



One Arroyo

A Final Report

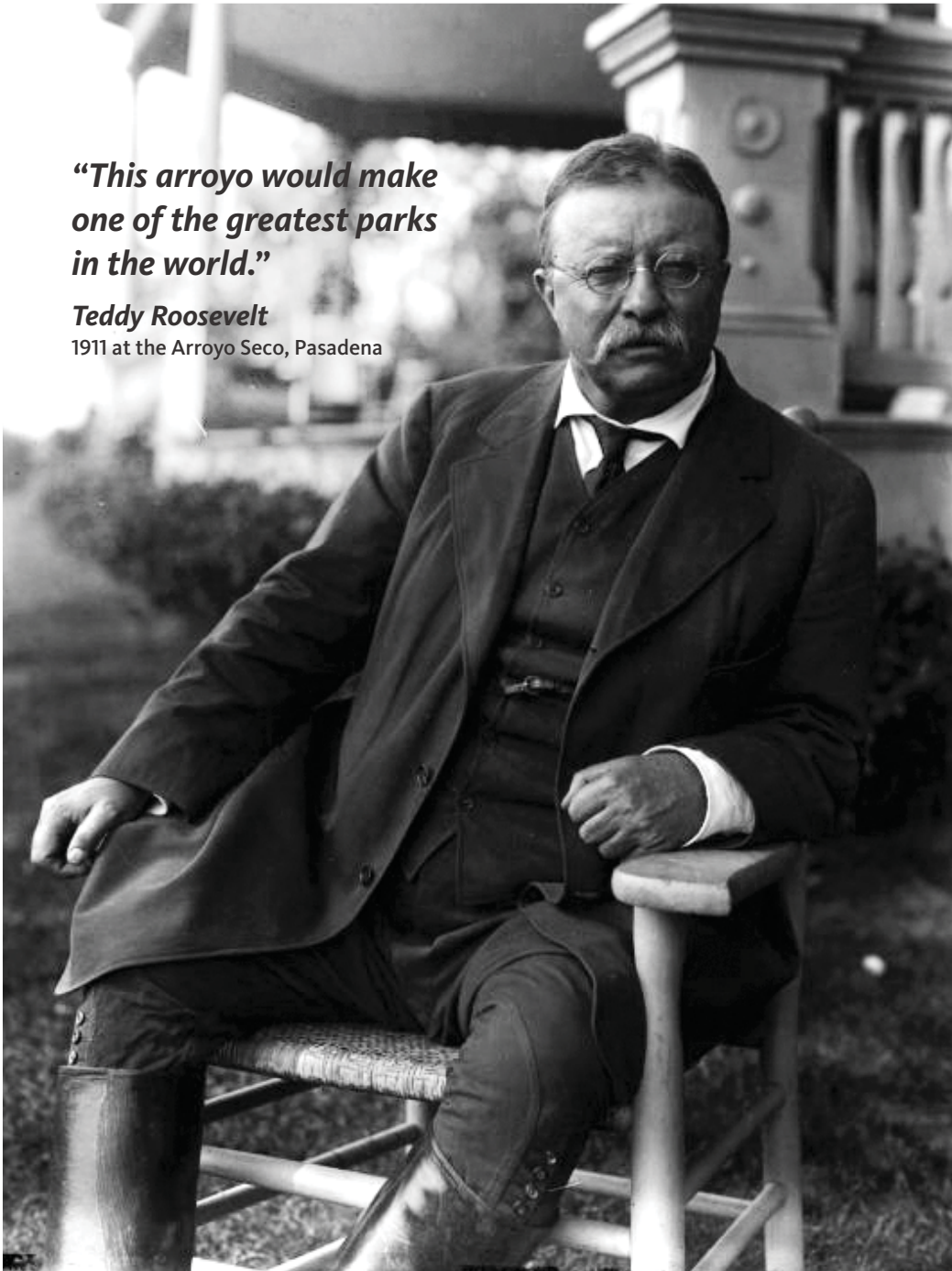
August 2018

By the Arroyo Advisory Group (AAG)
Bill Bogaard & Doug Kranwinkle, Co-Chairs of the AAG

*“This arroyo would make
one of the greatest parks
in the world.”*

Teddy Roosevelt

1911 at the Arroyo Seco, Pasadena



Letter from the Co-Chairs

August 2018

Steve Mermell
City Manager
City of Pasadena
100 N. Garfield Avenue
Pasadena, CA 91109

Dear Mr. Mermell,

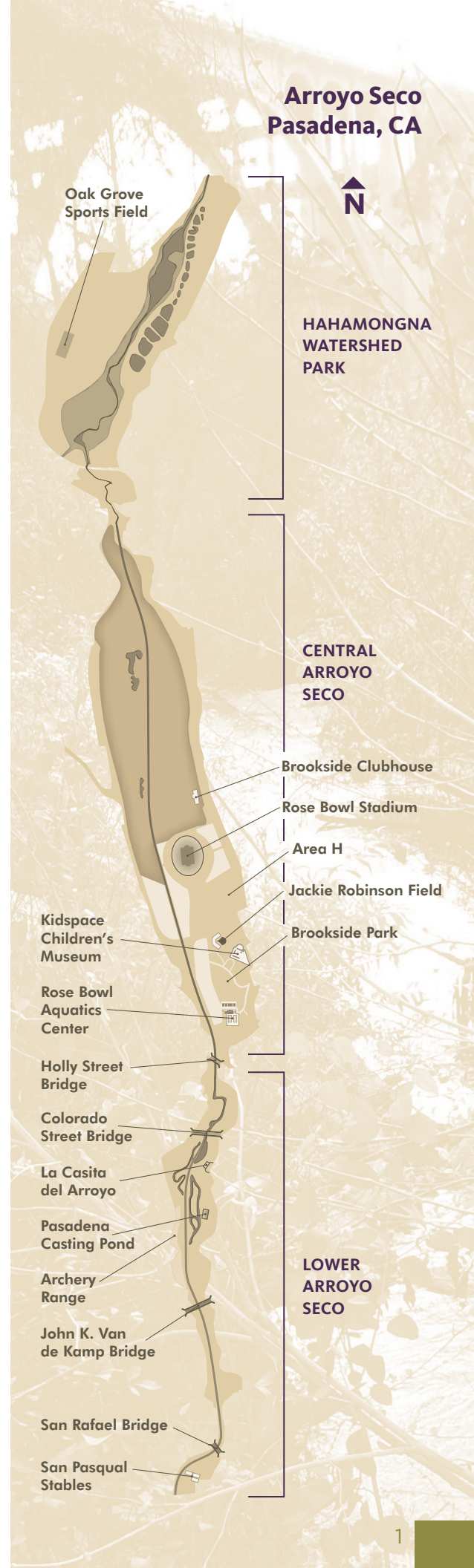
On behalf of the Arroyo Advisory Group (AAG), we are pleased to present our findings and recommendations to improve and enhance the Arroyo for today and for future generations. Our work in this effort assures us that our community strongly shares your view, and that of the Mayor and City Council, that the Arroyo is one of Pasadena's most precious and distinctive natural and recreational resources.

