



# Part 3

## Implementation

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

The General Plan is designed to be implemented over the next 22 years (2023—2045) 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 on numerous levels.

The City will need to develop robust partnerships with local businesses, residents and other public agencies to fully implement the vision outlined for 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 10 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.

## A. FUNDING SOURCES

### Federal

#### Community Development Block Grant

This fund accounts for activities of the Community Development Block Grant received from the U.S. Department of Housing and Urban Development, including monies received from this agency as part of the federal stimulus program.

#### National Endowment for the Arts Grants for Arts Projects

The NEA Grants fund institutions whose projects are vehicles for any of the following: the portfolio of American Art is expanded, Americans throughout the nation experience art, and Americans of all ages acquire knowledge or skills in the arts, and American communities are strengthened through the arts.

#### National Trust Preservation Grants

National Trust Preservation Grants cater to a wide variety of organizations and purposes. Assistance is given for: preservation planning, educational efforts, preservation emergencies, recapture of an authentic sense of place, restoration & interpretation of historic interiors, expansion of preservation field services, and preservation organization development.

#### 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 HTC program encourages private sector investment in the rehabilitation and re-use of historic buildings. The federal tax credit allows program participants to claim 20 percent of eligible improvement expenses against their federal tax liability.

### 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 Transportation Planning Grant

The Caltrans Sustainable Transportation Planning Grants seeks to fund projects that ensure consideration of sustainability, preservation, mobility, safety, innovation, economy, health, and equity in transportation planning.

#### California Strategic Growth Council (CSGC)

The CSGC provides grants to cities to promote sustainable community planning and natural resource conservation. The grant program supports development, adoption, and implementation of various planning elements in three focus areas: Local Sustainable Planning, Regional SB 375 Plus, and Regional Planning Activities with Multiple Partners.

#### California Arts Council (CAC)

CAC offers grants as well as provides a great resource to search for other grants by applicant type and field.

#### Proposition 68

Authorizes \$4 billion in general obligation bonds for: creation and rehabilitation of state and local parks, natural resources protection projects, climate adaptation projects, water quality and supply projects, and flood protection.

#### Proposition 41

Authorizes \$600 million in general obligation bonds for affordable multifamily supportive housing to relieve homelessness, affordable transitional housing, affordable rental housing, or related facilities for veterans and their families.

### 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 Sustainability 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. During the fiscal year, a separate CIP document that reflects the current year program and proposes a program of prioritized projects for the next four to five years is prepared. 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.

### **Property Business Improvement District**

A Property and Business Improvement District (PBID) is a mechanism of funding improvements through assessments to businesses and real property within the established PBID boundaries. 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 formation petition, which is initiated by property owners, requires the signature of more than 50 percent of the property owners, weighted by assessment liability.

### **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.

### **Mills Act Property Tax Abatement Program**

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.

### **Art in Public Places Fund**

This fund would account for development fees paid in lieu of acquisition and installation of approved artwork in a de-

velopment, with expenditures restricted to acquisition, installation, maintenance and repair of artworks at approved sites.

### **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**

Through membership fees and donations to purchase digital materials and to supplement the traditional catalog. The Friends also make possible dozens of programs offered to the community each year including author nights, film screenings, cultural events, and musical and theatrical performances.

**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.

**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.



## B. POLICIES AND ACTIONS

### 1. Our Natural Community

		Timeframe	Implementer	Cost	Funding
<b>Air</b>					
<b>P1.1</b>	<b>Maximize the interrelationship between the City's natural and built infrastructure to benefit people, wildlife, and the economy.</b>				
A1.1a	Develop an overarching Green Infrastructure Framework.	Mid-term	PW, Planning	\$\$	CSCG, AQMD, SCAG
A1.1b	Create an Inter-agency Partnership between different disciplines, such as biologists, ecologists, and landscape architects to resolve competing interests.	Mid-term	PW	\$	GF
A1.1c	Prepare Design and Maintenance Standards for consistent citywide implementation.	Mid-term	PW, Planning	\$ \$	GF
A1.1d	Leverage existing Capital Improvement Program funds to secure grants and private sector investment in environmental enhancements and preparation for a more resilient community.	On-going	PW	\$	GF
A1.1e	Carry out demonstration projects that are simple, short-term, and low-cost solutions with remarkable impacts on the natural environment.	Short-term	PW	\$ \$	GF, Grants
<b>P1.2</b>	<b>Promote alternative transportation modes like walking, biking, and transit that reduce emissions related to vehicular travel.</b>				
A1.2	Continue to channel Federal, State and Local transportation funds to programs, and infrastructure improvements that reduce air pollution through the promotion of walking, biking, ride-sharing, public transit use, the use of alternative fuel vehicles or other clean engine technologies.	On-going	PW	\$\$	AQMD, Grants
<b>P1.3</b>	<b>Promote the use of energy-efficient vehicles.</b>				
A1.3a	Continue to control and reduce air pollution emissions from vehicles owned by the City by expanding the use of alternative fuel, electric, and hybrid vehicles in City fleets.	Immediate	Planning	\$	SCAG, Grants
A1.3b	Promote the installation of alternative fueling stations and electrical charging stations at businesses and residences.	On-going	Planning	\$	GF
<b>P1.4</b>	<b>Minimize the adverse impacts of growth and development on air quality and climate.</b>				
A1.4a	Implement policies and actions of the Climate Action Plan, adopted on December 16, 2020.	On-going	PW	\$\$	Grants, CIP, PBID, SLLF
A1.4b	Minimize the use of asphalt within the City and mitigate the sources of urban heat island impacts.	On-going	PW	\$	Grants, CIP, PBID, SLLF

		Timeframe	Implementer	Cost	Funding
<b>Water</b>					
<b>P1.5</b>	<b>Promote integration of Green Infrastructure into storm water management systems.</b>				
A1.5a	Prepare a citywide Green Infrastructure Framework.	Mid-term	PW, Planning	\$\$	CSCG, AQMD, SCAG
A1.5b	Adopt storm water regulations that are more supportive of green infrastructure.	Mid-term	PW	\$\$	Grants, GF
A1.5c	Establish programs to promote the use of captured rainwater, gray water, or recycled water.	Mid-term	PW, Planning	\$\$	Grants, SCAG, GF, PBID, SLLF
A1.5d	Establish protocols for the transition of conventional gray infrastructure to multi-functional natural system green infrastructure.	Mid-term	PW, Planning	\$\$	Grants, CBDG, EIFD, SCAG, CIP, PBID, DIF, DA
A1.5e	Develop simple, small, and low-cost demonstration green infrastructure projects both in the public and private realm.	Short-term	Planning & PW	\$\$	Grants, SCAG, GF, CSGC
A1.5f	Review and revise development regulations to establish a green approach in new developments. Minimize impervious areas. Develop new projects and retrofit existing surfaces to reduce runoff through infiltration.	Mid-term	PW, Planning	\$\$	Grants, CBDG, EIFD, SCAG, CIP
A1.5g	Incorporate Green Street elements into repaving projects on a citywide basis.	On-going	PW	\$\$	Grants, SCAG, DA
A1.5h	Establish programs to promote the use of green roofs, bioswales, pervious materials for hard-scape, and other stormwater management practices to reduce water pollution.	Mid-term	PW	\$\$	Grants, CSGC, SCAG
A1.5i	Establish design standards for the City rights-of-way including street tree planting and design that incorporates filtration and water retention.	Mid-term	PW, Planning	\$\$	Grants, CBDG, EIFD, SCAG, CIP, PBID, DIF, DA
A1.5j	Conduct demonstration and pilot projects, focusing on testing and developing green partnerships.	Short-term	PW	\$\$	Grants, SCAG
<b>Trees</b>					
<b>P1.6</b>	<b>Preserve, manage, and grow the tree canopy.</b>				
A1.6	Adopt an Urban Forest Management Plan.	Short-term	PW	\$\$	Grants, GF

## 2. Our Prosperous Community

		Timeframe	Implementer	Cost	Funding
<b>Attract and retain high value, high-wage jobs within the creative sector, and diversify the local economy.</b>					
<b>P2.1 Promote the establishment of a creative industry cluster in the City.</b>					
A2.1a	Build on existing presence of arts, cultural and entertainment clusters, and attract small- and medium-scale production/post-production studios, architecture, graphic design, industrial design and multi-media firms, the likes of which some residents currently commute out of the City for.	On-going	CMO, CoC, SPARC	\$	NEA, NTPG, NT, HTC, CAC, GF, PBID, Mills Act, Grants, DIF, DA
A2.1b	Brand and market South Pasadena as a hub of creative businesses.	On-going	Planning, CMO, CoC	\$\$	NEA, CAC, GF, Grants
A2.1c	Engage with real estate brokers, landlords, property owners and developers to communicate South Pasadena's value proposition to the creative sector and encourage marketing to creative business sector tenants.	On-going	Planning, CMO, CoC	\$	GF, Grants
A2.1d	Attract creative professional organizations related to the arts, media, design or architecture to locate in the City to serve as professional network hubs and destinations.	On-going	Planning, CMO, CoC	\$	NEA, CAC, GF, Grants
<b>P2.2 Focus employment-generating development primarily within the Ostrich Farm District, and as part of infill development in Downtown.</b>					
A2.2a	Leverage locational strengths to reduce cost of new infill development.	On-going	Planning, CMO	\$\$	EIFD, SCAG, CIP, GF, PBID, Grants, DIF, DA
A2.2b	Support the renovation and adaptive reuse of existing buildings by educating property developers and property owners on financing mechanisms such as the Property Assessed Clean Energy (PACE) program and historic preservation tax credits.	On-going	Planning	\$	CDBG, NTPG, NT, HTC, GF, Mills Act, Grants
A2.2c	Locate residential and employment in a mixed-use setting proximate to retail.	On-going	Planning	\$	CSGC, AQMD, SCAG, DA

		Timeframe	Implementer	Cost	Funding
<b>Promote and support local businesses.</b>					
<b>P2.3 Create capacity within City government and a single point of contact for economic development.</b>					
A2.3a	In the near term, continue to proactively engage with the Chamber of Commerce to augment the City's economic development capacity.	Short-term	Planning, CMO, CoC	\$	GF, PBID
A2.3b	Establish an economic development office or contracted economic development specialist over the mid-term to lead discussions and negotiations with private developers, assist projects through the development approval process, lead disposition of City-owned land and other resources, and implement a business attraction program.	Immediate	Planning, CMO	\$\$	CDBG, GF, PBID, Grants
<b>P2.4 Develop a business assistance program targeted towards small and independent retail businesses (based on targeted clusters – food and beverage; art and design; furniture).</b>					
A2.4a	Create a set-aside fund for business assistance by using existing (i.e. sales taxes) or new revenue sources (i.e. parking revenues).	Long-term	Finance, CMO	\$\$	GF, PBID
A2.4b	Support a retail landlord and broker market awareness program and establish a shared vision for the types of businesses desired.	Long-term	CMO, CoC	\$	GF, PBID, Grants
A2.4c	Encourage partnerships between property owners or managers, and small business tenants, who often seek low rents until their business operations are established and stable.	Immediate	CMO, CoC	\$	GF, PBID, Grants
<b>P2.5 Invest in public improvements.</b>					
A2.5	Make infrastructure and public realm improvements such as larger sidewalks to accommodate outdoor seating, pedestrian and cyclist amenities, and streetscaping to create walkable, safe, and attractive shopping, dining, and recreational areas.	Mid-term	PW, Planning	\$\$\$\$	GF, CIP, PBID

