost	Funding
Foster a cohesive mixed-use district					
P2.1	Enhance internal and external economic development delivery capacity.				
A2.1a	Designate a City staff member to oversee downtown economic development initiatives and partnerships.	Short-term	Planning, CMO	\$\$	GF
A2.1b	Engage with property owners and the South Pasadena Chamber of Commerce to gauge appetite for a Business Improvement District.	Mid-term	CMO	\$	GF
Attract a greater variety of desirable retail and office tenants					
P2.2	Attract a greater variety of desirable retail and office tenants by building upon existing strengths and market opportunities.				
A2.2a	Implement district-wide retail branding and tenanting strategy that builds upon nascent cluster of home furnishings and design stores, while adding other retail desired by the community, such as experience-based retail and retail for a wider demographic.	Mid-term	CMO, CoC	\$\$	GF, PBID, Grants
A2.2b	Host broker education events to promote South Pasadena and to align office and retail tenant mix with what is desired by the community.	Short-term	CMO, CoC	\$	GF, Grants
A2.2c	Host property owner events to promote landlord practices that attract new small businesses, including flexible lease structures, shorter lease terms etc.	Short-term	CoC, CMO	\$	GF, Grants
A2.2d	Actively market South Pasadena to notable chefs and restaurateurs to attract high-quality food and beverage establishments.	Mid-term	CoC, CMO	\$	GF, PBID, Grants



		Timeframe	Implementer	Cost	Funding
P2.3	Continue to nurture small, independently-owned businesses.				
A2.3a	Engage with the Chamber of Commerce or future Downtown BID to better connect local entrepreneurs with US Small Business Administration loans and other Federal or State assistance programs.	Mid-term	CoC, CMO	\$	GF, PBID, Grants
A2.3b	Engage with successful Farmers' Markets tenants in locating them in retail space in Downtown South Pasadena.	Mid-term	CoC, CMO	\$\$	GF, Grants
A2.3c	Seek medium-size retailers for Fair Oaks Avenue that can both meet needs of a wide range of residents, satisfy latent demand of surrounding market, and complement smaller independent businesses.	Mid-term	CoC, CMO	\$	GF, Grants, DA
P2.4	Promote higher levels of foot traffic with activities and events.				
A2.4a	Encourage property owners to collaborate on new "pop-up" events to make use of vacant storefronts or parcels and to generate greater interest in Downtown as a unique retail destination.	Short-term	Planning, CMO, CoC	\$	GF, PBID, Grants
A2.4b	Create a coordinated calendar of events for different organizations to allow for combined marketing of events.	Short-term	CMO, CoC	\$	GF, Grants
A2.4c	Link businesses to active transportation by considering the long-term implementation of the Bicycle Friendly Business Pilot Program.	Long-term	Planning, PW	\$	ATP, Grants AQMD, Prop. C
Improve the Built Environment					
P2.5	Explore new and existing capital funding sources for key public realm improvements.				
A2.5	Pursue the appropriation of Metro funding resulting from the recently disbanded 710 freeway tunnel initiative for public realm objectives.	Short-term	CMO	\$\$\$	Measure M & R, Prop. A & C
P2.6	Promote new development that supports existing market opportunities and strengths.				
A2.6a	Engage the development community and property owners to promote the redevelopment of single-use and single-story retail centers on Fair Oaks Avenue into mixed-use projects with shared parking.	Short-term	CMO, Planning, CoC	\$	GF, Grants
A2.6b	Establish an inventory of vacant retail storefronts and vacant commercial parcels with all relevant parcel information, development and use potential, and make publicly available to ensure it is regularly updated.	Short-term	CMO, CoC	\$	GF, Grants

		Timeframe	Implementer	Cost	Funding
A2.6c	Engage the development community and property owners to promote infill development on underutilized sites.	On-going	Planning, CMO	\$	GF, Grants
A2.6d	Develop comprehensive Urban Design Standards for Mission Street and Fair Oaks Avenue that will support the brand and identity of the Downtown district.	Short-term	Planning	\$\$	GF, Grants
A2.6e	Enable businesses to share amenities, like plazas and outdoor dining space, and facilities, such as shared-kitchens or buildings in market-style formats.	Short-term	Planning	\$	GF, Grants



		Timeframe	Implementer	Cost	Funding
P2.7	Explore creative parking strategies to efficiently use available parking and generate potential revenues.				
A2.7a	Leverage publicly-owned parking lots by allowing public paid access during nights and weekends (or other times when not in use by public facilities).	Short-term	Planning, CMO	\$	GF, PBID
A2.7b	Explore metered on-street parking on shopping streets.	Mid-term	PW, CMO	\$\$	CIP, GF, PBID
Maintain and Monitor the Fiscal Health of Downtown Area.					
P2.8	Strengthen the Downtown South Pasadena's tax base.				
A2.8a	Support the renovation and adaptive reuse of existing buildings.	On-going	Planning	\$	NTPG, NT, HTC, GF, Mills Act, Grants, DA
A2.8b	Locate residential and employment growth in mixed-use buildings.	On-going	Planning	\$	CSGC, AQMD, SCAG, DA
A2.8c	Ensure that new development is not a fiscal burden to the City.	On-going	Planning	\$	GF, DIF
P2.9	Explore un-tapped opportunities for value capture and revenue generation.				
A2.9a	Use developer agreements to support the City's public realm improvement goals.	Immediate	Planning	\$	DA
A2.9b	Fortify the City's existing Development Impact Fee regime.	Short-term	Finance	\$\$	GF
A2.9c	Explore parking fees to enhance fiscal revenue.	Mid-term	Finance, Planning, CMO	\$	GF, PBID