In its work since February 2017, the AAG considered the Arroyo holistically from the headwaters in the north to the tributary waters in south; developed a vision for the Arroyo Seco embraced by the community; identified a pilot project - the One Arroyo Trail Concept - to further the vision; and proposed new funding sources to bring this project into fruition.

The AAG recognizes that the One Arroyo vision will take time to realize, a generation or even longer, and that its success depends on finding new sources of funding as well as establishing partnerships and collaborations with organizations and groups already working hard to preserve and improve the Arroyo. Such constructive cooperation will be key to achieving a "new paradigm" for the Arroyo's future.

As co-chairs of the AAG, we want to acknowledge the dedication and hard work of the AAG members and the critical support provided by city staff and consultants. This final report and its recommendations are the result of this outstanding collaboration.

Sincerely,
Bill Bogaard & Doug Kranwinkle
Co-Chairs, Arroyo Advisory Group



Arroyo Advisory Group Members



Arroyo Advisory Group

Bill Bogaard

Former Mayor of Pasadena (1999-2015)

Lorne Buchman

President of Art Center College of Design

William H. Chu

CFO of Singpoli Capital Corporation
& President of Invest L.A. Regional Center

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Board Chairman, Art Center College of Design

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Former President,
East Arroyo Residents Association Board of Directors

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Chief Executive of Fedde Furniture Company

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Communications & Education, JPL

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Film Producer

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Founder & President of Rising Real Estate Group

Daniel Rothenberg

Managing Director, UBS Financial Services

Martha Saucedo

Executive Vice President, External Affairs, AEG

Tom Seifert

Board Chair, Arroyo Seco Foundation



The Arroyo Seco – Why Now?

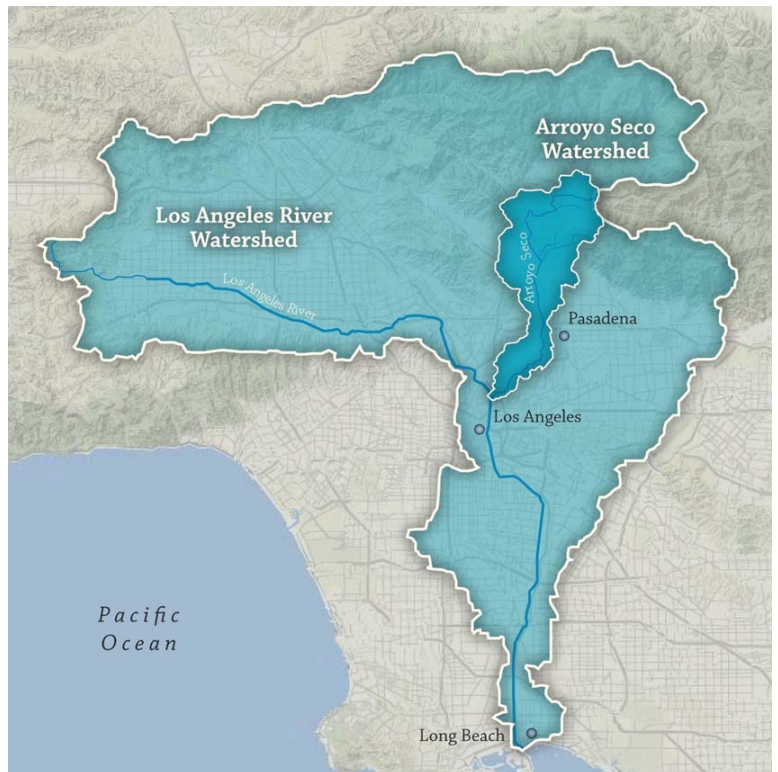


The Arroyo Seco – Why Now?

Carved by a tributary of the Los Angeles River, the Arroyo Seco Watershed, with its historic sites, exists today as one of Pasadena’s most precious and distinctive natural resources. The history of the Arroyo Seco is deeply embedded in the character of Pasadena, from its earliest inhabitants and Native American tribes to the birth of the “Arroyo Culture,” a local expression of the American Arts & Crafts Movement, to the vast water supply, flood protection, civic and recreational opportunities within it that are critical and enjoyed by many today.

Following a number of public discussions concerning future plans for the Arroyo Seco, Mayor Terry Tornek announced in January 2017 that the timing was right to reexamine, broadly, the City’s approach to the Arroyo Seco, from its operations and management to the ways in which funding is identified to support and pay for maintenance and improvements.

An advisory group (the AAG) was formed to assist the City in developing a cohesive vision for the Arroyo Seco, examining ways in which to address significant deferred maintenance, and identifying new funding sources in light of the City’s budget constraints. The goal was to create a new paradigm of stewardship and support for the Arroyo Seco.



