



**A Governors
Advisory Panel**

Pasadena, California

**The Rose Bowl and the
Central Arroyo Seco**



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The Rose Bowl and the Central Arroyo Seco

Strategies for an Iconic Landmark and Its Surrounding Area

January 30–February 2, 2012

About the Urban Land Institute

THE MISSION OF THE URBAN LAND INSTITUTE is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

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- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
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- Sharing knowledge through education, applied research, publishing, and electronic media; and

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THE GOAL OF ULI'S Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a panel assignment is intensive. It includes an in-depth briefing composed of a tour of the site and meetings with sponsor representatives; hour-long interviews of key community representatives; and a day of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration,

participants in ULI's panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academicians, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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THE MISSION OF THE ULI FOUNDATION is to serve as the philanthropic source for the Urban Land Institute. The Foundation's programs raise endowment funds, major gifts, and annual fund monies to support the key initiatives and priorities of the Institute. Philanthropic gifts from ULI members and other funding sources help ensure ULI's future and its mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

The Foundation exists to support the content development and dissemination efforts of the Urban Land Institute and to educate the public—and those making decisions on behalf of the public—about responsible land use practice and patterns. Whether creating scholarship opportunities for worthy students, publishing original research on critical land use issues, or convening decision makers to discuss current industry developments, the ULI Foundation enables members to make a visible difference in communities around the world—and in the lives of countless individuals within those communities. The ULI Foundation has benefited from the generous philanthropy of many donors, who see in their giving an opportunity to provide for others through an organization that has meant so much in their own lives and careers.

Governors

ULI governors are a select group of members united by their commitment to ensuring the future of the organization. Becoming a governor is one of the most profound ways to make a visible difference to the future of our nation's communities as well as our collective professions. The Governors Program funds the largest and most significant endowment for ULI. The endowment has contributed about \$2 million during the last three years to support many key content initiatives.

Governors Advisory Panels

The Governors Advisory Panel (GAP) program is unique in that the ULI Foundation funds the panel completely, with a gift from governor John S. Hagestad. Like Advisory Services panels, GAPs are organized as interdisciplinary panels that can help communities address important land use and real estate development issues.

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Acknowledgments

THE PANEL WISHES TO THANK the city of Pasadena for hosting this first-ever Governors Advisory Panel. A special thanks goes to Mayor Bill Bogaard for his dedication and interest in the panel and the Urban Land Institute. His leadership and involvement in this short but productive panel process were inspiring. Thanks also go out to Vice Mayor Margaret McAustin for her opening remarks at our presentation and City Council member Victor Gordo, who also serves as chair of the Rose Bowl Operating Company (RBOC). Their input was an important step in understanding how the city operates, and they provided crucial information and advice that allowed the panel to make clear and achievable recommendations to help the Rose Bowl and the Central Arroyo Seco.

In addition, the panel thanks Assistant City Manager Steve Mermell, Planning Director Vince Bertoni, and

Deputy Planning Director Stephanie DeWolfe. Special thanks go out to Jason Mikaelian, general plan manager, and Scott Reimers, planner, whose time and effort in preparing the briefing materials and the involvement and coordination of the panel's interviews and tour were invaluable. Additional thanks go to Darryl Dunn and David Sams from the RBOC whose knowledge and history of the Rose Bowl Stadium and Brookside Golf Course were invaluable.

Finally, the panel acknowledges the more than 30 individuals who were interviewed. They included representatives of adjacent neighborhood groups, a variety of Arroyo users, the business community, RBOC Board, city staff, and City Council. Representing a diverse and informed public, the passion and understanding of these stakeholders provided valuable information and perspectives, greatly aiding the panel in its analysis.

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Background and the Panel's Assignment

ULI LOS ANGELES PRESENTED the opportunity for a panel at the Rose Bowl, focusing on the upcoming renovations to the stadium and the myriad issues surrounding the uses of the Central Arroyo Seco, which surrounds the stadium. The city of Pasadena prepared a series of questions that formed the scope of work for the panel and prepared briefing materials that were forwarded to the panelists.

The panel convened on January 30, 2012, and presented its recommendations to the city on February 2, 2012.

The City of Pasadena

Pasadena, California, is a city of 137,000 located about ten miles northeast of downtown Los Angeles. Known as the home of the California Institute of Technology (Caltech) and the Jet Propulsion Laboratory, the city's history is steeped in the success of higher education, its early 20th-century destination as a vacation location for wealthy easterners, and its connection with the Tournament of Roses Parade and the associated Rose Bowl college football game. With a median household income of \$65,422, the city is considered a higher-income area compared with the rest of the surrounding Los Angeles suburbs.