C. Our Well Planned Community

		Timeframe	Implementer	Cost	Funding
Contextual Infill					
P3.1	Conserve the small town character and scale of the downtown area, including its traditional urban design form, while creating places of enduring quality that are uniquely fit to their time and place				
A3.1a	Develop and adopt a form-based development code that requires the highest standards of context sensitive architecture, urban design, and landscaping.	Short-term	Planning	\$\$\$	CSGC, SCAG, GF, Grants
A3.1b	Introduce new infill buildings and renovate existing buildings in a manner that preserves and enhances downtown's walkable urbanism of interconnected streets lined by buildings that engage, frame, and activate the street.	On-going	Planning	\$	NTPG, NT, HTC, Mills Act, Grants, DA
P3.2	Remove regulatory and procedural barriers to good design.				
A3.2a	Develop and adopt a Form-Based Code for the Downtown area that emphasizes pedestrian orientation, integration of land uses, treatment of streetscapes as community living space, and offers a streamlined review process.	Immediate	Planning	\$\$\$	CSGC, SCAG, GF, Grants
A3.2b	Consider seeking voter approval to raise the 45 foot height limit within the Downtown Specific Plan area.	Short-term	CMO, Planning	\$\$	GF
P3.3	Expand the inventory of publicly accessible community gathering spaces so that residents are within a short walking distance of a park or recreational area.				
A3.3a	New buildings should incorporate public realm improvements described in the Downtown Vision and integrate such improvements into their existing context in a way that enhances Downtown's public space network.	Short-term	Planning, PW	\$	EIFD, DIE, DA
A3.3b	Allow parklets on Mission Street to provide visual interest and expand the useable area of the sidewalk.	Short-term	Planning, PW	\$	DA, EIFD, PBID, CIP, Grants

		Timeframe	Implementer	Cost	Funding
Sustainability					
P3.4	Encourage green projects and practices and support the inclusion of energy efficient design and renewable technologies in all new downtown public and private projects.				
A3.4a	Require new and/or renovated buildings to meet USGBC LEED Silver rating or equivalent and advance the City's sustainability goals.	Mid-term	CDD	\$	GF
A3.4b	Incentivize sustainable living and business practices, both passive and active, that encourage energy efficiency, improve indoor air quality, and encourage water and resource conservation.	Mid-term	CDD, PW	\$	CSGC, AQMD, SCAG, GF, Grants
A3.4c	Support solar panels on all new buildings.	Mid-term	CDD, PW	\$	Grants, DA
A3.4d	Explore opportunity to develop a clean energy micro-grids.	Mid-term	PW	\$\$\$\$	Grants
A3.4e	Install Electric Vehicle (EV) chargers at public facilities in the Downtown area. Encourage property owners to install EV chargers at Downtown business and multifamily locations.	On-going	Planning	\$\$	GF, Grants
Affordability					
P3.5	Provide high quality housing for current and future residents with a diverse range of income levels.				
A3.5a	Provide for quality housing at a range of income levels and price points, emphasizing housing product that captures the underserved multi-family market.	On-going	Planning	\$	EIFD, GF, Grants, DA
A3.5b	Support workforce and market rate units that will expand and diversify Downtown's housing stock, and support growth in Downtown employment.	On-going	Planning	\$	EIFD, GF, Grants, DA
A3.5c	Provide flexibility in development standards to encourage and facilitate nontraditional housing types and options, including co-housing, assisted living facilities, livework spaces, and artist lofts	On-going	Planning	\$\$\$	GF, DA
Rialto Theater					
P3.6	Support and ensure restoration and reuse of the historic Rialto Theater.				
A3.6a	Renovate and protect of the historic elements of the theater.	Short-term	CDD	\$\$\$	Developer
A3.6b	Interim uses should be mindful of the historical assets and do no harm.	On-going	CDD	\$	NTPG, NT, HTC, Mills Act