		Timeframe	Implementer	Cost	Funding
<b>Build the City's Fiscal Capacity to Create and Sustain Public Amenities and Services.</b>					
<b>P2.6</b>	<b>Foster a targeted amount of new growth within the Ostrich Farm district, Huntington corridor, Mission Street, and Fair Oaks Avenue to support the City's tax base.</b>				
A2.6a	Allow developments to apply for parking and building envelope flexibilities on key corridors to support financially feasible projects through a ministerial process with a set menu of concessions, and/or in return for public benefits.	On-going	Planning	\$	GF, DA
A2.6b	Encourage redevelopment of large single use retail sites along Fair Oaks Avenue to include a mix of uses, appropriate development intensity and an active street front.	On-going	Planning	\$	DA
A2.6c	Promote infill development on vacant and underutilized sites (such as surface parking lots), particularly on main corridors in the Downtown area, that currently detract from the City's pedestrian environment by breaking with retail frontages and provide no or little street activation, and do not fully capitalize on the City's fiscal opportunity.	On-going	Planning, CMO	\$	GF, PBID
A2.6d	Ensure that new development is not a fiscal burden to the City by requiring proponents of new developments to provide fiscal impact analyses, which are then independently peer reviewed at the proponent's expense, to inform entitlement decision making.	On-going	Planning, Finance	\$	DA
<b>P2.7</b>	<b>Strengthen and grow the City's retail offerings.</b>				
A2.7a	Create a retail and restaurant destination by attracting specialty stores and unique food and beverage places through targeted branding and engagement with desired businesses.	Short-term	CMO, Planning, CoC	\$\$	SCAG, GF, PBID, Grants
A2.7b	Seek a mix of national credit retailers and independent businesses that can both meet the City's retail needs and adhere to quality design standards to seamlessly fit into a walkable urban environment.	On-going	CMO, Planning, CoC	\$	GF, PBID, Grants
A2.7c	Build on the City's cultural organizations to generate foot traffic on main corridors through regular programming, events, and branding.	On-going	CoC, Library, CSD	\$	FSPPL, SP-CPTA, SPEF

		Timeframe	Implementer	Cost	Funding
<b>P2.8</b>	<b>Achieve community benefits in tandem with new development.</b>				
A2.8a	Establish a prioritized menu of public benefits, which can potentially include parks and open space, public realm improvements, sustainable building practices, affordable housing, and public parking.	Short-term	Planning, CSD, CMO, PW	\$	CDBG, NTPG, NT, HTC, EIFD, ATP, PROP. 68 & 41, AQMD, Measures A, H, M, & R, CIP, PBID, Prop A & C, SLLF
A2.8b	Explore mechanisms to fund public improvements with each new development.	Short-term	Planning, PW, Finance	\$	DIF, DA
<b>P2.9</b>	<b>Adopt creative parking strategies Downtown and utilize public parking as a revenue source.</b>				
A2.9a	Allow public paid access to City-owned surface parking lots during nights and weekends (or other times when not in use by City facilities).	Short-term	CMO, PW	\$	GF
A2.9b	Explore metered on-street parking on shopping streets.	Mid-term	CMO, PW	\$\$	CIP, GF, PBID
A2.9c	Consider reducing or eliminating on-site parking requirements on shopping streets to foster financial feasibility for developers and businesses, and establish a resident and employee Preferential Parking District to balance parking needs of businesses with nearby residents.	Mid-term	Planning, PW	\$	GF, DA
A2.9d	Create a set-aside fund for new parking revenues to be used for economic development initiatives, including infrastructure investments and business support.	Mid-term	CMO, Finance	\$	EIFD, GF, PBID
<b>P2.10</b>	<b>Encourage a diversity of housing types to promote mixed-use districts and leverage transit access.</b>				
A2.10a	Support higher-intensity and high-quality multifamily development near the Metro A Line Station, close to retail activity.	On-going	Planning, CMO	\$	GF, DA
A2.10b	Support the development of moderate density residential, such as townhomes and small multifamily buildings, as a buffer between predominantly single-family areas and higher-intensity mixed-use areas.	On-going	Planning, CMO	\$	GF, DA



### 3. Our Well Planned Community

		Timeframe	Implementer	Cost	Funding
<b>Conserve and Enhance Stable Areas</b>					
<b>P3.1</b>	<b>Conserve the stable residential neighborhoods.</b>				
A3.1a	Update the development code to ensure new infill development maintains and enhances the established character of the neighborhood.	Short-term	Planning	\$	CSGC, SCAG, GF, Grants
A3.1b	Through code enforcement and other activities, provide early intervention to promote timely upkeep of the existing housing stock.	On-going	Planning, CMO	\$	CDBG, NTPG, NT, HTC, GF
<b>P3.2</b>	<b>Direct new growth to the Downtown, Ostrich Farm, and the three neighborhood centers along Huntington Drive.</b>				
A3.2a	Update and expand the existing Specific Plan for the downtown area.	Immediate	Planning	\$	SCAG, GF, Grants
A3.2b	Update the development code to encourage mixed-use, walkable, and contextual development.	Short-term	Planning	\$	CSGC, SCAG, GF, Grants
<b>P3.3</b>	<b>Conserve residential hillside neighborhoods.</b>				
A3.3a	Update the hillside development code and standards to ensure new infill development appropriately fits within the existing hillside context.	Short-term	Planning	\$	CSGC, SCAG, GF, Grants
A3.3b	Consider a Hillside Specific Plan to further guide development and infrastructure improvements.	Mid-term	Planning	\$	CSGC, SCAG, GF, Grants
A3.3c	Promote retaining natural open space as much as feasible with both existing and proposed development.	On-going	Planning	\$	GF, Grants, DA
A3.3d	Work with necessary agencies to mitigate potential fire hazards in the “High Fire” designated Hillside Area, including responsible utility companies (i.e. Edison on above ground power line maintenance or future under grounding options).	Short-term	FD, Planning	\$	Edison, GF, Grants
A3.3e	Reduce new construction impacts in sensitive hillside areas including reducing extreme excavation or construction methods.	On-going	PW, Planning	\$	GF

		Timeframe	Implementer	Cost	Funding
<b>Contextual Infill</b>					
<b>P3.4</b>	<b>Conserve South Pasadena’s character and scale, including its traditional urban design form, while creating places of enduring quality that are uniquely fit to their time and place.</b>				
A3.4a	Introduce new infill buildings and renovate existing buildings in a manner that preserves and enhances South Pasadena’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
A3.4b	Ensure that new buildings and the related public realm design fit into their existing context in a way that enhances South Pasadena’s architectural and cultural traditions.	On-going	Planning	\$	NTPG, CIP, GF, PBID, SLLF, DA
A3.4c	Incorporate green design strategies, both passive and active, that encourage energy efficiency, improve indoor air quality, and encourage water and resource conservation.	On-going	Planning	\$	CSGC, AQMD, SCAG, GF, Grants, DA
<b>P3.5</b>	<b>Remove regulatory and procedural barriers to good design.</b>				
A3.5a	Develop and adopt a Form-Based Code for the Downtown area and objective design standards for areas outside the Downtown area.	Immediate	Planning	\$	CSGC, SCAG, GF, Grants
A3.5b	Seek voter approval to raise the 45 feet height limit.	Short-term	CMO, Planning	\$	GF

		Timeframe	Implementer	Cost	Funding
<b>Affordability</b>					
<b>P3.6</b>	<b>Increase the number of affordable housing units to stabilize rents and prices.</b>				
A3.6a	Continue to support and implement programs to encourage below-market-rate housing with incentives for affordable housing development including but not limited to density bonuses under State law, and fee deferrals.	On-going	Planning	\$	CDBG, Prop 41, Measure H, Grants, DA
A3.6b	Encourage and facilitate addition of second accessory units on properties with single-family homes.	On-going	Planning	\$	GF
<b>P3.7</b>	<b>Provide high quality housing for current and future residents with a diverse range of income levels.</b>				
A3.7a	Encourage inclusion of households with a range of incomes in housing developments through both regulatory requirements and incentives.	On-going	Planning	\$	GF, DA
A3.7b	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
<b>P3.8</b>	<b>Support housing programs that increase the ability of senior households to remain in their homes or neighborhoods.</b>				
A3.8a	Develop incentives for a range of senior housing types including but not limited to second units to help seniors age in their homes or to provide on-site housing for caregivers.	Mid-term	Planning	\$\$	CDBG, GF, Grants, DA
A3.8b	Continue to provide, and expand as possible, funding for a range of senior housing and service types.	On-going	Planning, CSD	\$	CDBG, GF, Grants, DA
<b>P3.9</b>	<b>Aggressively search out, advocate for, and develop additional sources of funds for permanently affordable housing, including housing for people with extremely low incomes and special needs.</b>				
A3.9a	Review all available funding sources, including but not limited to local bond financing and local, State and Federal tax sources, such as real property transfer tax, to generate additional resources for the Housing Trust Fund and other housing programs.	On-going	Finance, CMO	\$	CDBG, Prop. 41, Measure H, Grants
A3.9b	Create new resources for housing by adopting development impact fees.	Mid-term	Planning, Finance	\$	GF

		Timeframe	Implementer	Cost	Funding
<b>P3.10</b>	<b>Preserve, rehab, and maintain below market rate rental housing.</b>				
A3.10	Protect multifamily rentals and reduce conversion to condominiums, which are less affordable to the average household.	On-going	Planning	\$	CDBG, GF
<b>Resiliency</b>					
<b>P3.11</b>	<b>Promote resilient low carbon built environments that are compact in form, comprised of pedestrian scale blocks, and includes a diversity of necessary and desirable functions.</b>				
A3.11	Adopt a form-based code that allocates land uses based primarily on the control of the physical form, intensity, and arrangement of buildings, landscapes, and public spaces that enable land and building functions to adapt to economic, environmental, energy, and social changes over time.	Immediate	Planning	\$	CSGC, SCAG, GF, Grants
<b>Infrastructure</b>					
<b>P3.12</b>	<b>Ensure continuity of critical services and ensure that adequate infrastructure is provided to accommodate new development by identifying capital improvements necessary to support long-term needs and responsibilities for funding and implementing improvements.</b>				
A3.12a	Create a long-term plan to update infrastructure not only to accommodate growth, but also the effects of climate change.	Mid-term	PW, Planning	\$	CSGC, SCAG, GF, Grants
A3.12b	Implement provisions of the Water Management Plan for monitoring and adjusting rates of population growth to ensure amount of water needed or desired does not exceed available supplies.	On-going	PW	\$	GF
A3.12c	Create incentives and promote the installation of residential graywater systems that meet appropriate regulatory standards.	On-going	PW	\$	GF, Grants
A3.12d	Provide educational resources to encourage rainwater harvest.	Short-term	PW	\$	GF, Grants
A3.12e	Implement provisions of the Water Management Plan requiring developers to pay for water, wastewater, and stormwater system upgrades beyond what is currently in place.	Short-term	PW	\$	GF, Grants, DA
A3.12f	Develop standards to increase the use of pervious pavers and other permeable materials on streets and in parking lots.	Short-term	PW, Planning	\$	GF, CSGC, SCAG, Grants

