H. Memorandums from Stan Hoffman and Associates

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Memorandum

Date: September 10, 2012

To: Stephanie DeWolfe
Deputy Director of Planning, City of Pasadena

From: Stan Hoffman, Principal
Marcine Osborn, Senior Associate

Cc: Scott Reimers, Planner, City of Pasadena
Jason Mikaelian, Planner, City of Pasadena
Richard Davis, Assistant Finance Director, City of Pasadena
Woodie Tescher, The Planning Center/DC&E

Subject: **Projected Fiscal Impacts, Pasadena General Plan Update**

Job #: 1212

This memorandum presents projected fiscal impacts to the City's General Fund and the City Gas Tax Fund for the Pasadena General Plan Update. Fiscal impacts are projected for the Existing General Plan and the Proposed Plan. Revenues and costs are projected based on land use and market information for each scenario provided by the City and the Community Viz platform provided by the Atkins Company. Fiscal impacts are projected in constant 2012 dollars, with no adjustment for future inflation.

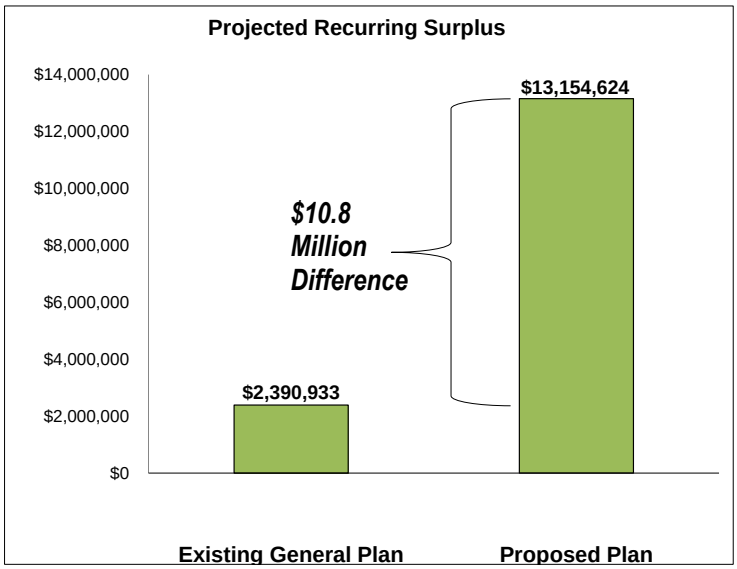
Fiscal impacts are shown for the year 2035 (buildout), which essentially combines the net fiscal impact from the proposed incremental development with the Fiscal Year (FY) 2013 (fiscal analysis base year) budget. The fiscal assumptions for the projected impacts are based on the *City of Pasadena, Adopted Operating Budget Fiscal Year 2013* and discussions with key City staff. The fiscal assumptions are presented in a separate document, *General Plan Update, Fiscal Impact Analysis Assumptions, City of Pasadena General*, September 10, 2012 prepared by Stanley R. Hoffman Associates.

Projected Fiscal Impacts

The projected fiscal impacts for the General Plan Update are presented in Figure 1 and Table 1.

- As shown in Figure 1, for the year 2035, the projected recurring surplus for the Proposed Plan is about $10.8 million greater than the projected recurring surplus for the Existing General Plan.
- The projected recurring surplus for the Existing General Plan is about $2.39 million in the year 2035 and the projected recurring surplus for the Proposed Plan is about $13.15 million in 2035, as shown in Table 1.
- As also shown in Table 1, the FY 2013 City budget is essentially balanced with a small surplus of $163,798.
- The detailed revenues and costs in the City FY 2013 budget and the detailed revenues and costs projected for the year 2035 for the two plans are presented in Table 2.
- The projected surplus for the incremental growth is about $2.23 million for the Existing General Plan compared with the projected surplus of $12.99 million for the incremental growth included in the Proposed Plan. Detailed incremental fiscal projections for the Existing General Plan are presented in Appendix Table A-1. Appendix Table A-2 includes the detailed projected incremental fiscal impacts for the Proposed Plan.

Figure 1
Comparison of Fiscal Impacts for Year 2035
Pasadena General Plan Update
(In Constant 2012 Dollars)



Source: Stanley R. Hoffman Associates, Inc.

Table 1
Summary of Projected Fiscal Impacts
Pasadena General Plan Update
(In Constant 2012 Dollars)

Categories	Existing General Plan	Proposed Plan	Difference (Proposed minus Existing General Plan)
A. EXISTING BUDGET			
Total Annual Recurring Revenues	$215,822,002	$215,822,002	$0
Total Annual Recurring Costs	$215,658,204	$215,658,204	$0
Annual Net Surplus	$163,798	$163,798	$0
Revenue/Cost Ratio	1.00	1.00	0.00
B. INCREMENT GROWTH			
Total Annual Recurring Revenues	$29,703,086	$57,442,053	$27,738,967
Total Annual Recurring Costs	$27,475,952	$44,451,227	$16,975,275
Annual Net Surplus	$2,227,134	$12,990,826	$10,763,692
Revenue/Cost Ratio	1.08	1.29	0.21
C. YEAR 2035			
Total Annual Recurring Revenues	$245,525,088	$273,264,055	$27,738,967
Total Annual Recurring Costs	$243,134,156	$260,109,431	$16,975,275
Annual Net Surplus	**$2,390,932**	**$13,154,624**	**$10,763,692**
Revenue/Cost Ratio	1.01	1.05	0.04

Source: Stanley R. Hoffman Associates, Inc.

Table 2
Detailed Projected Fiscal Impacts for Year 2035
Pasadena General Plan Update
(In Constant 2012 Dollars)

	Fiscal Year 2013		Existing General Plan		Proposed Plan	
Categories	Amount	Percent of Total	Amount	Percent of Total	Amount	Percent of Total
A. GENERAL FUND						
Annual Recurring Revenues						
Property Tax	$38,999,000	18.1%	$47,757,955	19.5%	$55,966,861	20.5%
Real Property Transfer Tax	721,000	0.3%	835,760	0.3%	943,314	0.3%
Property Tax in Lieu of MVLF	12,843,000	6.0%	15,791,848	6.4%	18,555,514	6.8%
Sales and Use Tax	31,209,000	14.5%	31,903,885	13.0%	38,431,303	14.1%
Utility Taxes	30,341,500	14.1%	35,516,762	14.5%	38,344,364	14.0%
Transient Occupancy Tax	9,142,000	4.2%	9,525,838	3.9%	10,542,022	3.9%
Franchise Taxes	2,510,400	1.2%	2,938,741	1.2%	3,172,773	1.2%
Street Lighting and Traffic Signal Tax	6,830,000	3.2%	7,995,034	3.3%	8,631,572	3.2%
Business License Tax	6,075,000	2.8%	7,426,687	3.0%	8,056,240	2.9%
Animal Licenses/Bicycle Registration/Yard Sales	139,000	0.1%	152,600	0.1%	163,534	0.1%
Other Non-Building Licenses and Permits	1,489,063	0.7%	1,743,174	0.7%	1,882,013	0.7%
Motor Vehicle License Fee Roundabout	450,000	0.2%	493,928	0.2%	529,246	0.2%
Charges for Services	15,823,292	7.3%	18,522,200	7.5%	19,996,798	7.3%
Charges for Services - Quasi External	4,457,883	2.1%	5,218,245	2.1%	5,633,683	2.1%
Operating Transfers In	19,238,477	8.9%	22,519,901	9.2%	24,312,770	8.9%
Fines and Forfeitures	6,636,500	3.1%	7,768,660	3.2%	8,387,238	3.1%
Rental Income	1,167,153	0.5%	1,366,366	0.6%	1,475,210	0.5%
Miscellaneous Income	1,300,056	0.6%	1,521,952	0.6%	1,643,188	0.6%
Interest Earned on Investments	484,982	0.2%	560,857	0.2%	631,715	0.2%
Subtotal Annual Recurring Revenues	$189,857,306	88.0%	$219,560,392	89.4%	$247,299,359	90.5%
Other Revenues	$25,964,696	12.0%	$25,964,696	10.6%	$25,964,696	9.5%
Total Revenues	$215,822,002	100.0%	$245,525,088	100.0%	$273,264,055	100.0%
Total Annual Recurring Costs						
General Government	$48,170,296	22.3%	$51,649,782	21.2%	$53,799,490	20.7%
Fire	38,752,208	18.0%	45,362,393	18.7%	48,973,996	18.8%
Human Services and Recreation	8,614,765	4.0%	9,456,299	3.9%	10,132,890	3.9%
Planning and Development	7,715,047	3.6%	8,398,486	3.5%	8,771,895	3.4%
Police	58,265,174	27.0%	68,203,466	28.1%	73,633,439	28.3%
Public Works	18,810,485	8.7%	21,920,310	9.0%	23,619,422	9.1%
Transportation Department	4,330,966	2.0%	5,069,632	2.1%	5,473,216	2.1%
Animal Control	1,076,268	0.5%	1,181,403	0.5%	1,265,932	0.5%
Library	10,372,999	4.8%	11,386,285	4.7%	12,200,967	4.7%
Pasadena Center Operating Company	5,627,000	2.6%	6,202,758	2.6%	7,727,035	3.0%
Non-Department Transfers to Other Funds	2,230,597	1.0%	2,610,942	1.1%	2,818,751	1.1%
Subtotal Annual Recurring Costs	$203,965,805	94.6%	$231,441,757	95.2%	$248,417,032	95.5%
Transfer to Pension Bond	$11,692,399	5.4%	$11,692,399	4.8%	$11,692,399	4.5%
Total Costs	$215,658,204	100.0%	$243,134,156	100.0%	$260,109,431	100.0%
Annual Surplus	**$163,798**		**$2,390,932**		**$13,154,624**	
Revenue/Cost Ratio	1.00		1.01		1.05	
B. GAS TAX FUND						
State Gasoline Tax Recurring Revenues	$3,924,194		$4,306,513		$4,615,568	

Sources: Stanley R. Hoffman Associates, Inc.
City of Pasadena, *Adopted Operating Budget, Fiscal Year 2013*

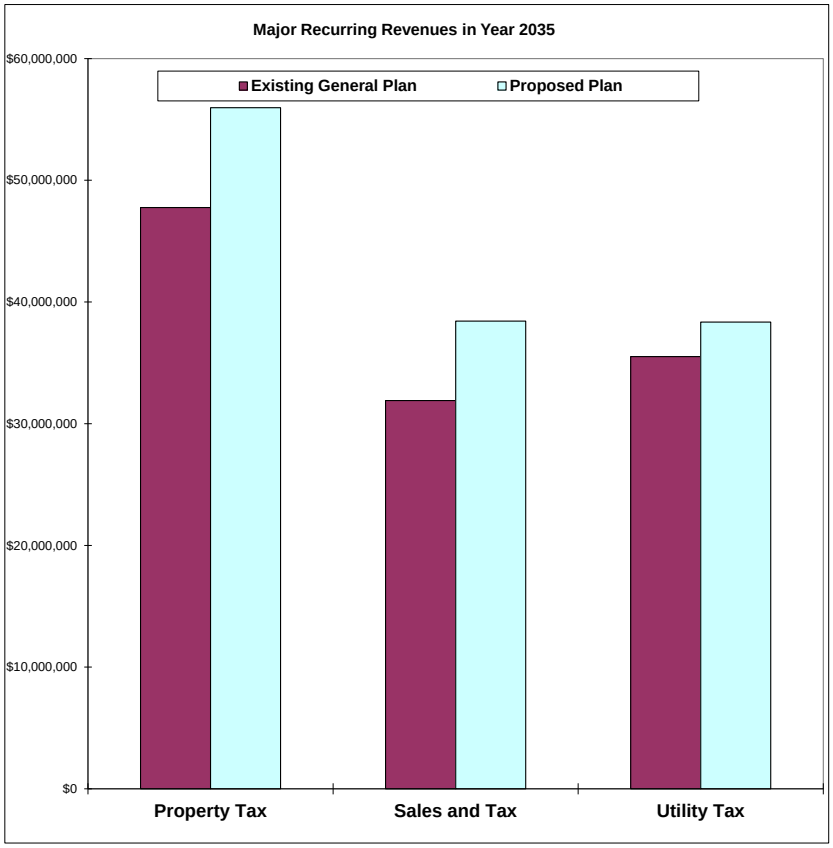
Fiscal Impact Comparative Indicators

The following compares the largest recurring revenues and costs for the Existing General Plan and the Proposed Plan that were highlighted in yellow in Table 2.

