



FLORENCE/LA BREA

Transit-Oriented District

JULY 2013



SOUTHERN CALIFORNIA
ASSOCIATION OF GOVERNMENTS

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ACKNOWLEDGEMENTS

In collaboration with the City of Inglewood, community members have collectively participated in a community-driven planning and design process to define a Transit-Oriented District in downtown Inglewood. We wish to thank all who participated for their commitment of time and interest in their community.



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I. PROJECT OVERVIEW

Executive Summary

This study advances a two-fold planning strategy. The first effort is to define the context for identify major elements necessary to establish a transit-oriented district in downtown Inglewood; secondly, to identify necessary changes that would be required in the existing General Plan and Zoning code such that these regulatory documents support the preferred development typologies (density, intensity, use and parking requirements) necessary to achieve a transit-oriented development within a ¼ and ½ mile radius of the proposed Florence/La Brea Station.

The Crenshaw/LAX Light Rail Transit (LRT) extension will connect Inglewood to the county wide LRT system. The Crenshaw/LAX Light Rail Transit extension provides a critical east west connection between Los Angeles International Airport to the Expo Line opened (in 2012), which provides connection to the entire Metro LRT system. Inglewood will have two stations on the Crenshaw/LAX line (La Brea and West Stations).

The Vision developed in this planning process intends to leverage the investment in transit and encourage flexibility in land uses in proximity to the station, such that a vibrant and active downtown residential community can be fostered and grow support for existing and new commercial/retail in the Transit Oriented District. Downtown Inglewood already has much of the infrastructure in place and needs only to be energized with an influx of residents, patrons, and visitors to fully achieve the desired vision.

Southern California Association of Governments (SCAG) has provided funding through the State Transportation Development Act for the purpose of transportation planning. Principles embraced in this planning study focus on reducing congestion, increasing open

space, improving connectivity and fostering development around the proposed transit station.

The Transit Oriented District Vision is driven by four key principles:

- 1. Mobility** - *Getting where we want to go*
- 2. Livability** - *Creating positive communities*
- 3. Prosperity** - *Long-term health for the region*
- 4. Sustainability** - *Promoting efficient use of natural resources*

To realize these principles on the ground, the Transit Oriented District Vision encourages:

- *Focusing growth in existing and emerging centers and along major transportation corridors*
- *Creating significant areas of mixed-use development and walkable communities*
- *Targeting growth around existing and planned transit station*
- *Preserving existing open space and stable residential areas*

Previous Planning Efforts

Downtown Inglewood has been the focus of redevelopment efforts since the formation of the Inglewood Redevelopment Agency in 1969. These efforts have resulted in many improvements to this district including significant improvements to historic Market Street renovation. While Market Street and the other projects were properly executed with notable results, there remains unrealized potential for this district. With the demise of Redevelopment Agencies in 2012, many of the tools previously available to the city no longer exist. As a result, the planning department seeks to identify ways to encourage and facilitate the type of development that is supportive of growing a transit district.

In 2011, the City of Inglewood engaged the Urban Land Institute to in a Technical Assistance Panel (ULI/TAP) to assess potential for development, maximize opportunities, and consider infrastructure

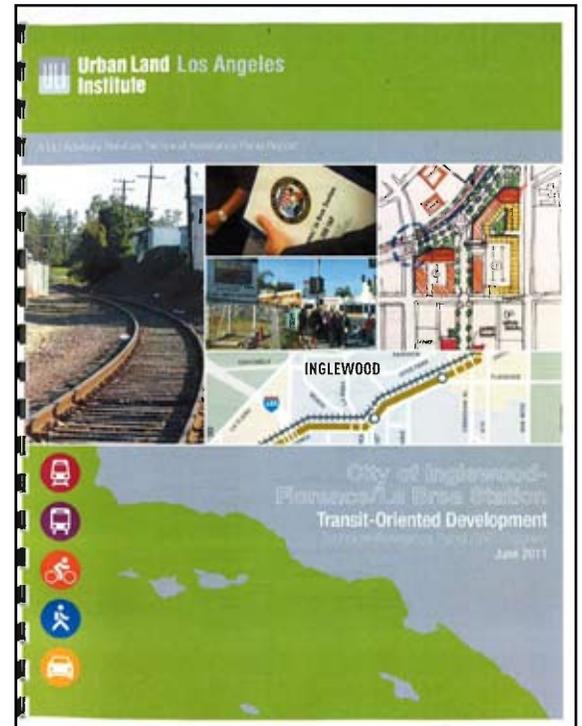
needs in support of the proposed transit station. The TAP brought together experts in the fields of architecture, economics, urban planning and real estate development; through this process, initial recommendations were developed to further the goal of transit-focused development for downtown Inglewood. The TAP identified the following:

Station Area Improvements

- *Provide wide pedestrian footways and cycle facilities*
- *Reduce traveled way of roadways to accommodate pedestrian connectivity*
- *Signalized crossings at Market and Locust Streets*
- *Multi-modal facility*
- *Elevated walkway connecting to station*
- *Landscaped connections*



ULI/TAP Concept Diagram



ULI/TAP Study

Current Planning Scope

VISION – Florence/La Brea

- *Entry to Downtown Inglewood*
- *Wide sidewalks*
- *Landscaped boulevards with consistent trees and a landscaped median*
- *Attractive bus shelters*
- *Public Art*
- *Pedestrian activated signals*

VISION – Opportunity Sites

- *Develop with mixed-use projects*
- *Maximize density (4-6 stories preferred)*
- *Retail on ground*
- *Residential and offices on upper floors*
- *Internalized parking (accommodates Metro parking required)*

VISION – Catalytic Four Corner Strategy

- *Take advantage of existing “thriving” urban environment*
- *Consider most effective uses for upper floor uses*
- *Redevelop historic theatre*
- *Encourage a coffee shop and a bike shop at this location*

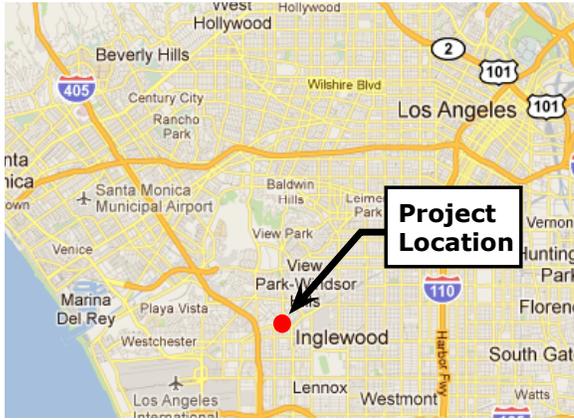
VISION- Activate Civic Center

- *Encourage Civic Center and nearby medical and office employees to use downtown*
- *Encourage Civic Center employees to commute via transit*
- *Program civic open spaces with events, festivals and Farmer’s Market*

The Florence/La Brea Transit-Oriented District Study builds upon previous findings as well as further engaging community residents to participate in planning the future of their downtown. The planning process invited residents and stakeholders to participate in three (3) community meetings focused on planning for a transit-focused downtown district. The results of these community meetings, combined with the knowledge gained from the ULI/TAP and the expertise on the consultant team has yielded a plan that:

- *Proposes selected areas of retail, office, and service commercial to support transit area residents and riders;*
- *Proposes intensification of residential development (market-rate and affordable) nearest the proposed station;*
- *Allows for flexibility in land use to accommodate a variety of compatible future development types (mixed-use);*
- *Proposes a bridge or pedestrian crossing across Florence Avenue;*
- *Proposes complete streets to improve transit area connectivity and promotes walking, biking, and bus mobility;*
- *And, encourages principles of sustainable development.*

To this end the study provides recommendations for modifications to the existing General Plan and Zoning Code in support of fostering a transit-focused downtown Inglewood. Under separate contract the City will soon embark upon an amendment to the General Plan and Zoning Code. This future effort will adopt recommendations from this study, the ULI/TAP study, and other appropriate changes to align the major regulatory city planning documents with a strategy of fostering a transit-focused downtown district for the City of Inglewood.



Project Vicinity Map



Crenshaw/LAX Light Rail Line

CHALLENGES

- 1. Connectivity**
- 2. Visibility**
- 3. Inadequate sidewalks and bike facilities**