The Approach



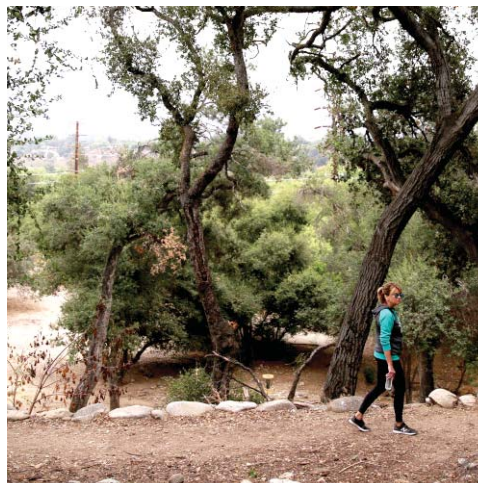
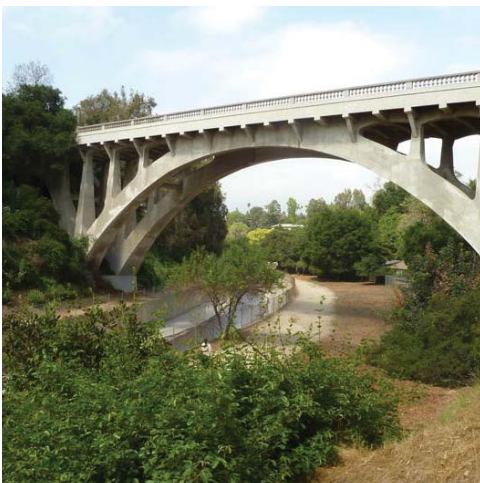
The Approach

HR&A Advisors, a firm with significant national experience in developing and financing open space revitalization efforts, was hired by the City to assist the AAG in establishing a process and strategy for developing a vision supported by the community, a project or projects that further the vision and capture the imagination of the public, and a financing model to leverage limited city dollars with new revenue streams, both public and private.

At its first meeting in February 2017, the AAG formed four committees to pursue its objectives. The committees, and their respective responsibilities, included:

- **Vision** - Responsible for developing a single vision statement to serve as a touchstone for the effort.
- **Projects & Priorities** - Responsible for prioritizing projects and identifying a possible project or projects to advance the vision for the Arroyo Seco and serve as a foundational improvement that inspires the community and potential new investment.
- **Community Outreach & Engagement** - Responsible for developing a robust outreach plan to both inform and receive input from the public with regard to the overall effort, including the vision statement and prioritized projects.
- **Financial Planning** - Responsible for formulating long- and short-term funding strategies for the projects and sustainable operations and maintenance.

The committees met from February 2017 through December 2017 and convened for full-group discussion at the AAG's monthly meetings. The sections that follow are summaries of the AAG's processes, findings and recommendations.





A Vision for the Arroyo Seco

A Vision for the Arroyo Seco

To guide its efforts and define a vision for the Arroyo Seco, the AAG developed a draft vision statement for the Arroyo Seco. Drawing inspiration from the group's collective experience and understanding of the significance of the Arroyo Seco, the committee drafted a vision statement that was adopted by the AAG, introduced to the community during the outreach effort and then modified based on community input.

VISION STATEMENT

Pasadena's great outdoor space, the historic Arroyo Seco, will become One Arroyo. From the headwaters in the north to the tributary waters in the south, its valuable resources, including natural habitats, recreational and cultural venues, and historic sites, will be preserved, enhanced, and connected by an extraordinary end-to-end trail system.

Subsequent to the outreach effort, The AAG developed a set of guiding principles to support implementation of the vision statement. The guiding principles that follow set forth general direction and specific objectives against which future projects can be evaluated.

GUIDING PRINCIPLES

Based upon community input received during its outreach and engagement efforts, the Arroyo Advisory Group recommends that decisions affecting the Arroyo Seco be guided by the following principles which reflect the importance of this historic resource for all citizens of Pasadena and the recognition that the area is a great natural open space that offers a respite from the intense urbanization of Southern California and also provides significant recreation, entertainment and educational opportunities as well as funding that benefits the community:

1. The Arroyo Seco will be respected as a natural environment, and the activities, maintenance and improvements within it will, to the fullest extent practical, preserve the natural character of the setting.
2. The Arroyo Seco will also be maintained as an important recreational, entertainment and educational resource for the community in appropriate areas.
3. Natural elements, including streams, trees, flowers, grasses, habitats and natural topography will be restored and preserved to the fullest extent practicable.
4. Maintenance, improvements and construction within the Arroyo Seco will be of a quality and design that appropriately reflects the natural setting.
5. Activities in the Arroyo Seco will be managed and coordinated such that undue congestion will be avoided and neighboring residential areas will be respected.
6. To assure adequate funding of maintenance, enhancement, management and coordination of the Arroyo Seco, while respecting its natural environment, measures consistent with these principles may be undertaken from time to time within the Arroyo Seco to generate funding.

The AAG recommends that the vision statement and guiding principles be considered "living documents", subject to future change to reflect the evolution of the uses and goals for the Arroyo over time.

Public Participation



Public Participation

The AAG developed a robust community outreach plan to interact with the public and solicit feedback. The purpose of the outreach was not only to build awareness for the needs and opportunities that exist in the Arroyo, but also to test the strength and resonance of the draft vision statement within the broader Pasadena community.

Central to the outreach effort was the development of an online bilingual community survey that was broadly disseminated throughout Pasadena to over 100 stakeholder organizations and made available in-person at numerous community events during the fall of 2017. The survey garnered 2,652 responses and confirmed the community's interest in improved amenities, especially trails, and in their appropriate maintenance.

The Community Outreach & Engagement Committee used multiple approaches to build awareness and learn about community priorities.

Outreach Activities

- 4 Walks with the Mayor
- 1 Communitywide meeting
- 15 Outreach presentations
- 6 Other outreach events
- Multiple** 1-on-1 activities

One Arroyo Day - Nov. 18

A Celebration of the Arroyo

Survey distribution & interactive engagement

20+ organizations and City departments

One Arroyo Survey

Distributed to 100+ community organizations, promoted at 10 events, and available online

2,652 survey responses:

45% Pasadenans **50%** L.A. County

A robust survey, managed by HERE Design, confirmed the community's interest in improved amenities, especially trails, and in their appropriate maintenance.

One Arroyo Survey

57% of respondents want to see improvements

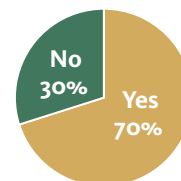
High Priorities

- Maintenance
- Environment/Ecology
- Trails
- Amenities
- Activities

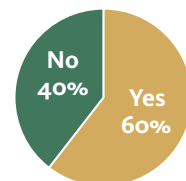
New Amenities

- Restrooms
- Trails/Paths
- Habitat Restoration
- Bike Trails
- Places to Relax

More open space amenities?



More open space programs?