Largest Recurring Revenues. Figure 2 presents the projected annual recurring property tax, sales and use tax and utility taxes for the Existing General Plan and the Proposed Plan land uses for the year 2035. These three revenues sources account for about 50 percent of the total projected revenues for each land use scenario after buildout. Property tax and sales and use tax is based on information from Community Viz.

As shown in Table 3, the projected property tax for the new growth in the Proposed Plan is about twice the projected property tax for the new growth in the Existing General Plan and the projected sales and use tax for the new land uses in the Proposed Plan is more than 10 times the projected sales and use tax for the new land uses in the Existing General Plan. The incremental detailed projected property tax and sales and use tax for each land use scenario are presented in Appendix Table A-3 and Appendix Table A-4.

Figure 2
Major Recurring Revenues in Year 2035
Pasadena General Plan Update
(In Constant 2012 Dollars)



Source: Stanley R. Hoffman Associates, Inc.

Table 3
Major Recurring Revenues
Pasadena General Plan Update
(In Constant 2012 Dollars)

Categories	Existing General Plan	Proposed Plan	Difference (Proposed minus Existing General Plan)
A. EXISTING BUDGET			
Property Tax	$38,999,000	$38,999,000	$0
Sales and Use Tax	$31,209,000	$31,209,000	$0
Utility Tax	$30,341,500	$30,341,500	$0
Total	$100,549,500	$100,549,500	$0
B. INCREMENT GROWTH			
Property Tax	$8,758,955	$16,967,861	$8,208,906
Sales and Use Tax	$694,885	$7,222,303	$6,527,418
Utility Tax	$5,175,262	$8,002,864	$2,827,602
Total	$14,629,102	$32,193,028	$17,563,926
C. YEAR 2035			
Property Tax	$47,757,955	$55,966,861	$8,208,906
Sales and Use Tax	$31,903,885	$38,431,303	$6,527,418
Utility Tax	$35,516,762	$38,344,364	$2,827,602
Total	$115,178,602	$132,742,528	$17,563,926

Sources: Stanley R. Hoffman Associates, Inc.

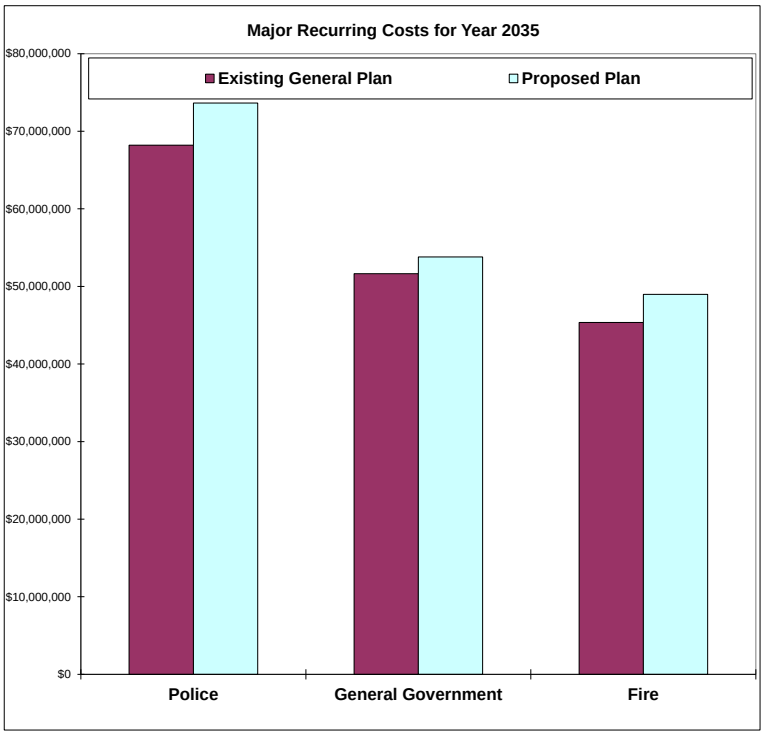
Largest Recurring Costs. Figure 3 presents the largest projected annual recurring costs of police, general government, fire and emergency services for the Existing General Plan and the Proposed Plan for the year 2035. These three costs account for about 70 percent of projected annual recurring costs for each land use scenario.

Table 4 presents the current, incremental and buildout projected police, general government and fire costs for the Existing General Plan and the Proposed Plan. These projected costs are about 55 percent higher for the new growth in the Proposed Plan than for the new growth in the Existing General Plan.

Incremental Fiscal Impacts by Sub-Areas

The incremental detailed projected impacts for the planning sub-areas for the Existing General Plan and the Proposed Plan are presented in Appendix Table A-5 and Appendix Table A-6.

Figure 3
Major Recurring Costs in Year 2035
Pasadena General Plan Update
(In Constant 2012 Dollars)



Source: Stanley R. Hoffman Associates, Inc.

Table 4
Major Recurring Costs
Pasadena General Plan Update
(In Constant 2012 Dollars)

Categories	Existing General Plan	Proposed Plan	Difference (Proposed minus Existing General Plan)
A. EXISTING BUDGET			
Police	$58,265,174	$58,265,174	$0
General Government	$48,170,296	$48,170,296	$0
Fire	$38,752,208	$38,752,208	$0
Total	$145,187,677	$145,187,677	$0
B. INCREMENT GROWTH			
Police	$9,938,291	$15,368,265	$5,429,974
General Government	$3,479,487	$5,629,194	$2,149,707
Fire	$6,610,185	$10,221,788	$3,611,603
Total	$20,027,963	$31,219,247	$11,191,284
C. YEAR 2035			
Police	$68,203,466	$73,633,439	$5,429,973
General Government	$51,649,782	$53,799,490	$2,149,708
Fire	$45,362,393	$48,973,996	$3,611,603
Total	$165,215,641	$176,406,925	$11,191,284

Sources: Stanley R. Hoffman Associates, Inc.

Land Use and Growth Observations

The following summarizes the housing units, population, household size and employment for the Existing General Plan and the Proposed Plan as provided by the City and Community Viz. The incremental land uses by sub-area for the Existing General Plan are presented in Appendix Table B-1 and Appendix Table B-2 includes the incremental land uses by sub-area for the Proposed Plan.

Housing Units, Population and Household Size. Housing units and population are provided by the City and Community Viz. As shown in Table 5, existing housing units in the City are estimated at 59,453. New housing units projected for the Existing General Plan are 5,489 and new housing units for the Proposed Plan are projected at 10,793. Year 2035 housing units are projected at 64,942 for the Existing General Plan and at 70,246 for the Proposed Plan.

Existing population for the City is estimated at 135,515. Incremental population is projected at 13,600 for the Existing General Plan and at 24,534 for the Proposed Plan. At year 2035, population is projected at 149,115 for the Existing General Plan and at 160,050 for the Proposed Plan.

As also shown in Table 5, the number of persons per housing unit in the City is currently estimated at 2.28. In the year 2035, the number of persons per unit is 2.30 for the Existing General Plan and 2.28 for the Proposed Plan.

Employment. As shown in Table 6, existing employment in the City is estimated at 111,029. Incremental employment projected for the land use scenarios varies from about 25,041 jobs for the Existing General Plan to about 36,703 jobs for the Proposed Plan.

Jobs-Housing Balance. The estimated existing jobs per housing unit ratio is 1.87 jobs per housing unit for the City of Pasadena, as shown in Table 6. Both land use scenarios for the General Plan Update are adding significantly more jobs than housing units and increases the ratio of jobs to housing to 2.10 for both the Existing General Plan and the Proposed Plan for year 2035.

Square Feet. The square feet for the General Plan Update land use scenarios is provided by the City and Community Viz, and is presented in Table 7. Total current square feet in the City are estimated at about 37.74 million. Incremental square feet for the Existing General Plan is estimated at about 6.67 million and incremental square feet for the Proposed Plan is estimated at about 9.43 million. Appendix Table B-3 presents the incremental square feet for the land use categories by sub-area for the Existing General Plan. The incremental square feet for the land use categories by sub-area for the Proposed Plan is presented in Appendix Table B-4.

As shown in Table 7, new retail and auto service square feet included in the Proposed Plan is about 4 times the new retail and auto service square feet in the Existing General Plan. The Proposed Plan also includes about 40 percent more new office and government office square feet than the Existing General Plan. For the year 2035, the Proposed Plan is estimated to include about 1.85 million less industrial square feet than the Existing General Plan.

Table 5
Population, Housing Units and Persons per Housing Unit
Pasadena General Plan Update

Categories	Existing General Plan	Proposed Plan	Difference (Proposed minus Existing General Plan)
A. EXISTING (2010)			
Housing Units	59,453	59,453	0
Population	135,515	135,515	0
Persons per Unit	2.28	2.28	0.00
B. INCREMENT GROWTH			
Housing Units	5,489	10,793	5,304
Population	13,600	24,534	10,934
Persons per Unit	2.48	2.27	(0.20)
C. YEAR 2035			
Housing Units	64,942	70,246	5,304
Population	149,115	160,050	10,935
Persons per Unit	2.30	2.28	(0.02)

Sources: Stanley R. Hoffman Associates, Inc.
PBS&J, an Atkins Company, September 4, 2012
City of Pasadena, Scott Reimers, September 4, 2012

Table 6
Employment, Residential Units and Jobs per Household
Pasadena General Plan Update

Categories	Existing General Plan	Proposed Plan	Difference (Proposed minus Existing General Plan)
A. EXISTING (2010)			
Jobs	111,029	111,029	0
Housing Units	59,453	59,453	0
Jobs/Housing Ratio	1.87	1.87	0.00
B. INCREMENT GROWTH			
Jobs	25,041	36,703	11,662
Housing Units	5,489	10,793	5,304
Jobs/Housing Ratio	4.56	3.40	(1.16)
C. YEAR 2035			
Employment	136,070	147,732	11,662
Housing Units	64,942	70,246	5,304
Jobs/Housing Ratio	2.10	2.10	0.00

Sources: Stanley R. Hoffman Associates, Inc.
PBS&J, an Atkins Company, September 4, 2012
City of Pasadena, Scott Reimers, September 4, 2012

Table 7
Summary of Square Feet
Pasadena General Plan Update

Categories	Existing General Plan	Proposed Plan	Difference (Proposed minus Existing General Plan)
A. EXISTING (2010) SQUARE FEET			
Office, Government Office	14,636,422	14,636,422	0
Retail, Auto Service	7,946,998	7,946,998	0
Medical Office	1,078,305	1,078,305	0
Hospital	2,092,085	2,092,085	0
Industrial	4,568,554	4,568,554	0
Lodging	1,185,450	1,185,450	0
Personal Services	578,476	578,476	0
All Other Categories	5,650,465	5,650,465	0
Total Square Feet	37,736,755	37,736,755	0
Hotel Rooms	1,976	1,976	0
B. INCREMENT SQUARE FEET			
Office, Government Office	4,796,172	6,724,827	1,928,655
Retail, Auto Service	633,518	2,415,970	1,782,452
Medical Office	1,109,019	1,909,951	800,932
Hospital	300,813	191,623	(109,190)
Industrial	(637,190)	(2,489,238)	(1,852,048)
Lodging	93,118	339,641	246,523
Personal Services	(3,330)	212,341	215,671
All Other Categories	379,176	129,373	(249,803)
Total Square Feet	6,671,296	9,434,489	2,763,193
Hotel Rooms	156	567	411
C. YEAR 2035 SQUARE FEET			
Office, Government Office	19,432,594	21,361,249	1,928,655
Retail, Auto Service	8,580,516	10,362,968	1,782,452
Medical Office	2,187,324	2,988,256	800,932
Hospital	2,392,898	2,283,708	(109,190)
Industrial	3,931,364	2,079,316	(1,852,048)
Lodging	1,278,568	1,525,091	246,523
Personal Services	575,146	790,817	215,671
All Other Categories	6,029,641	5,779,838	(249,803)
Total Square Feet	44,408,051	47,171,244	2,763,193
Hotel Rooms	2,132	2,543	411