II PLANNING PROCESS

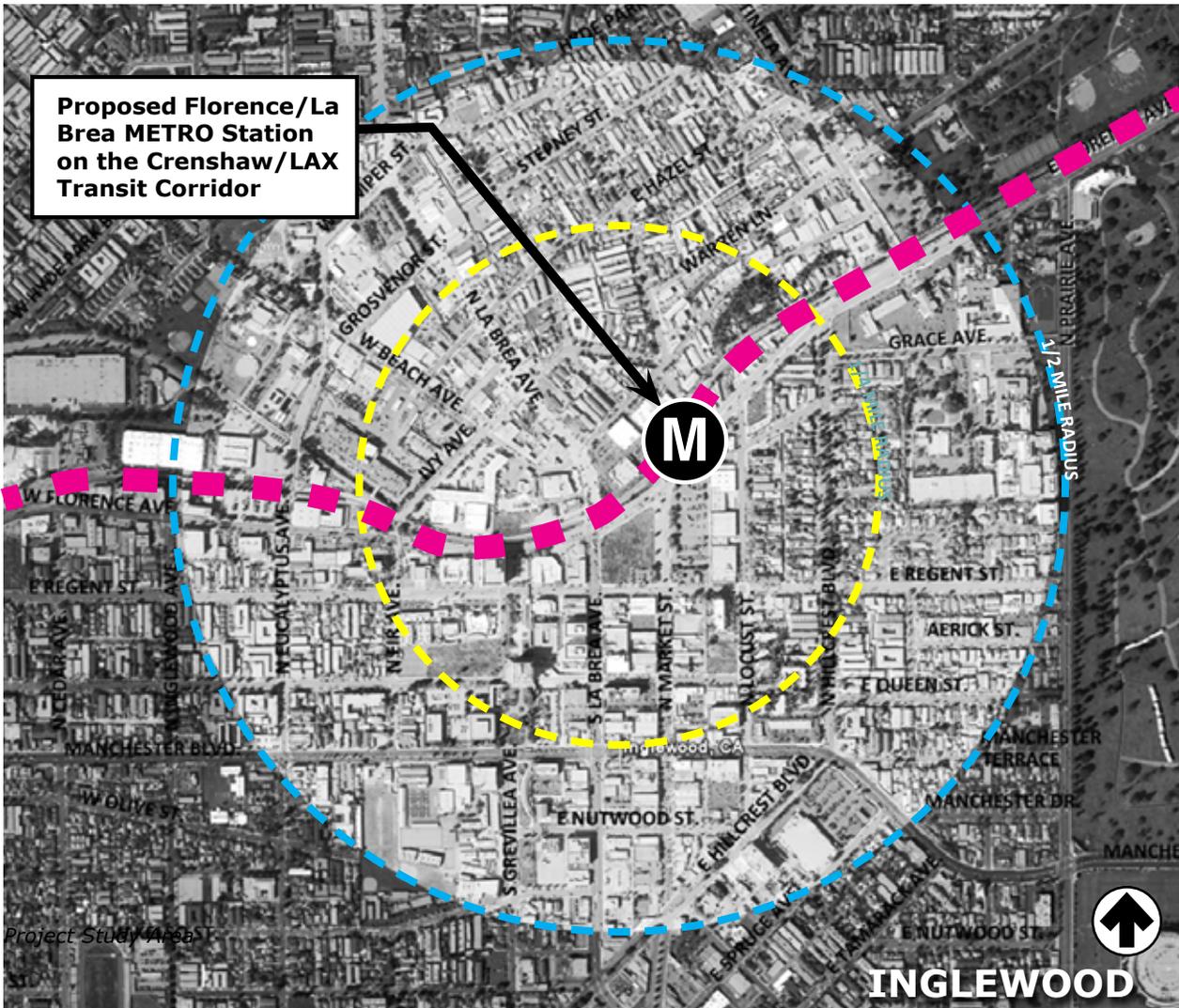
Project Context

The City of Inglewood is planning for the arrival of light rail transit in this community, expected to be completed and operational in 2018. In 2011 the City of Inglewood engaged the Urban Land Institute Los Angeles District to conduct a ULI/TAP study, for the purpose of developing criteria essential to developing a vibrant Transit District surrounding the proposed Florence / La Brea Station.

Expanding on the ULI/TAP study, City officials obtained a grant in 2012 from the Southern California Association of Governments (SCAG), under the Compass Blueprint program. Recommendations of the ULI/TAP study are the foundation upon which the Florence/La Brea TOD District Study is based. This study further defines the essential components that are necessary to facilitate and support the desired development, neighborhood linkages, vehicular circulation, sustainability principles, streetscape amenities and open space, desired for the creation of a Transit District in Inglewood.

This study establishes a framework to leverage public investment in transit by transforming physical spaces, and makes recommendations for changes to the General Plan and Zoning Codes. The intent is to align desirable land use and regulatory requirements in order to facilitate desired development and attract investment that would create a shift towards transit-focused development. The resulting economic and built environment would be defined by; improved commerce, great public spaces, improved safety, and new housing opportunities for a range of income levels that welcome residents, commuters and visitors to the civic center and transit-oriented downtown district.

The proposed Florence/La Brea station will be one of two stops in the City of Inglewood along the planned Metro Crenshaw/LAX Light Rail Transit corridor.



Proposed Location of the Florence/La Brea METRO Station

These stations are planned at the following locations; West Station, located near the intersection of West Boulevard and Redondo Boulevard; and La Brea Station located on the north side of Florence Avenue approximately 650 feet east of La Brea Avenue.

The new Crenshaw/LAX Line will connect to the Expo Line from the Exposition/Crenshaw station to the Green Line at the Aviation/LAX station. The Florence/La Brea station will be located in the Burlington Northern Santa Fe (BNSF) railroad right-of-way that runs along the north side of Florence Avenue adjacent to the City's Downtown and Civic Center, both of which offer significant opportunities for transit-oriented development (TOD).

