

PLAYHOUSE DISTRICT

VISION AND STRATEGIC DEVELOPMENT PLAN



VISION FRAMEWORK

JANUARY 2018

PLAYHOUSE
DISTRICT



**WE DO NOT
MOVE FORWARD
BY CURTAILING
PEOPLE'S
LIBERTY**

BECAUSE WE ARE

AFRAID

OF WHAT THEY MAY

DO OR SAY

ELEANOR ROOSEVELT

PLAYHOUSE DISTRICT

VISION AND STRATEGIC DEVELOPMENT PLAN

VISION FRAMEWORK

JANUARY 2018

PREPARED BY



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PASADENA
PLAYHOUSE
STATE
THEATRE
OF
CALIFORNIA
FOUNDED 1917

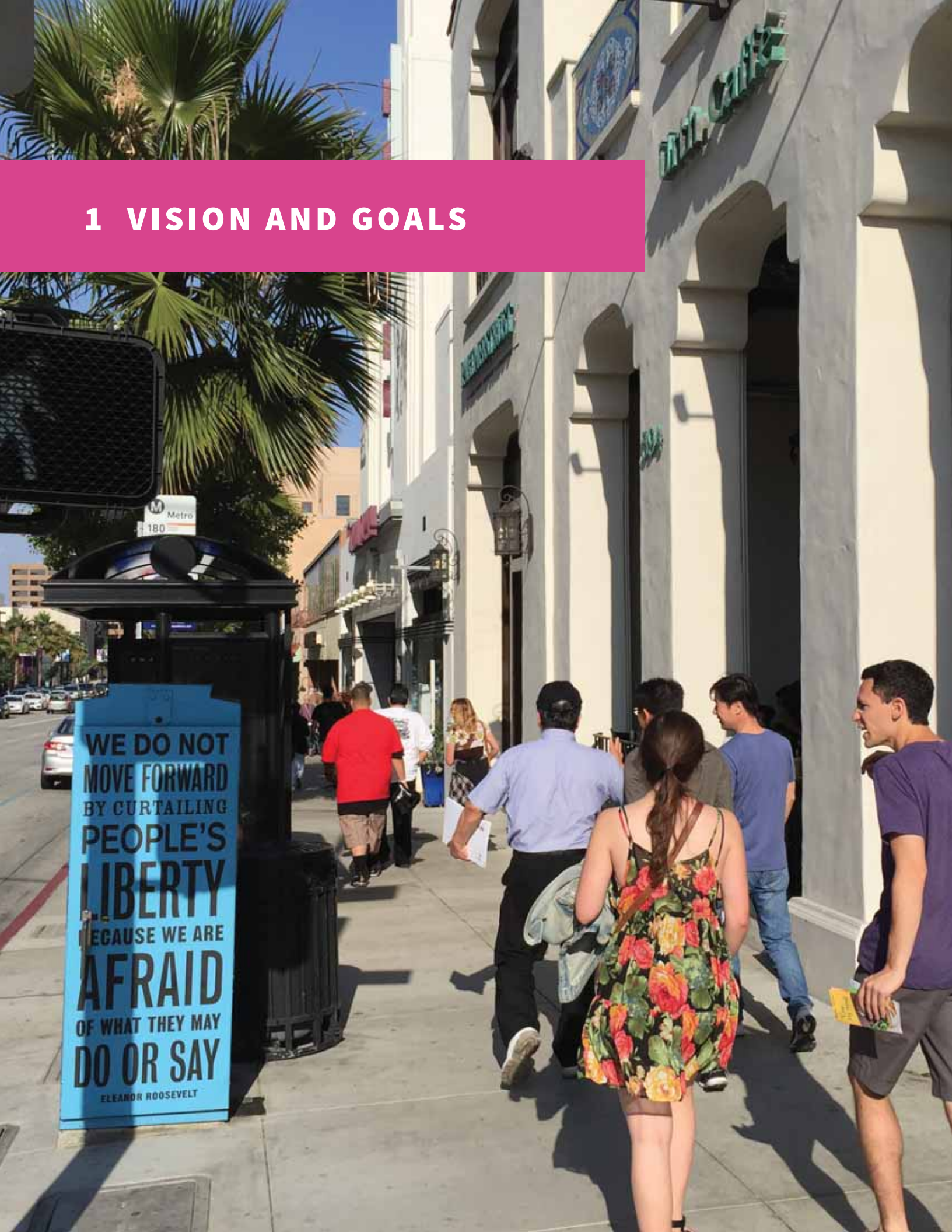
THE PASADENA PLAYHOUSE STATE THEATRE PRESENTS
THE MOUNTAIN KING
JOPPIN
Pasadena Playhouse



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1 VISION AND GOALS



VISION

The Playhouse District celebrates its role as Pasadena’s “arts district” as a place where people are welcomed through interaction and experience. Building on its connection to the role of artistic expression in the shaping and building of society, the Playhouse District embraces cultural diversity, dialogue and placemaking to support a vibrant, 21st-century arts-oriented community.

The Playhouse District will be the cultural heart of Pasadena with intensity and vibrancy generated by its pedestrian-oriented, experience-based and arts-focused sense of place. Its diverse mix of uses—including destination retail and entertainment uses, bustling restaurants, corporate office space, historic and contemporary housing, large cultural and faith-based institutions, and much more—creates an urban village within downtown Pasadena.

The Playhouse District will be a unique, comfortable, and accessible walkable urban district with food, art, music, shopping, and places to live and work, especially for the arts and culturally minded, including those in the development of arts, science and “maker” products.

GOALS

The eight goals below help articulate how the Playhouse District will achieve its vision.

A. EMPHASIZE UNIQUE RETAIL, DINING AND ARTS EXPERIENCES AS AN ECONOMIC FOUNDATION

The Playhouse District has a unique mix of “destination”, arts-oriented and experience-based retailers, including bookstores, music shops, fashion boutiques, art galleries, food and crafted goods merchants, and more. Restaurants create a strong sense of community with bustling patios, innovative and cultural cuisine, and strong appeal for a

wide range of residents, workers, and visitors. Entertainment uses bring music, film, and cultural expression to the community in order to instill life, creativity, and thought-provoking dialogue. Pop-ups and strong social media presence ensure a broad appeal to diverse age ranges.

Performance Metrics: *Year-on-year retail sales; number of viable retail, restaurant, entertainment venues and pedestrian footfall counts*



B. SUPPORT AND ENHANCE THRIVING CULTURAL INSTITUTIONS

Cultural institutions form the backbone and ecosystem of the Playhouse District’s identity, and are integral to the community’s health. A growing number of museums, performance venues and organizations, faith-based institutions, and others find support and common purpose in infusing arts into the daily lives of the Playhouse District, Pasadena, and the region. Their strength and vibrancy as a collective set of resources forms a mutually-supportive network, capable of ensuring long-term viability and success.

Performance Metrics: *Year-on-year arts/cultural institution attendance; number of institutions; number of performances*

C. EXPAND CREATIVE AND ENTREPRENEURIAL EMPLOYMENT OPPORTUNITIES

The Playhouse District attracts employers and businesses with innovation, artistic expression, and adaptability as foundational elements. From technology to food, the arts to government agencies, employers attract talented workers who value a creative, walkable environment.

Performance Metrics: *Number of new jobs, workers/home-based businesses who live in the district*



D. FOSTER A VISIBLE AND VIBRANT ARTS SCENE

Arts activities and displays are prevalent and not confined to inside their respective institutions or homes. Music performances, films, public art, galleries and much more create experience-based culture, bringing life and vibrancy to the streets, paseos, plazas and alleyways of the Playhouse District on a daily basis.

Performance Metrics: Number of performances, event attendees



E. STRENGTHEN THE PLAYHOUSE DISTRICT IDENTITY

The Playhouse District is known far and wide as Pasadena's home for arts and culture. Its brand identity is inclusive of its namesake institution while emphasizing a broad experience that forms a unique, walkable urban district. With the most diverse mix of uses of any district in Pasadena, the Playhouse District embodies the 21st-century downtown within our well-known city.

Performance Metrics: Intercept survey results, media reach/"tags"



F. ENSURE AN ACTIVE AND VIBRANT PUBLIC REALM

Streets, sidewalks, paseos, alleys, plazas and parks are where the Playhouse District comes to life. Arts and culture are prevalent, through urban design enhancements, temporary installations, pop-up performances, and permanent areas for gathering. Our walkable district encourages visitors, workers, and residents to stroll and linger while engaging with the cultural environment.

Performance Metric: *Pedestrian footfall counts*

G. CREATE A NETWORK OF OPEN SPACES, ALLEYWAYS AND PEDESTRIAN CONNECTIONS

A series of larger and smaller open spaces, ranging from passive spaces for relief from the urban environment to a civic plaza and performance space to pocket parks and converted streets, is connected by a lively public realm. This network serves as an outdoor living room for residents and a set of gathering spaces to interact with the urban environment.