D. Our Accessible Community

		Timeframe	Implementer	Cost	Funding
Complete Streets					
P4.1	Support street designs that emphasize safety and that accommodate all users, including pedestrians and cyclists.				
A4.1a	Ensure that streets are pedestrian-oriented, with complete sidewalks, regular crosswalks, and other measures to improve pedestrian safety and comfort such as compact corner radii, “bulb-out” sidewalk extensions at crosswalks, leading pedestrian intervals at signals, additional safety measures potentially including pedestrian-actuated signals at unsignalized crosswalks, other traffic calming measures, and increased investments in sidewalk maintenance and lighting.	Long-term	PW	\$\$\$	CDBG, EIFD, ATP, AQMD, SCAG, Measure M & R, CIP, GF, PBID, Prop. C, SLLF, Grants, DIF, DA
A4.1b	Limit the widths of vehicular lanes to discourage speeding (on truck routes or streets on which public transit operates, ensure that lanes are wide enough to safely accommodate large vehicles passing one another in opposite directions, and that intersections can accommodate turns by large vehicles).	Mid-term	PW	\$\$	AQMD, Measure M & R, CIP, GF, PBID, Prop. A & C, Grants, DIF
A4.1c	Conduct a study of potential speed management improvements to Fremont Avenue, with the objectives of a) establishing the need for safety improvements, and b) identifying improvements that would enhance safety while maintaining throughput levels compatible with neighborhood character.	Short-term	PW	\$\$\$	Caltrans, GF, Grants
A4.1d	Proceed with modifications to the “bulb-out” curb extensions on Fair Oaks. If some bulb-outs are removed as part of this process, implement alternative measures to protect pedestrians including leading pedestrian intervals and enhanced crosswalks.	Short-term	PW	\$\$\$	CDBG, EIFD, ATP, Caltrans, AQMD, CIP, GF, Grants, DIF, DA
P4.2	On streets identified as priorities for one mode of travel, such as bicycle routes, prioritize improvements for that mode.				
A4.2a	Ensure that bicycle facilities provide a high level of separation from traffic using buffers, vertical elements, or parked cars wherever possible; and consider speed limit adjustments pursuant to Assembly Bill 43.	Short-term	PW, CMO	\$\$	EIFD, ATP, Caltrans, AQMD, Measure M, CIP, GF, Prop. C, Grants
A4.2b	Proceed with implementation of Bicycle Master Plan projects.	On-going	PW	\$\$\$	CDBG, EIFD, ATP, CIP, GF, Grants



		Timeframe	Implementer	Cost	Funding
Integrated Water Management					
P3.7	Ensure continuity of critical services.				
A3.7	Require developers to pay their fair share for water, wastewater, and stormwater system upgrades beyond what is currently in place, to accommodate capacity needs created by growth.	Mid-term	PW, Finance	\$	GF, DIF, DA



		Timeframe	Implementer	Cost	Funding
Mobility					
P4.3	Reduce traffic congestion by reconfiguring outmoded interchanges and traffic signals rather than adding lanes to streets.				
A4.3a	Synchronize traffic signals wherever possible to optimize traffic flow at safe speeds.	Short-term	PW, CMO	\$\$	EIFD, Measure M & R, CIP, Prop. A & C, Grants
A4.3B	Work with Metro and the California Public Utilities Commission to reduce signal delay at the A Line crossing of Mission and Meridian while maintaining safety.	Long-term	CMO, Metro, CPUC	\$\$	EIFD, ATP, AQMD, Measure M & R, CIP, Prop. A & C, Grants

		Timeframe	Implementer	Cost	Funding
P4.4	Explore options to improve transit service within South Pasadena, including City programs, public/private partnerships and/or partnerships with Metro.				
A4.4a	Maintain the City's existing Dial-A-Ride program.	Mid-term	PW, CSD, CMO	\$\$\$\$	Caltrans, AQMD, Measure M & R, GF, Prop A & C, Grants
A4.4b	Initiate a partnership with Metro to pilot micro-transit on-demand service using smartphone apps.	Mid-term	PW, CSD, CMO	\$\$\$\$	Caltrans, AQMD, Measure M & R, GF, Prop A & C, Grants
P4.5	Seek resiliency in transportation investments.				
A4.5a	Evaluate, design, and maintain critical components of the transportation system to be fail-safe, self-correcting, repairable, redundant, and autonomous.	Long-term	PW	\$\$\$\$	ATP, Caltrans, Measure M & R, CIP, Prop. A & C, Grants, DIF
A4.5b	Develop a well connected multi-modal transportation network that provides multiple options to access Downtown destinations.	Mid-term	PW	\$\$\$	ATP, Caltrans, Measure M & R, CIP, Prop. A & C, Grants, DIF
A4.5c	Support development of diverse and competing transportation services, such as ride-sharing, delivery services, and use of telecommunications to substitute for physical travel.	Mid-term	PW	\$\$	AQMD, SCAG, PBID, Grants, Prop. A & C

		Timeframe	Implementer	Cost	Funding
Metro A Line Access					
P4.6	Identify important pathways for pedestrian and bicycle travel between the Metro A Line station and major destinations, and make improvements to safety and comfort along these paths.				
A4.6a	Add an unsignalized crosswalk, with accompanying safety measures, on Mission at Prospect Avenue.	Short-term	PW	\$\$\$	EIFD, ATP, Measure M & R, CIP, Prop. C, DIF, DA
A4.6b	Add a sidewalk on the north side of El Centro between Mound Avenue and Edison Lane.	Mid-term	PW	\$\$\$	EIFD, ATP, Measure M & R, CIP, Prop. C, DIF, DA
A4.6c	Reconfigure the intersection of Orange Grove Avenue and El Centro Street to require slower right turns by vehicles from southbound Orange Grove Avenue onto westbound El Centro Street.	Long-term	PW	\$\$\$\$	EIFD, ATP, Measure M & R, CIP, Prop. C, DIF, DA
A4.6d	Over the longer term, work with Metro to explore options for grade-separation of existing Metro A Line at-grade crossings including Monterey Road/Pasadena Avenue.	Long-term	CMO, PW, Metro	\$\$\$\$	EIFD, ATP, Measure M & R, CIP, GF, Prop A & C, Grants
P4.7	Encourage and facilitate shared-ride options include e-hailing services, carshare and bikeshare.				
A4.7	In the near term, work with Metro and private partners (carshare companies) to identify mobility hub improvements that could be implemented at or near the station, such as additional, secure parking (lockers) for bicycles, a future bikeshare station, and carshare vehicles stationed in the Mission Street/Meridian Avenue garage.	Short-term	CMO, PW, Metro	\$	ATP, AQMD, Measure M & R, CIP, GF, PBID, PROP. A, PROP. C, Grants