		Timeframe	Implementer	Cost	Funding
<b>Energy</b>					
<b>P3.13</b>	<b>Implement energy efficient retrofit improvements in existing buildings consistent with the requirements of the City's Climate Action Plan.</b>				
A3.13	Support programs to provide loans to property owners for the installation of energy efficiency improvements or renewable energy devices.	Short-term	PW	\$\$	GF, Grants
<b>P3.14</b>	<b>Establish standards for the inclusion of energy efficient design and renewable technologies in all new public and private projects.</b>				
A3.14a	Require all new structures or major retrofits to be pre-wired for solar panels. Encourage battery back-up systems or generators in key locations throughout the city.	Mid-term	PW	\$\$	GF, Grants
A3.14b	Establish clean energy "micro-grids".	Mid-term	PW	\$\$\$	GF, Grants
A3.14c	Adopt zero net energy building codes.	Short-term	BD	\$	GF, Grants
A3.14d	Provide builders, businesses, and residents with resources and information about energy efficiency and renewable energy technologies at the Building Permit counters and on the City's website.	Short-term	BD	\$	GF, Grants
A3.14e	Develop a Solar Action Plan to meet 50% of South Pasadena's power demand through solar by 2040 and consider implementing recommendations of "Clean Energy Pathway for South Pasadena" and "Solar in South Pasadena: First Steps."	Mid-term	PW	\$\$\$	GF, Grants
A3.14f	Electrify South Pasadena's Vehicles. Develop a city fleet alternative fuel conversion policy, and use it to promote residents to convert as well.	Mid-term	PW	\$\$\$	GF, Grants
A3.14g	Install Electric Vehicle (EV) chargers at public facilities. Encourage property owners to install EV chargers at business and multi-family locations.	Short-term	PW	\$\$\$	GF, Grants
<b>Solid Waste</b>					
<b>P3.15</b>	<b>Support reuse of discarded materials through waste prevention, recycling, and composting.</b>				
A3.15a	Develop a Zero Waste Plan and supporting ordinances that incrementally lead the city to be a zero waste city.	Short-term	PW	\$\$	GF, Grants
A3.15b	Require multi-family and commercial properties to have on site recycling containers and an organics composting program.	Short-term	PW	\$\$	GF, Grants
A3.15c	Require construction sites to separate waste for proper diversion, and reuse or recycling	Short-term	PW	\$	GF, Grants

#### 4. Our Accessible Community

		Timeframe	Implementer	Cost	Funding
<b>Complete Streets</b>					
<b>P4.1</b>	<b>Provide safe, comfortable, and convenient access to local destinations for people walking and bicycling in South Pasadena and integrate the local walking and bicycling network into the regional network to connect to adjacent jurisdictions and points beyond.</b>				
A4.1a	Upgrade and enhance existing walking and bicycling facilities to support safety, comfort, and convenience, especially in Pedestrian Priority Areas and along Bicycle Priority Corridors.	Short-term	PW	\$\$\$	Caltrans, GF, Grants
A4.1b	Enhance active transportation connections to and from the Metro A Line station.	Short-term	PW	\$	CIP, Grants, ATP, CDBG
A4.1c	Ensure that walking facilities – including sidewalks, curb ramps, crossings, and trails – are accessible for people with physical impairments.	Short-term	PW	\$\$\$	CDBG, EIFD, ATP, CIP, Grants, DIF, DA
A4.1d	Develop a signage master plan consistent with state regulations that specifies guidelines and requirements for the design of high-quality, user-friendly and attractive human-scaled signage directing people driving, walking, and bicycling to destinations and guiding them through the bicycle/pedestrian network.	Mid-term	PW	\$\$\$	CDBG, EIFD, ATP, Measure M & R, CIP, GF, Grants
A4.1e	Encourage and/or require the provision of secure bicycle parking facilities at employment centers, commercial centers, recreational amenities, and civic amenities.	Short-term	PW	\$\$\$	EIFD, ATP, Caltrans, AQMD, Measure M & R, CIP, GF, Grants, DIF
<b>P4.2</b>	<b>Engage and educate the community to encourage people to walk and bike in South Pasadena for recreation, transportation, and health/fitness. Promote walking and biking as safe, enjoyable, convenient, and environmentally sustainable alternatives to automobile travel.</b>				
A4.2a	Support bicycle and pedestrian safety education classes and programs in order to improve safety for all road users.	Short-term	PW	\$	GF, Grants
A4.2b	Support programs that encourage South Pasadena residents, workers, and visitors to choose walking, bicycling, and other active modes of travel.	Short-term	PW	\$	ATP, Measure M & R, CIP, Grants, DIF
<b>P4.3</b>	<b>Promote safety for all road users through compliance with – and enforcement of – traffic codes for drivers, bicyclists and pedestrians.</b>				
A4.3	Work with the South Pasadena Police Department to increase enforcement of traffic laws related to walking and bicycling.	Short-term	PD, PW	\$	GF



		Timeframe	Implementer	Cost	Funding
<b>P4.4</b>	<b>Ensure successful implementation of the active transportation policies and actions by developing programs and strategies for successfully implementing and funding pedestrian and bicycle projects and programs, and for maintaining pedestrian and bicycle facilities.</b>				
A4.4a	Provide routine inspection and maintenance of pedestrian and bicycle facilities, including pavement repairs, restriping, maintenance of traffic control devices, landscape maintenance, and sweeping bike lanes and paths.	On-going	PW	\$\$\$\$	CIP, Grants
A4.4b	Minimize disruption to pedestrians when repairing and constructing transportation facilities, and provide alternate routes when necessary.	On-going	PW	\$	EIFD, ATP, CIP, GE, Grants
A4.4c	Evaluate the progress and effectiveness of the Active Transportation policies and actions to achieve project and program goals.	Mid-term	PW	\$	GF, Grants
A4.4d	Regularly seek funding for the design and development of active transportation projects, and ensure awareness of current regional, state, and federal funding programs.	On-going	PW	\$	GF, Grants
A4.4e	Coordinate with federal, state, regional, county and local agencies to fund and implement bicycle and pedestrian projects in cooperation with other nearby jurisdictions.	Mid-term	PW	\$	GF, Grants

		Timeframe	Implementer	Cost	Funding
<b>P4.5</b>	<b>Support street designs that emphasize safety and accommodate all users, including pedestrians and cyclists.</b>				
A4.5a	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	\$\$	GF, Grants
A4.5b	Evaluate the adequacy and appropriateness of existing designated truck routes and modify where appropriate based on findings (such as Fremont Avenue south of Huntington Drive).	Short-term	PW	\$	GF, Grants
A4.5c	Implement measures to protect pedestrians and bicyclists in the Fair Oaks Corridor, including bulb-outs, enhanced crosswalks, and leading pedestrian intervals at traffic signal.	Mid-term	PW	\$\$\$	EIFD, ATP, Caltrans, Measure M & R, CIP, GF, Prop. A & C, Grants
A4.5d	Identify and improve the safety and efficiency of crosswalks throughout the City, consistent with the requirements of State legislation including the Americans with Disabilities Act (such as Monterey Road and Pasadena Avenue).	Short-term	PW	\$\$	EIFD, ATP, Caltrans, Measure M & R, CIP, GF, Prop. A & C, Grants
A4.5e	Prioritize adoption, funding, and implementation of a Neighborhood Traffic Management Program that identifies physical and operational changes to reduce traffic impacts throughout the City.	Short-term	PW	\$\$\$	EIFD, ATP, Caltrans, Measure M & R, CIP, GF, Prop. A & C, Grants

		Timeframe	Implementer	Cost	Funding
P4.6	Provide high quality pedestrian and bicycle facilities to enhance the safety, comfort and convenience of people walking and bicycling in South Pasadena.				
A4.6a	Implement South Pasadena's Complete Streets Policy.	On-going	PW	\$\$\$	EIFD, ATP, Caltrans, Measure M & R, CIP, GF, Prop. A & C, Grants
A4.6b	Design roadways to safely accommodate all users, balancing the needs of people walking, bicycling, riding transit, and driving personal and commercial vehicles.	On-going	PW	\$	GF, Grants
A4.6c	Utilize roadway design/engineering best practices to ensure safe and effective pedestrian and bicycle infrastructure.	On-going	PW	\$	GF, Grants
A4.6d	Utilize best practices for the design of bicycle parking facilities in the public realm and at locations such as employment centers and schools	On-going	PW	\$	GF, Grants

		Timeframe	Implementer	Cost	Funding
P4.7	On streets identified as priorities for one specific mode of travel, such as bicycle routes, prioritize improvements for that mode. Ensure that bicycle lanes provide a high level of separation from traffic, using buffers, vertical elements or parked cars wherever possible.				
A4.7a	Proceed with implementation of Bicycle Master Plan projects.	On-going	PW	\$\$	EIFD, ATP, Measure M & R, CIP, GF, Prop. A & C, Grants
A4.7b	Update the Bicycle Master Plan to identify the appropriate locations and improvements for a citywide network of bicycle paths and facilities.	Short-term	PW	\$	GF, Grants
A4.7c	Study the viability of adding bicycle lanes to Fair Oaks Avenue, Mission Street, and Huntington Drive.	Short-term	PW	\$	GF, Grants
P4.8	Maintain a roadway system that provides for the efficient movement of goods and people in South Pasadena, while maintaining the community's character and quality of life.				
A4.8a	Maintain the roadway network according to the street classifications depicted on Figure B4.9 Proposed Classifications.	On-going	PW	\$	EIFD, ATP, Measure M & R, CIP, GF, Prop. A & C, Grants
A4.8b	Require that development projects achieve no net increase in Vehicle Miles Traveled (VMT) per capita above current levels for comparable uses in the City of South Pasadena as determined in accordance with the City's Transportation Impact Analysis (TIA) Methodology (updated May 5, 2020).	On-going	PW	\$	GF, Grants