The station area holds the potential for TOD development in almost every quadrant surrounding the station, particularly the vacant D3 redevelopment site, the underutilized shopping center at Market Street and Florence Avenue, the strip commercial along the east and west sides of La Brea Avenue from Florence Avenue to Queen Street, and the underutilized areas northwest of the Florence/La Brea Avenues intersection. The close proximity of the Inglewood Civic Center Complex and entertainment venues such as The Forum, and Hollywood Park, are significant facilities that will benefit from the METRO station.

Existing Conditions

The project area continues to suffer from a substantial number of commercial vacancies along Market Street. Given the location of the station established by Metro, connectivity issues surrounding the proposed station location remain a key factor, particularly the lack of visibility of the station due to the existing elevation of Florence Avenue, approximately 10-15 feet above the adjacent station platform. Currently there are inadequate sidewalks and bike facilities to accommodate commuters and the anticipated increase in pedestrians and bikes near the station. The need to provide multiple connections

to historic Market Street, the Civic Center and County Courthouse, as well as to the neighborhoods located north of the Harbor Subdivision railroad right-of-way need to be established.

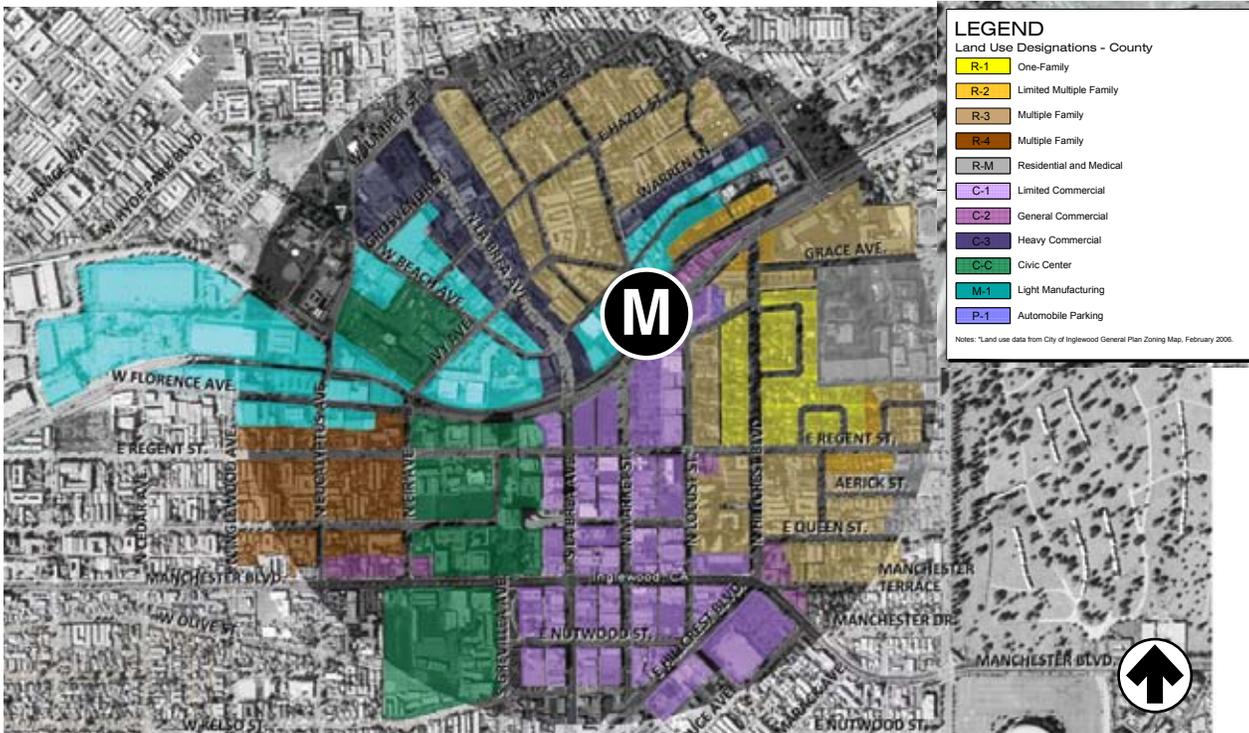
This planning study assesses existing conditions, analyses linkages and development form and makes recommendations to land use, zoning and the public realm (streetscape and open space) to facilitate development and attract investment in the Downtown Transit District.