One Arroyo Trail Concept Study & Demonstration Projects



One Arroyo Trail Concept Study & Demonstration Projects

The AAG reviewed the City’s Arroyo Seco Master Plans, Capital Improvement Projects, and other relevant documents to develop a list of priority projects in support of the vision and paradigm shift suggested by Mayor Terry Tornek. Foundational to the vision is the idea of connecting the entire Arroyo Seco into “One Arroyo”, inclusive of its natural habitats, recreation and cultural venues, and historic sites, by an end-to-end trail system. The AAG subsequently asked and sought approval from City Council for a trail concept study that further explored three key objectives to improve and enhance the trail user experience:

- 1. Connect** - Minimum improvements to create a unified One Arroyo Trail.
- 2. Enhance** - Improvements that further enhance the user experience along the trails.
- 3. Inspire** - Additional inspirational design elements that foster a deeper connection to the Arroyo and Arroyo watershed.

The AAG received from the consultant team a comprehensive report outlining trail concept alternatives and exploring design solutions to fulfill the Connect, Enhance, and Inspire objectives. Following thorough review and discussion, the AAG concluded that it could take a generation or longer to bring the full vision for the One Arroyo Trail to fruition and recommended implementation in phases, beginning with two demonstration projects located at key connection points within the Arroyo.



Woodlands Loop
Before



Streamside Walk
Before

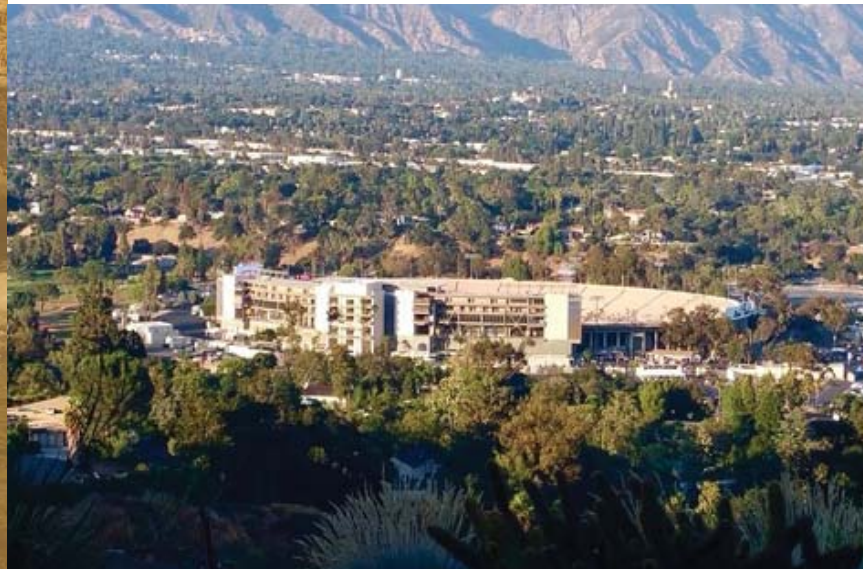


Woodlands Loop
After



Streamside Walk
After

Funding Strategies



Funding Strategies

Concurrent with the development of the One Arroyo Trail Concept Study, the AAG reviewed the financial resources currently allocated to the Arroyo and developed strategies to help fund future improvements and maintenance of the Arroyo Seco. As part of its work, the AAG conducted an analysis of the budget and resources currently allocated to the Arroyo Seco. The City of Pasadena has roughly \$97 million in approved maintenance and capital improvement projects for the Arroyo and surrounding areas; there is currently funding to support only \$7.8 million of these projects.

Limited city resources and current grant management structures will be insufficient for future improvements to the Arroyo Seco. New capital projects require new sources of funding. The trail projects and the future health of the Arroyo will depend on the development of such new sources. Such sources should consist of both public grants – federal, state and county – and private philanthropy. A volunteer program was also considered to aid in addressing the ongoing

maintenance challenges and is recommended as a future supplement to the public and private funding sources recommended as part of this report (*see Appendices*).

A number of potential new revenue as well as public funding sources have been identified, some with short-term availability and some as longer-term project financing options (*see Appendices*). These sources can be used in concert with a private fundraising effort to create a broad spectrum financial environment that will move the trail project forward.

The AAG commissioned a private philanthropy study and has begun the process of forming the One Arroyo Foundation. The initial focus of the foundation will be to raise monies for the One Arroyo Trail Demonstration Projects and to work with the City on their development. If successful, the foundation could move on to other projects and programs within the Arroyo Seco and might, over time, assume some increased governance roles.

The philanthropy feasibility study recommends that a \$7 million Arroyo Seco fundraising campaign (which would include a \$2 million endowment) be initiated in support of the trail demonstration projects. The AAG recognizes that extended drought conditions and City budgetary constraints have left the Arroyo in an under-maintained state which may be a deterrent to potential donors. However, to prevent the Arroyo Seco from further devolving to a situation akin to New York City's Central Park in the 1970's, the donors and citizenry must be convinced to actively participate in an aggressive program to add private philanthropy to the sources of funding for the Arroyo Seco.



Governance & Coordination



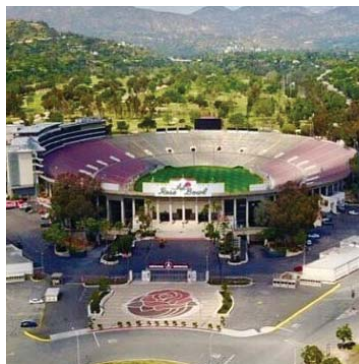
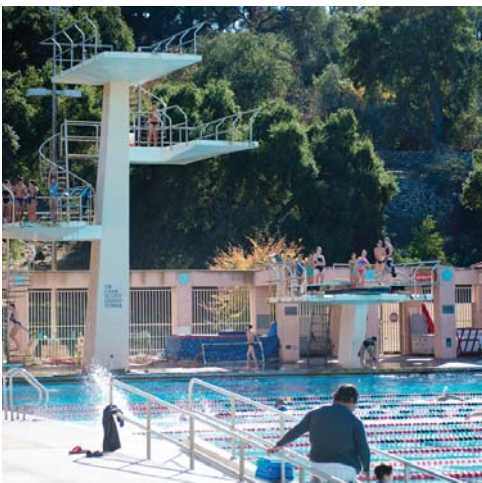
Governance & Coordination

As the AAG considered the many challenges facing the Arroyo, it recognized that governance is an important issue that must ultimately be resolved. But it has determined to give priority to other Arroyo issues, as outlined in this report, particularly the need for new sources of revenue for deferred maintenance and capital improvements. It should be acknowledged that not everyone in the community accepts the wisdom of this approach.