		Timeframe	Implementer	Cost	Funding
<b>Mobility</b>					
<b>P4.9</b>	<b>Reduce traffic congestion by modification of traffic signals, turning movements, and other operational changes that do not require increasing the width of rights-of-way or adding lanes to streets.</b>				
A4.9a	Study the feasibility for reconfiguring the SR-110-Fair Oaks Avenue interchange to improve freeway access and egress and traffic flows.	Short-term	PW	\$\$\$\$	EIFD, Measure M & R, CIP, GF, Prop. C, Grants
A4.9b	Identify traffic signal improvements where appropriate to optimize traffic flow at safe speeds by implementing adaptive traffic control system technology and synchronization.	Short-term	PW	\$\$\$	EIFD, Caltrans, Measure M & R, CIP, Prop. A & C, Grants
A4.9c	Encourage Metro and the California Public Utilities Commission to reduce signal delay at the Metro A Line crossing of Mission and Meridian while maintaining safety.	Long-term	PW	\$\$	EIFD, ATP, Caltrans, Measure M & R, CIP, GF, Prop. A & C, Grants
<b>P4.410</b>	<b>Explore options to improve transit service within South Pasadena, including City programs and/or partnerships with Metro.</b>				
A4.10	<p>Improve transit service within South Pasadena using one of four options:</p> <ol style="list-style-type: none"> <li>Expand the City's existing dial-a-ride program to serve all residents (and not just older residents);</li> <li>Implement a circulator shuttle, funded through a public-private partnership, providing connections every 30 minutes or more often during the day to the Metro A Line station and other major destinations;</li> <li>Partner with Pasadena to expand Pasadena Transit service to South Pasadena;</li> <li>Initiate a partnership with Metro to pilot "microtransit" on-demand service using smartphone apps.</li> </ol>	Mid-term	PW, CSD	\$\$\$\$	Caltrans, AQMD, Measure M & R, GF, Prop. A & C, Grants





		Timeframe	Implementer	Cost	Funding
<b>Transit</b>					
<b>P4.11</b>	<b>Facilitate safe and improved pedestrian and bicycle traffic between the Metro A Line station and major destinations.</b>				
A4.11a	Study and develop a plan for sidewalk, signalization, crosswalk, bike ways, and other improvements on streets connecting the Metro A Line station with the downtown and surrounding neighborhoods (for example Mission Street at Prospect Avenue, El Centro Street between Mound Avenue and Edison Alley, and Orange Grove Avenue at El Centro Street).	Short-term	PW	\$\$\$	CDBG, EIFD, ATP, Caltrans, AQMD, Measure M & R, CIP, GF, Prop. C, Grants, DIF, DA
A4.11b	Explore appropriate ways to improve the safety of pedestrians and cyclists at rail crossings.	Mid-term	PW	\$	CDBG, EIFD, ATP, Caltrans, AQMD, Measure M & R, CIP, GF, Prop. C, Grants, DIF, DA
<b>P4.12</b>	<b>Encourage and facilitate shared-ride options include e-hailing services, carshare, and bikeshare. Increase awareness of multi-modal alternatives to driving to the Metro A Line station.</b>				
A4.12	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 Metro A Line station, such as additional, secure parking (lockers) for bicycles, a future bikeshare station and carshare vehicles stationed in the Mission Meridian Village Parking Garage.	Short-term	PW, CMO	\$\$	Metro, ATP, AQMD, Measure M & R, CIP, PBID, Prop. A & C, Grants
<b>Parking</b>					
<b>P4.13</b>	<b>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.</b>				
A4.13a	Establish a Preferential Parking Permit Program that can be managed efficiently, incorporates minimum requirements for implementation and identifies appropriate revenue sources to pay for administrative costs. Cap the number of permits that may be issued to a household as appropriate.	Short-term	PW	\$	GF
A4.13b	Periodically review Preferential Parking Permit program to make sure it is meeting the needs of designated locations.	Mid-term	PW	\$	GF

		Timeframe	Implementer	Cost	Funding
<b>Adaptability</b>					
<b>P4.14</b>	<b>Establish resilient transportation investments by prioritizing flexibility and adaptability.</b>				
A4.14a	Identify and implement additional passenger loading zones as needed by monitoring demand for pick-up/drop-off access to curbs.	Mid-term	PW	\$\$\$	CDBG, EIFD, ATP, Measure M & R, CIP, GF, Prop. C, Grants, DIF, DA
A4.14b	Where demonstrated parking shortages exist, provide information on parking availability nearby rather than increasing supply. Strategies for doing so may include Transportation Demand Management (TDM) and Parking Demand Management (PDM) measures.	On-going	PW	\$\$\$	CDBG, EIFD, ATP, Caltrans, AQMD, Measure M & R, CIP, GF, Prop. C, Grants, DIF, DA
A4.14c	If public parking supply must be increased, prioritize those options with the potential for future conversion to other uses.	On-going	PW, CMO	\$\$	Metro, ATP, AQMD, Measure M & R, CIP, PBID, Prop. A & C, Grants
A4.14d	Evaluate and plan for the use of shared vehicles (such as carshare, bikeshare, etc.), ride-hail, autonomous vehicles, and other emerging technologies that will affect the street network, traffic operations and management, parking, curbside drop-off, and adjoining land uses.	Short-term	PW	\$	ATP, Measure M & R, CIP, PBID, Prop. A & C, Grants
A4.14e	Monitor for impacts associated with delivery and loading.	On-going	PW	\$	GF
<b>P4.15</b>	<b>Ensure new mobility services and options are accessible and safe for all.</b>				
A4.15a	Expand the availability of shared bike, micro-mobility and microtransit options to offer a range of accessible mobility options.	Short-term	PW	\$\$	GF
A4.15b	Develop clear policies around right-of-way and use of micromobilities in the public right-of-way.	Short-term	PW	\$	GF
A4.15c	Work with technological providers to ensure diversity in the new transportation system.	Mid-term	PW	\$	GF

## 5. Our Resilient Community

		Timeframe	Implementer	Cost	Funding
<b>Natural</b>					
<b>P5.1</b>	<b>Support transition of conventional infrastructure to multi-functional natural system.</b>				
A5.1	Prepare a citywide Green Infrastructure Framework.	Immediate	CMO	\$	GF
<b>P5.2</b>	<b>Plant, protect, and maintain trees in South Pasadena.</b>				
A5.2	Adopt an Urban Forest Management Plan that prescribes resilient and drought tolerant trees to plant on public and private property.	Short-term	CMO	\$	GF
<b>Prosperous</b>					
<b>P5.3</b>	<b>Proactively plan for rapid post-disaster recovery of local businesses.</b>				
A5.3a	Update the City's Hazard Mitigation Plan to address rapid post-disaster within the local business community.	Mid-term	FD, PD	\$\$	GF, Grants
A5.3b	Explore the creation of a Business Disaster Assistance Center that would become operational when needed.	Long-term	FD, PD	\$\$	GF, Grants
<b>P5.4</b>	<b>Diversify fiscal base and enhance existing fiscal resources.</b>				
A5.4a	Diversify fiscal revenue streams to avoid a critical budget shortfall should any one revenue source significantly diminish.	Short-term	Finance	\$	GF
A5.4b	Recalibrate existing taxes, fees, and resources to meet present needs.	Short-term	Finance	\$\$	GF
<b>P5.5</b>	<b>Support flexible land use policies.</b>				
A5.5	Adopt zoning policies that are anticipatory of emerging changes in user needs to better capture demand from emerging industries, providing opportunities to enhance its tax base.	Short-term	Planning, CMO	\$	CSGC, SCAG, GF, Grants
<b>P5.6.</b>	<b>Maintain a "living" economic development framework.</b>				
A5.6	Periodically re-evaluate the economic development framework to respond to changing market, disruptive technologies, changes in mobility, and other unforeseen event.	Mid-term	CMO, Plannig, CoC	\$	GF
<b>P5.7</b>	<b>Provide reliable Wi-Fi to provide connectivity during emergency.</b>				
A5.7a	Require new developments to offer free Wi-Fi, and ensure that if there is power to the building, there is Wi-Fi available during emergencies.	Mid-term	Planning, CMO	\$	DA
A5.7b	Utilize the City's street lights to provide Wi-Fi in key areas of the city, especially during emergencies.	Mid-term	PW	\$\$\$	EIFD, CIP, PBID, SLLE, Grants

		Timeframe	Implementer	Cost	Funding
<b>Well-Planned</b>					
<b>P5.8</b>	<b>Support the reduction of governmental and regulatory constraints, and advocate for the production of affordable housing.</b>				
A5.8a	When appropriate and feasible, require all City departments to expedite processes and allow waivers of development fees as a means of promoting the development of affordable housing.	Mid-term	Planning, Building, PW, FD	\$	GF, DA
A5.8b	Amend Zoning Code to better encourage development of Accessory Dwelling Units.	Short-term	Planning, CMO	\$	CSGC, GF, Grants
<b>P5.9</b>	<b>Support the community social structure and economic livelihood of residents.</b>				
A5.9a	Promote activities and events that build and enhance social connections.	On-going	CSD, Library, CoC	\$\$	CAC, AIPPE, FSPPL, SP-CPTA, SPEF
A5.9b	Attract and retain business that provide high-wage, high-value jobs to local residents.	On-going	CMO, Planning	\$	GF, PBID
<b>P5.10</b>	<b>Reduce the vulnerability of residents to environmental risks and stresses resulting from substandard units.</b>				
A5.10a	Use the City's code enforcement program to identify and bring substandard units into compliance with City codes.	On-going	Planning	\$	CDBG, GF, Grants
A5.10b	Assist low- and moderate-income households in the community with CDBG-program that provides grants to funding for necessary energy saving home repairs and improvements.	On-going	Planning, CMO	\$\$	CDBG
<b>P5.11</b>	<b>Enhance the personal security of residents from threat of displacement.</b>				
A5.11a	Explore options to stabilize rent that could protect lower income families in the community.	Long-term	CMO	\$\$\$	CDBG, Prop. 41, Measure H, DA
A5.11b	Assist property owners and landlords in maintaining and improving their properties through local and state housing rehabilitation programs.	Short-term	Finance	\$\$\$\$	CDB, GF, Grants
<b>P5.12</b>	<b>Ensure continuity of critical services.</b>				
A5.12a	Create a long-term plan to update infrastructure to not only accommodate growing population/businesses, but also the effects of climate change.	Mid-term	PW	\$\$\$	CSGC, SCAG, GF, Grants