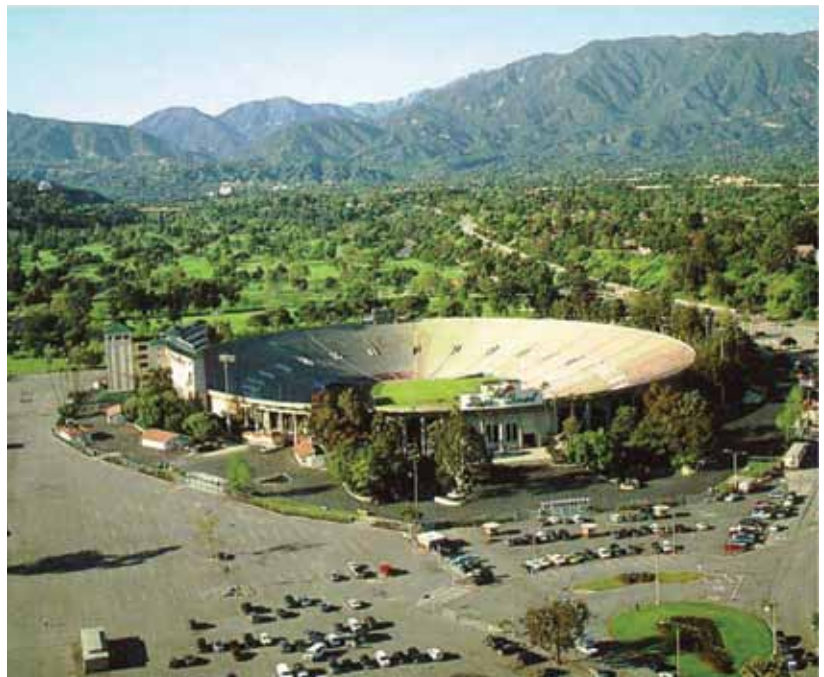
The Rose Bowl and the Central Arroyo Seco

The Arroyo Seco, a major tributary of the Los Angeles River, flows out of the San Gabriel Mountains in the northwestern corner of Pasadena and empties into the river in downtown Los Angeles. As its waters flow through the city, the river passes through three distinct geographical areas: the Upper Arroyo (Hahamongna Watershed Park), the Central Arroyo (the Rose Bowl, Brookside Golf Course, and Brookside Park), and the Lower Arroyo.

Rose Bowl

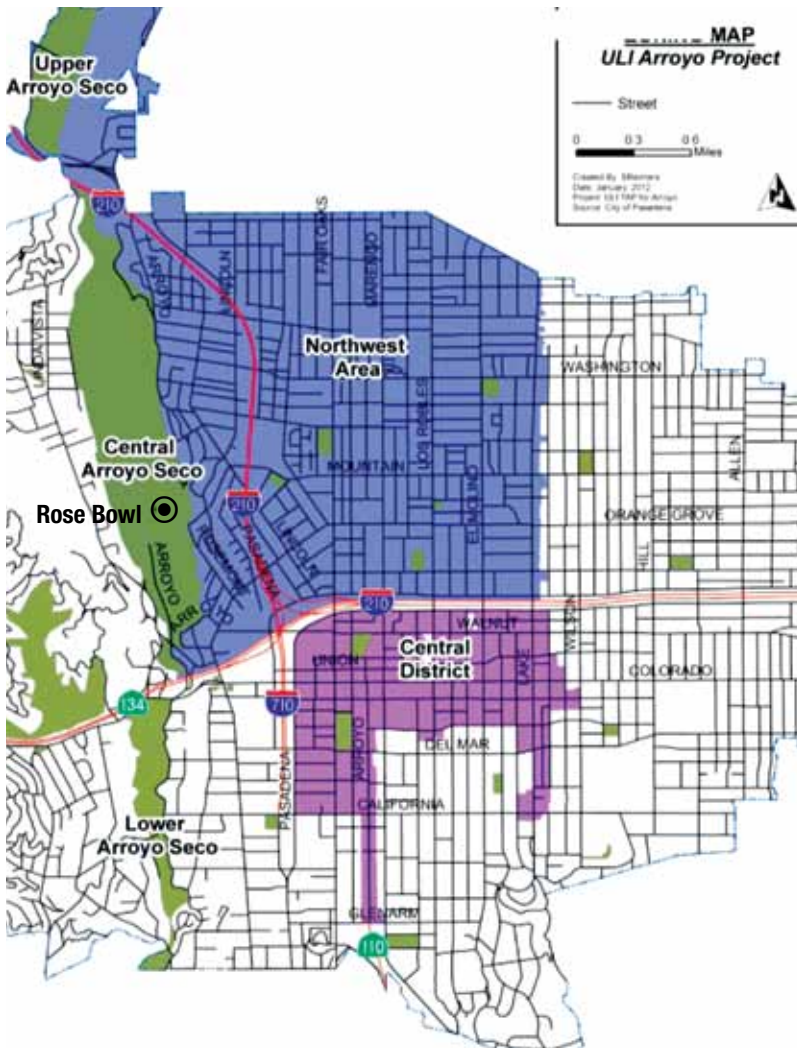
Built in 1922, Rose Bowl Stadium is a National Historic Landmark. Known mainly for the annual New Year's Day Rose Bowl Game, the stadium is also the proud home of UCLA Bruins football, Fourth of July celebrations, and a monthly flea market. Rose Bowl Stadium can seat more than 90,000 people; in 2009, over 750,000 visitors attended events. The maximum number of "displacement" events is 12 events annually. A displacement event is one that is projected to have more than 25,000 attendees. In addition to the annual Rose Bowl Game, the stadium has been the site of five NFL Super Bowl games, Olympic events (1932 and 1984), the Men's World Cup (1994), the Women's World Cup (1999), BCS National College Football Championship games (2002 and 2006), and many other events.

A view of the Rose Bowl and Central Arroyo Seco from the south.





Location and regional maps.



In October 2010, the Pasadena City Council approved a \$152 million financing plan for a major renovation of Rose Bowl Stadium. The proposed improvements to the stadium will add considerably to the fan experience while maintaining its iconic and historic status. Improvements include a new press box, removal of clutter along the stadium rim, a new video board, wider tunnels, added aisles, an elliptical field, restoration of the historic field hedge, added concessions, and added restrooms. The financing comes mostly from city general obligation bonds. The bonds require annual servicing, and although most of these funds are expected to generate revenue from the new press box and improved visitor experience, one of the panel’s major assignments was to identify additional potential revenue sources.