Parking

P4.8	Proactively manage public and private parking supply within a common area as a shared resource, and focus on measures to ensure availability and access rather than simply increasing supply.				
A4.8a	Explore opportunities to increase availability of public parking through private development.	Short-term	CDD, CMO	\$	GF, Grants, DA
A4.8b	Seek to balance the need for vehicular access to properties with other imperatives, such as the need to reduce traffic for purposes of safety and environmental impact.	Short-term	PW, CDD	\$	AQMD, SCAG, GF, Prop. C, Grants, DIF

		Timeframe	Implementer	Cost	Funding
A4.8c	Review the time limits and other regulations for on-street parking supply in Downtown and streamline regulations to improve the ease of interpreting parking rules.	Short-term	PW	\$	CAC, CIP, PBID, AIPPE, Grants
A4.8d	Develop an enhanced wayfinding system of signage directing motorists to public parking lots in Downtown.	Mid-term	CMO, PW	\$	GF
A4.8e	Periodically monitor parking availability in Downtown. If parking availability becomes a significant access challenge, consider demand management measures combined with an associated benefit district.	On-going	CMO, PW	\$	GF
A4.8f	Develop a simplified process to permit the use of curbside and on-site parking areas for outdoor dining and other amenities with possible differentiation of standards for improvements on Mission Street and Fair Oaks Avenue, compatibility with traffic flow and bicycle lanes, and flexibility to adjust over time due to experience in implementation.	Short-term	CDD, CMO, PW	\$	GF, PBID



E. Our Resilient Community

		Timeframe	Implementer	Cost	Funding
Natural					
P5.1 Incorporate natural systems into the Downtown built environment to promote healthy and resilient ecosystem.					
A5.1a	Integrate green infrastructure into Mission Street and Fair Oaks Avenue alongside transit infrastructure and providing safe places for people walking and biking.	Long-term	PW	\$\$\$\$	EIFD, AQMD, SCAG, Measure M & R, CIP, PBID, PROP. C, SLLF, Grants, DIF, DA
A5.1b	Adopt an Urban Forest Management Plan that prescribes resilient and drought tolerant trees to plant and maintain on Downtown public and private property.	Short-term	PW	\$	CSGC, AQMD, SCAG, GF, Grants

Prosperous					
P5.2 Preserve, enhance, and build on existing downtown assets to harness the power of place-making.					
A5.2a	Evaluate the potential for incentives together with a developer-supported fund to assist with preservation activities in the Downtown area.	Mid-term	Planning, Finance	\$	NTPG, GF, Grants, DIF
A5.2b	Support restoration and adaptive reuse of the historic Rialto Theater.	Immediate	Planning, CMO	\$	CDBG, NEA, NTPG, NT, HTC, GF, Mills Act, Grants, DA
A5.2c	Enhance creative and cultural uses, including affordable live-work space for artists, and consider development of an “Art Center” in the Downtown area.	Mid-term	CMO, CoC, SPARC	\$\$\$\$	NEA, CAC, CIP, GF, AIP-PF, FSPPL, Grants



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		Timeframe	Implementer	Cost	Funding
Well Planned					
P5.3 Support the production of new affordable housing projects through standards and process incentives.					
A5.3a	Adopt flexible regulations that can respond to market changes in emerging industries, and attract contextual development.	Short-term	Planning	\$	CSGC, SCAG, GF, Grants
A5.3b	Leverage Metro A Line Station for walkable mixed-use development opportunities on nearby catalytic sites to provide variety of affordable housing types, local employment, community benefits, and application of extensive TDM measures.	Short-term	Planning, CMO	\$	CSGC, AQMD, SCAG, GF, Prop. A, DA
A5.3c	Provide contextual reductions in building mass for properties that abut existing residential districts.	Short-term	Planning	\$	CSGC, GF, Grants
P5.4 Ensure continuity of critical services.					
A5.4	Require developers to pay their fair share for water, wastewater, and stormwater system upgrades beyond what is currently in place.	Short-term	PW, Finance	\$	GF, DIF, DA
P5.5 Support the inclusion of energy efficient design and renewable technologies in all new downtown public and private projects.					
A5.5a	Require solar panels on all new buildings.	Mid-term	CDD, PW	\$	Grants, DA
A5.5b	Explore opportunity to develop a clean energy “micro-grids”.	Mid-term	PW	\$\$\$\$	EIFD, CSGC, SCAG, CIP, GF, Grants
A5.5c	Install Electric Vehicle (EV) chargers at public facilities in Downtown area. Encourage property owners to install EV chargers at Downtown business and multifamily locations.	On-going	Planning	\$	AQMD, SCAG, CIP, Grants