Sources: Stanley R. Hoffman Associates, Inc.
PBS&J, an Atkins Company, September 4, 2012
City of Pasadena, Scott Reimers, September 4, 2012

APPENDIX A
DETAILED FISCAL PROJECTIONS AND SUPPORTING TABLES

Table A-1
Detailed Fiscal Impacts: Existing General Plan
Pasadena General Plan Update
(In Constant 2012 Dollars)

Categories	EXISTING GENERAL PLAN			
	Fiscal Year 2013 Adopted	TOTAL INCREMENT	Total Existing General Plan	Percent of Total
A. GENERAL FUND				
Annual Recurring Revenues				
Property Tax	$38,999,000	$8,758,955	$47,757,955	19.5%
Real Property Transfer Tax	721,000	114,760	835,760	0.3%
Property Tax in Lieu of MVLF	12,843,000	2,948,848	15,791,848	6.4%
Sales and Use Tax	31,209,000	694,885	31,903,885	13.0%
Utility Taxes	30,341,500	5,175,262	35,516,762	14.5%
Transient Occupancy Tax	9,142,000	383,838	9,525,838	3.9%
Franchise Taxes	2,510,400	428,341	2,938,741	1.2%
Street Lighting and Traffic Signal Tax	6,830,000	1,165,034	7,995,034	3.3%
Business License Tax	6,075,000	1,351,687	7,426,687	3.0%
Animal Licenses/Bicycle Registration/Yard Sales	139,000	13,600	152,600	0.1%
Other Non-Building Licenses and Permits	1,489,063	254,111	1,743,174	0.7%
Motor Vehicle License Fee Roundabout	450,000	43,928	493,928	0.2%
Charges for Services	15,823,292	2,698,907	18,522,200	7.5%
Charges for Services - Quasi External	4,457,883	760,362	5,218,245	2.1%
Operating Transfers In	19,238,477	3,281,424	22,519,901	9.2%
Fines and Forfeitures	6,636,500	1,132,160	7,768,660	3.2%
Rental Income	1,167,153	199,213	1,366,366	0.6%
Miscellaneous Income	1,300,056	221,896	1,521,952	0.6%
Interest Earned on Investments	484,982	75,875	560,857	0.2%
Subtotal Annual Recurring Revenues	$189,857,306	$29,703,086	$219,560,392	89.4%
Other Revenues [1]	$25,964,696	$0	25,964,696	10.6%
Total Recurring Revenues	$215,822,002	$29,703,086	$245,525,088	100.0%
Total Annual Recurring Costs				
General Government	$48,170,296	$3,479,487	$51,649,782	21.2%
Fire	38,752,208	6,610,185	45,362,393	18.7%
Human Services and Recreation	8,614,765	841,534	9,456,299	3.9%
Planning and Development	7,715,047	683,438	8,398,486	3.5%
Police	58,265,174	9,938,291	68,203,466	28.1%
Public Works	18,810,485	3,109,825	21,920,310	9.0%
Transportation Department	4,330,966	738,666	5,069,632	2.1%
Animal Control	1,076,268	105,135	1,181,403	0.5%
Library	10,372,999	1,013,286	11,386,285	4.7%
Pasadena Center Operating Company	5,627,000	575,758	6,202,758	2.6%
Non-Department Transfers to Other Funds	2,230,597	380,345	2,610,942	1.1%
Subtotal Annual Recurring Costs	$203,965,805	$27,475,952	231,441,757	95.2%
Transfer to Pension Bond [2]	$11,692,399	$0	$11,692,399	4.8%
Total Costs	$215,658,204	$27,475,952	$243,134,156	100.0%
Annual Surplus	**$163,798**	**$2,227,134**	**$2,390,932**	
Revenue/Cost Ratio	1.00	1.08	1.01	
B. GAS TAX FUND				
State Gasoline Tax Recurring Revenues	$3,924,194	$382,319	$4,306,513	

Note: 1. These other revenues include grants, one-time fees and interest earned on PCDC advances which are not projected for incremental growth based on discussion with City Finance staff.
2. Based on discussion with City Finance staff, the transfer to pension bond cost is a fixed cost that will end in 2014. Therefore, this cost is not projected for incremental growth.

Sources: Stanley R. Hoffman Associates, Inc.

Table A-2
Detailed Fiscal Impacts: Proposed Plan
Pasadena General Plan Update
(In Constant 2012 Dollars)

Categories	PROPOSED PLAN			
	Fiscal Year 2013 Adopted	TOTAL INCREMENT	Total Proposed Plan	Percent of Total
A. GENERAL FUND				
Annual Recurring Revenues				
Property Tax	$38,999,000	$16,967,861	$55,966,861	20.5%
Real Property Transfer Tax	721,000	222,314	943,314	0.3%
Property Tax in Lieu of MVLF	12,843,000	5,712,514	18,555,514	6.8%
Sales and Use Tax	31,209,000	7,222,303	38,431,303	14.1%
Utility Taxes	30,341,500	8,002,864	38,344,364	14.0%
Transient Occupancy Tax	9,142,000	1,400,022	10,542,022	3.9%
Franchise Taxes	2,510,400	662,373	3,172,773	1.2%
Street Lighting and Traffic Signal Tax	6,830,000	1,801,572	8,631,572	3.2%
Business License Tax	6,075,000	1,981,240	8,056,240	2.9%
Animal Licenses/Bicycle Registration/Yard Sales	139,000	24,534	163,534	0.1%
Other Non-Building Licenses and Permits	1,489,063	392,950	1,882,013	0.7%
Motor Vehicle License Fee Roundabout	450,000	79,246	529,246	0.2%
Charges for Services	15,823,292	4,173,506	19,996,798	7.3%
Charges for Services - Quasi External	4,457,883	1,175,800	5,633,683	2.1%
Operating Transfers In	19,238,477	5,074,293	24,312,770	8.9%
Fines and Forfeitures	6,636,500	1,750,738	8,387,238	3.1%
Rental Income	1,167,153	308,057	1,475,210	0.5%
Miscellaneous Income	1,300,056	343,132	1,643,188	0.6%
Interest Earned on Investments	484,982	146,733	631,715	0.2%
Subtotal Annual Recurring Revenues	$189,857,306	$57,442,053	$247,299,359	90.5%
Other Revenues	$25,964,696	$0	$25,964,696	9.5%
Total Recurring Revenues	$215,822,002	$57,442,053	$273,264,055	100.0%
Total Annual Recurring Costs				
General Government	$48,170,296	$5,629,194	$53,799,490	20.7%
Fire	38,752,208	10,221,788	48,973,996	18.8%
Human Services and Recreation	8,614,765	1,518,125	10,132,890	3.9%
Planning and Development	7,715,047	1,056,848	8,771,895	3.4%
Police	58,265,174	15,368,265	73,633,439	28.3%
Public Works	18,810,485	4,808,937	23,619,422	9.1%
Transportation Department	4,330,966	1,142,250	5,473,216	2.1%
Animal Control	1,076,268	189,664	1,265,932	0.5%
Library	10,372,999	1,827,968	12,200,967	4.7%
Pasadena Center Operating Company	5,627,000	2,100,035	7,727,035	3.0%
Non-Department Transfers to Other Funds	2,230,597	588,154	2,818,751	1.1%
Subtotal Annual Recurring Costs	$203,965,805	$44,451,227	248,417,032	95.5%
Transfer to Pension Bond	$11,692,399	$0	$11,692,399	4.5%
Total Costs	$215,658,204	$44,451,227	$260,109,431	100.0%
Annual Surplus	**$163,798**	**$12,990,826**	**$13,154,624**	
Revenue/Cost Ratio	1.00	1.29	1.05	
B. GAS TAX FUND				
State Gasoline Tax Recurring Revenues	$3,924,194	$691,374	$4,615,568	

Note: 1. These other revenues include grants, one-time fees and interest earned on PCDC advances which are not projected for incremental growth based on discussion with City Finance staff.
2. Based on discussion with City Finance staff, the transfer to pension bond cost is a fixed cost that will end in 2014. Therefore, this cost is not projected for incremental growth.

Sources: Stanley R. Hoffman Associates, Inc.

Table A-3
Projected Incremental for Existing General Plan
Sales and Use Tax, Valuation, Property Tax and Transient Occupancy Tax
Pasadena General Plan Update
(In Constant 2012 Dollars)

Existing General Plan	
Category	**TOTAL INCREMENT**
A. Taxable Sales	
Retail	$145,268,180
Non-Retail [1]	-82,834,700
Total Taxable Sales	$62,433,480
B. Sales and Use Tax	
Retail	$1,616,835
Non-Retail	-921,950
Total Sales and Use Tax	$694,885
C. Property Valuation	
Residential	$2,196,230,000
Non-Residential	1,974,700,272
Total New Property Assessed Valuation	$4,170,930,272
D. Property Tax Levy of 1% of AV	$41,709,303
C. General Fund Projected Property Tax Related Revenues	
General Fund Property Tax (@ 21% of 1% levy)	$8,758,955
Projected New Property Tax in Lieu of MVLF (@ $707 per $1,000,000 of Assessed Valuation)	$2,948,848
D. Projected Transient Occupancy Tax	
New Lodging Square Feet	93,118
Rooms (@ 600 square feet per room)	155
Room Receipts (@ $200 per night; 70% occupancy)	$7,930,550
Total Transient Occupancy Tax (@ 12.1% of room receipts)	$959,596
Transfer to Pasadena Center Operating Company (@ 60% of Total TOT)	$575,758
Net Allocation to General Fund	$383,838

Note: 1. Non-retail taxable sales are projected to decline because of the projected decrease in industrial development.

Sources: Stanley R. Hoffman Associates, Inc.
PBS&J, an Atkins Company, September 4, 2012
City of Pasadena, Scott Reimers, September 4, 2012

Table A-4
Projected Incremental for Proposed Plan
Sales and Use Tax, Valuation, Property Tax and Transient Occupancy Tax
Pasadena General Plan Update
(In Constant 2012 Dollars)

Proposed Plan	
Category	**TOTAL INCREMENT**
A. Taxable Sales	
Retail	$702,435,191
Non-Retail [1]	-53,531,092
Total Taxable Sales	$648,904,099
B. Sales and Use Tax	
Retail	$7,818,104
Non-Retail	-595,801
Total Sales and Use Tax	$7,222,303
C. Property Valuation	
Residential	$4,523,562,170
Non-Residential	3,556,372,101
Total New Property Assessed Valuation	$8,079,934,271
D. Property Tax Levy of 1% of AV	$80,799,343
C. General Fund Projected Property Tax Related Revenues	
General Fund Property Tax (@ 21% of 1% levy)	$16,967,861
Projected New Property Tax in Lieu of MVLF (@ $707 per $1,000,000 of Assessed Valuation)	$5,712,514
D. Projected Transient Occupancy Tax	
New Lodging Square Feet	339,641
Rooms (@ 600 square feet per room)	566
Room Receipts (@ $200 per night; 70% occupancy)	$28,926,092
Total Transient Occupancy Tax (@ 12.1% of room receipts)	$3,500,057
Transfer to Pasadena Center Operating Company (@ 60% of Total TOT)	$2,100,035
Net Allocation to General Fund	$1,400,022

Note: 1. Non-retail taxable sales are projected to decline because of the projected decrease in industrial development.