The AAG recommends that, as the One Arroyo Foundation pursues its fundraising effort, the City and Foundation work together to ensure that all funds raised for the One Arroyo effort are spent in compliance with local ordinances and any other laws, as applicable. Such collaboration is needed to assure donors that their contributions will be invested exactly as intended. As progress is made, the role and responsibilities of the Foundation can be expanded into broader areas of governance in a manner similar to the experience of New York City's Central Park Conservancy, which today has comprehensive authority from the City for management and operation of Central Park.

As part of its decision to defer governance to a later point in time, the AAG considered areas in which to improve existing jurisdictional conflicts in the Arroyo. The coordination of activities and events in the Arroyo, particularly the Central Arroyo, is one area where improvements could be realized, but is complicated due to the absence of a single governing jurisdiction. There are overlapping authorities and interests from government at all levels, and among the various Arroyo tenants. Even within Pasadena's City Government there are four entities with varying responsibilities for areas and tasks involving the Arroyo: Public Works, Water & Power, Human Services & Recreation, and the Rose Bowl Operating Company.

The AAG anticipates that cooperation and communication among the One Arroyo Foundation, the RBOC, and the other City of Pasadena agencies with Arroyo responsibilities, as well as the other Arroyo stakeholders, will be critical to the success of the One Arroyo effort. One relatively simple step to address calls for improved coordination that might be considered at this time is the relaunch of the Central Arroyo Calendar so that the various Arroyo Stakeholders can identify potential conflicts before they arise. This would clarify and enhance the scheduling function for the benefit of all Arroyo users, tenants, neighbors, staff and the entire community.



Final Recommendations



Final Recommendations

Following several months of thoughtful review and analysis of the entire Arroyo Seco, the AAG is firmly rooted in its belief that the Arroyo Seco is one of the city's most precious natural resources. However, the Arroyo Seco could be an even more valuable resource if restoration of certain aspects and thoughtful enhancement of others were undertaken and significantly improved maintenance, overall, were assured. Without this level of stewardship, there is danger that the Arroyo Seco will seriously deteriorate to the detriment of all Pasadenans.

The AAG recommends that the City:

1. Upon identification of funding sources (public and/or private), move forward with the Trail Demonstration Projects presented to the City Council in February 2018 and progress through the City's usual processes, allowing for citizen comment as to details of the projects.
2. Take into account the priority of projects recommended by the AAG whenever future capital investment is considered.
3. Seek partnerships with interested and qualified organizations such as the Arroyo Seco Foundation for volunteer programs providing maintenance, repair, and other support of the City's goals for the Arroyo Seco. One Arroyo Day should become an annual event to energize volunteer efforts and bring awareness to the Arroyo.
4. Explore and study the possibility of new revenue sources as discussed in the report.
5. Strengthen the manner in which public grants are pursued so as to maximize the successful pursuit and management of such grants.
6. Pursue capital funding for the Arroyo Seco under Measure A and the recently-passed Proposition 68.
7. Strengthen the city's oversight and coordination of activities – particularly within the Central Arroyo.
8. Since water is becoming increasingly scarce, carefully manage the existing supply and aggressively seek additional sources so as to maintain the Arroyo Seco greenery and guard against fire dangers.

The AAG recommends that the One Arroyo Foundation:

9. Expand the Board of Directors of the One Arroyo Foundation to include additional members who are dedicated to the well-being of the Arroyo Seco and who have the ability to assist in securing new funding sources.
10. Establish a One Arroyo Foundation office with staffing to support fundraising activities and other administrative services.
11. Commence a \$7 million private fundraising campaign to move forward with the trail demonstration projects, of which \$2 million would be set aside for an endowment for maintenance.

The AAG recommends that together the City and the One Arroyo Foundation:

12. Work together to ensure that all funds raised by the One Arroyo effort are spent in conformance with local ordinances and any other laws, as applicable.
13. Defer other decisions regarding governance and structures for implementation of the Arroyo Seco at this time.

As this report shows, the AAG has accomplished a lot during the last 18 months, and its members wish to express profound thanks to all who have assisted in this effort, including members of the public, consultants and dedicated members of City staff. But the effort to maintain and improve the Arroyo Seco is only beginning, with future results heavily dependent on, among other things, successful fundraising from public grants and philanthropic contributions.

With a vision statement adopted, the One Arroyo Trail concept endorsed and Demonstration Projects selected, other key projects and priorities identified, and funding strategies evaluated, the One Arroyo effort is poised to move forward. With the selection of the right persons to build on the momentum that has developed, the AAG remains committed to the realization of the recommendations submitted in this report.



Appendix- Committee Reports



Community Outreach & Engagement

An essential aspect of the AAG's work involved the development of a robust community outreach and engagement plan by the Community Outreach & Engagement Committee. The purpose of the AAG's outreach was to not only build awareness for the needs and opportunities that exist in the Arroyo, but also to test the strengths and resonance of the draft vision statement in the broader Pasadena community.

Central to the outreach effort was the development of an online bilingual community survey that was broadly disseminated throughout Pasadena to over 100 stakeholder organizations and made available in-person at numerous community events during the fall of 2017. The committee worked closely with the consultant on the development of the survey to ensure that the survey questions were balanced and fair.

The survey (*on page 13*) garnered 2,652 responses and confirmed the community's interest in improved amenities, especially trails, and in their appropriate maintenance. Of the 2,652 respondents, 45% were Pasadenans. Of the total respondents, 57% expressed interest in seeing improvements in the Arroyo.



- The top priorities confirmed by the survey included: rectifying deferred and assuring future maintenance; environment/ecology; trails; enhanced amenities and activities.
- The top new amenities confirmed by the survey included: restrooms, trails/paths, habitat restoration, bike trails, and places to relax.
- Approximately 70% of respondents wanted to see more open space amenities and 60% wanted to see more open space programs.
- Finally, a majority of the survey respondents felt that the AAG's One Arroyo vision was appropriate and reflective of the community's desire to honor it as a natural place with opportunities for the community to come together in recreation and reflection. As noted above, the vision statement was modified following the conclusion of the survey to incorporate public feedback.