		Timeframe	Implementer	Cost	Funding
A5.12b	Every three years, monitor and adjust rate of population growth to ensure amount of water needed or desired does not exceed available supplies.	Short-term	PW, Planning	\$	GF, CIP, Grants
A5.12c	Create incentives and promote the installation of residential greywater systems that meet appropriate regulatory standards.	Short-term	Building, PW	\$	CSGC, Grants
A5.12d	Provide educational resources to encourage rainwater harvest.	Short-term	PW, Planning	\$	CSGC, Grants
A5.12e	Require developers to pay for water, wastewater, and stormwater system upgrades beyond what is currently in place.	Short-term	PW	\$	DIF, DA
A5.12f	Adopt zero net water building codes.	Short-term	BD	\$	GF
<b>P5.13</b>	<b>Promote energy efficient retrofit improvements in existing buildings.</b>				
A5.13	Explore implementation of a clean energy program to provide loans to property owners for the installation of energy efficiency improvements or renewable energy devices.	Short-term	PW, Finance	\$	CDBG, CSGC, SCAG, GF, Grants
<b>P5.14</b>	<b>Support the inclusion of energy efficient design and renewable technologies in all new public and private projects.</b>				
A5.14a	Require solar panels on all new buildings. Encourage battery back-up systems or generators in key locations throughout the city.	Short-term	Building, Planning	\$	GF
A5.14b	Explore opportunity to develop a clean energy "micro-grids".	Mid-term	PW	\$	EIFD, CSGC, CIP, Grants
A5.14c	Adopt zero net energy building codes.	Short-term	Building, Planning	\$	GF
A5.14d	Provide builders, businesses, and residents with resources and information about energy efficiency and renewable energy technologies at the Building Permit counters and on the City's website.	Immediate	Planning, Building, PW, CMO	\$	GF, Grants
A5.14e	Develop a Solar Action Plan to meet 50% of South Pasadena's power demand through solar by 2040.	Mid-term	PW	\$\$	EIFD, CSGC, CIP, Grants
A5.14f	Electrify South Pasadena's Vehicles. Develop a city fleet alternative fuel conversion policy, and use it to promote residents to convert as well.	Short-term	PW	\$\$\$	AQMD, SCAG, CIP, GF, Grants

		Timeframe	Implementer	Cost	Funding
A5.14g	Install Electric Vehicle (EV) chargers at public facilities. Encourage property owners to install EV chargers at business and multi-family locations.	Short-term	PW, Planning	\$\$\$	AQMD, SCAG, CIP, Grants
<b>P5.15</b>	<b>Reduce Vehicle Miles Travelled (VMT).</b>				
A5.15	Adopt land use patterns that channel all new growth into compact, walkable, bikeable, and transit friendly areas.	Short-term	Planning	\$	CSGC, SCAG, Grants
<b>P5.16</b>	<b>Support reuse of discarded materials through waste prevention, recycling, and composting.</b>				
A5.16a	Develop a Zero Waste Plan and supporting ordinances that incrementally lead the city to be a zero waste city.	Mid-term	PW	\$\$	CSGC, SCAG, GF, Grants
A5.16b	Require multi-family and commercial properties to have on site recycling containers as well as organics recycling program.	Mid-term	PW	\$	GF
A5.16c	Require construction sites to separate waste for proper diversion, and reuse or recycling, where feasible.	Mid-term	Building, PW	\$	GF
A5.16d	Review and amend the city's waste franchise agreement so that all residents and businesses could self-separate their waste for proper recycling/diversion.	Long-term	PW	\$	Gf
<b>Accessible</b>					
<b>P5.17</b>	<b>Seek to "futureproof" transportation investments by prioritizing flexibility and adaptability.</b>				
A5.17a	Monitor demand for pick-up/drop-off access to curbs and identify additional passenger loading zones as needed.	Mid-term	PW	\$	AQMD, Prop. A & C, Grants
A5.17b	Where demonstrated parking shortages exist, seek to provide availability rather than simply increasing supply. Strategies for doing so may include transportation demand management (TDM) and parking demand management (PDM) measures to reduce demand for parking.	Short-term	CMO, Planning, PW	\$	AQMD, SCAG, PBID, Prop. A & C, Grants
A5.17c	If public parking supply must be increased, prioritize potential for future conversion to other uses.	Mid-term	CMO, Planning	\$	EIFD, CSGC, AQMD, CIP, PBID, Grants
A5.17d	Implement strategies to increase parking availability without increasing supply Downtown including a parking in-lieu program, the revenues from which could be used to lease private parking for public use; adjustments to time limits and other policies; and a wayfinding strategy.	Mid-term	CMO, PW	\$\$	NTPG, ATP, CAC, AQMD, SCAG, CIP, PBID, AIPPF, Prop. A & C, Grants, DIF



		Timeframe	Implementer	Cost	Funding
<b>Healthy</b>					
<b>P5.18</b>	<b>Promote multimodal safe streets and land uses that encourage physical activity.</b>				
A5.18a	Create safe and well-connected street networks for walking and biking to improve access to destinations, school zones, and other community services.	On-going	PW, Planning	\$\$\$	EIFD, ATP, Caltrans, CSGC, AQMD, SCAG, Measure M & R, CIP, GF, PBID, Prop. C, Grants, DIF
A5.18b	Activate street level with retail and service uses that have attractive and engaging store frontages.	On-going	Planning	\$	DA, CSGC, GF, PBID, Grants
<b>P5.19</b>	<b>Support production, distribution, and consumption of local food.</b>				
A5.19a	Encourage wide-scale adoption of neighborhood and school food gardens.	On-going	CSD, SPUSD	\$\$	GF, SPCPTA, SPEE, Grants
A5.19b	Minimize food waste by encouraging redistribution of food that would otherwise be wasted.	On-going	CMO	\$	Grants
A5.19c	Encourage the use of local, independent food shops and traders that also help keep our streets vibrant and diverse.	On-going	CMO, Planning	\$	Grants
<b>Safe</b>					
<b>P5.20</b>	<b>Support safe emergency evacuation for all hillside residents.</b>				
A5.20a	Develop a rapid response team to respond in areas where regular emergency response vehicles can't access. This team will need specialized vehicles equipped to maneuver these parts of the city, while also containing the basic necessary equipment to provide emergency response.	Short-term	FD, PD	\$\$\$	CIP, Grants
A5.20b	Periodically review and update the post-disaster recovery plan.	On-going	FD, PD	\$	GF, Grants

		Timeframe	Implementer	Cost	Funding
<b>Active</b>					
<b>P5.21</b>	<b>Maximize the economic efficiency and productivity of all park design, construction, and maintenance.</b>				
A5.21a	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, in essence to become green infrastructure.	Long-term	CSD, PW, Planning	\$\$\$\$	EIFD, CSGC, Prop. 68, AQMD, SCAG, Measure A, CIP, GF, PDF, Grants, DIF
A5.21b	Consider the long-term impact of material selection, including source and production methods, whether a material is recycled or recyclable, how the material can be maintained, and how long it will last.	Long-term	CSD	\$	EIFD, CSGC, Measure M & R, CIP, GF, Prop. C, Grants
<b>P5.22</b>	<b>Consider maintenance needs in all park designs to assure that projects will thrive without extensive repair and modifications.</b>				
A5.22	Work with maintenance staff to learn from past problems and increase serviceability.	On-going	CSD, PW	\$	GF
<b>Creative</b>					
<b>P5.23</b>	<b>Link climate and cultural resilience through creative place-making.</b>				
A5.23a	Integrate arts, culture, and creative activities within community development efforts.	On-going	CMO, Planning	\$	NTPG, CAC, CIP, GF, AIP-PF, Grants, DIF, DA
A5.23b	Engage the creative power of the arts to convey and involve people in complex risk and resilience themes.	On-going	SPARC, CSD, Library	\$	NEA, CAC, GF, PBID, AIPPF, FSP-PL, Grants
<b>P5.24</b>	<b>Support funding for arts and cultural groups.</b>				
A5.24a	Document compelling stories supported with facts on economic, social, and environmental benefits of arts and culture in South Pasadena.	Short-term	CMO, CoC	\$	NEA, CAC, GF, AIPPF, Grants
A5.24b	Leverage city funds for private and public sector support including donors, sponsors, and grants.	On-going	CMO, Finance, Library, CSD	\$	NEA, CAC, GF, AIPPF, FSPPL, Grants

## 6. Our Healthy Community

		Timeframe	Implementer	Cost	Funding
<b>Active Living</b>					
<b>P6.1</b>	<b>Promote higher density mix of uses that encourage physical activity.</b>				
A6.1a	Provide a mix of land uses within new infill projects in the downtown area and neighborhood centers.	On-going	Planning	\$	CSGC, AQMD, SCAG, GF, PBID, Grants, DA
A6.1b	Activate the ground floor with retail and service uses with attractive and engaging store frontages.	On-going	Planning	\$	CSGC, AQMD, SCAG, GF, PBID, Grants, DA
<b>P6.2</b>	<b>Roadway designs should prioritize safety and promote safe complete street networks that facilitate safe and comfortable walking and biking.</b>				
A6.2a	Create safe and well-connected street networks for walking and biking to improve access to destinations, school zones, and other community services.	On-going	PW, CSD, SPUSD	\$	EIFD, ATP, CSGC, AQMD, Measure M & R, CIP, PBID, Prop. C, Grants, DIF
A6.2b	Provide infrastructure to support biking.	On-going	PW	\$\$	ATP, Caltrans, SCAG, CIP, PBID, Prop. C, Grants
A6.2c	Teach children safe walking and biking behaviors. Implement walk to school days, walking school buses, and similar other events.	Immediate	PD, SPUSD	\$	SPUSD, SP-CPTA, SPEF, Grants
A6.2d	Expand multi-modal mobility choices residents need to remain independent as they age.	Long-term	CSD, CMO	\$\$\$	ATP, SCAG, Measure M & R, Prop. A & C, Grants
A6.2e	Engage the Police Department to partner with community groups to reduce the frequency of crime and traffic safety problems.	On-going	PD	\$	Caltrans, AQMD, SCAG, Measure M, GF, PBID, Prop. C, SLLF, Grants

		Timeframe	Implementer	Cost	Funding
<b>Mental Well-Being</b>					
<b>P6.3</b>	<b>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.</b>				
A6.3	Engage residents in community conversations and volunteer opportunities so they can find fulfillment in ways that benefit themselves and the community.	On-going	CSD, Library	\$	GF, FSPPL, Grants
<b>P6.4</b>	<b>Facilitate contact with nature through network of public and private green space.</b>				
A6.4.a	Prioritize new parks in areas underserved by parks and open space.	Mid-term	CSD	\$	Prop. 68, Measure A, CIP, GF, PDF, Grants, DIF, DA
A6.4b	Remove barriers and enhance access to existing parks.	Mid-term	CSD	\$\$\$	Prop. 68, Measure A, CIP, GF, Grants, DIF, DA
A6.4c	Amend development regulations to require new development to provide a range of public and private open spaces.	Short-term	Planning	\$\$\$	CSGC, SCAG, GF, Grants
<b>P6.5</b>	<b>Harnesses naturally occurring power of the sun, direction of wind and other climatic effects to maintain consistent indoor temperatures and occupant comfort.</b>				
A6.5	Develop standards for the correct orientation of buildings with appropriate placement of windows that maximize natural light.	Short-term	Planning	\$	CSGC, Grants
<b>P6.6</b>	<b>Reduce the prevalence of unpleasant noise and smell.</b>				
A6.6a	Manage relationship between homes and major noise sources through zoning and environmental review and design measures.	On-going	Planning	\$	CSGC, GF
A6.6b	Provide educational materials and programs that inform the public about noise and pollution risks of gas powered outdoor maintenance and encourage use of alternative environmentally sensitive solutions.	Immediate	Planning, CSD, PW	\$	CSGC, AQMD, SCAG, GF, Grants
A6.6c	Enforce ordinance prohibiting use of gas-powered leaf blowers.	On-going	Planning, CSD, PW	\$	GF