The Central Arroyo Seco

The Central Arroyo Seco, consisting of 254 acres, is the most active part of the Arroyo and is generally divided into three areas: Brookside Golf Course in the north, Rose Bowl Stadium in the middle, and Brookside Park to the south.

Brookside Golf Course consists of two 72-par, 18-hole golf courses. The course attracts 800,000 visitors per year, making it one of the busiest golf facilities in the country. The 18,000-square-foot clubhouse includes a full-service restaurant and lounge, plus four banquet/meeting rooms that can accommodate 60 to 350 guests. The clubhouse also includes the John Wells Golf Shop, consistently ranked in the “Top 100 Golf Shops in America” by *Golf Digest*. The facility is in the midst of an \$8.1 million renovation.

Brookside Park includes a variety of recreational uses, including the Rose Bowl Aquatics Center, the Jackie Robinson Baseball Stadium, the Kidspace Children’s Museum, and a variety of playing fields, passive open space, shelters, and picnic areas.

A central organizing feature for the entire Central Arroyo Seco is the 3.3-mile Rose Bowl Loop that allows residents and visitors a place to walk, jog, rollerblade, or bicycle. In addition to numerous five- and ten-kilometer walking/running events, the Rose Bowl Loop hosts the Rock n' Roll Pasadena Half Marathon and the Pasadena Sprint Triathlon and was the overall finish of the Amgen Tour of California bicycle race. It is estimated that the Loop attracts 1.5 million visitors per year.

Management of the Central Arroyo Seco

Rose Bowl Stadium, Brookside Golf Course, and the clubhouse are managed by the Rose Bowl Operating Company (RBOC), a California nonprofit, public benefit corporation, founded in 1995 by an act of the City Council. A substantial portion of the revenue for the RBOC comes from Brookside Golf Course.

Other portions of the Central Arroyo Seco are managed by the city through either the Human Services and Recreation Department or Public Works.

The Panel's Assignment

The ULI panel was asked to consider and evaluate how the city could generate revenues from existing users to maintain and enhance the Arroyo experience without displacing existing users and affecting the surrounding residential neighborhoods. Among the specific questions presented to the panel were the following:

- What additional revenue-generating amenities could be provided for existing users (for example, bicycle rentals, food services, sports shop)?
- What additional revenue-generating programs or events could be added to attract new users without affecting the surrounding residential neighborhoods?
- What sponsorships, partnerships, or other similar opportunities are available that would not require new services or programs?
- What public investments should be made in the Central Arroyo Seco to enhance the user experience?



The Governors Advisory Panel (from left): Richard Perlmutter, Rick Rosan, Frank Stanek, Susan Hudson-Wilson, and Ryan Bouma.

- In what ways can the surface parking lots be creatively used to generate revenues and enhance the user experience?
- How can the city better capitalize on the Rose Bowl's brand or image?
- How can the city better capitalize on tourism generated by the Rose Bowl and other area attractions (from existing special events and from general visitors to the area)?
- How can the city better capitalize on the presence of the Kidspace Children's Museum and the Rose Bowl Aquatics Center?
- How can the golf course and clubhouse be enhanced to expand revenues and provide better amenities for existing and new users?
- How can the city creatively address existing issues, such as traffic, parking, and noise?

In addition to these three immediate actions, the city and conservancy should plan and implement a series of near- and longer-term Arroyo-wide improvements, including

- redeveloping the clubhouse so that it serves a broader range of visitors;
- reimagining and reorganizing the golf course, including xeriscaping, raising greens fees, and coordinating with other users in the Arroyo;
- reorganizing the parking and playfields; and
- naturalizing the Arroyo Stream.

The remainder of this report summarizes these recommendations.

Summary of Recommendations

The panel feels that to address these questions and to accomplish the overall goals of better allocating resources in an efficient and thoughtful manner, the city must better manage the entire Central Arroyo Seco, better coordinate activities, manage scarce resources, pool financial resources, and improve the overall user experience. To accomplish these tasks, the panel recommends that the city immediately

- create a Central Arroyo Conservancy;
- create and manage a Rose Bowl visitors program built on existing and potential visitor flows; and
- develop a fee-based parking program for the Central Arroyo.

Initial Observations

THE SUBJECT AREA IS CENTERED on a world-class venue surrounded by a multipurpose park that cumulatively attracts upward of 2 million visitors a year. This large, complex, and attractive setting contributes significantly to the economic, social, and environmental well-being of the city and the greater Los Angeles area. The current goal for the area is to evolve the Rose Bowl and Central Arroyo Seco into a self-sustaining entity. Four main points support the idea that the Central Arroyo could become a significantly self-sustaining entity supporting the activities of the Central Arroyo recreational asset: population, income, brand, and finite physical space.

Population

A large population of users and potential users exists near the Arroyo, including

- five-minute drive time = population of 47,000;
- within the city limits = population of 137,000;
- ten-minute drive time = population of 436,000; and
- current estimate of perhaps 2 million visitors per year.

Income

In 2010, the median household income in the city of Pasadena was \$65,422, well above U.S. averages. In a retail analysis, the relevant math is *bodies times dollars*. Pasadena has both and so can benefit from the multiplicative effect of that strength. Education levels are high as well. These factors suggest that the demand side of the Pasadena recreational and conservation markets is unusually strong.