Performance Metric: *Percent completion of planned network*

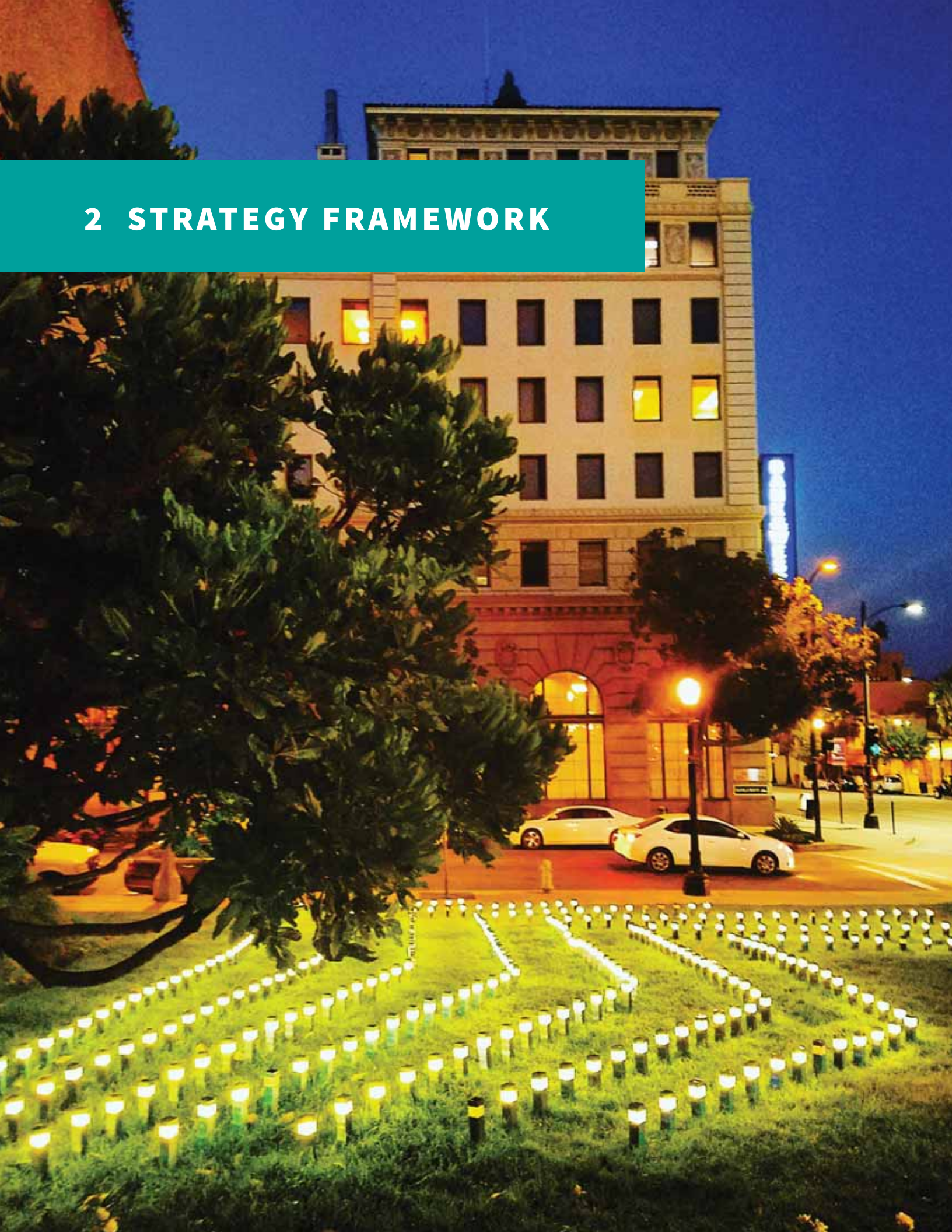


H. DEVELOP A DIVERSE HOUSING STOCK AND INCLUSIVE RESIDENTIAL BASE

The Playhouse District is home to a wide range of ages, incomes, lifestyles, and preferences. Residents and families value access to arts and culture and the ability to live in a comfortable urban setting. Service workers, professionals, artists and “makers” from young to old form a diverse residential base of support for our district’s many institutions, events, and businesses.

Performance Metric: *Number of new housing units at a range of price points*

2 STRATEGY FRAMEWORK





STRATEGY A

LAND USE MIX

OBJECTIVES

A1 Retail and Restaurants

Encourage a mix of soft-goods retailers, galleries/craft goods, range of restaurants and food sales

A2 Office and Employment

Provide opportunities to expand professional and innovation-oriented uses, craft/"maker" space, boutique hotels

A3 Boutique Hotel

Encourage the development or conversion of appropriate space into one or more boutique hotels to support cultural tourism

A4 Arts, Culture and Institutions

Provide support for museums, performing arts, film and other entertainment, education, faith-based institutions

A5 Housing

Create opportunities for rental, ownership, affordable, artist housing

A6 Open and Public Space

Expand parks, paseos, plazas, alleyways



STRATEGY B

CATALYTIC IDEAS, PROJECTS AND PROGRAMS

OBJECTIVES

B1 “Playhouse Lot” Public Plaza (and Parking)

Develop a public plaza on the current site of the “Playhouse/Madison” public parking lot on South Madison Avenue directly behind the Pasadena Playhouse. This plaza should combine a gathering space, café space/seating, a performance stage/ space to serve as the central space for Playhouse District events and activities. Depending on needs, opportunities, and funding, explore a public parking facility underneath the plaza to support district institutions and businesses.

B2 “Union/El Molino Lot” Neighborhood Park (and Parking)

Develop a neighborhood park on the current site of the “Union/El Molino” public parking lot. In addition to performance space cresting at the eastern end of the park (with San Gabriel Mountains as a backdrop), this park provides a safe and welcoming green space where residents and visitors can walk dogs, play with children/grandchildren, enjoy outdoor music and arts performances, and “people-watch”. Depending on needs, opportunities, and funding, explore a public parking facility underneath the park to support district institutions and businesses.

B3 Lake Avenue Enhancements and Strengthened Gold Line Connection

Incentivize real estate development and investment on this crucial gateway corridor by modifying land use and zoning regulations to allowing for housing and mixed-use, exploring strategic landscaping and public realm investments, and addressing the transportation gap between the Playhouse District and Lake Avenue Gold Line Station with innovative transit connections.

B4 Playhouse Alley and Converse Alley Enhancements

Enhance these alleyways with upgraded lighting, art, and activities wherever possible to encourage a comfortable linkage between parking resources and key district destinations, helping fulfill the intentions of the 1996 streetscapes plan.

B5 Pocket Parks/Paseos

Create and link a series of small parks/plazas with a paseo network to complement alleyways and encourage pedestrian exploration. Many opportunities such as a “cultural arts trail” and others will emerge as new developments are proposed.



B6 Playhouse Tower Adaptive Re-Use

Repurpose the multi-story Playhouse Tower as a center for arts-oriented education, housing or other incubator activities. Its visual prominence, central location, and historical role provide a unique opportunity for preservation and incorporation of dynamic new uses to support the arts-oriented community in the Playhouse District.

B7 Intersection, Mid-Block, and Gateway Enhancements

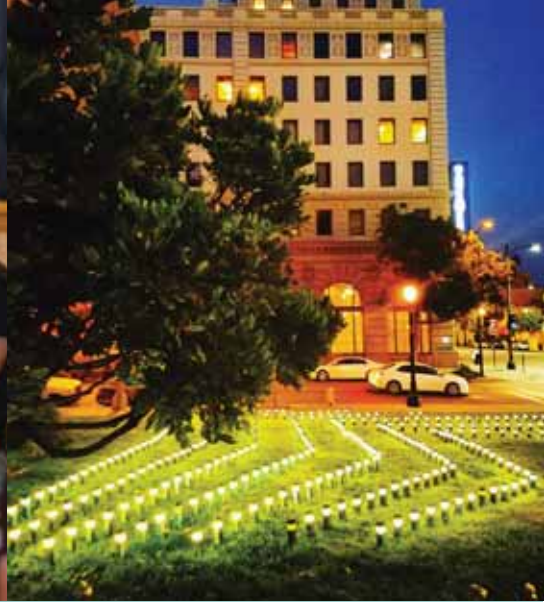
Improve the pedestrian experience along Colorado Boulevard and Lake Avenue at key activity nodes such as at El Molino, Los Robles and near the Gold Line station. Scramble and mid-block crossings, enhanced shade and art installations, and incentivized outdoor dining areas are possible tactics.

B8 Parking District/Authority

Create a parking district/authority to maximize resources, optimize shared uses, ensure a reliable consumer experience, and support a competitive economic environment. Critical opportunities exist in exploring and developing a comprehensive plan that articulates collaboration between public parking lot and meter revenue, private parking supply, and parking credits/entitlement modifications.

B9 Signature, Destination/Experiential Retailer

Bolster the retail environment with a dynamic, transformational, “destination” retailer with an emphasis on the experiential economy. A food hall/ boutique grocer, “makers mart”, global-cultural inspired market or restaurant, unique-to-the-region store format or other lively concept are possible targets.



STRATEGY C

QUICK WINS

OBJECTIVES

This list of “quick wins” identifies several easily-achievable improvements to demonstrate actionable progress towards implementation of the vision.

C1 Lights Across El Molino

C2 Weekly/Seasonal Events on El Molino

C3 Mural Installation(s)

C4 Outdoor Film Series (e.g., on Playhouse Tower or PMCA wall and w/temporary landscape)

C5 Pop-up Art Installations (e.g., Spun Chairs)

C6 Pop-up Performances/“mini-stages”

C7 Retail Use on Target Plaza (e.g., pop-up/mobile/“tack-on” food, soft goods or art vendor)



STRATEGY D

TECHNICAL STUDIES, PLANS AND PRODUCTS

OBJECTIVES

D1 Economic/Land Use Positioning and Value-Capture Investment Strategy

With input/guidance from the PDA Economic Enhancement Committee, this product will identify the key segments, trends, and opportunities for retail, office tenants, and other economic opportunities in the Playhouse District. The study should also examine the feasibility and applicability of Value Capture and "Return to Source" Options to retain a portion of new development value in support of catalytic ideas and projects, as well as identify appropriate targeted tenants and locations for recruitment.

D2 Comprehensive Parking Management Plan

With input/guidance from the PDA Parking Committee, this product will form the basis of how a potential Playhouse District Parking District/Authority would manage public and private parking availability and user experience, as well as address multi-modal and innovative transportation trends.