		Timeframe	Implementer	Cost	Funding
<b>P6.7</b>	<b>Minimize noise impacts to ensure that noise does not detract from South Pasadena's quality of life.</b>				
A6.7a	Use the Land Use Compatibility Noise compatibility matrix (Table 2.6.4), the Future Noise Contour Map (Figure 2.6.5) and the South Pasadena Municipal Code to evaluate land use decisions to mitigate unnecessary noise impacts or discourage further unmitigated noise inducing developments.	On-going	Planning	\$	GF
A6.7b	Require development projects to implement mitigation measures, where necessary, to reduce exterior and interior noise levels to meet adopted standards and criteria.	Short-term	Planning	\$	Developer
A6.7c	For new residential developments within 50 feet of the Metro A Line, require a vibration study to identify all reasonable and feasible noise mitigation measures.	Short-term	Building, Planning	\$	Developer
A6.7d	Require mixed-use structures to minimize the transfer of noise from commercial uses to residential uses.	Short-term	Planning	\$	Developer
A6.7e	Discourage through traffic in neighborhoods through noise-attenuating roadway materials, and modifications to street design.	Mid-term	PW	\$\$\$\$	CDBG, EIFD, Caltrans, AQMD, Measure R, CIP, GF, Prop. C, Grants, DIF
A6.7f	Minimize stationary noise impacts on sensitive receptors, and require control of noise from construction activities, private developments/residences, landscaping activities, and special events.	Mid-term	Planning	\$	CSGC, GF, Grants
A6.7g	Maintain and enforce standards for construction noise so that it does not adversely impact noise-sensitive uses.	On-going	Planning	\$	CSGC, GF, Grants

		Timeframe	Implementer	Cost	Funding
<b>Access to Nutritious and Affordable Food</b>					
<b>P6.8</b>	<b>Expand access to affordable and nutritious food for all people in South Pasadena.</b>				
A6.8a	Collaborate with local advocates to identify sites with urban agriculture potential and increase the number of community garden plots.	On-going	CMO, Planning	\$	GF, Grants
A6.8b	Support local agriculture on vacant land identified for urban agriculture development.	On-going	CMO, CSD, Planning	\$	CSGC, AQMD, SCAG, GF, Grants
<b>P6.9</b>	<b>Encourage local food production, processing, and distribution to the greatest extent possible.</b>				
A6.9a	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	CMO, CSD, CoC	\$	GF, Grants
A6.9b	Encourage restaurants to serve locally sourced foods. Support businesses that offer healthy foods.	On-going	CMO	\$	GF, Grants
A6.9c	Minimize food waste by encouraging redistribution of food that would otherwise be wasted.	On-going	CMO, CSD, CoC	\$	GF, Grants
<b>P6.10</b>	<b>Encourage healthy eating habits and healthy eating messages.</b>				
A6.10	Prepare and distribute information about healthy eating habits.	On-going	CMO	\$	GF, Grants

## 7. Our Safe Community

		Timeframe	Implementer	Cost	Funding
<b>Police</b>					
<b>P7.1</b>	<b>Provide a high level of police service in the community.</b>				
A7.1	Maintain an average police response time of less than 3 minutes to emergency calls for service.	On-going	PD	\$\$	GF, Grants
<b>P7.2</b>	<b>Promote crime prevention strategies.</b>				
A7.2a	Continue to support crime prevention and neighborhood watch programs throughout the city.	On-going	PD	\$	GF, Grants
A7.2b	Emphasize and prioritize crime prevention strategies such as pedestrian-scale lighting in targeted areas.	Short-term	PD	\$	CIP, GF, PBID, SLLF, Grants
A7.2c	Reduce opportunities for criminal activity through physical design standards, recreation opportunities, educational programs, and counseling services.	On-going	PD	\$	CDBG, CSGC, Prop. 68, Measure A, GF, SPUSD, SP-CPTA, SPEF, Grants
A7.2d	Incorporate natural surveillance principles and best practices into development codes and review processes.	On-going	PD	\$	GF



		Timeframe	Implementer	Cost	Funding
<b>Fire</b>					
<b>P7.3</b>	<b>Minimize risk of life and property damage resulting from seismic hazards, including earthquakes and landslides.</b>				
A7.3a	Require all development in a geologic special studies zone to be setback 50 feet from each side of a mapped active fault trace.	On-going	FD, Planning	\$	GF
A7.3b	Develop a program to require structural reinforcement of all inventoried unreinforced masonry structures.	Short-term	FD, Planning, BD	\$\$\$	CIP, GF, Grants, DIE, DA
A7.3c	Complete an inventory of soft story buildings in preparation for consideration of future regulations.	Short-term	FD, Planning, BD	\$	GF
A7.3d	Incorporate herein by reference the current South Pasadena Local Hazard Mitigation Plan (LHMP), in accordance with Assembly Bill 2140.	On-going	FD, Planning	\$	GF
<b>P7.4</b>	<b>Minimize risk to life and property from brushfires.</b>				
A7.4a	Require fire-resistant building materials for all structures in hillside areas and encourage use of fire resistant landscaping.	On-going	Building, FD	\$	Property owner/Developer
A7.4b	Require house sprinklers, where determined necessary by the Fire Department.	On-going	Building, FD	\$	Developer
A7.4c	Require adequate fire flow and emergency access as a condition of approval for discretionary entitlements within Hillside areas.	On-going	FD	\$	Developer
<b>P7.5</b>	<b>Identify strategies to protect residents from geologic and groundwater hazards.</b>				
A7.5a	Require a full site-specific geologic study of any hillside site within the purview of the hillside ordinance.	On-going	FD, PW	\$	Developer
A7.5b	Maintain regulations controlling grading and geologic study prior to construction.	On-going	FD, PW	\$	GF
A7.5c	Grading of a slope that exceeds 30% is not allowed without sufficient engineering studies to demonstrate that such grading does not negatively impact the property, adjacent properties, or public safety.	On-going	FD, PW	\$	GF



		Timeframe	Implementer	Cost	Funding
<b>P7.6</b>	<b>Maintain multi-jurisdictional programs to protect residents from the risks of fires, floods, seismic events, other natural hazards, and crime.</b>				
A7.6a	Develop a rapid response team to respond to areas that regular emergency response vehicles cannot access.	Short-term	FD	\$	GF
A7.6b	Periodically review and update the post-disaster recovery plan.	On-going	FD, PW, Planning	\$	GF
A7.6c	Provide timely disaster updates and emergency notifications to community members, in multiple languages and formats as appropriate.	On-going	FD	\$	GF
A7.6d	Install signs in hillside neighborhoods directing residents to the closest evacuation route or shelter, with the ability to provide real-time information.	Short-term	FD	\$	GF
A7.6e	Work with transit agencies and community-based organizations to create an evacuation plan for residents without access to personal vehicles.	Short-term	FD	\$	GF, Metro
A7.6f	Upon the next revision of the Local Hazard Mitigation Plan, identify evacuation routes and their capacity, safety, and viability, and evacuation locations, under a range of emergency scenarios.	Short-term	FD	\$	GF
<b>P7.7</b>	<b>Identify the risks that climate change poses to South Pasadena, in accordance with SB 379.</b>				
A7.7	Incorporate by reference the current Los Angeles County Vulnerability Assessment.	On-going	FD	\$	GF
<b>P7.8</b>	<b>Provide a high level of fire protection service in the community.</b>				
A7.8a	Maintain an average fire department response time of 5 minutes or less to emergency calls for service.	On-going	FD	\$	GF
A7.8b	Continue to secure adequate equipment and attract and retain personnel while collaborating with neighboring jurisdictions and partner agencies to adequately respond to emergencies and incidents in all parts of the City.	On-going	FD	\$\$	GF
<b>P7.9</b>	<b>Maintain a current Emergency Operations Plan.</b>				
A7.9	Regularly review and update the City's General Plan Safety Element as required by State law; and regularly update hazard plans to maximize resilience efforts.	On-going	FD	\$	GF

## 8. Our Active Community

		Timeframe	Implementer	Cost	Funding
<b>P8.1</b>	<b>Expand parkland inventory to strive for the standard of 5 acres/1000 residents.</b>				
A8.1a	Procure a linear park easement from Edison.	Mid-term	CMO, PW, CSD	\$\$	GF
A8.1b	Consider the feasibility of consolidating individual islands at the intersection of Huntington Drive and Fair Oaks Avenue into a park without impacting the orderly flow of traffic.	Mid-term	PW, CSD	\$	Prop. 68, Measure A, Grants
A8.1c	Collaborate with the school district to facilitate access and community use of school grounds when school is closed (joint use agreements).	Short-term	CSD, Planning	\$	SPUSD, SPCPTA, SPEF,
A8.1d	Consider the feasibility of capping SR-110 with a linear park system.	Long-term	CSD, SPUSD	\$	SCAG, Grants
A8.1e	Amend development code to require new development to provide its fair share of public and private open spaces.	Mid-term	CMO, Planning, CSD	\$\$	SCAG, Grants
<b>P8.2</b>	<b>Ensure the maximum distance between residents' homes and the nearest public park or preserve is 1/2 mile, 1/4 mile preferred.</b>				
A8.2	Expand the overall parks and recreation system through repurposing public land like excess streetspace, partnering with other organizations like SPUSD, churches, YMCA, and similar institutional uses for access and joint use of open space and facilities, and use other creative means to help address service gaps.	Mid-term	PW, CSD, Planning, SPUSD, YMCA	\$\$\$	SPUSD, SPCPTA, SPEF, Grants, GF
<b>P8.3</b>	<b>Promote, expand, and protect a green infrastructure that links the natural habitat.</b>				
A8.3a	Prepare a citywide Green Infrastructure Framework.	Mid-term	PW, CSD, Planning	\$\$	CSGC, AQMD, SCAG, GF, Grants
A8.3b	Implement simple, small, and low-cost demonstration green infrastructure projects both in the public and private realms.	Immediate	Planning, PW	\$\$	EIFD, Prop. 68, SCAG, Measure A, M, & R, CIP, PBID, Prop. C, SLLF, Grants, DA
A8.3c	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, in essence to become green infrastructure.	On-going	Planning, PW	\$\$	EIFD, Prop. 68, AQMD, SCAG, Measure A, M, & R, CIP, GF, PDE, Prop. C, Grants, DA