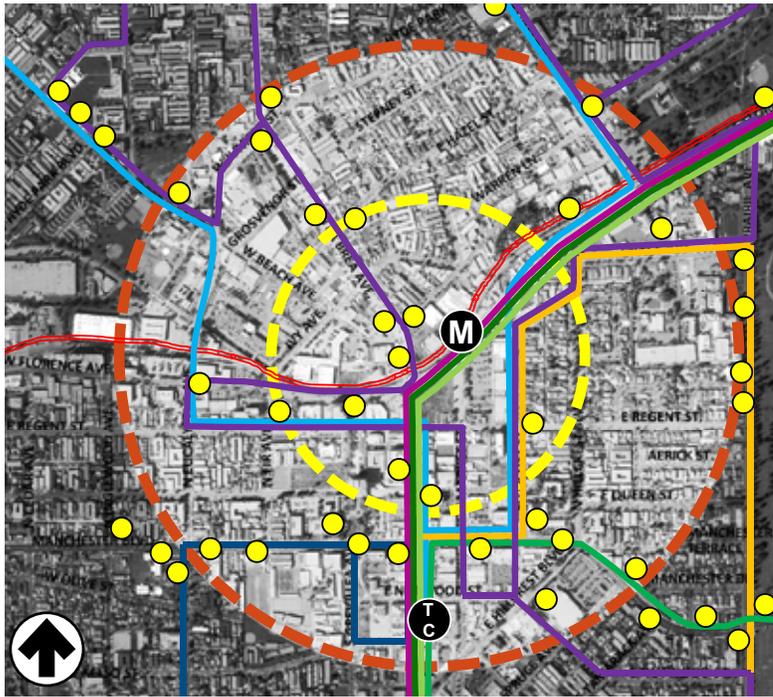
Regional Draws and Connections Map



Aerial Close-up of Station Area



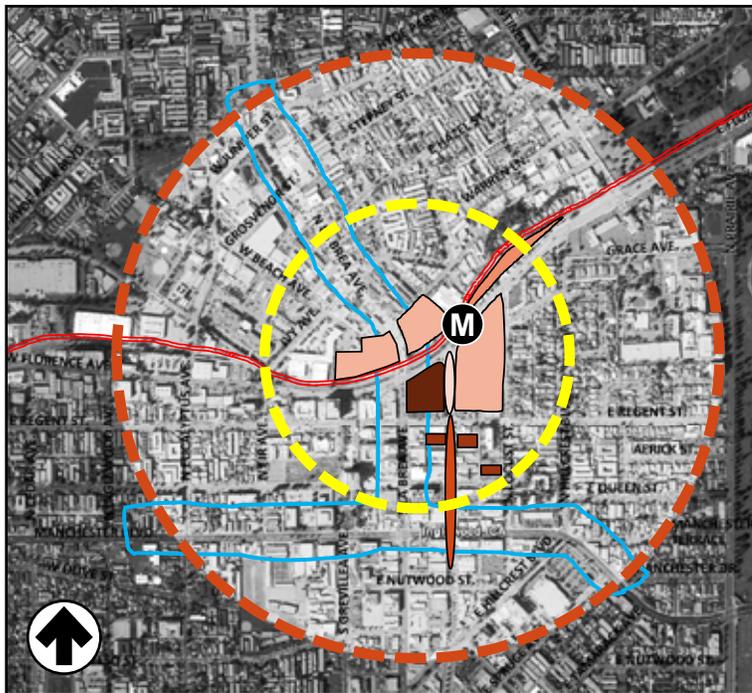
Existing Land Use Map



Existing Bus Transit Map

LEGEND

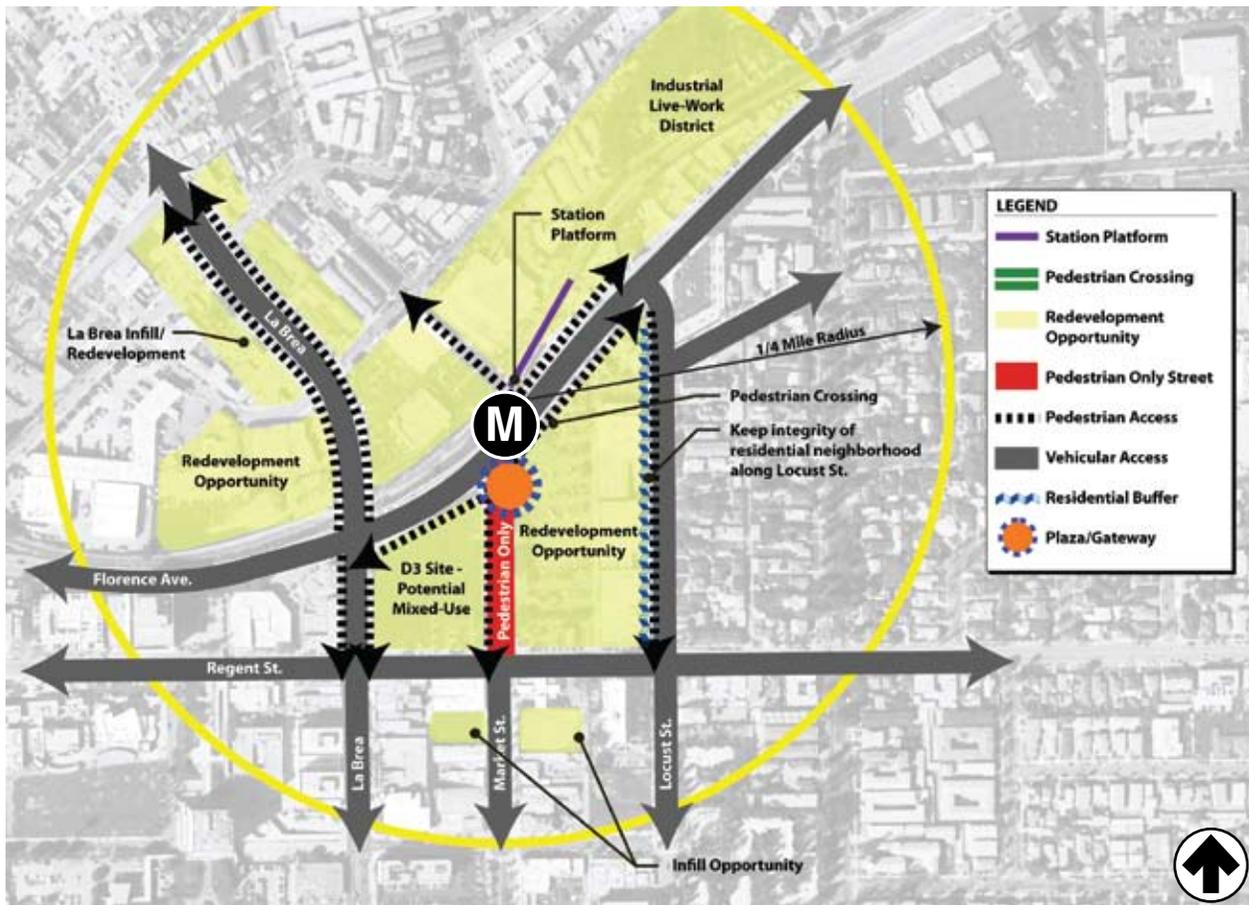
- 40** TASAOURAS TRANSIT PLAZA/SOUTH BAY GALLERIA/HAWTHORNE & CRENSHAW
- 111/311** NORWALK TO LAX CITY BUS CENTER VIA FLORENCE
- 740** EXPO/CRENSHAW - SOUTH BAY GALLERIA VIA CRENSHAW & HAWTHORNE
- 607** INGLEWOOD TRANSIT CENTER/WINDSOR HILLS/LOS ANGELES
- 215** INGLEWOOD/REDONDO BEACH STATION
- 211** DANIEL FREEMAN MEMORIAL HOSPITAL/AHLONDRA PARK/SOUTH BAY GALLERIA
- 442** UNION STATION, DT L.A./HAWTHORNE
- I-LINE FREE TROLLEY** INGLEWOOD SHOPPERS SHUTTLE
- BUS STOPS



Key Site Opportunity Map

LEGEND

- D3 SITE
- CITY-OWNED PROPERTIES IN DOWNTOWN
- METRO-OWNED PROPERTIES
- PRIVATE PROPERTY DEVELOPMENT
- MARKET STREET RIGHT-OF-WAY (REGENT TO FLORENCE)
- EXISTING MARKET STREET
- LA BREA & MANCHESTER CORRIDORS



Opportunity Areas

Market Analysis

Florence/La Brea Station Market Analysis Overview

The following provides a preliminary summary of the consultant’s findings with respect to evaluating the current demand for residential and retail land uses in the District. The preliminary findings are based on the following:

- A review of existing demographic variables in the District, along with larger benchmark geographies, including the City, for comparison purposes;
- Official SCAG demographic forecasts for the District, the City, and the surrounding region;
- A review of relevant City studies, including the 2008 CBRE Downtown Revitalization Strategy and the 2011 ULI Technical Assistance Panel (TAP) project for the project site;