Sources: Stanley R. Hoffman Associates, Inc.
PBS&J, an Atkins Company, September 4, 2012
City of Pasadena, Scott Reimers, September 4, 2012

Table A-5
Incremental Fiscal Projections by Sub-Area: Existing General Plan
Pasadena General Plan Update
(In Constant 2012 Dollars)

	EXISTING GENERAL PLAN													
		Incremental Development												
Categories	Fiscal Year 2013 Adopted	Central District	South Fair Oaks	East Colorado	East Pasadena	Fair Oaks/ Orange Grove	North Lake	West Gateway	Lincoln Avenue	No Specific Plan	TOTAL INCREMENT	Total Existing General Plan	Percent of Total
A. GENERAL FUND													
Annual Recurring Revenues													
Property Tax	$38,999,000	$2,881,400	$601,773	$475,821	$1,197,979	$188,894	$341,668	$403,380	$142,255	$2,525,785	$8,758,955	$47,757,955	19.5%
Real Property Transfer Tax	721,000	37,752	7,884	6,234	15,696	2,475	4,477	5,285	1,864	33,093	114,760	835,760	0.3%
Property Tax in Lieu of MVLF	12,843,000	970,071	202,597	160,193	403,319	63,594	115,028	135,805	47,893	850,348	2,948,848	15,791,848	6.4%
Sales and Use Tax	31,209,000	206,942	-206,968	1,343,128	-213,825	8,750	179,979	-969,000	332,790	13,090	694,885	31,903,885	13.0%
Utility Taxes	30,341,500	1,447,893	716,099	300,104	807,895	98,506	138,169	114,607	77,491	1,474,498	5,175,262	35,516,762	14.5%
Transient Occupancy Tax	9,142,000	424,478	0	0	0	0	0	0	-40,640	0	383,838	9,525,838	3.9%
Franchise Taxes	2,510,400	119,838	59,269	24,839	66,867	8,153	11,436	9,486	6,414	122,040	428,341	2,938,741	1.2%
Street Lighting and Traffic Signal Tax	6,830,000	325,944	161,205	67,558	181,870	22,175	31,104	25,800	17,444	331,933	1,165,034	7,995,034	3.3%
Business License Tax	6,075,000	361,049	244,520	75,144	245,221	13,366	20,299	13,312	26,570	352,205	1,351,687	7,426,687	3.0%
Animal Licenses/Bicycle Registration/Yard Sales	139,000	4,355	33	892	1,023	657	872	835	0	4,932	13,600	152,600	0.1%
Other Non-Building Licenses and Permits	1,489,063	71,093	35,161	14,735	39,669	4,837	6,784	5,627	3,805	72,400	254,111	1,743,174	0.7%
Motor Vehicle License Fee Roundabout	450,000	14,068	106	2,882	3,304	2,122	2,815	2,698	0	15,931	43,928	493,928	0.2%
Charges for Services	15,823,292	755,079	373,447	156,505	421,318	51,371	72,056	59,768	40,412	768,953	2,698,907	18,522,200	7.5%
Charges for Services - Quasi External	4,457,883	212,728	105,211	44,092	118,698	14,473	20,300	16,838	11,385	216,637	760,362	5,218,245	2.1%
Operating Transfers In	19,238,477	918,050	454,050	190,284	512,253	62,458	87,608	72,668	49,134	934,920	3,281,424	22,519,901	9.2%
Fines and Forfeitures	6,636,500	316,747	156,657	65,652	176,738	21,549	30,226	25,072	16,952	322,567	1,132,160	7,768,660	3.2%
Rental Income	1,167,153	55,734	27,565	11,552	31,099	3,792	5,319	4,412	2,983	56,758	199,213	1,366,366	0.6%
Miscellaneous Income	1,300,056	62,080	30,704	12,867	34,639	4,224	5,924	4,914	3,323	63,221	221,896	1,521,952	0.6%
Interest Earned on Investments	484,982	23,524	7,604	7,561	10,356	1,463	2,751	-175	1,895	20,896	75,875	560,857	0.2%
Subtotal Annual Recurring Revenues	$189,857,306	$9,208,825	$2,976,918	$2,960,042	$4,054,119	$572,859	$1,076,815	-$68,668	$741,969	$8,180,207	$29,703,086	$219,560,392	89.4%
Other Revenues [1]	$25,964,696	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	25,964,696	10.6%
Total Recurring Revenues	$215,822,002	$9,208,825	$2,976,918	$2,960,042	$4,054,119	$572,859	$1,076,815	-$68,668	$741,969	$8,180,207	$29,703,086	$245,525,088	100.0%
Total Annual Recurring Costs													
General Government	$48,170,296	$1,053,936	$431,266	$199,092	$507,152	$72,961	$101,293	$86,368	$37,755	$989,663	$3,479,487	$51,649,782	21.2%
Fire	38,752,208	1,849,345	914,649	383,312	1,031,896	125,818	176,479	146,384	98,976	1,883,326	6,610,185	45,362,393	18.7%
Human Services and Recreation	8,614,765	269,508	2,033	55,207	63,299	40,661	53,933	51,692	0	305,202	841,534	9,456,299	3.9%
Planning and Development	7,715,047	191,207	94,567	39,631	106,690	13,009	18,246	15,135	10,233	194,720	683,438	8,398,486	3.5%
Police	58,265,174	2,780,455	1,375,158	576,303	1,551,437	189,165	265,333	220,086	148,809	2,831,546	9,938,291	68,203,466	28.1%
Public Works	18,810,485	870,042	430,306	180,333	485,466	59,192	83,026	68,868	46,564	886,029	3,109,825	21,920,310	9.0%
Transportation Department	4,330,966	206,658	102,209	42,834	115,311	14,060	19,721	16,358	11,060	210,455	738,666	5,069,632	2.1%
Animal Control	1,076,268	33,670	254	6,897	7,908	5,080	6,738	6,458	0	38,130	105,135	1,181,403	0.5%
Library	10,372,999	324,513	2,448	66,475	76,218	48,959	64,940	62,242	0	367,492	1,013,286	11,386,285	4.7%
Pasadena Center Operating Company	5,627,000	636,717	0	0	0	0	0	0	-60,959	0	575,758	6,202,758	2.6%
Non-Department Transfers to Other Funds	2,230,597	106,410	52,628	22,056	59,375	7,239	10,154	8,423	5,695	108,365	380,345	2,610,942	1.1%
Subtotal Annual Recurring Costs	$203,965,805	$8,322,461	$3,405,517	$1,572,141	$4,004,750	$576,144	$799,864	$682,012	$298,134	$7,814,929	$27,475,952	231,441,757	95.2%
Transfer to Pension Bond [2]	$11,692,399	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$11,692,399	4.8%
Total Costs	$215,658,204	$8,322,461	$3,405,517	$1,572,141	$4,004,750	$576,144	$799,864	$682,012	$298,134	$7,814,929	$27,475,952	$243,134,156	100.0%
Annual Surplus	**$163,798**	**$886,364**	**($428,599)**	**$1,387,901**	**$49,369**	**($3,285)**	**$276,951**	**($750,680)**	**$443,835**	**$365,278**	**$2,227,134**	**$2,390,932**	
Revenue/Cost Ratio	1.00	1.11	0.87	1.88	1.01	0.99	1.35	-0.10	0.00	1.05	1.08	1.01	
B. GAS TAX FUND													
State Gasoline Tax Recurring Revenues	$3,924,194	$122,737	$0	$25,142	$28,827	$18,517	$24,562	$23,541	$0	$138,993	$382,319	$4,306,513	

Note: 1. These other revenues include grants, one-time fees and interest earned on PCDC advances which are not projected for incremental growth based on discussion with City Finance staff.
2. Based on discussion with City Finance staff, the transfer to pension bond cost is a fixed cost that will end in 2014. Therefore, this cost is not projected for incremental growth.

Sources: Stanley R. Hoffman Associates, Inc.

Table A-6
Incremental Fiscal Projections by Sub-Area: Proposed Plan
Pasadena General Plan Update
(In Constant 2012 Dollars)