Brand

The Rose Bowl name is iconic and the high ethic of the Rose Bowl is in decreasing supply. The globe is aware of the name, even if it is not as aware of the specific game and the parade. Visitors to the area commonly go to the front of the stadium and take a picture of the iconic script and rose through the chain-link fence. Also, college football fans from all over the country know which teams and which ultimate NFL stars have played in a bowl game. The stadium brand is reinforced by the parade, and the logo is attractive and speaks for itself. (Note: Other famous bowl stadiums, including the Sugar Bowl and Orange Bowl, have literally been destroyed, increasing the value of the Rose Bowl.)

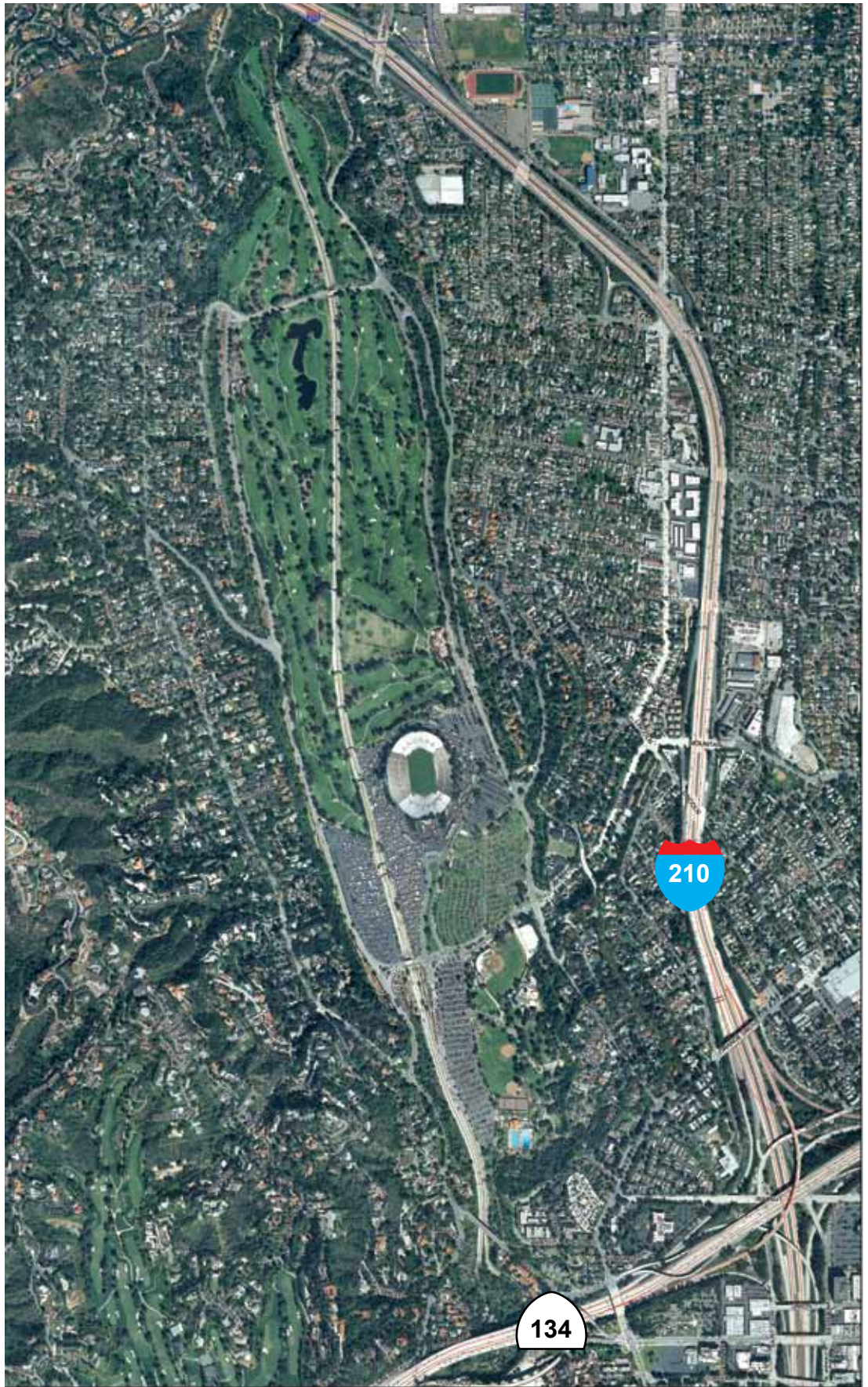
Finite Physical Space

The Central Arroyo Seco is unambiguously physically constrained on all sides by residential neighborhoods. There are virtually no other comparable recreational spaces within a reasonable drive time. For example,

- The competitive recreational space cannot be added to or created.
- Every square inch needs to be planned for; there is no room for spurious uses.
- Overuse is damaging to the users' experience and constrains the availability further.

The challenge is to serve the most users most effectively while minimizing conflicts of enjoyment and ensuring safety.

An aerial view of the Rose Bowl and Central Arroyo Seco. Improved asphalt parking spaces total 5,815, and parking on turf ranges from 15,466 to 18,430 additional spaces.



Primary Recommendations: Three Big Ideas

THE PANEL BELIEVES that three near-term recommendations can be useful in addressing some of the immediate issues regarding revenue and site management. The specific approach for each will have to be deliberated by the city. But in general terms, these recommendations provide a strategic path forward for the next few months.