- A review of existing literature on TODs, with a focus on identifying typical land uses in transit districts, along with features that make successful TOD happen;
- An analysis of relevant data on existing transit districts from the Center for Transit Oriented Development (CTOD), especially existing MTA stations in Los Angeles County;
- Interviews with local developers with experience in TODs and knowledge of the local Inglewood market.

Residential Market

Adopted SCAG forecasts indicate demand for approximately 1,720 new residential units in the City over the next 20 years, from 2012 to 2032. The 2008 CBRE Downtown Revitalization study projected City demand for approximately 5,400 units over a 20-year period, based on the previously adopted SCAG forecasts. The new SCAG forecasts reflect the current

depressed real estate market. Improved economic/market conditions in later years of the forecast period could lead to increased demand over and above the most recent adopted SCAG projections.

Available data, insights from local developers, and existing literature on transit-oriented districts suggests that there will be limited potential for for-sale residential product in the District. Literature indicates that rental projects dominate the housing segment in TODs: 1) high-end rental and 2) tax-credit supported and public housing. The consultant reviewed data for 88 existing Metro stations in L.A. County (for a 0.5-mile radius surrounding the stations), occupied rental units account for 79% of total occupied housing units, with owner-occupied units accounting for only 21%. Demographic trends point to increased demand for rental, compared to ownership, in proximity to transit stations.