		Timeframe	Implementer	Cost	Funding
Accessible					
P5.6 Seek resiliency in transportation investments.					
A5.6a	Evaluate, design, and maintain critical components of the transportation system to be fail-safe, self-correcting, repairable, redundant, and autonomous.	Long-term	PW	\$\$\$\$	EIFD, ATP, Caltrans, Measure M & R, CIP, Prop. A & C, Grants, DIF
A5.6b	Develop a well connected multi-modal transportation network that provides multiple options to access Downtown destinations.	Mid-term	PW	\$\$\$	EIFD, ATP, Caltrans, Measure M & R, CIP, Prop. A & C, Grants, DIF
A5.6c	Support development of diverse and competing transportation services, such as ride-sharing, delivery services, and use of telecommunications to substitute for physical travel, etc.	Mid-term	PW	\$\$	AQMD, SCAG, PBID, Grants, Prop. A & C
Healthy					
P5.7 Promote mix of uses within a walking and biking environment that encourage physical activity.					
A5.7a	Require active and engaging ground floor frontages to increase visual interest and promote walkability.	Short-term	Planning	\$\$	CSGC, SCAG, PBID, Grants, DA
A5.7b	Repurpose Mission Street and Fair Oaks Avenue to include safe and well connected street networks for walking and biking.	Long-term	PW	\$\$\$	EIFD, ATP, Caltrans, CSGC, AQMD, SCAG, Measure M & R, CIP, PBID, PROP. C, Grants, DIF
A5.7c	To increase pedestrian activity and social interaction along Mission Street, and to provide more sidewalk space, provide a series of parklets distributed throughout the street.	Short-term	PW	\$\$	EIFD, Prop. 68, Measure A, CIP, PBID, Grants
P5.8 Encourage local food production, processing, and distribution to the greatest extent possible.					
A5.8	Continue to support farmers' market, fresh food stands, community gardens, community kitchens, and other local initiatives to provide healthy foods, promote food security, and build resilience.	On-going	CoC, CSD, CMO	\$\$	GF, PBID, Grants



		Timeframe	Implementer	Cost	Funding
Safety					
P5.9 Minimize personal and property damage resulting from seismic hazards.					
A5.9	Require structural reinforcement of all inventoried unreinforced masonry structures.	Mid-term	Building	\$\$\$	Property owner
Active					
P5.10 Maximize the efficiency and productivity of parks and open spaces to provide multiple benefits.					
A5.10	Expand the function of parks and open spaces beyond recreation, to store and clean water, filter air, help improve public health, and provide habitat and connectivity to increase biodiversity.	Long-term	PW, CSD	\$\$\$\$	EIFD, CSGC, Prop. 68, AQMD, SCAG, Measure A, CIP, GF, PDF, Grants, DIF
Creative					
P5.11 Link climate and cultural resilience through creative place-making.					
A5.11	Integrate arts, culture, and creative activities within community development efforts.	On-going	CMO, Library, CSD, CoC, SPARC	\$	NTPG, CAC, CIP, GF, AIP-PF, Grants, DIF, DA
P5.12 Support funding for arts and cultural groups.					
A5.12a	Document compelling stories supported with facts on economic, social, and environmental benefits of arts and culture in South Pasadena.	Short-term	SPARC	\$	NEA, CAC, AIPPF, Grants
A5.12b	Leverage city funds for private and public sector support including donors, sponsors, and grants.	On-going	CMO, Finance, Library, CSD, SPARC, CoC	\$	NEA, CAC, GF, AIPPF, FSPPL, Grants

F. Our Healthy Community

		Timeframe	Implementer	Cost	Funding
Active Living					
P6.1	Promote higher density mix of uses that encourage physical activity.				
A6.1a	Provide a mix of land uses within new infill projects.	On-going	Planning	\$	CSGC, PBID, Grants, DA
A6.1b	Activate the ground floor uses along Mission Street and Fair Oaks Avenue with attractive and engaging store frontages, and maximize transparency of facades at ground level to increase visual interest and promote walkability.	On-going	Planning	\$	CSGC, PBID, Grants, DA
P6.2	Lead with roadway design that prioritizes safety. Promote safe networks of complete streets that facilitate safe and comfortable walking and biking.				
A6.2a	Repurpose Mission Street and Fair Oaks Avenue to include safe and wellconnected street networks for walking and biking, and to improve access to destinations and other community services.	Long-term	PW, Planning	\$\$\$	EIFD, ATP, Caltrans, CSGC, Measure M & R, CIP, PBID, Prop. C, Grants, DIF
A6.2b	Partner with law enforcement and community groups to reduce the frequency of crime and traffic safety problems.	On-going	PW, PD	\$	Measure M, GF, PBID, Prop. C, SLLF, Grants
A6.2c	Augment pedestrian activity and social interaction along Mission Street; provide more sidewalk space, and provide a series of parklets distributed throughout the street.	Short-term	PW	\$\$	EIFD, Prop. 68, Measure A, CIP, PBID, PDF, Grants
A6.2d	For blocks over 400 feet long on Mission Street, provide mid-block crossings that encourage pedestrian activity along and across the street.	Mid-term	PW	\$\$	EIFD, ATP, Measure R, CIP, PBID, Prop. C, Grants
A6.2e	Pave and enhance Pico Alley with string lights, east of the Metro A Line station, so it becomes a gathering space as well as an important pedestrian connection from the station to the eastern blocks, as an alternative to Mission Street.	Short-term	PW	\$\$	ATP, Measure M & R, CIP, GF, PBID, Prop. C, Grants, DIF
A6.2f	Pave and enhance with trees and string lights Edison Lane, behind the Rialto, so it becomes a distinct north-south pedestrian connection, connecting the Rialto to Mission Street.	Short-term	PW	\$\$	Measure M & R, CIP, PBID, Prop. C, Grants, DIF