Establish the Central Arroyo Conservancy

The panel believes that the ultimate goal is to have the Rose Bowl and Central Arroyo Seco operate as a self-sustaining entity. The panel believes that the current organizational approach, with duties and responsibilities fractured among several entities, can be enhanced by establishing a Central Arroyo Conservancy. This new not-for-profit body can be modeled on the concept so successfully implemented for New York City's Central Park. That conservancy has transformed Central Park into one of the most impressive parks in the world.

Created and empowered by the city of Pasadena, the conservancy would be a single-purpose 501(c)(3) entity with operational control of the entire Central Arroyo area. The RBOC would be either folded into or replaced by this new entity. The two 501(c)(3) organizations—the Rose Bowl Aquatics Center and the Kidspace Children's Museum—would remain independent and would be in effect “tenants” of the conservancy.

The conservancy will not be an “authority” but rather a creature of the city of Pasadena. It would be structured under a lease from the city to it and would be controlled by a board with representatives of the City Council, the mayor's office, and city departments. It would have public members as representatives of



The Central Arroyo Seco is generally divided into three areas: Brookside Golf Course (top); Rose Bowl (middle); and Brookside Park, Kidspace Children's Museum, and Rose Bowl Aquatics Center (bottom).

the community, primarily citizens of Pasadena, with perhaps some representation from a broader group of stakeholders. The conservancy would be designed to be completely transparent in its actions, and the city would control the lease terms and renewals. The Central Park Conservancy in New York City revives a lease for between eight and ten years, which is renewable.

The primary job of the Central Arroyo Conservancy would be to manage nearly all aspects of the Central Arroyo (sanitation and police services may well stay with the city). The conservancy would have at least the following responsibilities:

- Create a physical master plan for the Central Arroyo's future with both short- and long-term projects, including new capital and land restoration.
- Create a business plan for the Central Arroyo, including the Rose Bowl, the golf course, the parking, and park features. This financial plan would cover both the short term and long term, including the management

of the revenues, as well as strategies for obtaining new revenue sources, philanthropic contributions, and an endowment for needed capital improvements.

- Create a programming template for ongoing activities of the Central Arroyo with operational goals and management objectives.

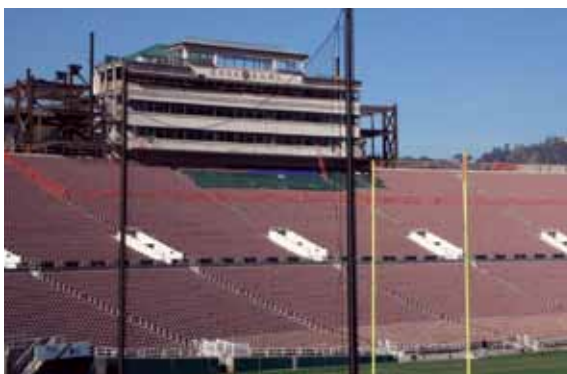
The conservancy can also act as the liaison, coordinator, and representative with other important groups, such as the Arroyo Seco Foundation and other government and private bodies whose interest lies in the park. The conservancy can also serve as a connection for the various initiatives that are currently underway, such as the Central Arroyo Stream Restoration Program and the Central Arroyo Seco Master Plan.

Rose Bowl Enhancement

Every day, thousands of people visit the Central Arroyo Seco. Many of them are from outside southern California, and they inevitably end up visiting the gate of the Rose Bowl and taking a picture through the fence. Many of these visitors would love to have the chance to see the interior of the stadium and stand on the 50-yard line. The Rose Bowl brand is so universal that the panel feels that it can be leveraged in a variety of ways to generate revenue. The controlling entity should create a visitors program built on existing and potential visitor flows.

Tour and Interactive Legends Attraction

A variety of iconic landmarks and locations around the country use tours as a means to raise revenue. For example, the Empire State Building and Yankee Stadium in New York, Cowboys Stadium in Dallas, the Louisville Slugger Museum in Kentucky, and Lambeau Field in Green Bay, Wisconsin, all have tour programs that generate substantial revenue. The Lambeau Field tour regularly generates upward of \$800,000 in revenue. (Lambeau is located in northern Wisconsin. Although the Packers have an immense national following, Pasadena in particular and southern California in general have many more visitors than Green Bay.)



Among the proposed renovations to the Rose Bowl is a significantly expanded press box to provide opportunities for enhanced premium seating and its associated revenue.

Approaches the tour could take include the following:

- locker room, training facilities;
- historic event location, field walk-on;
- “Catch a Pass” in the end zone;
- “Hold Your Wedding” on the 50-yard line;
- photo ops, take-home and/or digital dissemination;
- interactive attractions; and
- snack and food service.

Tours should also be combined with a focused merchandizing and memorabilia strategy. Such a strategy will require a licensing program and product creation.

In addition to generating revenue, the visitors program could complement the existing visitor flows into the city and improve linkages between the Central Arroyo and downtown and other businesses in Pasadena. The panel believes that such an approach will enhance and extend the entire Pasadena Heritage story.

Parking

The panel believes that parking is an untapped potential revenue source for the city. The number of current and potential visitors strongly suggests the need to develop a fee-based parking program.