Existing residential values indicate that it would be financially infeasible to develop a multi-family condo-type development in the proposed District (i.e., potential sales values could not support the construction costs even with free land). Two examples: 1) Crossroads Townhomes/Condos selling for \$100,000-\$140,000 – indicates potential sales values would not be sufficient to support construction costs. 2) Renaissance Community: 375 single-family home development (2006) in a gated community selling for \$350,000-\$500,000 – indicates it would be a challenge for a multi-family product to command necessary sales values. The consultant expects that for-sale segment of the market will likely be attracted to the pending Hollywood Park Tomorrow project.

The consultant projects potential demand within the District for approximately 700 to 1,000 residential units over the next 20 years. Under current market conditions, only affordable and mixed-income (e.g., 80/20) rental projects, requiring significant

public subsidy, would be viable. A general improvement in local market/economic conditions over the next 5 to 10 years would likely remove some of the challenges to developing market rate rental housing in the District.

Commercial-Retail Market

The consultant’s preliminary retail demand analysis has identified the following:

- *Additional support for retail demand in the traditional shopper goods categories in the District was not identified. This is consistent with CBRE’s findings (October 2008).*
- *We have identified potential demand for a limited amount of new restaurant and small-scale grocer space) in the District, similar to ULI TAP Study (June 2011).*

Preliminary Key Issues and Challenges Identified

TOD literature emphasizes investments in place making for creating successful TODs. Specifically, the need to think beyond individual development, to think at the level of a “transit-oriented district”. Ideally this would include a “master developer” to ensure this type of place making occurs. This strategy is virtually impossible in the proposed District, as it is largely built out and redevelopment financial incentives are no longer available.

Many of the financing tools and development incentives recommended in the ULI TAP project are no longer available in California’s “post redevelopment” era. In addition, the availability of City resources to support the area’s improvement is unknown.

Two nearby examples of successful villages/downtowns are Leimert Park and Huntington Park. Both areas have village/downtown areas that focus on a specific market niche – Latino-oriented shopping in Huntington Park, and community events focused on African-American culture in

Leimert Park. By potentially following a similar strategy (most likely on a smaller scale), Market Street could become a more thriving, dynamic downtown area.

The City-owned D3 site has the potential to be catalytic development for the District. As one of the few significant pieces of vacant land in the District, the City should ensure that it is developed with a high value use. As indicated in the ULI TAP, ideally this site would be developed with a four to six story mixed use residential project above retail space.

The City of Inglewood recognizes that based on historical data, a high degree of market demand in the area has not been established. With the arrival of the LAX/Crenshaw LRT connecting Inglewood to a regional transit network, there is an expectation that downtown Inglewood, as a long-established community with its convenient location, mild weather, and relative affordability, will contribute to establishing an increased market demand for retail/commercial downtown.

The market assessment conducted under this scope is not viewed as a justification for recommendations provided, rather, it should be viewed as a baseline assessment of a market clearly heading toward a significant change of contributing factors. The key question to be answered is how much will this market change and when might that change occur? This question and other indicators should be the focus of a subsequent market assessment focused on changing economics surrounding new transit stations.

Outreach Methodology

Three community design charrettes were planned to address the analysis, opportunities, and design options for the Downtown Transit District.

Public Outreach Plan & Process

Successful planning processes first begin with a concentrated effort to generate interest within the community for attending workshops and becoming active participants in the process. The consultant team worked closely with the City of Inglewood to promote and advertise all workshops in advance of each event. The consultant team developed a targeted stakeholder list of concerned residents, business owners, community and neighborhood groups, schools and churches. We used the stakeholder list as a basis to invite participation in our workshops.

Stakeholder Notification

The consultant met with elected officials, several concerned residents, attended and spoke at community/neighborhood group meetings, and influential community leaders to encourage their participation in our process and for them to extend an



Photo of Workshop

invitation to members of their respective organizations and others within their sphere of influence. Additionally, workshop notifications were distributed in the City of Inglewood Utility Bills which went to all service clients.

Workshops

Workshop participants provided contact information for notification of upcoming workshops and updates on the La Brea/Florence Transit Oriented District Study. After each meeting, notifications were sent to participants thanking them for their involvement along with the workshop presentations. Prior to workshops, our team contacted the previous workshop participants via phone and/or email to encourage them to stay involved and attend upcoming meetings.

A core element of this planning effort is to provide multiple opportunities for community members to participate in the planning process. Community-based planning yields unique information about broadly held community perceptions, hopes, and desires. Utilizing this unique information results in a plan that meets the needs of the community, and can be supported by many rather than a few.