		Timeframe	Implementer	Cost	Funding
P6.3	Increase infrastructure that supports biking.				
A6.3a	Encourage existing and new development to provide secure indoor bicycle parking in the form of indoor racks or storage rooms to ensure security and weather protection, and provide outdoor bike racks.	On-going	Planning, PW, CMO	\$	ATP, AQMD, SCAG, GF, DA
A6.3b	Set up a bike-share program in the downtown area to provide access to bikes for residents or tenants on an as-needed basis.	Mid-term	PW, CMO	\$	ATP, AQMD, SCAG, CIP, GF, PBID, Grants
P6.4	Repurpose vacant and underutilized spaces that detract from the vitality in the Downtown area for active living.				
A6.4	Collaborate with downtown residents and merchants to leverage and repurpose vacant and underutilized lots with temporary or permanent active living and mental wellbeing activities such as community gardens, open spaces, or pop-up events and festivals.	On-going	Planning, CoC, CMO, CSD	\$	NEA, EIFD, CAC, Prop. 68, SCAG, Measure A, CIP, PBID, PDF, AIPPE, Grants, DIF
P6.5	Promote a healthy community by providing for Aging in Place in residential development designs.				
A6.5	Encourage a mix of housing types and housing units that increase the proportion of areas usable by a wide spectrum of people, regardless of age or ability.	Short-term	Planning	\$\$	EIFD, CSGC Prop. 41, SCAG, Measure H, GF, Grants, DIF, DA
P6.6	Design buildings to encourage physical activity.				
A6.6	Encourage aesthetic treatments such as vivid colors, artwork, and music; and treat stairs with the same finishing standards as other public corridors in the building.	Short-term	Planning	\$\$\$	GF, DA, Grants

		Timeframe	Implementer	Cost	Funding
Mental Health					
P6.7	Promote opportunities for people to build connections with their peers, neighbors, and the greater community supporting inter-generational and inter-cultural programs, activities and events.				
A6.7a	Engage older residents in community conversations and volunteer opportunities so they can find fulfillment in ways that benefit themselves and the community.	On-going	CSD	\$	GF, FSPPL, Grants
P6.8	Expand the opportunities in the Downtown area to interact with nature within the streets, open spaces, and buildings.				
A6.8a	Incorporate street trees, street side planters, parklets into street and alley design.	Mid-term	PW	\$\$\$	EIFD, ATP, Prop. 68, Measure A, CIP, GF, PBID, PDF, SLLF, Grants, DIF, DA
A6.8b	Develop a network of public and private green space.	Short-term	PW, CSD, Planning	\$\$\$	EIFD, CSGC, Prop. 68, Measure A, CIP, PBID, PDF, SLLF, Grants, DIF, DA
P6.9	Harness naturally occurring power of the sun, direction of wind and other climatic effects to maintain consistent indoor temperatures and occupant comfort.				
A6.9	Encourage correct orientation of buildings with appropriate fenestration that bring natural light into buildings.	Short-term	Planning	\$	CSGC, Grants
P6.10	Maintain noise levels that are appropriate for nearby residential uses.				
A6.10	Manage relationship between homes and major noise sources through zoning and environmental review and design measures.	Mid-term	Planning, Building	\$	CSGC, GF, Grants

		Timeframe	Implementer	Cost	Funding
Access to Nutritious and Affordable Food					
P6.11	Support efforts to expand access to affordable and nutritious food for all people in South Pasadena.				
A6.11a	Identify vacant lots for community gardens.	On-going	CSD, Planning	\$\$	EIFD, Prop. 68, ISCAG, Measure A, CIP, GF, PDF, Grants
A6.11b	Incorporate trees, planters, parklets into street and alley design.	Mid-term	PW	\$\$\$\$	EIFD, ATP, Prop. 68, Measure A, CIP, PBID, PDF, SLLF, Grants, DIF, DA
A6.11c	Identify and inventory potential community garden sites on existing parks, public easements and right-of-ways, and schoolyards, and prioritize site use as communities gardens in appropriate locations.	Mid-term	CSD	\$	EIFD, Prop. 68, ISCAG, Measure A, CIP, GF, PDF, Grants
A6.11d	Encourage new building construction to incorporate green roofs, and encourage conversions of existing roof space to green roofs.	Short-term	Building, Planning	\$\$	CSGC, SCAG, GF, Grants, DA
P6.12	Encourage local food production, processing, and distribution to the greatest extent possible.				
A6.12a	Continue to support farmers' market, fresh food stands, community gardens, community kitchens, and other collaborative initiatives to provide healthy foods, promote food security, and build community.	On-going	CoC, CSD	\$\$	GF, Grants
A6.12b	Encourage restaurants to serve locally sourced foods and provide nutritional information. Support businesses that offer healthy foods.	On-going	CMO, CoC	\$	GF, Grants
P6.13	Avoid a concentration of unhealthy food providers within the Downtown area.				
A6.13a	Ban drive-through food outlets within Downtown area.	Short-term	Planning	\$	GF
A6.13b	Restrict approvals of new liquor stores or retailers that sell alcohol for off-site consumption.	Long-term	Planning	\$	GF