Tiered Parking Fee Program

The parking program could be structured with different rates for residents, nonresidents, and commercial users. A decal program is one such approach and could be implemented rather quickly, although this program must be approached with the understanding that it will initially require a focused enforcement program. A fee-based system provides some control and mitigation of nonresident users, providing a pay-for-play approach that is becoming the norm for public recreational facilities throughout the country. A fee-based system will also likely reduce the number vehicle trips into the Central Ar-



royo Seco because there will be those (both residents and nonresidents) who may choose to no longer patronize the park. In addition, this system will foster carpooling and alternative transportation, such as walking and cycling.

Evaluate Existing Parking

Depending on how the cars are arranged for parking, off-street parking totals range from 21,281 to 24,245 spaces. Improved asphalt parking spaces total 5,815, and parking on turf ranges from 15,466 to 18,430 additional spaces.

The panel observed that the existing parking and traffic flow throughout the Arroyo were fragmented and somewhat confusing with a variety of asphalt, turf, and dirt surfaces. A few areas, such as those near the golf club, appear to be designed for specific populations (that is, golfers). Although clearly part of the larger stadium contingent for game days, some parking areas, such as those near the aquatics center and tennis facilities, are used on non-stadium event days almost exclusively by those nearby uses. Parallel Loop parking is regularly used by walkers and cyclists.

The panel feels a comprehensive evaluation of the parking is a first step toward implementing a fee-based program. The evaluation will help (1) identify areas that can be regularly used for fee parking, (2) improve parking flow, and (3) understand user demand. As will be noted below, a longer-term approach for both parking and travel surfaces should be considered as well.

Tours, such as the ones provided at Lambeau Field (above), provide tremendous opportunity for both revenue and improved awareness of the Rose Bowl and its place in the history and culture of Pasadena.

Additional Recommendations

THE ADVISORY PANEL PROCESS allows only a limited amount of time to consider and frame a series of strategic reconditions. Clearly, the primary focus of the assignment was to identify additional sources of funding for the Rose Bowl and Central Arroyo Seco. However, the panel felt that certain issues and subjects would improve the long-term position of the Central Arroyo.



Reorganization of the parking around the Rose Bowl could include a realignment of the stadium entry road to allow more efficient use of adjoining spaces; impervious parking surfaces with reinforced turf to support parking, recreation, and stormwater harvesting; and improved parking flow and striping layouts to maximize use on large event days.

Reorganization of Parking and Playfields

As noted above, a comprehensive study that reviews, reorganizes, and rehabilitates the parking and road facilities will be an important yardstick to begin prioritizing future improvements for the Central Arroyo. In addition, thought should be given to reorganizing the playfields to make them more efficient. Such a study will help mightily with the ongoing initiatives, such as the stream restoration project and the master plan. Specific subjects that should be addressed with this study include

- evaluating and upgrading paved and nonpaved parking areas;
- realigning the stadium entry road to allow more efficient use of adjoining spaces;
- replacing impervious parking surfaces with reinforced turf to support parking, recreation, and stormwater harvesting;
- improving parking flow and striping layouts to maximize use on large event days;
- identifying and allocating space requirements by user demand; and
- upgrading lighting and landscaping in parking areas; considering covering portions of the Central Arroyo Stream for use as added parking and/or access roads.

These evaluations and improvements can of course be phased subject to dedicated parking revenue receipts.

Golf Course Clubhouse

The panel interviewed more than 30 individuals as a part of this assignment; most of those interviewees were emphatic in their opposition to major new uses in the Central Arroyo. However, many of those interviewed felt that redevelopment of the golf clubhouse was appropriate. The 18,000-square-foot clubhouse could act as the Central Arroyo's main meeting location and could serve more than just the golf community. The panel recommends redeveloping the clubhouse as a welcoming destination that supports health and wellness with uses that include

- bicycle rental/storage;
- refreshments;
- recreation-focused retail;
- meeting space; and
- indoor and outdoor gathering areas.

Golf Course

Brookside Golf Course is the most profitable and one of the most used recreational components in the Central Arroyo. The panel believes that the city should reimagine the golf course to optimize the golf experience and to enhance the Arroyo's ecology. In addition to redeveloping the clubhouse space, two specific concepts should be considered: (1) reducing and/or reconfiguring the number of holes to better accommodate additional amenities and (2) xeriscaping to reduce water demands. Most important, the fee structure needs to be reconsidered. This golf course is a public venue with a wonderful history and legacy and tremendous local and regional patronage.

The panel believes that the current greens fees are below the true value of the experience. A sampling of other public golf courses run by the same company in the Los Angeles area shows that the fees for at least a quarter of the 25 courses are either equivalent to or



higher than the fees for the two courses at Brookside. From a competitive perspective, an increase could result in significant additional revenues. (Note: the panel was not informed of the details of the lease/operational agreement with American Golf so it is not possible to speculate on who would receive the additional profit.) Also, from a purely volume perspective, a rise in greens fees may result in fewer golfers, reducing traffic in the Central Arroyo. This effect may also reduce the physical impact on the golf course.

The panel believes that the city should reimagine the golf course to optimize the golf experience and to enhance the Arroyo's ecology. The clubhouse could act as the Central Arroyo's main meeting location and could serve more than just the golf community.

The golf course is a public venue with a wonderful history and legacy and tremendous local and regional patronage. In addition to redeveloping the clubhouse space, the city should consider reducing and/or reconfiguring the number of holes to better accommodate additional amenities and incorporating xeriscaping to reduce water demands.



The area of focus for naturalization of the Central Arroyo Stream. The panel concurs with much of the recent work focused on the naturalization of the stream to enhance ecological systems and provide unique public amenities.