The outreach effort was bolstered by additional touchpoints intended to create interaction between the One Arroyo effort and the public. These touchpoints included four "Walks with the Mayor" in various locations of the Arroyo; 21 presentations to community groups, neighborhood associations, commissions, and non-profits; and a community-wide meeting hosted at the Pasadena Convention Center. In addition, numerous AAG members participated in multiple one-on-one meetings to bring a level of understanding and interest to the One Arroyo effort.

Finally, in November 2017 the AAG planned and promoted the first ever "One Arroyo Day". The event brought together 20 Arroyo-based organizations and several hundred members of the public for a celebration of Pasadena's great park. The event served to encourage participation in the survey as well as to collect stories and memories from the public regarding personal connections to the Arroyo.

#One Arroyo

www.onearroyo.org

Survey

Answer the survey for a chance to claim your free tickets to the RG Canning Flea Market

CONTEXT

The Arroyo Advisory Group (AAG), formed by the City of Pasadena, was established to identify and prioritize projects that will enhance and preserve the Arroyo Seco for current and future generations. The AAG wants to hear from you! Whether you are new to the Arroyo or a long-time user, your responses will guide and refine the One Arroyo Vision and will help recommend next steps and ideas for the Arroyo.

VISION

One Arroyo Draft Vision Statement: "Pasadena's great outdoor space, the historic Arroyo Seco, will become One Arroyo. From the headwaters in the north to the tributaries in the south, its natural habitats, resources, and historic sites will be preserved, enhanced, and connected by an extraordinary end-to-end trail system, all anchored by a central hub."

The above One Arroyo Draft Vision Statement needs work is good, but could be improved is great, I love it

Tell us your vision for the Arroyo! _____

VISITING THE ARROYO TODAY

How often do you visit the Arroyo? I've Never Visited Rarely Occasionally Monthly Weekly Daily

If you visit the Arroyo...

How do you most often get there? Walk Bike Bus Drive A Combination Other, please specify _____

Which access points, gates, or entrances do you use most often? _____

What activities in the Arroyo do you participate in the most, if any? (list your top 3, see some of the existing activities on the flip side of the page)

THINKING ABOUT TOMORROW This section asks about your priorities for the Arroyo in relation to its future character, amenities, and programs.

Overall, the Arroyo Seco... should not be changed has only minor flaws that could be improved needs moderate improvements would benefit from major improvements has the potential to be overhauled Other, please specify _____

"Open Space Amenities" can range from smaller things like water fountains, signage, and trash cans, to larger amenities like a clubhouse, a playground, or sports courts. See some of the existing amenities in the Arroyo on the map on the flip side of this page.

In general, existing Open Space Amenities in the Arroyo should be... taken out/reduced maintained as is improved

Would you like to see more Open Space Amenities in the Arroyo? yes no

If so, what specific amenities would you like to see? (check your top 2 or add your own)

<input type="checkbox"/> Amphitheater	<input type="checkbox"/> Bathrooms	<input type="checkbox"/> Bike Trails	<input type="checkbox"/> Birdwatching Stations	<input type="checkbox"/> Cales/Kiosks	<input type="checkbox"/> Children's Play Equipment
<input type="checkbox"/> Educational Opportunities	<input type="checkbox"/> Equestrian Amenities	<input type="checkbox"/> Habitat Restoration	<input type="checkbox"/> Lighting	<input type="checkbox"/> Naturalized Areas	<input type="checkbox"/> Restaurants
<input type="checkbox"/> Open Space Areas	<input type="checkbox"/> Places to Relax	<input type="checkbox"/> Places to Workout	<input type="checkbox"/> Picnic Areas	<input type="checkbox"/> Public Art	<input type="checkbox"/> Restaurants
<input type="checkbox"/> Seating/Tables	<input type="checkbox"/> Security	<input type="checkbox"/> Signage	<input type="checkbox"/> Sports Fields/ Courts	<input type="checkbox"/> Trails/Paths	<input type="checkbox"/> Tree Planting/Landscaping
<input type="checkbox"/> Trash Cans	<input type="checkbox"/> Water Fountains	<input type="checkbox"/> Other, please specify _____			

"Open Space Programs" include a wide variety of organized events, classes, activities, or performances, such as after-school programs, sports programs, trail guides, senior walking groups, or outdoor education programs, among others.

In general, existing Open Space Programs in the Arroyo should be... reduced maintained as is improved

Would you like to see more Open Space Programs in the Arroyo? yes no

The Arroyo Advisory Group should focus on the following priorities for the Arroyo...

Activities	(low priority)	2	3	4	5	(high priority)
Amenities	1	2	3	4	5	
Culture/History/Art	1	2	3	4	5	
Environment/Ecology	1	2	3	4	5	
Maintenance	1	2	3	4	5	
Trails	1	2	3	4	5	
Other, please specify _____	1	2	3	4	5	

Did you know?

- Arroyo Seco is Spanish for "dry stream"
- There are 15 bridges that cross over the Arroyo
- The Tongva were the first inhabitants of areas near the Arroyo

TURN PAGE OVER

...AND FINALLY

Are you affiliated with any clubs or organizations in the Arroyo? yes no

If so, which ones? _____

Is there anything else you'd like to tell us about your visions or ideas for the Arroyo, or things the Advisory Group should keep in mind?

SURVEY DEMOGRAPHICS

Answers to the following questions will only be used to help us make sure we have reached a representative sample and to help us classify the data collected. Please note that your survey responses are completely confidential and you will not be identified individually.

What is your zip code? _____

What city do you live in? _____

What is your year of birth? _____

What are your nearest major cross streets? _____ and _____

What is your gender identity? _____

How would you describe yourself? (check all that apply)

Asian or Pacific Islander Black or African American Hispanic or Latino

Native American or American Indian White/Caucasian

Other, please specify _____

Do school-aged children live in your household? yes no

From the Angeles National Forest, the Arroyo Seco flows 22 miles south through Pasadena, South Pasadena, and the City of Los Angeles, feeding into the LA River near Elysian Park. It includes protected open spaces, passive nature parks, and various activities and access points.

For further information, including a copy of the survey in Spanish, or to contact us, please visit www.onearroyo.org

Did you know that in the Arroyo today you can enjoy the following activities?