Categories	Fiscal Year 2013 Adopted	PROPOSED PLAN Incremental Development: Central District	South Fair Oaks	East Colorado	East Pasadena	Fair Oaks/ Orange Grove	North Lake	West Gateway	Lincoln Avenue	No Specific Plan	TOTAL INCREMENT	Total Proposed Plan	Percent of Total
A. GENERAL FUND													
Annual Recurring Revenues													
Property Tax	$38,999,000	$6,457,656	$1,141,108	$933,419	$2,774,152	$752,359	$442,285	$448,385	$308,007	$3,710,490	$16,967,861	$55,966,861	20.5%
Real Property Transfer Tax	721,000	84,608	14,951	12,230	36,347	9,857	5,795	5,875	4,036	48,615	222,314	943,314	0.3%
Property Tax in Lieu of MVLF	12,843,000	2,174,078	384,173	314,251	933,965	253,294	148,903	150,956	103,696	1,249,198	5,712,514	18,555,514	6.8%
Sales and Use Tax	31,209,000	1,227,759	-77,147	823,776	1,125,271	1,137,320	156,669	335,843	398,637	2,094,175	7,222,303	38,431,303	14.1%
Utility Taxes	30,341,500	2,813,965	767,619	403,051	1,403,740	197,615	179,036	156,848	124,883	1,956,107	8,002,864	38,344,364	14.0%
Transient Occupancy Tax	9,142,000	1,442,084	247,324	-190,547	0	-13,133	0	0	-40,640	-45,066	1,400,022	10,542,022	3.9%
Franchise Taxes	2,510,400	232,903	63,533	33,359	116,183	16,356	14,818	12,982	10,336	161,901	662,373	3,172,773	1.2%
Street Lighting and Traffic Signal Tax	6,830,000	633,468	172,803	90,733	316,004	44,486	40,304	35,309	28,113	440,351	1,801,572	8,631,572	3.2%
Business License Tax	6,075,000	645,952	226,145	107,515	364,163	38,648	46,294	27,795	37,218	487,509	1,981,240	8,056,240	2.9%
Animal Licenses/Bicycle Registration/Yard Sales	139,000	10,257	1,193	987	3,768	936	486	835	180	5,892	24,534	163,534	0.1%
Other Non-Building Licenses and Permits	1,489,063	138,169	37,691	19,790	68,925	9,703	8,791	7,701	6,132	96,047	392,950	1,882,013	0.7%
Motor Vehicle License Fee Roundabout	450,000	33,130	3,852	3,189	12,172	3,024	1,569	2,698	581	19,031	79,246	529,246	0.2%
Charges for Services	15,823,292	1,467,487	400,314	210,192	732,053	103,057	93,368	81,796	65,127	1,020,113	4,173,506	19,996,798	7.3%
Charges for Services - Quasi External	4,457,883	413,435	112,780	59,217	206,241	29,034	26,304	23,044	18,348	287,396	1,175,800	5,633,683	2.1%
Operating Transfers In	19,238,477	1,784,222	486,716	255,558	890,055	125,300	113,520	99,451	79,183	1,240,288	5,074,293	24,312,770	8.9%
Fines and Forfeitures	6,636,500	615,594	167,927	88,173	307,088	43,231	39,167	34,313	27,320	427,926	1,750,738	8,387,238	3.1%
Rental Income	1,167,153	108,319	29,548	15,515	54,035	7,607	6,892	6,038	4,807	75,297	308,057	1,475,210	0.5%
Miscellaneous Income	1,300,056	120,652	32,913	17,281	60,187	8,473	7,676	6,725	5,355	83,870	343,132	1,643,188	0.6%
Interest Earned on Investments	484,982	52,254	10,791	8,189	24,085	7,087	3,411	3,679	3,025	34,213	146,733	631,715	0.2%
Subtotal Annual Recurring Revenues	$189,857,306	$20,455,992	$4,224,234	$3,205,881	$9,428,434	$2,774,254	$1,335,288	$1,440,273	$1,184,345	$13,393,352	$57,442,053	$247,299,359	90.5%
Other Revenues	$25,964,696	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$25,964,696	9.5%
Total Recurring Revenues	$215,822,002	$20,455,992	$4,224,234	$3,205,881	$9,428,434	$2,774,254	$1,335,288	$1,440,273	$1,184,345	$13,393,352	$57,442,053	$273,264,055	100.0%
Total Annual Recurring Costs													
General Government	$48,170,296	$2,219,985	$540,270	$221,539	$922,794	$135,532	$117,800	$111,767	$70,008	$1,289,499	$5,629,194	$53,799,490	20.7%
Fire	38,752,208	3,594,183	980,453	514,804	1,792,950	252,407	228,677	200,336	159,509	2,498,469	10,221,788	48,973,996	18.8%
Human Services and Recreation	8,614,765	634,674	73,790	61,101	233,177	57,935	30,049	51,692	11,125	364,582	1,518,125	10,132,890	3.9%
Planning and Development	7,715,047	371,609	101,371	53,226	185,376	26,097	23,643	20,713	16,492	258,321	1,056,848	8,771,895	3.4%
Police	58,265,174	5,403,786	1,474,093	773,998	2,695,666	379,489	343,812	301,201	239,819	3,756,401	15,368,265	73,633,439	28.3%
Public Works	18,810,485	1,690,917	461,264	242,194	843,510	118,747	107,583	94,250	75,043	1,175,428	4,808,937	23,619,422	9.1%
Transportation Department	4,330,966	401,638	109,562	57,528	200,356	28,206	25,554	22,387	17,825	279,195	1,142,250	5,473,216	2.1%
Animal Control	1,076,268	79,292	9,219	7,633	29,131	7,238	3,754	6,458	1,390	45,548	189,664	1,265,932	0.5%
Library	10,372,999	764,208	88,850	73,571	280,767	69,759	36,182	62,242	13,396	438,992	1,827,968	12,200,967	4.7%
Pasadena Center Operating Company	5,627,000	2,163,127	370,986	-285,820	0	-19,699	0	0	-60,959	-67,600	2,100,035	7,727,035	3.0%
Non-Department Transfers to Other Funds	2,230,597	206,807	56,415	29,621	103,165	14,523	13,158	11,527	9,178	143,760	588,154	2,818,751	1.1%
Subtotal Annual Recurring Costs	$203,965,805	$17,530,226	$4,266,273	$1,749,395	$7,286,893	$1,070,234	$930,213	$882,572	$552,824	$10,182,596	$44,451,227	248,417,032	95.5%
Transfer to Pension Bond	$11,692,399	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$11,692,399	4.5%
Total Costs	$215,658,204	$17,530,226	$4,266,273	$1,749,395	$7,286,893	$1,070,234	$930,213	$882,572	$552,824	$10,182,596	$44,451,227	$260,109,431	100.0%
Annual Surplus	**$163,798**	**$2,925,766**	**($42,039)**	**$1,456,486**	**$2,141,541**	**$1,704,020**	**$405,075**	**$557,701**	**$631,521**	**$3,210,756**	**$12,990,826**	**$13,154,624**	
Revenue/Cost Ratio	1.00	1.17	0.99	1.83	1.29	2.59	1.44	1.63	2.14	1.32	1.29	1.05	
B. GAS TAX FUND													
State Gasoline Tax Recurring Revenues	$3,924,194	$289,039	$33,605	$27,826	$106,192	$26,384	$13,685	$23,541	$5,066	$166,036	$691,374	$4,615,568	

Note: 1. These other revenues include grants, one-time fees and interest earned on PCDC advances which are not projected for incremental growth based on discussion with City Finance staff.
2. Based on discussion with City Finance staff, the transfer to pension bond cost is a fixed cost that will end in 2014. Therefore, this cost is not projected for incremental growth.

Sources: Stanley R. Hoffman Associates, Inc.

APPENDIX B
INCREMENTAL LAND USE DESCRIPTIONS

Table B-1
Incremental Growth by Sub-Area: Existing General Plan
Pasadena General Plan Update

Category	Central District	South Fair Oaks	East Colorado	East Pasadena	Fair Oaks/ Orange Grove	North Lake	West Gateway	Lincoln Avenue	No Specific Plan	TOTAL INCREMENT
Population	4,355	33	892	1,023	657	872	835	0	4,932	13,600
Housing Units	2,200	15	320	394	168	308	357	0	1,727	5,489
Employment	6,689	4,530	1,392	4,543	248	376	247	492	6,525	25,041
Jobs/Housing Ratio	3.04	0.00	4.35	11.53	1.47	1.22	0.00	0.00	3.78	4.56
Service Population [1]										
Population	4,355	33	892	1,023	657	872	835	0	4,932	13,600
plus										
Estimated Employment	6,689	4,530	1,392	4,543	248	376	247	492	6,525	25,041
minus										
Estimated Working Labor Force	1,847	14	378	434	279	370	354	0	2,091	5,767
equals										
Service Population	9,197	4,549	1,906	5,132	626	878	728	492	9,366	32,873

Note: 1. Service Population is also referred to as the "daytime population".

Sources: Stanley R. Hoffman Associates, Inc.
PBS&J, an Atkins Company, September 4, 2012
City of Pasadena, Scott Reimers, September 4, 2012

Table B-2
Incremental Growth by Sub-Area: Proposed Plan
Pasadena General Plan Update

Category	Central District	South Fair Oaks	East Colorado	East Pasadena	Fair Oaks/ Orange Grove	North Lake	West Gateway	Lincoln Avenue	No Specific Plan	TOTAL INCREMENT
Population	10,257	1,193	987	3,768	936	486	835	180	5,892	24,534
Housing Units	5,102	585	492	1,722	357	237	357	88	1,853	10,793
Employment	11,967	4,189	1,992	6,746	716	858	515	689	9,031	36,703
Jobs/Housing Ratio	2.35	0.00	4.05	3.92	2.01	3.62	0.00	0.00	4.87	3.40
Service Population [1]										
Population	10,257	1,193	987	3,768	936	486	835	180	5,892	24,534
plus										
Estimated Employment	11,967	4,189	1,992	6,746	716	858	515	689	9,031	36,703
minus										
Estimated Working Labor Force	4,349	506	419	1,598	397	206	354	76	2,498	10,403
equals										
Service Population	17,874	4,876	2,560	8,917	1,255	1,137	996	793	12,425	50,834

Note: 1. Service Population is also referred to as the "daytime population".

Sources: Stanley R. Hoffman Associates, Inc.
PBS&J, an Atkins Company, September 4, 2012
City of Pasadena, Scott Reimers, September 4, 2012

Table B-3
Incremental Square Feet by Sub-Area: Existing General Plan
Pasadena General Plan Update

Category	Central District	South Fair Oaks	East Colorado	East Pasadena	Fair Oaks/ Orange Grove	North Lake	West Gateway	Lincoln Avenue	No Specific Plan	TOTAL INCREMENT
Industrial Growth	-38,914	-31,090	-16,286	-397,723	-14,492	-12,654	-14,800	-93,518	-17,713	-637,190
Medical Office Growth	97,123	919,402	19,000	0	18,387	0	0	0	55,107	1,109,019
Office, Government Office Growth	1,444,092	67,916	56,284	1,382,122	33,867	60,284	86,829	115,268	1,549,510	4,796,172
Personal Services Growth	-19,744	-2,720	-4,967	15,000	-2,500	2,255	0	-3,654	13,000	-3,330
Restaurant Growth	47,429	-6,720	40,000	-69	-10,333	2,938	0	0	39,603	112,848
Retail, Auto Service Growth	5,868	-57,809	-653	216,582	37,358	87,531	-18,443	151,375	211,709	633,518
Religious Growth	39,464	0	0	0	8,157	0	0	-8,986	0	38,635
Lodging Growth	102,977	0	0	0	0	0	0	-9,859	0	93,118
Auto Sales Growth	79,210	0	273,648	-11,339	1,590	900	0	0	-106,231	237,778
Hospital Growth	0	152,369	0	0	0	0	0	0	148,444	300,813
Cultural Growth	80,000	0	0	0	0	0	0	0	0	80,000
Entertainment Growth	19,800	0	0	-98,712	0	0	0	0	0	-78,912
Other Uses Growth [1]	0	0	0	0	0	-11,173	0	0	0	-11,173
Total	1,857,305	1,041,348	367,026	1,105,861	72,034	130,081	53,586	150,626	1,893,429	6,671,296

Note: 1. Other uses include safety.

Sources: Stanley R. Hoffman Associates, Inc.
PBS&J, an Atkins Company, September 4, 2012
City of Pasadena, Scott Reimers, September 4, 2012

Table B-4
Incremental Square Feet by Sub-Area: Proposed Plan
Pasadena General Plan Update

Category	Central District	South Fair Oaks	East Colorado	East Pasadena	Fair Oaks/ Orange Grove	North Lake	West Gateway	Lincoln Avenue	No Specific Plan	TOTAL INCREMENT
Industrial Growth	-402,192	-259,255	-237,843	-513,205	-203,172	-44,866	-14,800	-259,653	-554,253	-2,489,238
Medical Office Growth	413,228	401,552	105,753	753,427	19,887	4,707	5,699	29,089	176,609	1,909,951
Office, Government Office Growth	2,384,105	339,634	211,409	1,121,411	408,644	194,358	48,971	157,526	1,858,768	6,724,827
Personal Services Growth	-55,813	-1,970	58,480	87,271	35,297	42,250	2,850	13,814	30,162	212,341
Restaurant Growth	-35,101	-5,306	51,293	15,165	31,509	14,143	2,850	19,551	82,480	176,584
Retail, Auto Service Growth	234,555	9,293	81,615	202,382	340,957	71,864	155,134	237,839	1,082,331	2,415,970
Religious Growth	3,909	0	-28,720	-2,668	-41,150	-10,620	0	-37,117	-53,306	-169,672
Lodging Growth	349,845	60,000	-46,226	0	-3,186	0	0	-9,859	-10,933	339,641
Auto Sales Growth	79,210	0	273,638	-11,339	1,590	900	0	0	-106,231	237,768
Hospital Growth	0	340,337	0	0	-297,158	0	0	0	148,444	191,623
Cultural Growth	80,000	0	0	0	0	0	0	0	0	80,000
Entertainment Growth	-51,199	0	0	-102,723	0	0	0	0	0	-153,922
Other Uses Growth [1]	-3,701	0	0	0	-7,503	-29,352	0	0	-829	-41,385
Total	2,996,847	884,284	469,400	1,549,721	285,715	243,384	200,703	151,190	2,653,243	9,434,489

Note: 1. Other uses include safety.

Sources: Stanley R. Hoffman Associates, Inc.
PBS&J, an Atkins Company, September 4, 2012
City of Pasadena, Scott Reimers, September 4, 2012

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Memorandum

To: Stephanie DeWolfe
Deputy Director of Planning, City of Pasadena

From: Stan Hoffman, Principal
Stanley R. Hoffman Associates, Inc. (SRHA)

Cc: Scott Reimers, Planner, City of Pasadena
Woodie Tescher, The Planning Center/DC&E
Kendra Chan, SRHA

Date: September 10, 2012

Subject: Pasadena Citywide 2035 Employment Projections

Job #: 1212

Introduction and Summary

This memorandum presents and compares two employment projections for the City of Pasadena's General Plan update (GPU) from 2010 to 2035. The projections include:

1) Employment growth projected by sector based on both an examination of historic employment trends in Pasadena and the SCAG 2012 Regional Transportation Plan (RTP 2012) growth forecast from 2010 to 2035;

2) Employment growth projected by sector based on the estimated land use capacities for 2035 as a result of land use potentials by Specific Plan areas, as shown in Figure 1, prepared by the City Planning Department staff.