The Rose Bowl Loop currently accommodates a variety of walkers, cyclists, and vehicles that often come into conflict. Appropriately, the city has investigated a variety of methods to reduce these conflicts.



Naturalize the Stream

The Arroyo Seco supports a thriving natural ecosystem that includes several native plant communities and provides shelter, food, and nesting sites for hundreds of wildlife species. The channelization of the Arroyo Seco began in the 1930s. Efforts are underway by the city and local community organizations to protect, enhance, and restore these ecosystems.

The panel concurs with much of the recent work focused on the naturalization of the stream to enhance ecological systems and provide unique public amenities. A portion of the stream on the southwestern side of the stadium may better function covered, allowing for more efficient use of the surface for playfield and/or parking, albeit in an impervious format.

Traffic Management

Conflicts occur among myriad users on the Rose Bowl Loop. Daily, the Loop is used by cyclists, skaters, walkers, runners, strollers, golfers, picnickers, and others. In addition, the use by the peloton (an integrated unit of cyclists usually traveling at high speeds) is a potential hazard that requires attention.

The panel gives the city high marks for investigating a variety of methods to reduce conflicts among the various users, the latest being special pavement markings and flexible bollards that provide a visible separation between walkers and cyclists. From a purely safety perspective, the panel recommends that the peloton's use of the Loop be limited to specific days and hours, which will ensure the reduction or elimination of conflicts with motorists, pedestrians, and golf patrons.

Conclusion

THE STRATEGIC RECOMMENDATIONS in this report are an attempt to address the potentially serious and time-sensitive issues that arise, in part, from the significant financial commitments made to the Rose Bowl improvements. From a long-term perspective, these improvements are necessary for the Rose Bowl to stay competitive in an increasingly aggressive college bowl and large-venue marketplace. The physical and managerial aspects of this treasured icon must evolve, or it will die.

The Central Arroyo Seco Conservancy is a concept that can provide a path forward for the city in its attempt to raise funds, manage the park, and provide the arm's-length leadership that is necessary for success. In such an arrangement, moral hazard is always a possibility. Moral hazard arises when an institution does not accept the full consequences and responsibilities of its actions, therefore having a tendency to act less carefully than it otherwise would, leaving another party to hold some responsibility for the consequences of those actions. The panel cautions that the ultimate responsibility for any economic shortfalls in the new conservancy will be the city's, yet the day-to-day and strategic decisions will lie with the conservancy. Therefore, it is important to establish a strict accountability plan, perhaps a lease arrangement similar to what is used for Central Park.

The other panel recommendations, including "pay-for-play" parking, may spark initial resentment and disapproval. In addition, limiting the peloton's use of the Loop will likely be protested by cycling enthusiasts. If the conservancy also implements the additional long-term recommendations of the panel, they too may be met with initial resistance. The panel cautions the conservancy to be confident about its decisions, to stick to its decisions, and to endure the noise that will likely follow. The conservancy will need to be disciplined in choosing among



competing uses and fee structures. It will be important to thoroughly communicate with the users and others affected by the changes because like most endeavors in the public realm, transparency is the key. The protest will pass and the Central Arroyo Seco will be better for it.

Finally, the panel recommends that the city not be swayed by the offer to temporarily host the National Football League. It was the panel's opinion that such an effort would be detrimental to the ultimate goal of making the Central Arroyo Seco a sustainable part of the Pasadena community.

Pasadena is an incredibly vibrant and progressive community at the leading edge of technology, education, urban living, downtown revitalization, and sustainability. The Central Arroyo Seco and the Rose Bowl are incredible assets that add to that vibrancy. Those dedicated city and community leaders interested in their preservation and enhancement must make bold moves to ensure their continued survival. The panel believes the recommendations in this report are a good place to start.

About the Panel

Richard L. Perlmutter

Chair

Rockville, Maryland

Perlmutter cofounded Argo Development Company in 1996. The firm has expertise in developing retail, office, residential, and urban mixed-use projects. Since its inception, Argo has acquired or developed over 3 million square feet of commercial and residential space in the Washington, New York, and Boston metropolitan areas. Over Perlmutter's professional career, he has developed and managed property valued at over \$2 billion. The firm is strategically aligned with the Foulger-Pratt Companies and develops and acquires real estate primarily for its own account.

One of the firm's noteworthy projects is Downtown Silver Spring, a 1 million-square-foot mixed-use development in Montgomery County, Maryland. The development includes retail, office, hotel, multifamily, and civic venues. The project received the U.S. Environmental Protection Agency's 2008 National Award for Smart Growth Achievement. The development is a public/private partnership with Montgomery County, Maryland.

Before founding Argo, Perlmutter held numerous positions in government and the private sector, including Bank of America and the U.S. Senate. He is a frequent speaker and participant on ULI panels and workshops and is a member of numerous boards and the District of Columbia Bar.

Ryan Bouma

Alexandria, Virginia

Ryan Bouma is a landscape architect, land planner, and LEED-accredited professional specializing in the design of sustainable communities and the public spaces within them.

At AECOM, Bouma acts as both project manager and lead designer working with private developers and public agencies on award-winning projects throughout the United States and abroad. His portfolio includes landscape architectural and urban regeneration projects in the Washington, D.C., area, such as the National Capital Framework Plan, master planning for Poplar Point, planning for the D.C. United Stadium Complex, and low-impact streetscapes at the Yards redevelopment, as well as the Eilan resort and mixed-use community in San Antonio, Texas. Prior to his practice with AECOM, Bouma worked in the Wilmington, North Carolina, office of HadenStanziale PA, where he created mixed-use developments, recreation amenities, and unique coastal communities.