		Timeframe	Implementer	Cost	Funding
<b>P8.4</b>	<b>Identify opportunities to provide small parks or provisional open space uses.</b>				
A8.4a	Acquire individual lots in areas of the City that are underserved with park land to develop mini parks for the residents' use.	Short-term	CMO, PW, CSD	\$\$	Prop. 68, Measure A, CIP, GF, PDF, Grants, DIF
A8.4b	Examine underutilized residual spaces for potential use as passive or active open space areas.	Mid-term	PW, CSD	\$\$\$	Prop. 68, Measure A, CIP, GF, PDF, Grants, DIF
<b>P8.5</b>	<b>Develop and support a citywide parklet program.</b>				
A8.5a	Develop appropriate design guidelines for parklets and streamline the permitting process and maintenance requirements.	Short-term	PW, Planning	\$	GF, PBID, Grants
A8.5b	Support implementation of parklet demonstration projects in the Downtown area.	Short-term	CMO, PW, CSD, Planning	\$	EIFD, Prop. 68, Measure A, CIP, GF, PBID, PDF, Grants
A8.5c	Identify locations for parklets citywide along streets with foot traffic, where automobile traffic is low-speed, and where there are surrounding establishments that can provide a level of natural surveillance.	Short-term	CMO, PW, CSD, Planning	\$	EIFD, Prop. 68, Measure A, CIP, GF, PBID, PDF, Grants
<b>P8.6</b>	<b>Identify and remove barriers to access parks. Encourage walking and biking as preferred way to get to and from parks.</b>				
A8.6a	Increase visibility and access to Orange Grove Park by removing fence barrier.	Short-term	CSD	\$\$	Prop. 68, Measure A, CIP, GF, Grants
A8.6b	Improve sidewalk conditions leading to parks. Install a new sidewalk on Stoney Drive, the main access that leads down to the lower Arroyo.	Mid-term	PW, CSD	\$\$\$	EIFD, ATP, Prop. 68, Measure A & M, CIP, Prop. C, Grants
A8.6c	Provide bike lanes, and biking facilities such as racks and lockers.	Mid-term	PW	\$\$\$	ATP, CIP, Grants, DA
<b>P8.7</b>	<b>Create and promote opportunities for youth and adults to participate/volunteer in the expansion/maintenance/operations of parks, recreation, open space events, projects and programs.</b>				
P8.7a	Use the City App for smart phones to promote special events and allow public to report any graffiti, or street, sidewalk, light, tree problem, or issues at parks.	Short-term	CMO, CSD	\$	GF
P8.7b	Create a map of park locations that identifies safe walking paths and distance information.	Short-term	CSD	\$	GF, Grants

		Timeframe	Implementer	Cost	Funding
<b>P8.8</b>	<b>Provide creative expressions in parks and recreations facilities and programs.</b>				
A8.8a	Allow art installations in parks in compliance with the City's Public Art Program (SPMC 36.390).	On-going	CMO, PW, CSD	\$	CAC, PBID, AIPPF, GF Grants
A8.8b	Collaborate with South Pasadena Art Council (SPARC) to create programs for all ages to promote creative expressions.	On-going	SPARC, Library, CSD	\$	NEA, CAC, GF, AIPPF, FSPPL, Grants
A8.8c	Continue to work with teens to develop programs and activities, as well as positive and safe places to socialize with friends. Support and expand teen concerts.	On-going	CSD, Library	\$	GF, FSPPL, Grants
<b>P8.9</b>	<b>Strive for financial resiliency to provide, maintain, and operate parks and recreational programs as an integral part of the City's services.</b>				
A8.9a	Develop a Community Center to provide a location to offer more classes, programs, rental space, and banquets, to increase revenues.	Mid-term	CSD	\$\$\$\$	EIFD, Prop. 68, Measure A, CIP, GF, PDF, Grants,
A8.9b	Identify operational and maintenance costs for the Community Center facility to adequately plan for future budget considerations.	Mid-term	CSD	\$\$	Prop. 68, Measure A, GF, Grants
A8.9c	Reevaluate user fees for services to ensure it covers staffing, maintenance, and upkeep.	Short-term	Finance, PW, CSD	\$\$	GF
A8.9d	Assure that the City's Park Impact Fee Ordinance is kept current and reflects the appropriate impact fee for residential development.	Short-term	Finance, CSD	\$\$\$	GF
A8.9e	Consider expanding volunteer opportunities such as Adopt-a-Park, Teen Internships, Neighborhood Cleanups, Habitat Restoration, Youth Sports Coaches and Officials, etc. to enhance volunteer efforts in the City.	Mid-term	PW, CSD	\$	GF, PBID, Grants
A8.9f	Explore the feasibility of a Development Impact Fee for library services.	Mid-term	SPPL, FSPPL	\$	GF
A8.9g	Conduct a library space needs assessment and explore opportunities for library expansion to meet community demand for meeting rooms, study space, cultural events, and technology resources.	Short-term	SPPL, FSPPL	\$\$	GF, Grants
A8.9h	Identify operational and maintenance costs related to library expansion to adequately plan for future budget considerations.	Short-term	SPPL, FSPPL	\$	GF, Grants

		Timeframe	Implementer	Cost	Funding
<b>P8.10</b>	<b>Explore creative or alternative funding opportunities for programs and capital projects.</b>				
A8.10a	Explore establishing a Community Foundation or “Friends of South Pasadena Parks” organization for the purpose of soliciting park land donations; applying for private grants the City cannot apply for on its own; and for fundraising to acquire park land and open space.	Mid-term	CSD	\$	Prop. 68, Measure A, GF, Grants,
A8.10b	Explore naming rights, sponsorships and asset management opportunities to create ongoing revenue to repay bonds used to build new recreation facilities or for maintenance and operations of existing facilities.	Short-term	CSD	\$	GF
<b>P8.11</b>	<b>Explore opportunity to link existing open spaces into the regional open space system.</b>				
A8.11	Community Services and Public Works should explore potential regional partnerships to link existing open spaces into a larger regional network of open spaces.	Mid-term	PW, CSD, Planning	\$	EIFD, Prop. 68, Measure A, CIP, GF, PDF, Grants, DIF



## 9. Our Creative Community

		Timeframe	Implementer	Cost	Funding
<b>Creative Prosperity</b>					
<b>P9.1</b>	<b>Increase awareness of the importance of the creative community.</b>				
A9.1a	Communicate with a unified voice to decision makers about impact of creative businesses on the economy.	On-going	CoC, SPARC, CMO	\$	GF, PBID, Grants
A9.1b	Brand and market South Pasadena's Creative Sector.	Short-term	CMO, CoC, SPARC	\$\$	NEA, CAC, GF, PBID, AIPPF, Grants
A9.1c	Ensure that there is a voice for arts and culture in tourism campaigns.	Short-term	CMO, CoC, SPARC	\$	NEA, CAC, GF, AIPPF, Grants
<b>P9.2</b>	<b>Support ways to help creative businesses gain access to reasonably priced studios, office space, and housing that is also safe and inviting.</b>				
A9.2a	Work to ensure South Pasadena's creative sector has adequate and inviting spaces to create, sell their products, and network.	On-going	Planning, CoC	\$\$\$	NEA, NTPG, NT, HTC, CAC, PBID, AIPPF, Grants, DA
A9.2b	Create central gathering spaces for mingling and events such as an Arts Center that offers a physical and virtual space for South Pasadena's creative sector to connect, create, and promote their art.	Long-term	CSD, Library, SPARC, CoC, Planning,	\$\$\$\$	CAC, CIP, GF, AIPPF, FSPPL, Grants
A9.2c	Establish an arts incubator/accelerator space to provide office space, management assistance, technology, and access to funding opportunities.	Mid-term	SPARC, CoC	\$\$\$	NEA, NTPG, NT, HTC, CAC, PBID, AIPPF, Grants

		Timeframe	Implementer	Cost	Funding
<b>P9.3</b>	<b>Facilitate the temporary and opportunistic use of vacant or underutilized spaces and venues for artistic purposes.</b>				
A9.3a	Facilitate artists' temporary and opportunistic use of such spaces and venues as vacant walls, storefronts, empty buildings, open spaces, etc.	Short-term	Planning, CoC, CMO	\$	DA, CAC, PBID, AIPPF, FSPPL, SP-CPTA, SPEE, Grants
A9.3b	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, Finance	\$\$\$	NTPG, NT, HTC, CAC, GF, Mills Act, AIPPF, Grants, DA
A9.3c	Explore collaboration with SPUSD to utilize their facilities for community arts events and programs (e.g. auditoriums, Middle School's new black box theatre, art studios/classrooms, etc.).	Short-term	CSD	\$	NEA, CAC, AIPPF, SPCPTA, SPEE, Grants
<b>Cultural Tourism</b>					
<b>P9.4</b>	<b>Make South Pasadena's arts, cultural, and heritage attractions visible and accessible to tourists and local audiences.</b>				
A9.4a	Help businesses, non-profits and government work together to develop an outreach and marketing strategy that utilizes and leverages social media and the Internet to target specific groups and nearby communities (e.g., Highland Park, Eagle Rock).	Short-term	CMO, CoC, SPARC	\$\$	NEA, CAC, GF, AIPPF, Grants
A9.4b	Coordinate marketing so visitors and locals can readily find information about arts, heritage and cultural attractions/events. Create a master calendar of arts events.	Short-term	CMO, CoC, SPARC	\$	NEA, NTPG, CAC, AIPPF, Grants
A9.4c	Develop wayfinding/informational signage at Metro station and throughout the city that identifies and educates about cultural resources. Utilize existing surfaces for wayfinding signage, such as utility boxes.	Short-term	PW, CSD	\$\$\$	NEA, NTPG, ATP, CAC, AQMD, SCAG, CIP, PBID, AIPPF, Grants
A9.4d	Work with appropriate entities, such as Metro and ride hailing services, to provide multi-modal access and parking for attractions/events.	Short-term	PW, CMO	\$	ATP, CALTRANS, AQMD, SCAG, Measure M & R, CIP, PBID, Prop. A & C, Grants