As shown in Table 1, the Land Use Capacity approach results in 36,703 total employment growth over the 2010 to 2035 period, or about 80 percent more than compared with 20,320 employment growth using the SCAG RTP 2012 regional growth forecast. This indicates that there is sufficient capacity in the overall land use numbers to accommodate the forecast growth, however, the distribution by sector does show a number of differences between projected growth and capacity.

The major difference is the 24,017 employment potential in Office/Professional sector under the Land Capacity analysis versus 11,213 under the 2010 to 2035 projected growth. Also, Retail Trade shows 6,001 employment potential under the Capacity analysis versus 2,473 under the SCAG growth forecast.

Two other significant differences to note are: 1) the Land Capacity analysis reduces the capacity in Industrial land uses by 4,149 potential jobs over the 2010 to 2035 period compared with a SCAG forecasted growth of 832 Industrial sector employment; and 2) the Land Capacity analysis shows an employment growth potential in the Health Care and Social Assistance sector of 8,793 compared with a lower projected growth of 2,478 from 2010 to 2035 under the SCAG forecast.

The two 2010 to 2035 employment growth amounts are relatively similar for the Accomodation and Food Services sector which includes hotels and lodging and restaurants. Under the Land Capacity analysis, the growth potential is 2,157 employment versus 1,715 employment under the SCAG growth forecasts.

Since these two employment growth analyses from 2010 to 2035 were based on independent approaches, it is not surprising that there would be differences at the employment sector level. The Land Capacity analysis is based on local planning knowledge and community input as to where potential growth might take place, or is desired to take place, versus the growth forecast that is based on an analysis of historic growth trends and the regional SCAG RTP 2012 forecast as a control total for the 2035 employment forecast.

One approach is not necessarily more valid than the other, and used together they can help frame the selection of the preferred General Plan update. These approaches are described in more detail in the following sections of this memorandum.

Historic Employment Growth from 2005 to 2010

Employment growth from 2005 to 2010 in Pasadena is shown in Figure 2 and Table 2 based on data by sector from the California Employment Development Department (EDD) and controlled to the SCAG estimated total employment for the city. Overall, the total employment is shown to decline by about 5.7 percent from 117,759 in 2005, before the onset of the recession in 2007, to 111,029 in 2010.

The top five employment sectors in 2005 showed the following changes by 2010:

1) **Professional, Scientific and Technical Services** showed a relatively small employment decline of 477 from 16,808 in 2005 to 16,330 in 2010
2) **Health Care and Social Assistance** showed sizable employment growth of 3,322 from 13,966 in 2005 to 17,287 in 2010
3) **Finance and Insurance** showed a sizable employment decline of 4,549 from 13,703 in 2005 to 9,154 in 2010
4) **Retail Trade** showed an employment decline of 985 from 11,210 in 2005 to 10,225 in 2010
5) **Accomodation and Food Services** (lodging and restaurants) showed an employment decline of 906 from 10,276 in 2005 to 9,370 in 2010

Two other employment sectors to note include:

1. **Manufacturing** showed an employment decline of 448 from a relatively small level of 1,567 in 2005 to 1,118 in 2010
2. **Information** showed a more striking employment decline of 2,036 from 5,584 in 2005 to 3,548 in 2010, apparently due to one large firm relocating to Burbank during this period.

Projected Employment Growth from 2010 to 2035

Employment growth is projected to grow by about 18 percent from 111,029 in 2010 to 131,349 in 2035. These forecasts are benchmarked to the 2010 employment estimate for Pasadena and controlled to the overall SCAG RTP 2012 employment growth forecast of 131,349 for 2035 for Pasadena. The employment by sector projections are based on the 2010 employment distribution held constant and applied to the 2035 total growth forecast with additional adjustments made to population-serving activities related to healthcare, retail trade, and other services. While healthcare and retail trade were adjusted based on regional population growth from 2010 to 2035 for San Gabriel Valley, adjustment to the other services category was based on local population growth in Pasadena. These adjustments were made by establishing the per capita levels of jobs in the above categories calculated for 2010, as a proxy for estimating level of demand, and then were applied to the forecasted population in 2035.

The top five employment growth sectors from 2010 to 2035 are:

1) **Professional Office** (including Professional, Scientific and Technical Services, Management of Companies and Administrative and Support Services) showed an employment growth of 5,500 from 26,309 in 2010 to 31,809 in 2035

2) **Health Care and Social Assistance** showed an employment growth of 2,478 from 17,287 in 2010 to 19,765 in 2035

3) **Retail Trade** showed an employment growth of 2,473 from 10,225 in 2010 to 12,697 in 2035

4) **Finance and Insurance** showed an employment rebound with an employment increase of 1,975 from 10,790 in 2010 to 12,765 in 2035

5) **Accommodation and Food Services** (lodging and restaurants) showed and employment growth of 1,715 from 9,370 in 2010 to 11,085 in 2035

Again, two other employment sectors to note include:

1. **Manufacturing** shows a small employment growth of 205 from 1,118 in 2010 to 1,323 in 2035– in contrast to the 2005 to 2010 period where a decline of 448 was shown
2. **Information** also shows a small employment growth of 649 from 3,548 in 2010 to 4,197 2035

Subarea Employment Projection Based on Land Use Capacity

The employment potential in 2035 based on the Land Capacity Analysis is estimated by dividing the potential square footage estimates from the Planning Department staff by the estimated average square feet per employee for the various land use categories. As shown in Table 4, for selected categories, these square footage averages per employee range 280 for Office uses to 600 for Industrial uses. Other significant categories include about 200 square feet per employee for Lodging uses and 475 square feet per employee for Retail uses.

As shown in Table 5, the total non-residential square footage for all land use categories are estimated to increase by about 9.4 million square feet from an estimated 37.7 million square feet

in 2010 to 47.2 million square feet in 2035. When the various average square feet per employee factors, shown previously in Table 4, are applied to these land use capacities, it results in an employment total of 147,732 by 2035, as shown in Table 6, or an estimated increase of 36,703 employment over the 2010 to 2035 period.

As shown in Table 7, the employment growth is estimated by each of six Specific Plan subareas and the remaining non-specific plan areas of the city. While there can be increases or decreases in land uses potential in any particular subarea, the overall growth in employment is positive in all of the land use categories, except most notably in Industrial where a decline of 4,149 is estimated. Also, a very small decrease of 136 jobs is also estimated for the Arts, Entertainment and Recreation land use category. The large growth of 6,638 in the Office land use category in the non-specific plan areas is largely related to the planned expansion of administrative and faculty offices at Cal Tech.

The detailed estimates of square footages and employment by land use categories by subarea for 2010 are shown in Appendix Tables A-1 and A-2, followed by similar estimates for 2035 shown in Appendix Tables A-3 and A-4. The estimated incremental growth in square footage and employment from 2010 to 2035 are shown in Appendix Tables A-5 and A-6.

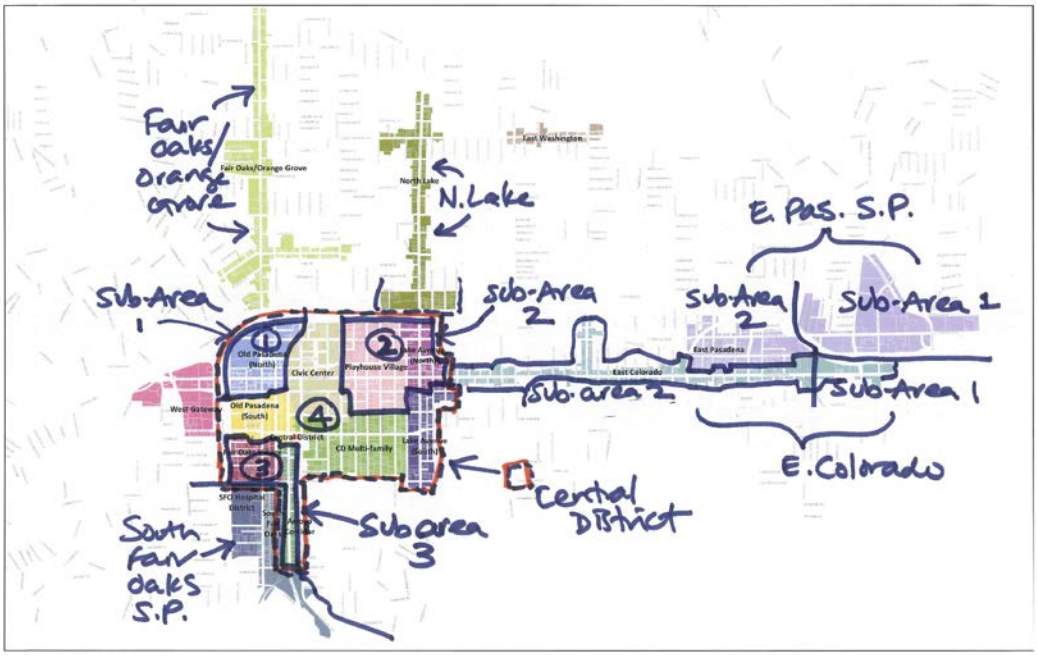
Table 1
Comparison of Land Use Capacity Based Employment Forecast vs. SCAG Regional Forecast 2012
City of Pasadena

Employment Category	Employment Forecast 2010-2035		
	Based on Land Use Capacity Analysis	Based on SCAG Regional Forecast, 2012	Difference: Capacity -- SCAG Forecast
Industrial[1]	-4,149	832	-4,981
RetailTrade[2]	6,001	2,473	3,528
Office, Government Office[3]	24,017	11,213	12,804
Health Care and Social Assistance	8,793	2,478	6,315
Arts, Entertainment and Recreation[4]	-136	271	-407
Accomodation and Food Services[5]	2,157	1,715	442
Other Services	20	1,338	-1,317
Total	**36,703**	**20,320**	**16,383**

1. Includes Manufacturing, Wholesale Trade, Transportation, Warehousing and Utilities and 20 percent of Construction.
2. Includes retail trade and auto sales and services.
3. Includes Finance, Insurance, Real Estate and Leasing; Information Services; Professional Offices, Education Services, and Public Administration.
4. Includes entertainment and cultural.
5. Includes lodging and restaurants/fast food.