Archery	Fishing/Casting	Painting	Special Events
Baseball/Softball	Football	Playgrounds	Sport Watching
Biking	Golfing	Picnicking	Swimming
Bird Watching	Historical Tours	Roller-blading/Skating	Tennis
Business/Work	Horseback Riding	Shooting/Jugglers	Trail/Hiking
Disc Golf	Museum Visitation	School Field Trips	Walking
Dog Walking	Nature Appreciation	Soccer	

Projects & Priorities

The Projects and Priorities Committee was responsible for developing evaluation criteria for prioritizing potential projects, reviewing an extensive list of projects approved in the City's Master Plans & Capital Improvement Projects Program, and making a recommendation for a potential pilot project- the One Arroyo Trail Concept- to be implemented through a funding strategy to be developed by the Financial Planning Committee.

The evaluation criteria applied to the review process included:

- Will the project enhance the Arroyo?
- Does the project support the vision of the Arroyo Advisory Group?
- What level of environmental review and process will the project require?
- How much will the project cost?
- What will be the funding source for the project?
- Does the project fall within the jurisdiction of the city, RBOC or other tenant within the Arroyo?
- Is the project compatible with the Arroyo Master Plans & Arroyo Seco Public Lands Ordinance?

After a thorough examination of the aforementioned documents and plans, the Projects & Priorities Committee categorized its list

of priority projects into four main areas, all with the overall goal of improving and enhancing the Arroyo while at the same time addressing the need for ongoing maintenance. These project areas include Water Systems, Natural Habitats, Resources, and Historic Sites.

The AAG acknowledged but did not examine issues concerning Brookside Golf Course and Clubhouse, the Rose Bowl, and other matters within the authority of the Rose Bowl Operating Company. Nor did it consider matters being considered directly by City Council such as the possible expansion of Kidspace, the Rose Bowl Aquatics Center and changes to Area H. Further, the Army Corps of Engineers study of the possible renaturalization of portions of the drainage canal and the potential designation of the Arroyo Seco as part of the Santa Monica Mountains Conservancy were not formally reviewed.

From the initial list of more than 20 projects, the One Arroyo Trail concept was determined by the Projects & Priority Committee (and subsequently adopted by the AAG) to be the foundational project to implement the One Arroyo vision. Funding to proceed with the trail project was approved by City Council in July 2017.



Lower Arroyo Before



Lower Arroyo After

As the AAG worked with the consultant team to develop concepts for improving and enhancing the trails, the Projects & Priorities Committee continued to review its initial list of projects and identified three other projects for future consideration:

- 1. Development** of a master plan for tree preservation and native plant consistency, including the care and maintenance of all natural areas and native wildlife corridor development and restoration.
- 2. Rehabilitation** of the former Forest Service Buildings in Hahamongna for use as an education center, with a spotlight on recognition of the Native American history of the Arroyo, and meeting space for Arroyo-based non-profits.
- 3. Formation** of a volunteer program to supplement City Parks & Natural Resources staff with landscaping and maintenance initiatives. If possible, the volunteer program would also incorporate job training and serve as an investment in not only our public lands, but local workforce as well.

Consistent with feedback from the City Council and the AAG public input process, the AAG recommends development of a long-term volunteer program. The primary focus of the program will be to augment the maintenance and sustainability of the One Arroyo Trail and the Arroyo Seco as a major recreational and habitat asset, as well as to undertake future projects consistent with City approved planning.

The AAG envisions a multi-pronged volunteer program in partnership with the Arroyo Seco Foundation. While details of the partnership will need to be developed, the AAG anticipates several levels of volunteer activity as follows:

- First, a coordinated effort would be created to allow individuals, community groups, and corporations to complete community service projects in the Arroyo.

- Next, an ‘ambassador’ effort could be created to provide an opportunity for long-term volunteer service, support and observation of the Arroyo and to identify other potential volunteer projects.
- Finally, the AAG would support the transition of One Arroyo Day, the successful outreach event conducted last November, into an annual one-day volunteer effort in the Arroyo. The location would move to different parts of the Arroyo each year and concentrate, for example, on clean-up and trail projects. In 2018, the One Arroyo day could coincide with 25th Anniversary of Hahamongna Watershed Park and support this portion of the Arroyo Seco.

City support of the partnership will be important. The volunteers will require project support, coordination, outreach, scheduling and oversight. Project identification, development, safety and follow-up will need to be coordinated with the appropriate City staff and calendars. The AAG and the Arroyo Seco Foundation have begun discussions on the parameters of the partnership and hope to have an initial framework created this year.

Following is the full list of projects identified by the Projects & Priorities Committee and endorsed by the AAG:

One Arroyo Trail Project:

- Repair walking trails and add new trails for continuity throughout the Arroyo
- Repair stone walls and explore appropriate areas for new walls
- Open Parker Mayberry Bridge as part of trail continuity
- Complete comprehensive signage plan currently underway by Public Works
- Consider the incorporation of the Area H Perimeter Trail Improvements
- Consider a crosswalk link to Desiderio Neighborhood Park and restroom
- Develop a Master Plan for tree preservation and native plant consistency for the entire Arroyo, including (and especially) the care and maintenance of all natural areas and native wild life corridor development and restoration

Other Primary Objectives:

- Rehabilitation of former Forest Service buildings in Hahamongna for use as an educational center including the appropriate program development and a short-term goal of rehabilitating one building.
- Develop a Native American recognition plan/program as part of the education center.
- Develop a volunteer program for the Arroyo with centralized oversight and the incorporation of a jobs training program.

Water Related Objectives:

- Work with Army Corps of Engineers on restoring the natural stream bed in the Arroyo
- Install environmentally appropriate storm drain grates throughout the Arroyo
- Expand permeability opportunities in parking areas and other parts of the Arroyo as identified

Transportation Related Objectives

- Develop a Master Plan to manage all parking areas and potential parking revenues with improved directional signage, in lieu of additional parking lots or structures, and explore overall mobility within the Arroyo including public transportation

Historic Site Objectives

- Review and evaluate the historical significance of the amphitheatre in relation to the overall Arroyo
- Develop restoration and rehabilitation programs for the Rockery, Pergola and the Bird Sanctuary
- Negotiate shared use of Rosemont Pavilion with the City of Pasadena

Other Projects Being Pursued Simultaneously

- Open stream bunkers, clear streambeds and clear all dead trees and shrubs
- Hahamongna National Register nomination including a complete evaluation of historic resources
- Review of all three Arroyo Master Plans along with the Arroyo Seco Public Land Ordinance of 1990 for potential conflicts or inconsistencies with any of the projects identified and rewrite the Public Land Ordinance to include Hahamongna.