D3 Public Realm and Open Space Network Plan

With input/guidance from the PDA Design and Enhancement Committee, this product will identify a physical framework for how and where a network of parks, plazas, paseos, alleyways, street/sidewalk enhancements as well as other placemaking opportunities should be developed/implemented, along with pedestrian and bicycle planning. Specific focus areas for special attention include Lake Avenue, Union Street and Walnut Street as new developments and investment create new public realm demands and priorities.

D4 Cultural Institutions Development

With input/guidance from the PDA Promotions and Marketing Committee, this product and/or program strategy will identify competitive strengths and advantages for the district's existing cultural institutions (including churches), and develop a collaborative and supportive structure to ensure long-term health and vibrancy.



D5 Arts and Entertainment

This product will identify the key segments, trends, and opportunities for arts and entertainment uses supportive of the district vision. The development of D1 (Retail Strategy, above) and D4 (Cultural Institutions Strategy, above) may provide an opportunity to develop this strategy.

D6 Marketing and Branding

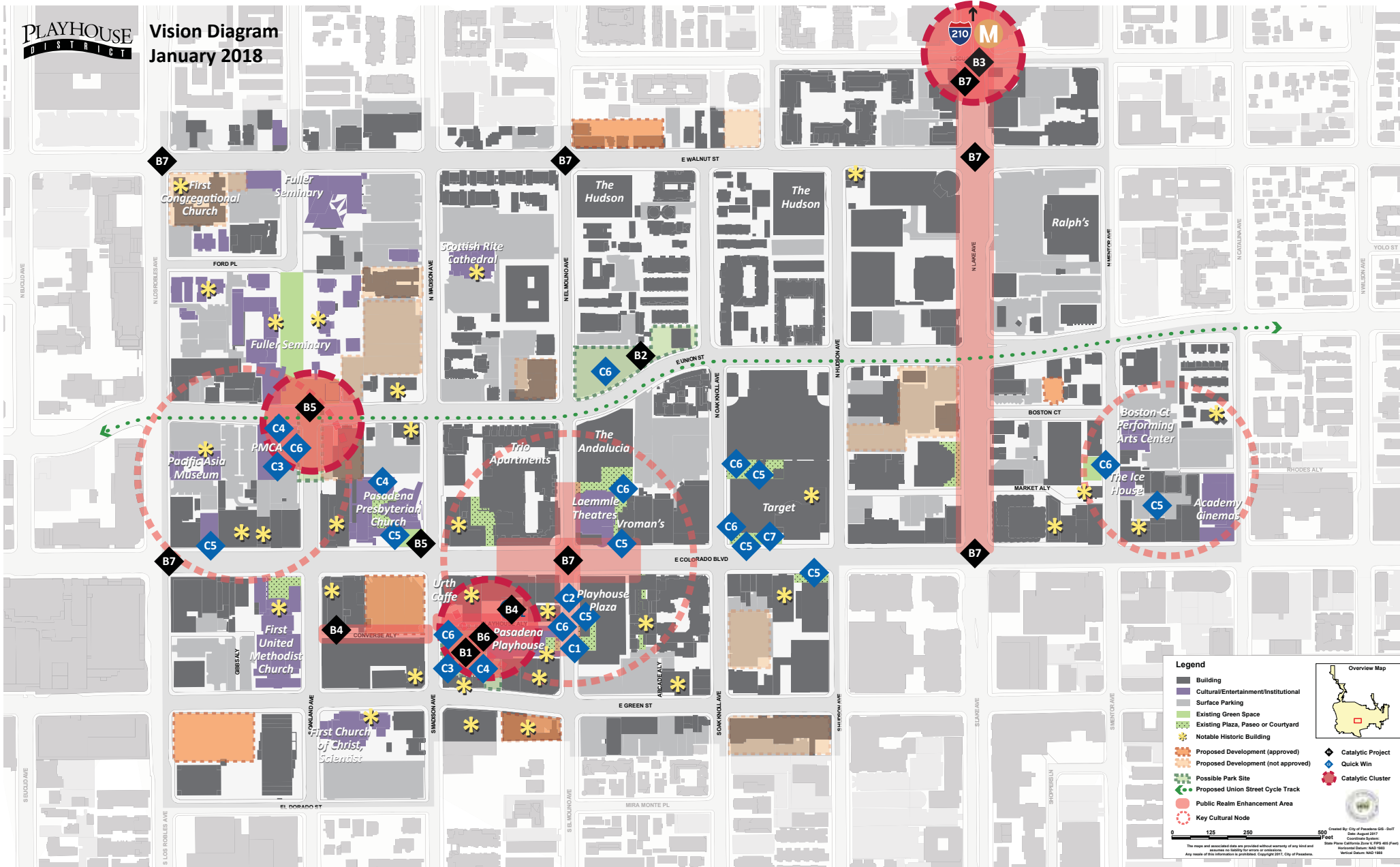
This product will identify branding opportunities for the district to better articulate the vision and reality of the Playhouse District.

D7 Urban Design

This product will identify the desired qualities of new private investment to support the district's vision. The City's Central District Specific Plan will provide a key opportunity to develop this strategy, and outline how new developments should coordinate with the activation of the public realm.

D8 Housing Mix

This product will identify the desired mix of housing types needed to support the district's vision. The City's Central District Specific Plan will provide a key opportunity to develop this strategy.



Legend

- Building
- Cultural/Entertainment/Institutional
- Surface Parking
- Existing Green Space
- Existing Plaza, Paseo or Courtyard
- Notable Historic Building
- Proposed Development (approved)
- Proposed Development (not approved)
- Possible Park Site
- Proposed Union Street Cycle Track
- Public Realm Enhancement Area
- Key Cultural Node

Catalytic Project

Quick Win

Catalytic Cluster

Overview Map

Scale: 0 125 250 500 Feet

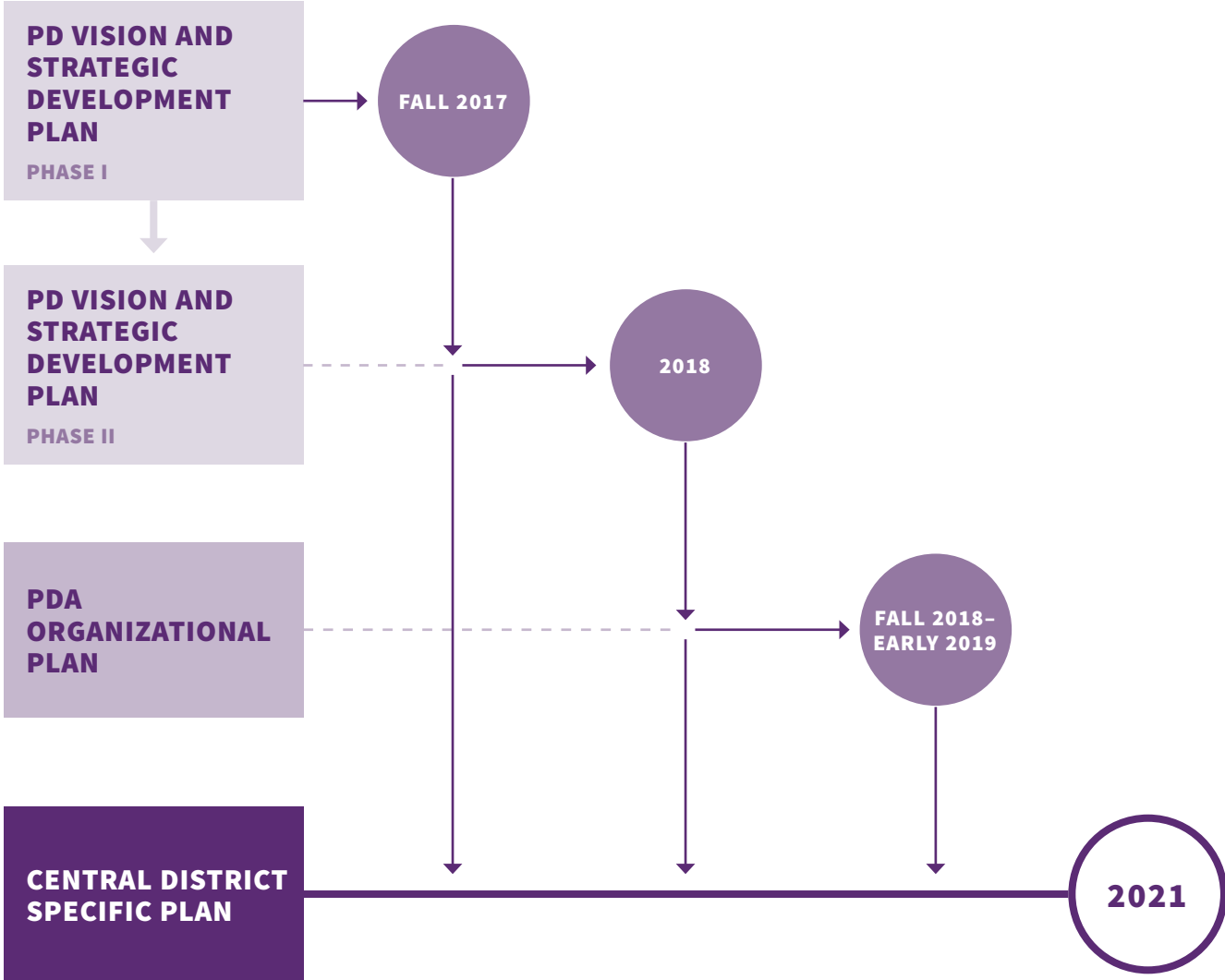
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Data Acquired: 2017
Coordinate System:
Data Source: California State & FIPS 484 (FIPS)
Vertical Datum: NAVD 1983
Vertical Datum: NAD 1983

3 TIMELINE



PLAYHOUSE DISTRICT: SCHEMATIC TIMELINE FOR PARALLEL PLANNING PROCESSES



VISION FRAMEWORK IMPLEMENTATION CHART

The chart on the following pages lists the various strategies identified in this document and assigns a “work plan” to map out implementation.