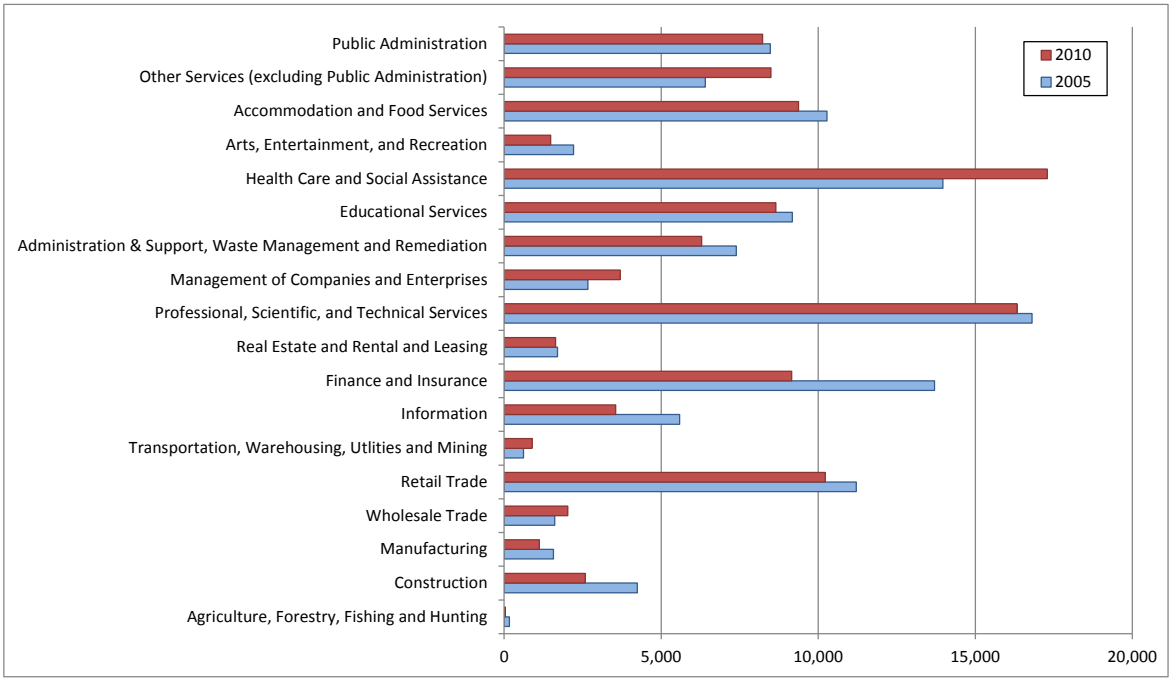
Sources: Stanley R. Hoffman Associates, Inc.
City of Pasadena Planning Department, September 4, 2012
California Employment Development Department (EDD)
Southern California Association of Governments (SCAG)

Figure 1
Map of Subareas
City of Pasadena



Source: City of Pasadena Planning Department

Figure 2
Historic Employment Growth: 2005 and 2010
City of Pasadena



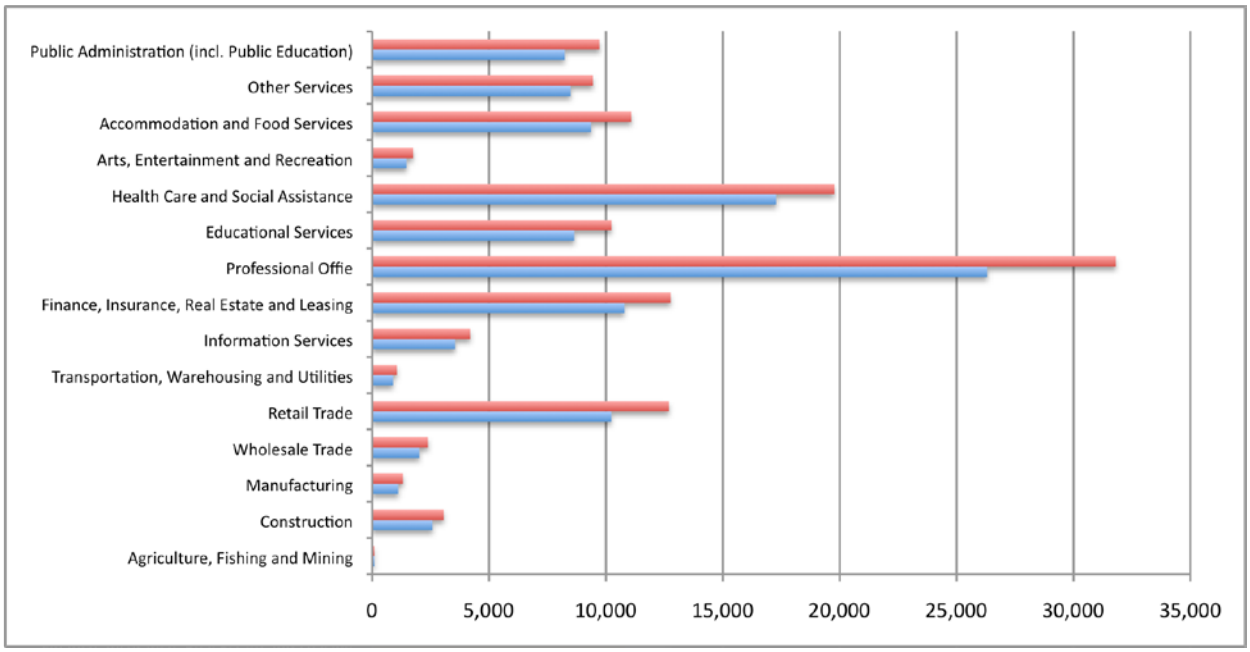
Sources: Stanley R. Hoffman Associates, Inc.
California Employment Development Department (EDD)

Table 2
Historic Employment Growth: 2005 and 2010
City of Pasadena

Employment Category	2005	2010	Net Change 2005-2010	% Change 2005-2010
Agriculture, Forestry, Fishing and Hunting	170	37	-133	-78.4%
Construction	4,240	2,584	-1,656	-39.0%
Manufacturing	1,567	1,118	-448	-28.6%
Wholesale Trade	1,612	2,024	412	25.5%
Retail Trade	11,210	10,225	-985	-8.8%
Transportation, Warehousing, Utlities and Mining	616	890	274	44.5%
Information	5,584	3,548	-2,036	-36.5%
Finance and Insurance	13,703	9,154	-4,549	-33.2%
Real Estate and Rental and Leasing	1,696	1,636	-60	-3.5%
Professional, Scientific, and Technical Services	16,808	16,330	-477	-2.8%
Management of Companies and Enterprises	2,668	3,691	1,023	38.3%
Administration & Support, Waste Management and Remediation	7,388	6,287	-1,100	-14.9%
Educational Services	9,173	8,650	-523	-5.7%
Health Care and Social Assistance	13,966	17,287	3,322	23.8%
Arts, Entertainment, and Recreation	2,210	1,480	-730	-33.0%
Accommodation and Food Services	10,276	9,370	-906	-8.8%
Other Services (excluding Public Administration)	6,403	8,491	2,088	32.6%
Public Administration	8,471	8,227	-244	-2.9%
Total	**117,759**	**111,029**	**-6,730**	**-5.7%**

Sources: Stanley R. Hoffman Associates, Inc.
California Employment Development Department (EDD)

Figure 3
Forecasted Employment Growth: 2010 and 2035
City of Pasadena



Sources: Stanley R. Hoffman Associates, Inc.
Southern California Association of Governments (SCAG), Regional Transportation Plan (RTP) 2012

Table 3
Forecasted Employment Growth: 2010 and 2035
City of Pasadena

	2010	2035	Change
Agriculture, Fishing and Mining	37	44	7
Construction	2,584	3,057	473
Manufacturing	1,118	1,323	205
Wholesale Trade	2,024	2,394	370
Retail Trade	10,225	12,697	2,473
Transportation, Warehousing and Utilities	890	1,052	163
Information Services	3,548	4,197	649
Finance, Insurance, Real Estate and Leasing	10,790	12,765	1,975
Professional Offie	26,309	31,809	5,500
Educational Services	8,650	10,233	1,583
Health Care and Social Assistance	17,287	19,765	2,478
Arts, Entertainment and Recreation	1,480	1,751	271
Accommodation and Food Services	9,370	11,085	1,715
Other Services	8,491	9,443	953
Public Administration (incl. Public Education)	8,227	9,733	1,506
Total Employment	**111,029**	**131,349**	**20,320**

Source: Stanley R. Hoffman Associates, Inc.
Southern California Association of Governments (SCAG)

Table 4
Land Use Capacity Analysis
Square Feet per Employee Assumptions by Land Use Category
City of Pasadena

Land Use Category	Square Feet per Employee
Industrial	600
Medical	239
Office, Government Office	280
Personal Services	400
Restaurant	400
Retail, Auto Service	475
Religious	385
Lodging	198
Auto Sales	260
Hospital	239
Cultural	553
Entertainment	548
Other	592

Sources: Stanley R. Hoffman Associates, Inc.
City of Pasadena Planning Department,
September 4, 2012

Table 5
Existing and Forecasted Sq. Ft.: 2010 and 2035
Land Use Capacity Analysis, City of Pasadena

Land Use Category	Land Uses (in Sq. Ft.) Existing (2010)	Forecasted (2035)	2035-2010
Industrial	4,568,554	2,079,316	-2,489,238
Medical	1,078,305	2,988,256	1,909,951
Office, Government Office	14,636,422	21,361,249	6,724,827
Personal Services	578,476	790,817	212,341
Restaurant	849,387	1,025,971	176,584
Retail, Auto Service	7,946,998	10,362,968	2,415,970
Religious	1,965,538	1,795,866	-169,672
Lodging	1,185,450	1,525,091	339,641
Auto Sales	662,438	900,206	237,768
Hospital	2,092,085	2,283,708	191,623
Cultural	703,248	783,248	80,000
Entertainment	1,339,983	1,186,061	-153,922
Other	129,871	88,486	-41,385
Total Commercial	**37,736,755**	**47,171,244**	**9,434,489**

Sources: Stanley R. Hoffman Associates, Inc.
City of Pasadena Planning Department, September 4, 2012

Table 6
Existing and Forecasted Employment: 2010 and 2035
Land Use Capacity Analysis, City of Pasadena

Land Use Category	Employment Existing (2010)	Forecasted (2035)	2035-2010
Industrial	7,614	3,466	-4,149
Medical	4,512	12,503	7,991
Office, Government Office	52,273	76,290	24,017
Personal Services	1,446	1,977	531
Restaurant	2,123	2,565	441
Retail, Auto Service	16,731	21,817	5,086
Religious	5,105	4,665	-441
Lodging	5,987	7,702	1,715
Auto Sales	2,548	3,462	914
Hospital	8,753	9,555	802
Cultural	1,272	1,416	145
Entertainment	2,445	2,164	-281
Other	219	149	-70
Total Commercial	**111,029**	**147,732**	**36,703**

Sources: Stanley R. Hoffman Associates, Inc.
City of Pasadena Planning Department, September 4, 2012

Table 7
Change in Existing and Forecasted Employment by Subarea: 2010 and 2035
Land Use Capacity Analysis
City of Pasadena

Employment Category	2010-2035 Change in Existing and Forecasted Employment										
	Central District	South Fair Oaks	East Colorado	East Pasadena	Fair Oaks/ Orange Grove	North Lake	West Gateway	Lincoln Ave	Non-Specific Plan Areas	Total Employment Based on Land Use Capacity	Employment Based on SCAG Regional Forecast, 2012
Industrial[1]	-670	-432	-396	-855	-339	-75	-25	-433	-924	-4,149	832
RetailTrade[2]	798	20	1,224	382	724	155	327	501	1,870	6,001	2,473
Office, Government Office[3]	8,515	1,213	755	4,005	1,459	694	175	563	6,638	24,017	11,213
Health Care and Social Assistance	1,729	3,104	442	3,152	-1,160	20	24	122	1,360	8,793	2,478
Arts, Entertainment and Recreation[4]	51	0	0	-187	0	0	0	0	0	-136	271
Accomodation and Food Services[5]	1,679	290	-105	38	63	35	7	-1	151	2,157	1,715
Other Services	-136	-5	72	211	-31	28	7	-62	-64	20	1,338
Total	**11,967**	**4,189**	**1,992**	**6,746**	**716**	**858**	**515**	**689**	**9,031**	**36,703**	**20,320**

1. Includes Manufacturing, Wholesale Trade, Transportation, Warehousing and Utilities and 20 percent of Construction.
2. Includes retail trade and auto sales and services.
3. Includes Finance, Insurance, Real Estate and Leasing; Information Services; Professional Offices, Education Services, and Public Administration.
4. Includes entertainment and cultural.
5. Includes lodging and restaurants/fast food.