Financial Planning

The Financial Planning Committee was charged with reviewing current resources allocated to the Arroyo and developing alternative strategies to help fund future improvements and maintenance within the Arroyo Seco. The Financial Planning Committee developed its recommendations concurrent with the AAG's One Arroyo Trail Concept.

In conjunction with HR&A Advisors, the Financial Planning Committee conducted an analysis of the budget and resources currently allocated to the Arroyo Seco. The City of Pasadena has roughly \$97 million in approved maintenance and capital improvement projects for the Arroyo and surrounding areas. There is currently funding to support only \$7.8 million of these projects. For a variety of reasons, the City has not fully capitalized on county, state and federal funding opportunities, in terms of both acquisition and management of grant funds.

To formulate a strategy to fund improvements to the Arroyo and plan for sustainable operations and maintenance, the Financial Planning Committee reviewed case studies for other open space projects that have undergone improvements within the last decade. The case studies provided wide cost ranges for capital, operating and maintenance and were largely influenced by how parks were programmed, types of space/amenities available, capital needs, etc. Despite fluctuations in cost, all case studies demonstrated a constant variable with regard to the mix of funding (public, contributed/philanthropic, and earned revenue) to support the open space areas.

This review and analysis of current city resources and case studies for similar open space projects helped the Financial Planning Committee to identify two important findings that ultimately contributed to the AAG's recommendations to City Council. These findings are that limited city resources and current grant management structures are insufficient for future improvements to the Arroyo Seco and that any new capital projects would require new sources of both capital and ongoing revenue streams.

Of the potential new revenue streams reviewed by the Financial Planning Committee, five were discussed:

1. Parking Fees – The committee felt that this was the best method to raise annual revenue for the Arroyo. That being said, the committee acknowledged that such a program could trigger potential complications such as overflow parking in the neighborhoods, irritation of current users accustomed to parking for free, enforcement, etc. Nonetheless, a paid parking program for non-Pasadena residents is worthy of consideration by the City.

2. Increased Tenant Rents – In most cases, current Arroyo tenants do not pay annual or market rent. In some cases, these groups are not even paying full utility costs which are subsidized by the City. The AAG recognizes that some of these tenants provide a significant benefit to the community, so careful consideration must be given to determining if potential increased revenue is greater than the public benefit provided.



3. Membership-Based Support Group – The committee explored an idea of a “Friends of the Arroyo” group which could provide support for the Arroyo and surrounding areas. As the membership grows, it could potentially provide an annual income stream to benefit the Arroyo. While creation of such a group is feasible and will likely provide benefits to the Arroyo Seco, the Financial Planning Committee did not believe this revenue stream would yield a significant annual dollar amount.

4. Parcel Tax – Any new taxes would require approval from voters. While the survey results demonstrated a desire to see more programming and improvements in the Arroyo, when the question was posed to prioritize open space amongst other city services, it fell to the bottom of the list of citizen concerns. After further discussion with the City, it seemed unlikely that a parcel tax would be successful at this time.

5. User Fees – A small additional charge could be added to fees or licenses for events within the Arroyo Seco.

In addition to new revenue streams, the trail project and the future health of the Arroyo will depend on the development of new capital sources. Such sources should be both public grants – federal, state and county – and private philanthropy.

Subsequent to the AAG’s report to City Council on February 5, 2018, the City has initiated outreach efforts to explore possible public funding sources for the One Arroyo Trail project. A number of potential funding sources have been identified, some with short-term availability and some as longer-term project financing options. These sources can be used in concert with a private fundraising effort to move the trail project forward.

The most immediate funding could come from the County of Los Angeles, through approved ballot measures earmarked for Parks and Recreation projects. Measure A, approved in November 2016, is expected to begin distributions to cities in the County based on population sometime this summer. Pasadena is anticipated to receive in excess of \$600,000 annually for project development and construction, as well as about \$75,000 annually for maintenance and servicing.

Measure A will eventually provide competitive grant opportunities, with several categories focused directly on trail and recreational access. With the Arroyo Seco and the One Arroyo Trail concept focused on improving recreational access and trails for this major regional park area, the City will be well positioned for these competitive grant programs. The timeline for release of these grants is not known at this time, but will likely be available in 2019 or 2020.

Proposition 68 was passed by the California electorate on June 5, 2018. It will bring additional population-based funding to Pasadena on a one-time basis. It will also have a number of competitive, substantial grant programs for which the

One Arroyo Trail project is an excellent fit. A major underpinning of the Proposition is increasing access to parks and recreation for underserved populations. That underpinning must be at the forefront of the One Arroyo project as it seeks Proposition 68 funding.

With regard to private philanthropy, the AAG has formed the One Arroyo Foundation. IRS clearance is pending but expected. It will initially focus on raising monies for the trail project and working with the City on its development. If successful, it could move on to other projects and programs within the Arroyo Seco and might, over time, assume some increased governance roles. The governing body of the entity – currently consisting only of the AAG co-chairs and the Finance Committee Chair -- will be expanded significantly upon IRS clearance to include people within the Pasadena community who have a strong affinity for the Arroyo and a willingness to participate in improving its funding.

A private philanthropy feasibility study was commissioned by the AAG with funding approved by the City Council in February 2018. That study recommends that a \$7 million Arroyo Seco fundraising campaign be initiated and aggressively pursued which should include a \$2 million endowment component. The study makes clear that there are a number of obstacles to the success of such a campaign which will need to be overcome. These include a lack of widespread appreciation of the scope of the Arroyo Seco and its current physical condition as well as the presence of an influential segment of the populace which opposes private funding of parklands.

Deterioration of the Arroyo Seco in recent years as a result of a combination of extended drought conditions and City budgetary constraints is a major concern in the community. The resulting conditions have produced significant fire and other safety concerns for this important asset and neighboring properties, but awareness of the situation is not broadly shared. To prevent the Arroyo from further devolving to a situation akin to New York City’s Central Park in the 1970’s, the citizenry must be convinced to actively participate in an aggressive program to add private philanthropy to the sources of funding for the Arroyo Seco.







One Arroyo



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