The strategies addressed include:

STRATEGY A: LAND USE MIX

STRATEGY B: CATALYTIC IDEAS, PROJECTS & PROGRAMS

STRATEGY C: QUICK WINS

STRATEGY D: TECHNICAL STUDIES, PLANS & REPORTS

Components examined include:

Actions Needed

PDA Committee/other Responsible Party

Timeframe for Implementation

Staff Assignments and/or Resources Needed

Priority Level and Funding Source

Project/Item Status

STRATEGY A: LAND USE MIX

| Implementation Item | Actions Needed | Responsible Party/ PDA committee(s) | Priority Level | Funding Source | Completion Timeframe | Staff/Outside Resource Needed | Status |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------|----------------|----------------|-------------------------|----------------------------------|-----------------------------------------------------------------------------------------|
| A1 Retail and Restaurants | Advocate for uses to fit vision | Economic Enhancement Committee | High | N/A | Ongoing | Executive Director, Consultant | To be determined based on economic strategy (Strategy D1) |
| A2 Office and Employment | Advocate for uses to fit vision | Economic Enhancement Committee | Medium | N/A | Ongoing | Executive Director, Consultant | To be determined based on economic strategy (Strategy D1) |
| A3 Boutique Hotel | Advocate for uses to fit vision | Economic Enhancement Committee | Medium | N/A | Ongoing | Executive Director, Consultant | To be determined based on economic strategy (Strategy D1) |
| A4 Arts, Culture and Institutions | Advocate for uses to fit vision | Economic Enhancement Committee | Medium | N/A | Ongoing | Executive Director, Consultant | To be determined based on economic strategy (Strategy D1) |
| A5 Housing | Advocate for uses to fit vision; Amend existing General Plan, Specific Plan to allow housing on Lake Avenue | Economic Enhancement Committee | Medium | N/A | Ongoing | Executive Director, Consultant | To be determined based on economic strategy (Strategy D1) |
| A6 Open and Public Space | Examine emerging opportunities Develop framework through Strategy D3 | Design & Physical Enhancement Committee | High | N/A | Ongoing | Executive Director, Consultant | Participate in City process; DPEC to explore as part of public realm plan (Strategy D3) |

STRATEGY B: CATALYTIC IDEAS, PROJECTS & PROGRAMS

| Implementation Item | Actions Needed | Responsible Party/ PDA committee(s) | Priority Level | Funding Source | Completion Timeframe | Staff/Outside Resource Needed | Status |
|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| B1 Playhouse Lot Public Plaza (and Parking) | <ol style="list-style-type: none"> Engage in City open space process Research/clarify parking pro forma; explore alternate parking and financing plan options | <ol style="list-style-type: none"> PDA Stakeholders; Design & Physical Enhancement Committee Parking Committee | High | Planning and Design: PDA, City budgets Infrastructure: Residential Impact Fees, Playhouse District (Parking District and/or value capture funds) | 3+ Years | Executive Director, 3 rd -party project champion | <p>City targeting February 22 for first meeting</p> <p>City staff to update Parking Committee on pro forma review</p> |
| B2 Union/El Molino Lot Neighborhood Park (and Parking) | <ol style="list-style-type: none"> Engage in City open space process – explore combined project with Banner Bank site Research/clarify parking pro forma; explore alternate parking and financing plan options | <ol style="list-style-type: none"> PDA Stakeholders; Design & Physical Enhancement Committee Parking Committee | High | Planning and Design: PDA, City budgets Infrastructure: Residential Impact Fees, Playhouse District (Parking District and/or value capture funds) | 2-3 Years | Executive Director, 3 rd -party project champion | <p>City targeting February 22 for first meeting</p> <p>City staff to update Parking Committee on pro forma review</p> |
| B3 Lake Avenue Enhancements and Strengthened Gold Line Connection | <ol style="list-style-type: none"> Amend General Plan/Specific Plan to allow housing along Lake Create corridor plan to address streetscapes and access, urban design, Gold Line station connections Work with Metro to enhance Gold Line station | <ol style="list-style-type: none"> Economic Enhancement Committee Design & Physical Enhancement Committee Design & Physical Enhancement Committee | Low | Planning and Design: PDA budget Infrastructure: City, Metro, Playhouse District (Parking District and/or value capture funds) | Planning and Design: 1 year Improvements: 3+ Years | Executive Director, consultant | <p>Brian W to engage City staff on issue; item will be presented to EEC</p> <p>DPEC to include as subset/focus area of public realm plan</p> <p>Brian W to engage City DOT staff to arrange Metro discussion</p> |

| | | | | | | | |
|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>B4 Playhouse and Converse Alley Enhancements</p> | <ol style="list-style-type: none"> 1. Activate east end of Playhouse Alley 2. Advocate for purchase of former Sitar restaurant building for “punch-through” open space to link Playhouse Alley to Colorado Blvd | <ol style="list-style-type: none"> 1. Design & Physical Enhancement; Promotions & Marketing committees 2. Design & Physical Enhancement Committee | <p>Medium</p> | <p>Planning and Design: PDA budget Infrastructure: City, Playhouse District (Parking District and/or value capture funds)</p> | <p>Planning and Design: 1 year Improvements: Ongoing</p> | <p>Executive Director, consultant</p> | <p>DPEC budgeted in 2018 for alley lighting and/or mural installation; P&M budgeted for Thursday nights on El Molino events Engage in City open space process; DPEC to explore as part of public realm plan</p> |
| <p>B5 Pocket Parks/Paseos</p> | <ol style="list-style-type: none"> 1. Take advantage/explore merits of opportunities as they arise 2. Develop public realm plan to guide locations, linkages, priorities | <ol style="list-style-type: none"> 1. Design & Physical Enhancement Committee 2. Design & Physical Enhancement Committee | <p>Medium</p> | <p>Planning and Design: PDA, City budgets Infrastructure: Residential Impact Fees, Playhouse District (Parking District and/or value capture funds)</p> | <p>Planning and Design: 1 year Improvements: Ongoing</p> | <p>Executive Director, consultant</p> | <p>Engage in City open space process DPEC budgeted in 2018 for public realm plan – refine scope, issue RFP</p> |
| <p>B6 Playhouse Tower Adaptive Re-Use</p> | <ol style="list-style-type: none"> 1. Form or work with non-profit to acquire and redevelop building | <ol style="list-style-type: none"> 1. Economic Enhancement Committee | <p>Low</p> | <p>New non-profit development corporation/ organization</p> | <p>3+ years</p> | <p>Executive Director, 3rd-party project champion/ developer</p> | <p>Research models for non-profit development corporation, others</p> |
| <p>B7a Gateway Enhancements</p> | <ol style="list-style-type: none"> 1. Prepare diagram of priority locations, identify treatments | <ol style="list-style-type: none"> 1. Design & Physical Enhancement Committee | <p>Low</p> | <p>Planning and Design: PDA budget Infrastructure: PDA, City budgets; Playhouse District (Parking District and/or value capture funds)</p> | <p>2-3 years</p> | <p>Executive Director, consultant</p> | <p>DPEC to include as part of public realm plan</p> |

| | | | | | | | |
|---------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| B7b Intersection Enhancements | <ol style="list-style-type: none"> 1. Prepare diagram of priority locations, identify treatments 2. Expand PDA crosswalk art program | <ol style="list-style-type: none"> 1. Design & Physical Enhancement Committee 2. Design & Physical Enhancement Committee | Medium | Planning and Design: PDA budget Infrastructure: PDA, City budgets; Playhouse District (Parking District and/or value capture funds) | Ongoing | Executive Director, consultant | <p>DPEC to include as part of public realm plan</p> <p>DPEC 2018 budget includes crosswalk art</p> |
| B7c Mid-Block Enhancements | <ol style="list-style-type: none"> 1. Prepare diagram of priority locations, identify treatments | <ol style="list-style-type: none"> 1. Design & Physical Enhancement Committee | Low | Planning and Design: PDA budget Infrastructure: PDA, City budgets; Playhouse District (Parking District and/or value capture funds) | 3+ years | Executive Director, consultant | DPEC to include as part of public realm plan |
| B8 Parking District/Authority | <ol style="list-style-type: none"> 1. Explore creation of entity 2. "Open up" McCarthy Cook-managed garages for public use, relaxing entitlement restrictions 3. Explore district-wide valet parking system | <ol style="list-style-type: none"> 1. Parking Committee 2. Parking Committee 3. Parking Committee | High | Research: PDA budget Formation: City budget | 1 year | Executive Director, 3 rd -party project champion/consultant | Parking Committee actively discussing |
| B9 Signature, Destination/ Experiential Retailer | <ol style="list-style-type: none"> 1. Leverage broker relationship with Hal Bastian for "clustered" recruitment 2. Encourage retail pop-ups | <ol style="list-style-type: none"> 1. Economic Enhancement Committee 2. Economic Enhancement Committee | Medium | Private Sector; PDA budget for strategic recruiting | 6-12 months | Executive Director, 3 rd -party project champion/recruiter | <p>Invite Hal to attend EEC for coordinated recruitment discussion</p> <p>Discuss support/actions needed from PDA</p> |