G. Our Safe Community

		Timeframe	Implementer	Cost	Funding
P7.1	Make Downtown streets safe for pedestrians and bicyclist.				
A7.1a	Carry out the safety enhancements recommended by the Downtown Vision for Mission Street and Fair Oaks Avenue.	Short-term	PW	\$	EIFD, CIP, GF, SLLF, Grants, DIF
A7.1b	Add mid-block crossings and parklets on Mission Street.	Short-term	PW	\$	EIFD, ATP, Prop. 68, AQMD, Measure A, M, & R, CIP, PBID, PDF, Prop. C, Grants, DIF, DA
A7.1c	Amend the development codes to allow context sensitive street types.	Short-term	Planning	\$	CSGC, GF, Grants
P7.2	Employ a range of contextual lighting options to promote safety and security on downtown streets.				
A7.2a	Identify downtown public streets and open spaces that are poorly lit and install context sensitive street lights.	Mid-term	PW	\$	EIFD, CIP, GF, PBID, SLLF, Grants, DIF, DA
A7.2b	Install string lights in alleys that provide connections to destinations.	Short-term	PW	\$	ATP, Measure M & R, CIP, PBID, Prop. C, Grants, DIF, DA
A7.2c	Require new development to demonstrate on a lighting plan appropriate level of direct and indirect lighting in the public and private realm.	Short-term	Planning	\$	GF
P7.3	Reduce opportunities for criminal activity through physical design standards, recreation opportunities, educational programs, and counseling services.				
A7.3	For new infill development and major rehabilitation, incorporate natural surveillance principles and best practices into development codes and review processes.	Short-term	Planning	\$	GF, Grants
P7.4	Minimize personal and property damage resulting from seismic hazards.				
A7.4	Require structural reinforcement of all inventoried unreinforced masonry structures.	Mid-term	Building	\$\$\$	Property owner

H. Our Active Community

		Timeframe	Implementer	Cost	Funding
P8.1	Encourage the dynamic and flexible use of existing open spaces and promote a variety of new recreation and open space uses, where appropriate.				
A8.1a	Explore ways to use the public rights of way as active open space, such as parklets and exercise amenities or for special events. Redesign the open space around the Metro A Line Station to create a large, cohesive, and central civic amenity, improve pedestrian and vehicular flow, and improve the paved surface aesthetics.	Mid-term	CDD, PW	\$\$\$	GF, Grants, PBID
A8.1b	Redesign Orange Grove Park with enhanced sight lines and an active, accessible, and visually engaging perimeter design. Explore possible use of Orange Grove for other uses in addition to AYSO & Little League.	Mid-term	CDD, PW, CS	\$\$	GF, Grants
A8.1c	Continue to partner with the owner of the South Pasadena School District site for the use of their central court to host a variety of public events and festivals.	On-going	CS	\$	GF
A8.1d	Amend the standards to require and/or encourage private development to provide a range of public and private open spaces on the block, lot, and building.	Short-term	CDD, CS	\$\$	GF, Grants
A8.1e	Develop long-term funding mechanisms for maintenance, operation, renovation and acquisition of open space and recreation.	Short-term	CS, Finance, CMO	\$	GF

		Timeframe	Implementer	Cost	Funding
P8.2	Provide and promote a balanced recreation system which offers a variety of high quality recreational opportunities for all residents.				
A8.2a	Provide a range of recreational activities and programs that are responsive to community needs and changing demographics.	Short-term	CS	\$	GF
A8.2b	Support the expansion of the library and identify a sustainable way to fund expanded operations and maintenance.	Short-term	Library	\$	GF
P8.3	Promote a new balanced traffic culture including walking and cycling for all age groups.				
A8.3a	Support and develop existing publicly-owned right-of-ways and streets into temporary and permanent open spaces like parklet, curb extension, mid-block crossing, sidewalk extension, shared street, and temporary open street or street park.	On-going	PW	\$\$\$	EIFD, ATP, Caltrans, Prop. 68, AQMD, SCAG, Measure A, M, & R, CIP, PBID, PDF, Prop. C, Grants, DIF, DA
A8.3b	Transform Mission Street and Fair Oaks Avenue into complete streets that promote safe walking and cycling.	Mid-term	PW	\$\$\$	CDBG, EIFD, ATP, Caltrans, AQMD, SCAG, Measure M & R, CIP, PBID, Prop. C, SLLF, Grants, DIF
A8.3c	Transform downtown alleys into safe, comfortable, and enjoyable walking paths.	Short-term	Planning	\$\$	ATP, Caltrans, AQMD, SCAG, Measure M & R, CIP, GF, PBID, Prop. C, Grants, DIF