Bouma has taught Introduction to Landscape Design and Site Analysis at the George Washington University and has previously provided technical assistance and advisory services for ULI at the local and national levels. He is a member of the American Society of Landscape Architects; holds a BA in landscape architecture from West Virginia University; and has received formal training in crime prevention through environmental design at the University of Louisville.

Susan Hudson-Wilson

Chebeague Island, Maine

Hudson-Wilson is the retired founder of Property & Portfolio Research Inc. (PPR), an independent real estate research and strategy development firm. She sold the firm to the Daily Mail and General Information (DMGI) in 2002. She served on the board of PPR from 2002 to 2009 and now serves on the boards of Hawkeye Partners LP, Market Shield LLC, and Calendar Islands Maine Lobster LLC. Hudson-Wilson speaks often at industry meetings and has published extensively, including an article on inflation and real estate in the fall 2007 *Journal of Portfolio Management*. In the fall of 2009, 2007, 2005, and 2003, she coedited the special issue of the *Journal of Portfolio Management*. She was awarded the Pension Real Estate Association's Graaskamp Award for Research Excellence in 1995. She became a Chartered Financial Analyst and received a BA cum laude in economics from the University of Vermont and an MA in economics from Boston University. Hudson-Wilson is a former treasurer, vice chair, and chair of the Pension Real Estate Association and is a trustee and governor of the Urban Land Institute. She is a trustee of the University of Vermont and serves on several committees, including the Audit Committee and the Investment Subcommittee. She is a founder, past president, and fellow of the Real Estate Research Institute and a member of Lambda Alpha International. She has also served on the CFA Institute's Candidate Curriculum Committee and has been a CFA examination grader. She serves as a trustee and Executive Committee member of the Schepens Eye Research Institute. She coedited the book *Managing Real Estate Portfolios* (1994, Business One Irwin) and edited *Modern Real Estate Portfolio Management* (2000, Frank Fabozzi & Associates).

Richard M. Rosan

Washington, D.C.

Richard M. Rosan is the president of the Urban Land Institute Foundation, which is the philanthropic arm of the Urban Land Institute. ULI is a global nonprofit education and research institute supported by nearly 35,000 members representing all aspects of land use and development disciplines. Its mission is to provide leadership in the responsible use of land and in sustaining and creating thriving communities worldwide.

The ULI Foundation, which has a corpus of more than \$40 million, supports many of the Institute's general research and education activities, as well as local programs offered through ULI's district council network. In addition, the Foundation provides endowments for specific activities, including those related to workforce housing, infrastructure, sustainability, and public leadership in land use.

Rosan recently transitioned full-time into the role of ULI Foundation president after stepping aside as chief executive officer of ULI Worldwide. For more than 17 years, he served simultaneously as ULI's top executive and as the ULI Foundation president. Under his leadership, ULI experienced a fourfold increase in membership, expanded its global outreach into Europe and Asia, and secured many new funding sources. Rosan broadened ULI's intellectual content through the creation of the ULI senior resident fellows program and the funded centers, which are supported through endowments from the ULI Foundation.

Rosan is an architect and a fellow of the American Institute of Architects. Prior to his service at ULI, he spent 22 years in New York City in several capacities, including 12 years with New York City, concluding with his service as the city's economic development director. Rosan also served for six years as president of the Real Estate Board of New York, and he spent five years in the private development business as a project director for several large New York City development projects.

Frank Stanek

Arroyo Seco, California

Stanek established Stanek Global Advisors in May 2004 to provide strategic and new business development advisory services to clients in the areas of large-scale land use, leisure, entertainment, and resort development on a global basis.

Stanek has been active in the leisure/tourism development and entertainment industry for over 40 years. His primary focus in recent years has been on international business development, working extensively in Asia, Europe, and South America.

Before establishing his consulting practice, Stanek held key executive positions with both Vivendi-Universal Entertainment and the Walt Disney Company.

Serving as president, international business development, he led the international development and expansion opportunities for Universal Parks & Resorts. Stanek initiated the development of Universal Studios Japan in Osaka and the acquisition of Universal Meditteranea near Barcelona, Spain. He managed Universal's expansion into China through Universal Studios Experience Beijing and through the initiation of Universal Studios Shanghai.


As vice president, corporate planning, for the Walt Disney Company, Stanek facilitated the first strategic plan for the company and was active in setting future expansion and direction for the company's business units. In addition, during his 25 years with the Disney organization, he was actively involved in all aspects of new business creation and project development for the company, including Walt Disney World & Epcot Center in Orlando, Florida, and Disneyland in Anaheim, California. He was responsible for the planning, development, and implementation of Tokyo Disneyland and spearheaded the development strategy, site selection, and initiation of Disneyland Paris.

Stanek has served as a director on a number of Universal Studios joint venture boards. He formerly served as a director of the United States–Japan Bridging Foundation, a commissioner of the Japan-U.S. Friendship Commission, and a director of CULCON, all of which operate under the auspices of the U.S. State Department. Stanek is a governor of the ULI Foundation, an honorary member and former trustee of the Urban Land Institute, and a member of the Board of Advisors for the Hollywood Entertainment Museum. Additionally, he is a director of the Ryman-Carroll Foundation and is founding chair of the Business First Board of California State University, Fullerton.

Stanek received a BA in business administration from California State University, Fullerton, in 1964.



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