STRATEGY C: QUICK WINS

| Implementation Item | Actions Needed | Responsible Party/ PDA committee(s) | Priority Level | Funding Source | Completion Timeframe | Staff/Outside Resources Needed | Status |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|----------------|---------------------------------------------------------|----------------------|--------------------------------|------------------------------------------------------------------------------------------------------|
| C1 Lights Across El Molino | Research opportunity, coordinate w/owners, install | Design & Physical Enhancement Committee | High | PDA Budget | 6-9 months | Executive Director, vendor | Budgeted for 2018; DPEC to discuss at upcoming meeting |
| C2 Weekly/Seasonal Events on El Molino | Build on existing Thursday evening events, support w/funding, logistics, programming, promotion | Promotions & Marketing Committee | High | PDA Budget | 6 months | PDA P+M staff | Budgeted and calendared for once per month June – Sept 2018; P+M to discuss at upcoming meeting |
| C3 Mural Installation(s) | Engage partner for implementation, select locations and artists | Design & Physical Enhancement Committee | High | PDA Budget | 3-9 months | Executive Director, vendor | Budgeted for 2018; DPEC in discussions w/partner for implementation in spring |
| C4 Outdoor Film Series | Select locations and films | Promotions & Marketing Committee | Medium | PDA Budget | 6 months | PDA P+M staff | P+M to discuss as part of Thursday evening monthly summer series |
| C5 Pop-Up Art Installations | Maximize use of PDA Spun Chairs | Design & Physical Enhancement Committee; Promotions & Marketing Committee | Medium | PDA Budget | Ongoing | PDA P+M staff | Active partnerships with properties, institutions, events |
| C6 Pop-Up Performances/Mini-Stages | Leverage PDA events and relationships to encourage more frequent performances | Promotions & Marketing Committee | Medium | PDA Budget | Ongoing | PDA P+M staff | Summer Jazz concerts, Playhouse 100 th event partnership, Symphony "Random Acts of Music" |
| C7 Retail Use on Target Plaza | Facilitate retailer introductions and permit assistance | Economic Enhancement Committee | Low | Private Sector; PDA assistance with permitting, etc. | 1-2 years | Executive Director, recruiter | Initial focus on safety and cleanliness of Target property; developing strong relationship |

STRATEGY D: TECHNICAL STUDIES, PLANS AND PRODUCTS

| Implementation Item | Actions Needed | Responsible Party/ PDA committee(s) | Priority Level | Funding Source | Completion Timeframe | Staff/Outside Resources Needed | Status |
|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|----------------|--------------------|----------------------|----------------------------------|---------------------------------------------------------------------------------|
| D1 Economic/Land Use Positioning and Value Capture Investment Strategy | Refine scope and issue RFP | Economic Enhancement Committee | High | PDA Budget | 6-9 months | Executive Director, consultant | Budgeted for 2018; EEC to discuss at upcoming meeting |
| D2 Comprehensive Parking Management Plan | Refine scope and issue RFP | Parking Committee | High | PDA Budget | 6-9 months | Executive Director, consultant | Budgeted for 2018; committee in discussions |
| D3 Public Realm and Open Space Network Plan | Refine scope and issue RFP | Design & Physical Enhancement Committee | High | PDA Budget | 6-9 months | Executive Director, consultant | Budgeted for 2018; DPEC in discussions |
| D4 Cultural Institutions Development | Initiate Playhouse District Cultural Council; Confirm economic positioning opportunities | Promotions & Marketing Committee; Economic Enhancement Committee | Medium | PDA Budget | Ongoing | PDA Staff, consultant, recruiter | Budgeted for 2018; P+M to convene group in Feb. EEC to discuss in refined scope |
| D5 Arts and Entertainment | Confirm economic positioning opportunities | Economic Enhancement Committee | Medium | PDA Budget | 6-9 months | Executive Director, consultant | Budgeted for 2018; EEC to discuss in refined scope |
| D6 Marketing and Branding | Update PDA Brand | Promotions & Marketing; Enhancement Committee | Low | PDA Budget | 1-2 years | Executive Director, consultant | P+M to consider in future year budget, work plan |
| D7 Urban Design | Engage in Specific Plan Update process | Economic Enhancement Committee and/or SPAC | Low | City Specific Plan | 2-3 years | Executive Director, consultant | Budgeted for 2018; EEC to discuss at upcoming meeting |
| D8 Housing Mix | Seek General Plan/Specific Plan amendment(s) to allow housing on Lake Avenue; Confirm economic positioning opportunities | Economic Enhancement Committee and/or SPAC | Medium | PDA Budget | 6-9 months | Executive Director, consultant | Budgeted for 2018; EEC to discuss at upcoming meeting |

Laemmle Theatres

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APPENDICES

A. ORGANIZING FRAMEWORK FOR THE SPECIFIC PLAN ADVISORY COMMITTEE (SPAC)

The purpose of this document is to provide an organizing framework for the Specific Plan Advisory Committee (SPAC).

MISSION AND CHARGE OF THE SPECIFIC PLAN ADVISORY COMMITTEE (SPAC)

The mission and charge of the SPAC as directed by the Playhouse District Association Board of Directors is to explore issues and opportunities related to the City of Pasadena's update to the Central District Specific Plan, expected to commence in summer 2017.

The SPAC will explore topics such as overall vision, urban design, parking and transportation, economic and cultural development, public realm and open space, with the potential of recommending and/or developing work products to address these or other topics as relevant.

The SPAC will work with the PDA Board and its committees to create a Vision and Strategic Development Plan for the Playhouse District, delineating a series of strategies and actions for bringing the agreed upon vision into reality, including timelines, roles and responsibilities for implementation.

In making recommendations to the PDA board, the SPAC should consider the efforts and interests of the Playhouse District, engaging the PDA Board, its Standing Committees and other community organizations and stakeholders including PASA members and the wider community of interest beyond Pasadena.

SPAC meetings will be open to the public and noticed in accordance with the Brown Act. Final membership, meeting schedule, budget requests, and work products/documents will be created by the Committee and brought before the PDA Board at regular intervals for review and/or approval.

MEMBERSHIP

SPAC membership will consist of approximately 20–25 participants and will include property owners and tenants of the Playhouse District, residents and other Pasadena stakeholders, City staff representatives, PDA Board and staff members. The initial membership would include the following individuals and organizations:

- Christle Balvin**, *Pasadena resident*
- Dan Beal**, *Pasadena resident*
- Scott Brown**, *Partners Trust (PDA Board)*
- Christine Budai**, *Pasadena resident*
- Bernard Chua**, *McCarthy Cook Properties (PDA Board)*
- Donna Gale**, *district resident property owner*
- Greg Gunther**, *district resident property owner (PDA Board)*
- Jonathan Edwards**, *Pasadena resident*
- Christine Fedukowski**, *Pasadena resident*
- Phil Hawkey**, *Pasadena resident*
- John Hornick**, *CPA (PDA Board)*
- Wayne Hunt**, *Hunt Design (PDA Board)*
- Dave Klug**, *City of Pasadena*
- Amy Korn**, *kornrandolph*
- Ilona Linden**, *Linden Optometry*
- Ken McCormick**, *Mill Creek Properties (PDA Board)*
- Bob Oltman**, *PMCA, district resident (PDA Board)*

Annette Ricchiazzi, *Pasadena resident*

Erlinda Romo, *former PDA Executive Director*

Marsha Rood, *Pasadena Presbyterian Church, Pasadena resident*

Joel Sheldon, *Vroman's Bookstores (PDA Board)*

Sheena Tahilramani, *Pasadena resident*

Mark Wareham, *Pasadena Presbyterian Church*

Rod Yoo, *Pasadena resident*

SPAC ORGANIZING STRUCTURE AND WORK PROGRAM

The organizing structure for the SPAC is largely based on a proposed work program, described in this section and outlined in three broad work product categories.

Prior to initiating formal participation in the City's Specific Plan Update process, the SPAC have quickly established a set of needs and desires, beginning with a suggested need to re-confirm or explore variations on the existing vision for the Playhouse District. Initial thoughts on this include the following:

- The Playhouse District is the cultural heart of Pasadena; intensifying the “people-energy” in the District by enhancing its art-oriented sense of place.
- The District offers food, music, shopping, and places to live, especially for the arts and culturally minded, including the artists and “makers” . . .
- The Playhouse District provides a deeper understanding of the role of the theater and artistic performance in the shaping of and building of society.

In addition to discussions about possible vision directions or concepts, the SPAC are exploring the identification of a preliminary list of “quick wins” or other catalytic project opportunities, so as to more quickly inform the formal process outlined below.

1. Vision and Strategic Development Plan

Building on SPAC's initial discussions and ideas, it is recommended that the PDA engage in a formal process to develop a Playhouse District Vision and Strategic Development Plan. The SPAC will work directly with PDA staff to manage the visioning process, coordinate with PDA consultants, set meeting dates and interface with the PDA Board. To capitalize on momentum and PDA budget opportunities, the plan would include two phases of work.

Phase I: Establishing the Framework

After compiling information and data about the District past and present, and establishing a baseline description of the District “by the numbers,” Phase I would occur during fall 2017 and focus on the development of a plan framework, to include:

- Refined vision for the district;
- Over-arching goals and strategies;
- Catalytic project opportunities – identifying potential project sites that have the potential to reinforce or improve the physical character and development pattern of the District as well as programs of activities of both a formal and informal nature; and
- “Quick wins” —a series of actions that can be undertaken by the PDA in the short term to program and activate the District to demonstrate its potential, raise its profile and encourage new investment.

A consultant/facilitator skilled in urban planning, downtown revitalization and/or economic development is envisioned to undertake the work outlined for Phase I. While focused on working with the SPAC and PDA

Board, a public outreach component is also envisioned to solicit broader ideas and community participation in the development of the vision.