I. Our Creative Community

		Timeframe	Implementer	Cost	Funding
Creative Prosperity					
P9.1 Creative businesses have places to work, live, gather, and promote their art in Downtown.					
A9.1a	Work to ensure South Pasadena's creative sector has adequate and inviting spaces to create, sell their products, and network.	On-going	Planning, CMO, SPARC	\$	CDBG, NEA, NTPG, NT, HTC, CAC, GF, PBID, Mills Act, AIPPF, Grants, DA
A9.1b	Identify opportunities to build an Arts Center that offers physical and virtual space for South Pasadena's creative sector to connect, create, and promote their art.	Long-term	SPARC	\$\$\$\$	NEA, CAC, AIPPF, DA, Grants
A9.1c	Establish an arts incubator/accelerator spaces to provide office space, management assistance, technology, and access to funding opportunities.	Mid-term	SPARC, CoC, Library, CSD, Planning, CMO	\$\$\$\$	NEA, NTPG, NT, HTC, CAC, GF, PBID, AIPPF, Grants, DA
P9.2 Facilitate use of vacant retail space by arts and cultural groups.					
A9.2a	Provide opportunities for artists with temporary use of such spaces and venues as vacant walls, storefronts, empty buildings, and open spaces.	Short-term	CDD, PW	\$	NEA, CAC, GF, PBID, AIPPF, FSP-PL, SPCPTA, SPEEF, Grants, DA
A9.2b	Provide building owners with tax incentives, grants, loans, and streamlined permitting process to renovate buildings that can be used as live/work spaces by artists.	Mid-term	Planning	\$\$\$	NEA, NTPG, NT, HTC, CAC, GF, Mills Act, AIPPF, Grants, DA
A9.2c	Work with the owners and the developers to put a variety of pop-up art events, exhibits, performances, and temporary retail in their empty spaces that will enliven the street.	On-going	CMO, Planning, CoC, SPARC, Library, CSD	\$	NEA, CAC, GF, PBID, AIPPF, Grants, DA

		Timeframe	Implementer	Cost	Funding
P9.3 Link climate and cultural resilience through creative place-making.					
A9.3	Integrate arts, culture, and creative activities within community development efforts.	On-going	CMO, Library, CSD, CoC, SPARC	\$	NTPG, CAC, CIP, GE, Grants, DIF, DA
P9.4 Support funding for arts and cultural groups.					
A9.4a	Document compelling stories supported with facts on economic, social, and environmental benefits of arts and culture in South Pasadena.	Short-term	SPARC	\$	NEA, CAC, Grants
A9.4b	Leverage city funds for private and public sector support including donors, sponsors, and grants.		CMO, Finance, Library, CSD, SPARC, CoC	\$	NEA, CAC, GE, FSPPL, Grants
Cultural Tourism					
P9.5 Develop effective tools to promote arts, cultural, and heritage attractions in Downtown.					
A9.5a	Coordinate marketing so visitors and locals can readily find information about downtown arts, heritage and cultural attractions/events. Create a master calendar and post events and attractions on local and regional travel websites, travel apps, and social media sites.	Short-term	CoC, SPARC, Library, CSD	\$	NEA, NTPG, CAC, GE, AIPPF, Grants
A9.5b	In the short-term, locally designate downtown as a Cultural District. In the longterm, pursue, state-level Cultural District designation.	Short-term/ Long-term	CMO, SPARC, Library, CSD	\$	GE, Grants
A9.5c	Partner with local businesses to showcase the art of talented, emerging artists in downtown cafes, restaurants, and boutique stores.	On-going	CoC, SPARC, Library, CSD	\$	NEA, CAC, GE, PBID, AIPPF, Grants
P9.6 Leverage the Metro A Line Station and the potential Metro Bike Share Center at the Station to promote creative attractions/events.					
A9.6	Partner with Metro to advertise Downtown events and attractions to riders.	On-going	Metro, CoC, SPARC, Library, CSD	\$	GE, PBID, Grants
Public Art					
P9.7 Integrate public art into the development review and capital improvement program.					
A9.7	Embed artists in planning projects and initiatives in City agencies, such as Community Development, Public Works, and Community Services Departments.	Short-term	CMO, Planning	\$	DA, GE, Grants

ATP	Active Transportation Program
CAC	California Arts Council
CDBG	Community Development Block Grant
CDD	Community Development Department
CIP	Capital Improvement Program
CSD	Community Services Department
CSGC	California Sustainable Growth Council
CoC	South Pasadena Chamber of Commerce
DA	Development Agreement
DIF	Development Impact Fee
EIFD	Enhanced Infrastructure Financing District
GF	General Fund
HTC	Historic Tax Credit
FSPPL	Friends of the South Pasadena Public Library
NEA	National Endowment for the Arts
NT	National Trust for Historic Preservation
NTPG	National Trust Planning Grant
PW	Public Works Department
SLLF	Street Lighting and Landscaping Fund
SPCPTA	South Pasadena Council Parent Teacher Association
SPEF	South Pasadena Educational Foundation
SPUSD	South Pasadena Unified School District
Costs	
\$	<\$50,000
\$\$	\$50,000 to \$500,000
\$\$\$	\$500,000 to \$1,000,000
\$\$\$\$	Over \$1,000,000