



# memo pasadena

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to Maryam Babaki and Matt Marquez

from Esmeralda Garcia

re Green Zones Action Plan (GZAP) Implementation Phase 1

date March 19, 2017

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**Work completed** since City Council's review of draft business questionnaire (February 21):

- Stakeholder Interviews
  - Eddie Tafoya

Although no longer representing the Industrial Council as the Executive Director for, Eddie continues to be supportive of the GZAP efforts. The new City and Industrial Council leadership presents an opportunity to continuing to strengthen the relationship between the two entities.
  - Jon Reno

In his capacity as Industrial Council Board member, Jon is supportive of the GZAP Implementation efforts that are currently underway. He is committed to working with the GZAP implementation team, inclusive of the Business Liaison Office, to facilitate a dialogue with business community leaders. Jon stressed that an introduction to targeted business leaders will provide greater momentum for engaging a broader range of businesses within the city. Meetings with these targeted leaders should provide an opportunity for businesses to share their specific issues and opportunities related to doing business in the City of Commerce and clear understanding relations between the city and business. A forum where all businesses are invited to attend and learn about Green Zones and the Business Liaison would also be a good opportunity to engage a wider audience in order to make the canvassing more successful. The Industrial Council can endorse the event, such as a networking breakfast, to encourage a wider draw.
- Business canvassing – 30 individual visits

Most business representatives were very busy and were not able to make time to discuss the Green Zone initiative and the function of the Business Liaison office. Surveys were left with receptionists and other staff.
- Industry Cluster Analysis – Underway, Target completion March 31, 2017 pending completion of survey. To augment business license data provided by the city, MIG will redirect funds from our proposed direct costs to purchase business data from infoUSA. The combination of these

data sets will provide a solid foundation for the Business Liaison office to begin to document and track important trends and needs.

- Land Use Analysis – Underway, Target completion March 31, 2017
- Benchmark Study – Underway, Target completion March 31, 2017

## Recommendations

Based on the engagement activities completed to date MIG proposes the following adjustments to the proposed work plan.

**Business Leader Focus Group:** Rather than conduct individual interview with key business/property owners, MIG recommends one focus group comprised of business leaders representing the diversity of Commerce business including: large industrial business, early adopters of Green practices, asset management professionals with investments in Commerce, retail representatives, and those that can influence other business to participate in the Green Zones initiatives. This event will be held in a neutral, non-city venue. Jon Reno strongly recommended this as a method to expand the reach of the canvassing. Jon would provide a list of participants and extend a personal invitation to each. MIG will facilitate and graphically record discussion which would focus on the business community's issues, needs, and opportunities that should be considered in the development of the Business Liaison office. To ensure a rich and candid discussion, city staff would not be present. This would also provide safeguards from getting into discussions about specific projects. MIG will prepare a summary of key findings from the discussion.

**Commerce Business Network Breakfast:** In collaboration with the Industrial Council, MIG will convene a networking breakfast to introduce the GZAP implementation efforts. MIG will develop an abbreviated version of the business survey to solicit feedback from participants into the development of the Business Liaison office and have hard copies of the survey available for business representatives to fill out at the office. They will also be asked to spread the word about the process to implement the GZAP. The Industrial Council will extend an invitation to their members through their email communication and usual outreach methods.

The results of these two activities will inform the final recommendations for the Business Office Liaison Framework, industry cluster analysis, and land use recommendations.

## Next Steps

To keep to the agreed schedule MIG will need to start preparing logistics for the above activities. We feel that the revised approach will results in more robust input while establishing the office of the Business Liaison as a trusted resource within the City's structure.