		Timeframe	Implementer	Cost	Funding
<b>P9.5</b>	<b>Develop a cultural resource map and directory.</b>				
A9.5a	Develop a South Pasadena cultural resources walking tour app for mobile devices.	Short-term	Planning, SPARC, SPPF, Library, CSD, CoC, CMO	\$	NTPG, GF, Grants
A9.5b	Post events and attractions on local and regional travel websites, travel apps, and social media sites. Urge other publications to feature South Pasadena's events and attractions.	On-going	CMO, SPARC, Library, CoC, CSD	\$	GF, PBID, Grants
A9.5c	Adopt a resolution to officially designate the City as a Creative Community.	Short-term	CMO	\$	GF
<b>P9.6</b>	<b>Leverage the Metro A Line Station and the potential Metro Bike Share Center at the Station to promote attractions/events.</b>				
A9.4a	Partner with Metro to advertise events and attractions to riders, and to sponsors community events (like 626 Golden Streets).	On-going	CMO, SPARC, Library, CoC, CSD, Metro	\$	GF, PBID, Grants
A9.4b	Develop a marketing brochure that is printed regularly with information on things to see and do in South Pasadena. Distribute the brochure at hotels located near Metro stations.	Short-term	CMO, SPARC, Library, CoC, CSD, Metro	\$\$	GF, PBID, Grants
<b>Education for Creativity</b>					
<b>P9.7</b>	<b>Engage students and youth in the creative community beyond the classroom.</b>				
A9.7a	Establish a youth advisory council/group for the arts.	Long-term	CSD	\$	CAC, AIPPF, Grants
A9.7b	Convene and engage educators around arts education and community arts issues.	On-going	SPARC	\$	SPCPTA, SPEE, Grants
A9.7c	Collaborate between arts organizations, businesses, schools, and government to create opportunities for high school students to gain real art-world work experience.	On-going	CMO, SPARC, CoC	\$	CAC, AIPPF, SPCPTA, SPEE, Grants

		Timeframe	Implementer	Cost	Funding
<b>Cultural Equity</b>					
<b>P9.8</b>	<b>Enhance public understanding, appreciation, and respect for all cultures, achieving diversity, equity, and inclusion.</b>				
A9.8a	Plan programs and events to celebrate multi-culturalism and South Pasadena's growing racial and ethnic diversity.	On-going	CSD, Library, SPARC, CofC	\$	CAC, PBID, AIPPF, FSP-PL, Grants
A9.8b	Translate information about arts and culture into other languages for publications, websites, signage, etc.	Short-term	CMO	\$	NEA, CAC, GF, AIPPF, Grants
A9.8c	Establish diversity in leadership positions in government, organizations, and businesses.	Long-term	CMO, CoC, SPARC	\$	GF, Grants



		Timeframe	Implementer	Cost	Funding
<b>Public Art</b>					
<b>P9.9</b>	<b>Enhance the Public Arts Program.</b>				
A9.9a	Develop an inventory of public art resources in the City.	Mid-term	SPARC, Library	\$	NEA, CAC, GE, AIPPF, FSPPL, Grants
A9.9b	Develop a Public Art Master Plan to establish vision for the Public Art Program and the necessary policies and administrative procedures to achieve that vision.	Short-term	SPARC, Library	\$	NEA, CAC, GE, AIPPF, FSPPL, Grants
<b>P9.10</b>	<b>Promote education and interactive components to increase understanding of public art and their contributions to South Pasadena.</b>				
A9.10a	Implement uniform plaques for permanent public art collections that inform viewers about the public art piece and utilize mobile technologies to engage viewers and connect them to new information.	Mid-term	Planning, Library, PW, CSD	\$	Grants, GF
A9.10b	Create events such as docent-led, self-guided, and mobile app tours of public art to promote the City's creative identity.	Long-term	SPARC, Library, CSD	\$	Grants, GF
A9.10c	Utilize digital media such as podcasts, educational videos, blogs, listservs, and e-newsletters to create public education materials.	Long-term	SPARC, Library, CSD	\$	Grants, GF

		Timeframe	Implementer	Cost	Funding
<b>Historic Preservation</b>					
<b>P9.11</b>	<b>Promote designation of historic districts and local landmarks pursuant to the Cultural Heritage Ordinance.</b>				
A9.11a	Complete evaluations of Modern properties on the study list from the Historic Resources Survey Report (2017). Such an effort should narrow the number of identified resources so that significant districts and properties emerge.	Immediate	Planning	\$	GF
A9.11b	Conduct theme studies for particular significant historical cultural groups to identify any associated properties (e.g. Japanese Americans).	Mid-term	Planning	\$	NTPG, GF, Grants
A9.11c	Where determined appropriate, consolidate small historic districts and "clusters" identified in early surveys to form larger historic districts that reflect neighborhood identity and cohesion.	Immediate	Planning	\$	GF
<b>P9.12</b>	<b>Maintain an updated Inventory of Cultural Resources to promote clarity for City staff and the public as to which properties are considered resources.</b>				
A9.12a	Continue to add newly recognized properties to the Inventory of Cultural Resources.	On-going	Planning	\$	NTPG, GF, Grants
A9.12b	Based on field verification and/or research for each property as needed, eliminate from the inventory any addresses that no longer contain a historic resource, following the recommendations of the 2017 Historic Resources Survey Report.	Immediate	Planning	\$	GF
<b>P9.13</b>	<b>Develop strategies for the treatment of Planning Districts (identified in the Survey Update - e.g. Altos de Monterey).</b>				
A9.13	Create treatment/design guidelines for Planning Districts, with thresholds for acceptable levels of alterations, and other guidance needed for their management.	Short-term	Planning	\$	NTPG, GF, Grants

		Timeframe	Implementer	Cost	Funding
<b>P9.14</b>	<b>Support community-wide understanding of how to apply the Secretary of the Interior's Standards for Rehabilitation among Cultural Heritage Commissioners and the public, including property owners, architects and contractors.</b>				
A9.14a	Update the Design Guidelines, which are the basis of design review for all properties in the City, whether historic or non-historic.	Mid-term	Planning	\$\$	GF, Grants,
A9.14b	Prepare separate Design Guidelines or Standards for each identified type of historic district.	Long-term	Planning	\$\$	NTPG, GF, Grants
A9.14c	Maintain City-owned historic buildings and structures at a level that sets a standard for other owners of historic properties in the City.	On-going	CSD, PW	\$\$\$	NTPG, CIP, GF, Grants
A9.14d	Study adjustments to the Zoning code that would allow or encourage adaptive reuse.	On-going	Planning	\$	NTPG, GF, PBID, Grants,
<b>P9.15</b>	<b>Promote the conservation of older historic landscapes and natural features that contribute to the character of historic districts and landmarks.</b>				
A9.15a	Assess the sustainability and long-term health of the City's canopy of street trees and trees in parks.	Short-term	PW	\$\$	Prop. 68, SCAG, Measure A, GF, Grants
A9.15b	Conduct a Cultural Landscape study of City parks and other significant landscapes and open spaces to identify their historic features and character.	Mid-term	PW, Planning	\$\$	NTPG, Prop. 68, Measure A, GF, Grants,
A9.15c	Encourage incorporation of natural features, existing trees, and archaeological sites into new development projects with sensitivity to ensure their protection and public enjoyment.	On-going	Planning	\$	DA

		Timeframe	Implementer	Cost	Funding
<b>P9.16</b>	<b>Promote the importance of integrating new development with the historic character of neighboring historic buildings and districts.</b>				
A9.16	Develop and maintain design guidelines that sustain architectural continuity for infill development within existing historic districts through size, massing, scale, materials, and other relevant factors.	Mid-term	Planning	\$\$	NTPG, GF, Grants
<b>P9.17</b>	<b>Utilize technology and Internet resources to create useful portals to preservation information and resources.</b>				
A9.17a	Maintain web pages with links to City resources and links to other State and National preservation web resources.	On-going	Planning	\$	GF
A9.17b	Provide further information on City landmarks through the existing Google Map of Landmarks.	Short-term	Planning	\$	GF
A9.17c	Create a Google Map of the properties on the Inventory of Historical Resources.	Short-term	Planning	\$	GF
A9.17d	Digitize, catalog, and make available historic documents from the Library's Local History Collection.	Mid-term	Planning	\$	GF
<b>P9.18</b>	<b>Make historical information related to the City's historic built environment available on multiple platforms and in varied formats.</b>				
A9.18a	Promote local knowledge and tourism with a mobile application for walking tours, perhaps starting with the National Register-listed commercial district.	Short-term	Planning, CoC, SPPF	\$	NTPG, GF, PBID, Grants
A9.18b	Create a curriculum available to local public and private elementary schools based on local architecture and history.	Short-term	Planning, SPPF, SPUSD	\$	NEA, NTPG, CAC, GF, SP-CPTA, SPEE, Grants



		Timeframe	Implementer	Cost	Funding
<b>Capacity/Leadership</b>					
<b>P9.19</b>	<b>Ensure that South Pasadena cultural organizations, with the strong support of our community, have the necessary resources to succeed.</b>				
A9.19a	Coordinate arts and cultural leadership to implement the Cultural Strategic Plan.	Short-term	SPARC, Library, CSD, CoC	\$	NEA, CAC, AIPPF, Grants
A9.19b	Convene a quarterly meeting of all arts and cultural providers to coordinate the individual efforts to maximize the benefits to the community.	Short-term	SPARC, Library, CSD, CoC	\$	NEA, CAC, AIPPF, Grants
A9.19c	Partner with private and public donors, sponsors, and regional and national organizations to advocate for City funding for arts and culture; and collectively leverage City funding to support more creative endeavors by individuals and organizations.	Short-term	CMO, Library, SPARC	\$	NEA, CAC, GE, PBID, AIPPF, Grants
A9.19d	Explore community foundation fundraising model, which coordinates fundraising efforts for the arts in the community.	Mid-term	SPARC, Library, CSD, CoC	\$	NEA, CAC, Grants,
A9.19e	Seek new grants based on demonstrated needs and priorities.	On-going	SPARC, Library, CSD, CoC	\$	NEA, CAC, GE, AIPPF, Grants
<b>P9.20</b>	<b>Facilitate placement of artists on City Advisory Boards, Commissions, and other leadership bodies.</b>				
A9.20a	Provide information, referrals and training to artists interested in one of its Advisory Board positions.	On-going	CMO, SPARC, Library	\$	NEA, CAC, GE, AIPPF, Grants
A9.20b	Offer periodic workshops or orientations for artists to learn about civic planning opportunities, and assistance in defining specific roles.	Mid-term	CMO, SPARC, Library	\$	NEA, CAC, GE, AIPPF, Grants
<b>P9.21</b>	<b>Link climate and cultural resilience through creative place-making.</b>				
A9.21a	Integrate arts, culture, and creative activities within community development efforts.	On-going	CMO, SPARC, Library	\$	NEA, CAC, GE, AIPPF, Grants
A9.21b	Engage the creative power of the arts to convey and involve people in complex risk and resilience themes.	On-going	CMO, SPARC, Library	\$	NEA, CAC, GE, AIPPF, Grants

ATP	Active Transportation Program
BD	Building Division
CAC	California Arts Council
CDBG	Community Development Block Grant
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
FD	South Pasadena Fire Department
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
PD	Police Department
PW	Public Works Department
SLLF	Street Lighting and Landscaping Fund
SPCPTA	South Pasadena Council Parent Teacher Association
SPEF	South Pasadena Educational Foundation
SPPL	South Pasadena Public Library
SPUSD	South Pasadena Unified School District
Costs	
\$	<\$50,000
\$\$	\$50,000 to \$500,000
\$\$\$	\$500,000 to \$1,00,000
\$\$\$\$	Over \$1,00,000