Phase II: Creating the Elements

With PDA Board funding and support, Phase II of the effort would commence with the PDA’s new budget cycle in 2018 and incorporate guidance and participation from the PDA’s respective standing committees to prepare the following plan elements in an effort to realize the vision:

- Retail Positioning and Recruitment (Economic Enhancement Committee);
- Public Realm (including programming) (Design & Physical Enhancement Committee)
- Urban Design;
- Parking and Circulation Management (Parking Committee);
- Cultural Institutions Development (including churches) (Promotions & Marketing Committee);
- Arts and Entertainment;
- Residential (including artists); and
- Marketing and Branding.

A “lead consultant” and/or smaller task force group would be engaged to ensure that the various plan elements align with the overall vision and are mutually supportive. Individual or team(s) of consultants will likely be needed to prepare several of the elements outlined above as well as additional tasks which may be identified during the plan’s formulation. The exact process for Phase II will be determined nearer the completion of Phase I.

2. PDA Organizational Plan

With the completion of the Playhouse District Vision and Strategic Development Plan by late 2018, the PDA Board would initiate an organizational strategic planning process resulting in an updated Organizational Plan for the PDA. The overall Vision and Strategic Development Plan indicated above will serve as a framework for developing the PDA Organizational Plan and identifying top priorities to be undertaken by the PDA organization. The PDA Organizational Plan will include: short-, mid-, and long-term goals; organizational and action plans for each of PDA Committee; a future funding strategy for PDA; a Board member development strategy; and a future staffing plan.

3. Central District Specific Plan Engagement

As the City’s Specific Plan process begins and proceeds through 2020, the SPAC will be called upon to serve as the formal liaison/coordination group with City staff and its consultant teams. As work products outlined above are developed and completed, the SPAC will be able to communicate the respective findings, directions, and needs relevant to the Specific Plan process. This will ensure that the PDA Board and other district stakeholders have a consistent, well-informed, and strong voice at the table as key milestones and decisions are reached in the Specific Plan update process. It is hoped that the current SPAC membership will be retained as long as participants are interested; alternates or replacement members can join or be appointed at any time in the process as needs, priorities, and availabilities change.

SPAC MEMBER ROLES AND RESPONSIBILITIES

SPAC members are expected to:

- Provide ongoing community member ideas for consideration in developing the Central District Specific Plan;
- Assist City staff, consultants and community members with gaining a broader understanding of the value and importance of the Playhouse District and what it needs to be functional, economically viable and successful;
- Identify ideas and approaches for addressing key topics and issues in a constructive manner and in a spirit of problem solving for the benefit of all Pasadena residents;
- Participate fully in meetings; and
- Work towards finding common ground among SPAC member participants in the discussion of issues and the development of recommendations for revising the Central District Specific Plan.

OPERATING PRINCIPLES

The SPAC will carry out its mission and charge through a series of regularly scheduled meetings. To ensure a useful, productive exchange, the SPAC will conduct its work according to the following operating principles.

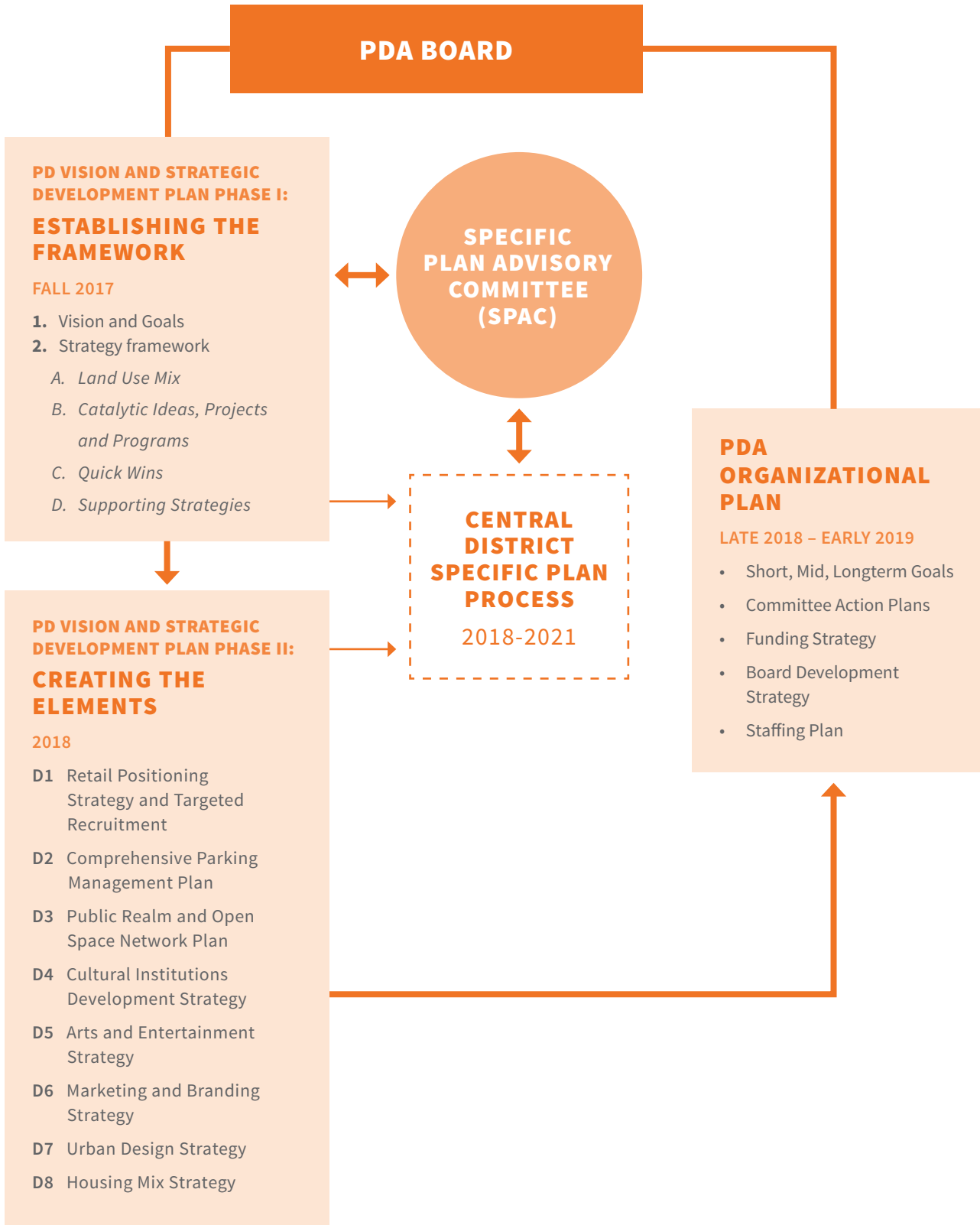
Transparency: SPAC staff will share relevant information and facts to facilitate productive discussion and progress toward mutual goals.

Equal participation: All participants agree to provide one another the opportunity to engage in open dialogue and allow time for all members of the SPAC to express their ideas and opinions.

Inclusivity: SPAC meetings will be conducted to ensure that the ideas and views of all members are considered.

Respectful Engagement: SPAC members will show courtesy, honesty and respect for each other during all communications especially when giving and receiving contrary opinions as well as positive or negative feedback on ideas and proposals.

PDA PLANNING PROCESS



B. SPECIFIC PLAN ADVISORY COMMITTEE (SPAC) MEETING SUMMARIES

On June 20th, 2017, the Pasadena Playhouse District Association (PDA) convened a meeting of the newly formed Specific Plan Advisory Committee (SPAC) to discuss goals and desired outcomes, roles and responsibilities of the SPAC in relation to the City of Pasadena's Central District Specific Plan Update Process.

Brian Wallace, Executive Director of the PDA, and Daniel Iacofano (MIG), meeting facilitator, welcomed the participants, initiated a brief round of introductions, and provided an overview of the agenda. Daniel guided the discussion by recording participant comments and questions on large wall-sized paper (wallgraphic), which is included on the final page of this summary.

RECAP OF PROCESS TO DATE; GOALS FOR THE DAY

The Playhouse District Specific Plan Advisory Committee identified the desired outcomes of the June 20th session, which included building upon the February 2017 PDA Board Retreat outcomes and merging the efforts of the Playhouse Area Strategic Alliance (PASA) with those of the PDA. For additional context, Ken provided a brief overview of PASA and the intention to pull together some critical thinking about where the Playhouse District is going and how to better leverage cultural, economic development, and infrastructure opportunities for the continued success of the district. The SPAC attempts to therefore combine the interests of PASA with the resources and commitment of the PDA for a unified leadership to carry the district forward.

CENTRAL DISTRICT SPECIFIC PLAN UPDATE PROCESS OVERVIEW

Following a 2015 General Plan Update, the City is now focused on aligning the proposed update to the City's set of specific plans and their development regulations and guidelines with the newly adopted General Plan. A team of consultants will be identified to develop new Citywide zoning districts, to update each specific plan, and to modify Citywide design guidelines.

The Central District Specific Plan Update will be a highly collaborative process, creating a shared vision for the future of the Playhouse District as a component of the larger Central District. The process is likely to begin in the fall of 2017 and take three years to complete.

INITIAL THOUGHTS REGARDING THE SPAC'S ORGANIZATION

A. Purpose and Charge

The SPAC has been established by the PDA Board of Directors as a collaborative, community-based effort to explore issues and opportunities related to the City of Pasadena's update of the Central District Specific Plan. In addition to following and advising for the duration of the Specific Plan Update process, the advisory committee has also been provided the ability to explore topics such as overall vision, urban design, parking and transportation, economic and cultural development, public realm and open space for the Playhouse District area.