Sources: Stanley R. Hoffman Associates, Inc.
City of Pasadena Planning Department, September 4, 2012
California Employment Development Department (EDD)
Southern California Association of Governments (SCAG)

Appendix Tables

Table A-1
Existing Land Uses by Subarea (in Square Feet): 2010
Land Use Capacity Analysis
City of Pasadena

	Existing Land Uses (in Square Feet)										
Land Use Category	**Central District**	**South Fair Oaks**	**East Colorado**	**East Pasadena**	**Fair Oaks/ Orange Grove**	**North Lake**	**West Gateway**	**Lincoln Ave**	**Non-Specific Plan Areas**	**Total**	**Square Feet per Employee**
Industrial	1,174,192	263,590	244,272	1,405,978	376,743	44,866	14,800	259,653	784,460	4,568,554	600
Medical	259,244	550,963	6,073	86,179	64,299	35,929	0	0	75,618	1,078,305	239
Office, Government Office	10,720,420	261,416	394,400	1,353,457	272,730	173,348	205,485	31,444	1,223,722	14,636,422	280
Personal Services	318,338	49,864	66,090	39,208	28,030	12,494	0	3,654	60,798	578,476	400
Restaurant	535,877	23,498	77,506	101,039	25,903	32,512	0	0	53,052	849,387	400
Retail, Auto Service	3,789,604	111,876	1,447,030	984,038	349,215	469,761	30,182	77,167	688,125	7,946,998	475
Religious	340,315	0	186,841	2,668	63,019	238,598	0	48,095	1,086,002	1,965,538	385
Lodging	850,860	0	251,735	0	3,186	0	0	9,859	69,810	1,185,450	198
Auto Sales	0	0	298,000	100,000	0	0	132,438	0	132,000	662,438	260
Hospital	0	1,373,488	0	0	297,158	0	0	0	421,439	2,092,085	239
Cultural	523,622	0	0	0	26,106	5,850	85,000	2,751	59,919	703,248	553
Entertainment	898,782	0	7,408	181,180	50,458	13,540	28,663	0	159,952	1,339,983	548
Other	35,719	0	0	6,863	7,503	29,352	0	0	50,434	129,871	592
Total Commercial	**19,446,973**	**2,634,695**	**2,979,355**	**4,260,610**	**1,564,350**	**1,056,250**	**496,568**	**432,623**	**4,865,331**	**37,736,755**	

Sources: Stanley R. Hoffman Associates, Inc.
City of Pasadena Planning Department, September 4, 2012

Table A-2
Existing Employment by Subarea: 2010
Land Use Capacity Analysis
City of Pasadena

	Existing Employment									
Land Use Category	**Central District**	**South Fair Oaks**	**East Colorado**	**East Pasadena**	**Fair Oaks/ Orange Grove**	**North Lake**	**West Gateway**	**Lincoln Ave**	**Non-Specific Plan Areas**	**Total**
Industrial	1,957	439	407	2,343	628	75	25	433	1,307	7,614
Medical	1,085	2,305	25	361	269	150	0	0	316	4,512
Office, Government Office	38,287	934	1,409	4,834	974	619	734	112	4,370	52,273
Personal Services	796	125	165	98	70	31	0	9	152	1,446
Restaurant	1,340	59	194	253	65	81	0	0	133	2,123
Retail, Auto Service	7,978	236	3,046	2,072	735	989	64	162	1,449	16,731
Religious	884	0	485	7	164	620	0	125	2,821	5,105
Lodging	4,297	0	1,271	0	16	0	0	50	353	5,987
Auto Sales	0	0	1,146	385	0	0	509	0	508	2,548
Hospital	0	5,747	0	0	1,243	0	0	0	1,763	8,753
Cultural	947	0	0	0	47	11	154	5	108	1,272
Entertainment	1,640	0	14	331	92	25	52	0	292	2,445
Other	60	0	0	12	13	50	0	0	85	219
Total Commercial	**59,271**	**9,844**	**8,163**	**10,694**	**4,316**	**2,650**	**1,537**	**896**	**13,657**	**111,029**

Sources: Stanley R. Hoffman Associates, Inc.
City of Pasadena Planning Department, September 4, 2012

Table A-3
Forecasted Land Uses by Subarea Estimates (in Square Feet): 2035
Land Use Capacity Analysis
City of Pasadena

	Proposed Plan Land Uses (in Square Feet)										
Land Use Category	**Central District**	**South Fair Oaks**	**East Colorado**	**East Pasadena**	**Fair Oaks/ Orange Grove**	**North Lake**	**West Gateway**	**Lincoln Ave**	**Non-Specific Plan Areas**	**Total**	**Square Feet per Employee**
Industrial	772,000	4,335	6,429	892,773	173,571	0	0	0	230,207	2,079,316	600
Medical	672,472	952,515	111,826	839,606	84,186	40,636	5,699	29,089	252,227	2,988,256	239
Office, Government Office	13,104,525	601,050	605,809	2,474,868	681,374	367,706	254,456	188,970	3,082,490	21,361,249	280
Personal Services	262,525	47,894	124,570	126,479	63,327	54,744	2,850	17,468	90,960	790,817	400
Restaurant	500,776	18,192	128,799	116,204	57,412	46,655	2,850	19,551	135,532	1,025,971	400
Retail, Auto Service	4,024,159	121,169	1,528,645	1,186,420	690,172	541,625	185,316	315,006	1,770,456	10,362,968	475
Religious	344,224	0	158,121	0	21,869	227,978	0	10,978	1,032,696	1,795,866	385
Lodging	1,200,705	60,000	205,509	0	0	0	0	0	58,877	1,525,091	198
Auto Sales	79,210	0	571,638	88,661	1,590	900	132,438	0	25,769	900,206	260
Hospital	0	1,713,825	0	0	0	0	0	0	569,883	2,283,708	239
Cultural	603,622	0	0	0	26,106	5,850	85,000	2,751	59,919	783,248	553
Entertainment	847,583	0	7,408	78,457	50,458	13,540	28,663	0	159,952	1,186,061	548
Other	32,018	0	0	6,863	0	0	0	0	49,605	88,486	592
Total Commercial	**22,443,820**	**3,518,979**	**3,448,755**	**5,810,331**	**1,850,065**	**1,299,634**	**697,271**	**583,813**	**7,518,574**	**47,171,244**	

Sources: Stanley R. Hoffman Associates, Inc.
City of Pasadena Planning Department, September 4, 2012

Table A-4
Forecasted Employment Estimates by Subarea: 2035
Land Use Capacity Analysis
City of Pasadena

	Proposed Employment									
Land Use Category	**Central District**	**South Fair Oaks**	**East Colorado**	**East Pasadena**	**Fair Oaks/ Orange Grove**	**North Lake**	**West Gateway**	**Lincoln Ave**	**Non-Specific Plan Areas**	**Total**
Industrial	1,287	7	11	1,488	289	0	0	0	384	3,466
Medical	2,814	3,985	468	3,513	352	170	24	122	1,055	12,503
Office, Government Office	46,802	2,147	2,164	8,839	2,433	1,313	909	675	11,009	76,290
Personal Services	656	120	311	316	158	137	7	44	227	1,977
Restaurant	1,252	45	322	291	144	117	7	49	339	2,565
Retail, Auto Service	8,472	255	3,218	2,498	1,453	1,140	390	663	3,727	21,817
Religious	894	0	411	0	57	592	0	29	2,682	4,665
Lodging	6,064	303	1,038	0	0	0	0	0	297	7,702
Auto Sales	305	0	2,199	341	6	3	509	0	99	3,462
Hospital	0	7,171	0	0	0	0	0	0	2,384	9,555
Cultural	1,092	0	0	0	47	11	154	5	108	1,416
Entertainment	1,547	0	14	143	92	25	52	0	292	2,164
Other	54	0	0	12	0	0	0	0	84	149
Total Commercial	**71,237**	**14,033**	**10,155**	**17,440**	**5,032**	**3,508**	**2,052**	**1,586**	**22,689**	**147,732**

Sources: Stanley R. Hoffman Associates, Inc.
City of Pasadena Planning Department, September 4, 2012

Table A-5
Change in Existing and Forecasted Land Uses by Subarea (in Square Feet): 2010-2035
Land Use Capacity Analysis
City of Pasadena

	Proposed Plan Land Uses (in Square Feet)									
Land Use Category	**Central District**	**South Fair Oaks**	**East Colorado**	**East Pasadena**	**Fair Oaks/ Orange Grove**	**North Lake**	**West Gateway**	**Lincoln Ave**	**Non-Specific Plan Areas**	**Total**
Industrial	-402,192	-259,255	-237,843	-513,205	-203,172	-44,866	-14,800	-259,653	-554,253	-2,489,238
Medical	413,228	401,552	105,753	753,427	19,887	4,707	5,699	29,089	176,609	1,909,951
Office, Government Office	2,384,105	339,634	211,409	1,121,411	408,644	194,358	48,971	157,526	1,858,768	6,724,827
Personal Services	-55,813	-1,970	58,480	87,271	35,297	42,250	2,850	13,814	30,162	212,341
Restaurant	-35,101	-5,306	51,293	15,165	31,509	14,143	2,850	19,551	82,480	176,584
Retail, Auto Service	234,555	9,293	81,615	202,382	340,957	71,864	155,134	237,839	1,082,331	2,415,970
Religious	3,909	0	-28,720	-2,668	-41,150	-10,620	0	-37,117	-53,306	-169,672
Lodging	349,845	60,000	-46,226	0	-3,186	0	0	-9,859	-10,933	339,641
Auto Sales	79,210	0	273,638	-11,339	1,590	900	0	0	-106,231	237,768
Hospital	0	340,337	0	0	-297,158	0	0	0	148,444	191,623
Cultural	80,000	0	0	0	0	0	0	0	0	80,000
Entertainment	-51,199	0	0	-102,723	0	0	0	0	0	-153,922
Other	-3,701	0	0	0	-7,503	-29,352	0	0	-829	-41,385
Total Commercial	**2,996,847**	**884,284**	**469,400**	**1,549,721**	**285,715**	**243,384**	**200,703**	**151,190**	**2,653,243**	**9,434,489**

Sources: Stanley R. Hoffman Associates, Inc.
City of Pasadena Planning Department, September 4, 2012

Table A-6
Change in Existing and Forecasted Employment by Subarea: 2010-2035
Land Use Capacity Analysis
City of Pasadena

	Proposed Employment									
Land Use Category	**Central District**	**South Fair Oaks**	**East Colorado**	**East Pasadena**	**Fair Oaks/ Orange Grove**	**North Lake**	**West Gateway**	**Lincoln Ave**	**Non-Specific Plan Areas**	**Total**
Industrial	-670	-432	-396	-855	-339	-75	-25	-433	-924	-4,149
Medical	1,729	1,680	442	3,152	83	20	24	122	739	7,991
Office, Government Office	8,515	1,213	755	4,005	1,459	694	175	563	6,638	24,017
Personal Services	-140	-5	146	218	88	106	7	35	75	531
Restaurant	-88	-13	128	38	79	35	7	49	206	441
Retail, Auto Service	494	20	172	426	718	151	327	501	2,279	5,086
Religious	10	0	-75	-7	-107	-28	0	-96	-138	-441
Lodging	1,767	303	-233	0	-16	0	0	-50	-55	1,715
Auto Sales	305	0	1,052	-44	6	3	0	0	-409	914
Hospital	0	1,424	0	0	-1,243	0	0	0	621	802
Cultural	145	0	0	0	0	0	0	0	0	145
Entertainment	-93	0	0	-187	0	0	0	0	0	-281
Other	-6	0	0	0	-13	-50	0	0	-1	-70
Total Commercial	**11,967**	**4,189**	**1,992**	**6,746**	**716**	**858**	**515**	**689**	**9,031**	**36,703**

Sources: Stanley R. Hoffman Associates, Inc.
City of Pasadena Planning Department, September 4, 2012