APPENDICES

Discussion focused on the need to re-visit the “big picture” vision for the future of the Playhouse District, and how the group could be organized accordingly. In addition, the SPAC has the opportunity to provide recommendations and engage in the development of work products to address the topics listed above, as appropriate.

B. Roles and Responsibilities

SPAC members were asked to identify their perceived roles and responsibilities in relation to the City of Pasadena and other groups involved with the Central District Specific Plan.

The SPAC will make recommendations for the City’s Specific Plan effort, incorporating the efforts and interests of the Playhouse District, the PDA Board and its committees, as well as other community organizations and stakeholders (including PASA members). As discussed above, the SPAC can also be instrumental in helping advise on the overall vision for the District, so as to better inform the Specific Plan process and any additional work products necessary to achieve the vision.

C. Possible Areas of Focus

Meeting participants were asked to discuss areas of focus and potential work products to achieve their desired goals. Proposed areas of focus included the following:

- A comprehensive assessment of what has been accomplished in the Playhouse District in housing, retail, parking, cultural institutions, and levels of activity.
- An analysis of current regulations to ensure that they align with the desired outcomes of the PDA, PASA, Pasadena City staff and community.
- Playhouse District cultural institutions and parks.
- Retail positioning and opportunities.
- Parking and circulation.

Meeting participants began to envision future possibilities for the Playhouse District:

- Improving the Playhouse District by taking advantage of opportunities for involvement with arts and cultural programs, embracing the experiential economy, and expanding craft-making and DIY activities.
- Blending and knitting together of the District’s assets, including its advantageous position, distinctive historic buildings, and opportunities for creating special experiences in the public realm.
- Supporting the continued evolution of the City’s retail.
- Determining what is relevant today and engaging the community to develop a shared dream, vision, and focus for the Playhouse District and ways in which it can be improved.
- Engaging the community with local events, key city projects, charrettes, and showcasing the Playhouse.
- Addressing the matter of funding and sustainability of the District’s natural properties as well as its historical fabric.
- Exploring opportunities that support a self-sufficient and sustainable District.

D. Membership and Leadership

Participation from a wide range of community members is desired based on demographics, as well as from major groups including property owners, residents, tenants, shop keepers, representatives from churches and institutions, City representatives, and others who work in and visit the District. Specific mention was made of the need to include young/college/Millennial-generation voices. In addition, it was suggested that the group attempt to engage the “big gorillas” such as the churches, schools and larger uses such as Target, which occupy large swathes

particularly of Colorado Boulevard and are thus critical to ensuring a vibrant District.

Going forward, one suggestion was to form a smaller, more nimble “steering committee” to manage the planning process on behalf of the PDA Board and SPAC, thus enabling the SPAC to be larger and more inclusive of all District interest groups.

E. Process Outline

Once a work product or process is identified, the SPAC will assist the PDA Board in conducting outreach to the Playhouse District community. The information gathered from this outreach will help shape the future vision for the District. Proposals for SPAC membership, organizing structure, meeting schedule, budget requests, and work products/documents will be prepared by the Committee and brought to the PDA Board for consideration – ideally in the form of an Organizing Framework at an upcoming PDA Board meeting.

NEXT STEPS

1. Prepare meeting notes.
2. Prepare a draft organizing framework for the SPAC to be reviewed and discussed at a second SPAC meeting.
3. Convene a second SPAC Meeting in July 2017.
4. Summarize the results of the two SPAC meetings and prepare a proposal for organizing the SPAC with possible work product(s) and present it to the PDA Board on July 26th, 2017.

PLAYHOUSE
ASSOCIATION

SPECIFIC PLAN
ADVISORY
COMMITTEE

6 20 17



SPAC

BUILDING ON
PEP RETREAT
OF TDA BOARD...

VERSING PDA
W/PDA EFFORTS

PROCESS
ASSESSMENT

HOW TO
REALIZE FULL
POTENTIAL OF
PDA/DISTRICT?

- + HOUSING...
- + RETAIL
- PARKING
- CULTURAL NOT

- DISCONNECTED
NODES OF ACTIVITY

DO NOT
KNOWLEDGE



A REGULATORY
DOCUMENT

ANALYZE REGS
TO SEE IF THEY
WILL PRODUCE
WHAT WE WANT

CULTURAL
NEEDS

PARKS

PARKING

STRUCTURED
WORKSPACE

IMPROVE THE P.D.
TAKE ADVANTAGE OF OPPORTUNITIES

DEVELOP
BIG
PICTURE... RETAIL CONTINUES TO EVOLVE
POSSIBLE
GAME CHANGERS

STRATEGIC
PERSPECTIVE

VISION

* DETERMINE WHAT
IS RELEVANT TODAY

* PUT TOGETHER THE
NEEDS

Engage

PEOPLE
ACTIVITIES IN
THE PUBLIC DOMAIN

Events



KEY
PROJECTS

HOW DO WE
FUND, SUSTAIN?
BE SELF-SUFFICIENT!

- NEXT STEPS: DRAFT
1. SUMMARIZE
 2. PREPARE PROPOSAL
 3. CONVIENE 2ND MEETING - JULY 12?
 4. TO JULY - PDA 30

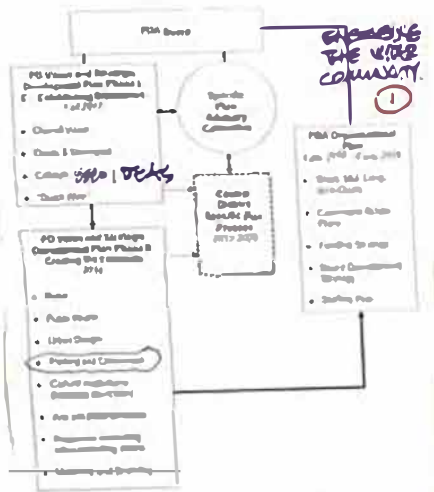
→ CORE OPENING CONCEPT

PDA DISTRICT



CONVENE MEETINGS
CHURCHES / ING.
TARGET

REVENUES
SALES
OUTLETS
CITY REPS.



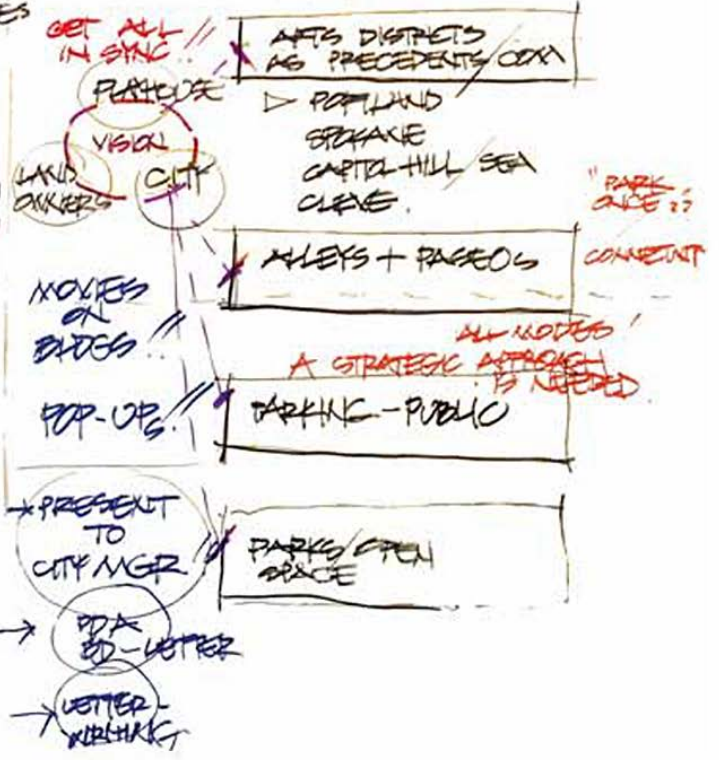
EMBRACING THE WIDER COMMUNITY. ①

WHAT DO THE INTERESTS WANT



PARKING OPEN TO THE PUBLIC
RESIDENTIAL ALLEY - PUBLIC/PRIV. LAND USE
HISTORICAL STRUCTURES

2013 STUDY
OFF STREET PARKING
NOTE: LOSS OF PARKING DUE TO DISTRICT.



ALL MOVIES A STRATEGIC APPROACH IS NEEDED

PLAYHOUSE DISTRICT ASSOCIATION

VISION FRAMEWORK

CREATING ARTS DIY

THE PUSH TO UNIVERSITY CAPITAL OF SCIENCE SCHOOLS AROUND OFFICE ACCESSIBLE TECHNOLOGY WORKABLE

DETERMINE: RACEMARKING CULTURAL HEART
 ROLE OF P.H. ITSELF "A DOWNTOWN WITHIN DOWNTOWN"
 HISTORY LECTURE MUSIC FOOD ART SHOPS MAKERS
 INCLUSIVE OF ALL VELLIES HISTORY
 SPILL OUT INTO THE STREET

EXPERIENCE INTERSECTION OF USES
 MAKE SPACE WITH STUDIOS
 BEER GARDEN IN FRONT OF TARGET

- G.O.A.L.S
- A PEDAL DINING, EAT & POP-UPS, FOOD TRUCKS
- *NOT THE IT'S ADDITIVE ON ALL YEAR OVER YR GROWTH
- B CULTURAL INST. BIG TIME BAND WAREHOUSE STATE THEATER OF CALIFORNIA PLAYHOUSE ECOSYSTEM
- C EMPLOYMENT # WORKERS LIVING IN DISTRICT HOME OCC.
- D ARTS SCENE FOOT TRAFFIC
- E IDENTITY # RELATIONS



STRATEGIES

- CO. SPONSORSHIPS
- BOUTIQUE HOTEL
- B1 PT PARK
- B2 OPTIMIZE STRIPS
- B3 REVIVE PLAN
- B4 EXTEND
- B5 STREET EAT.
- B6 100%
- B7-DE B8
- C CRICK VIINS
- ENGAGE TARGET + ART MIXER PARTNER / CITY ON PRIORITIES
- D5 COLLAB W/ EQU: PRAX: MONG
- + PACE MAKING DO NOT TALK
- ENGAGE COUNTY
- + WALKING PED + BIKE ADA

ACTIONS: -
 MEET W/ CITY STAFF REPS ATTENDING ON ART HONEY

GET ENGAGE DATA BENCHMARK OUTREACH COMM WORKERS USE ART WALK + GET LA

G COVER H HANG DIVERSE / PRICE / INCOME CULTURE / MIXE

PLAYHOUSE DISTRICT ASSOCIATION

S P A C
10 12 17

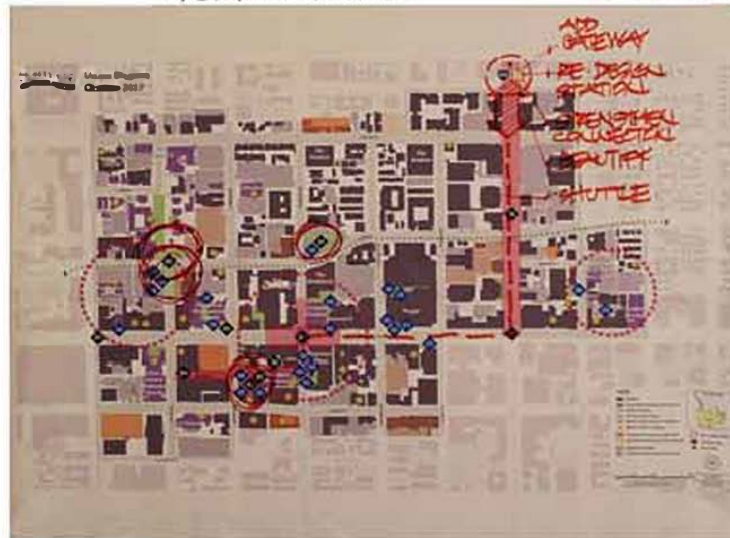
- D₁: ADDRESS TRANSIT GAP
- ▷ ADD LANDSCAPE + VEG.
- Q₁₆: INFLUENCE NEW PROJECTS
e.g., WINE TUNNEL, ET.
- ▷ PARKER'S MKT.
- ⊕ TARGET OLDS.
- ⊕ GREEN + ROAD: NIX

GOALS: USE NEW ZONING TO ENCOURAGE SUPPORT + VISUAL
CAPTURE INCREMENTAL TAX FUNNEL BACK TO DISTRICT
"RETURN TO SOURCE"

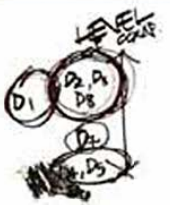
PLACE-MAKING (CREATING EXPERIENCES)

CREATE IMPLEMENTATIONAL PLAN....

PRIORITY ACTIONS



- ▷ REVIEW/ORDIN. APPROVAL FR. PDAC BOARD; ENGAGE CONVEY
- ▷ ENGAGE TECHNICAL TEAM:
 - D₁: TENANTING MIX, PEDAL CTR. FOOD, PARKING
 - D₂: PARKING
 - D₃: PUBLIC realm, CIRCULATION, ET.
 - FUNDING
- D₃ MINS ▷ IMPLEMENT 'QUICK WINS'
 - TRANSIT MINS IN HEAD
- ▷ ANALYZE REVENUE SOURCES:
 - EXISTING FEES
 - POTENTIAL NEW SOURCES e.g., PARKING METERS, ET.
 - RES. IMPACT FEES
- CAPTURE DEV. FEES ≈ \$50M
- SPEND HERE IN THE DISTRICT.
 - P/OS
 - PARK
 - V/TREES
 - STREET

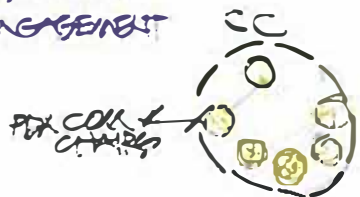


PLAYHOUSE DISTRICT ASSOCIATION

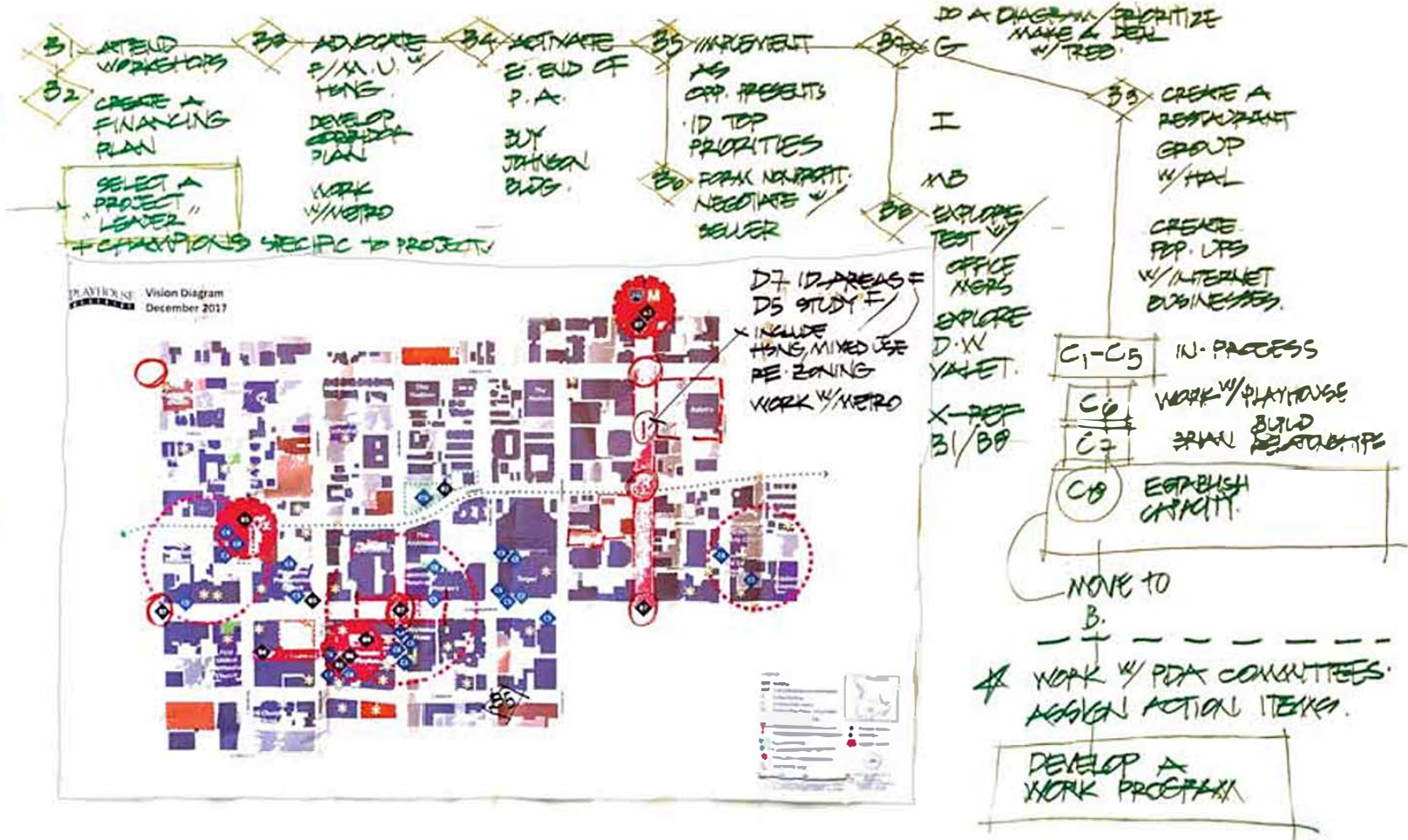
APPROVE VISION FRAMEWORK (PDA BOARD)

VISION

- DIAGNOSIS = EXCHANGE OF IDEAS
- DISCOURSE ENGAGEMENT



* INCLUDE COMMUNITY MEMB w/OUTSIDE SPAC TOO.



C. PDA VISION OPEN HOUSE WORKSHOP

Overarching Feedback

WORKSHOP OVERVIEW

- Held on Thursday, October 5, 12–2pm; 5–7pm
- 60+ attendees, diverse range of participants (property + business owners, residents, workers, elected official, others)
- 20+ comment cards; notes on all display boards

VISION FRAMEWORK

- General positive feedback and agreement on all points
- People-energy is abstract, hard for participants to define

GOALS

- General positive feedback and agreement on all points
- Diversity is important, specifically retail, housing, and open space
- Expand the Playhouse District brand to include other cultural/entertainment destinations
- Expand programming and cross promotion

ASSETS

- Shops/retail
 - *Restaurants*
 - *Vroman's*
- Cultural venues
 - *Playhouse, Laemmle Theatres, Boston Court*
 - *Museums*
 - *Planetary Society*

- PDA
 - *Staff, ambassadors*
 - *Programming*
- Walkable
- Increase (newer) housing has made the district more dynamic

ISSUES

- Homeless
 - *Can be aggressive, particularly in "hotspots"*
- Lack of open space
 - *Need diverse open space (opportunities: new parks; utilize courtyards, alleys, etc.)*

OPPORTUNITIES

- Activate side streets with temporary programming – could test open space opportunities such as parklets and temporary art spaces
- Encourage additional mixed use development—retail/office and housing creates 24-hour activity
- Expand performance/arts activities
- Parks over parking



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