**Note: Workshop exhibits and power point presentations are provided in the Appendix.*

Workshop I

The first community design charrette was held on Wednesday, December 5th, 2012, in the Community Room of City Hall from 6:00pm-8:00pm. Community members, city staff and other agency staff attended the workshop. Attendees were provided context to inform them about previous planning efforts; the status of when the LAX/Crenshaw Light Rail is expected to be constructed, and why it is beneficial to plan now for future development.

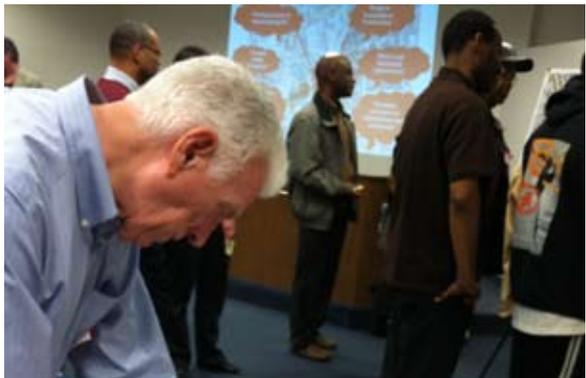
The focus of this charrette was to conduct a Strengths, Weaknesses, Opportunities and Threats, (SWOT) Analysis. This exercise is intended to identify the key attributes so that they can be understood, and a strategy can be developed that responds appropriately to each category.

SWOT Process

Following the orientation some questions from attendees were address, instructions on how to conduct the SWOT Analysis were explained. Attendees were then divided into groups of 5-10 persons and asked to discuss each of the four SWOT factors as they relate to downtown Inglewood and the proposed light rail station. Participants were asked to prioritize their collective choices and present these findings to the group. A range of topics were identified by each of the groups; it should be noted, several groups addressed similar topics demonstrating a level of consensus among the groups on these topics. The workshop hand-outs and other presentation materials can be found on page 42, in the appendix of this report.

SWOT Summary

The SWOT exercise yielded a list of attributes for on-going community focus and initiatives. The narratives for each of the topics (strengths, weaknesses, opportunities, and threats) were developed by the consultant based on the factors provided by community members.



Workshop participants.

Strengths

Currently, Downtown Inglewood possesses many assets, location being one of its strongest. Inglewood's location affords this community mild weather with coastal influence, easy access (30 minutes or less to most LA locations), and is a crossroads for public transportation. Additionally, as a multi-ethnic city, Inglewood maintains a true sense of community by celebrating culture and diversity. Community assets include exceptional parks, a state-of-the-art library, and a unique downtown district with interesting architecture from traditional to modern. Inglewood's Market Street is a walk-able downtown with wide sidewalks and lush landscaping, with many opportunities for entrepreneurial business ventures.

The following topics were expressed by each group as important strengths:

- *Location*
- *Investment in creating "Place" is essential to TOD success*
- *Weather*
- *Close to coast*
- *Close to Vincent Park, Library, bus/transit network, LAX, City Hall, Market Street*
- *Nearby large population*
- *Well known*
- *Easy access*
- *Neighborhood Identification*
- *Multi-ethnic*
- *Sense of community*
- *One-stop employment center*
- *Entertainment "Savoy"*

Weaknesses

Downtown Inglewood lacks a national retail clothing anchor or department store. The area would be well served by a greater variety of goods and services available to the community. Also missing from downtown Inglewood are "sit-down" restaurants and "nightlife" opportunities, both widely desired by residents. Competing for downtown patrons is the Village of Century shopping center on Century Boulevard which has an abundance of parking and national retailers, but, this shopping center lacks the hometown feel of Market Street. Currently there are a number of vacant storefronts along Market Street, combine this fact with the presence of dim street lighting, dirty streets, the perception of crime in the area, and business tax rates higher than adjacent cities, the need to formulate a strategy that address these basic weaknesses in a proactive manner is apparent.

The following topics were expressed by each group as weaknesses:

- *Commercial/Retail Businesses*
- *Lack of anchor stores*
- *Lack of a variety of services*
- *Lack of eating establishments*
- *Closed/no businesses*
- *High business taxes*
- *Competing commercial on Century*
- *Forum proximity/LAX proximity*
- *Lack of free parking/inadequate parking*
- *No night-life*
- *Lack of employment base (skilled workers)*
- *Safety*
- *Poor lighting/dull lights*
- *Dirty streets*
- *Perception of crime*
- *Traffic congestion with crossings*
- *Noise*
- *City Planning*
- *Lack of City Government*
- *Lack of a Revitalization/ Beautification Plan*

Opportunities

Downtown Inglewood has clearly defined opportunities to make improvements to the physical and social conditions present today. Fully energizing Market Street and its surroundings (city hall, courthouse, Kaiser and others) to meet their potential can be achieved through implementing a strategic plan of revitalization that embraces local history, encourages nightlife and entertainment, and fosters more dining experiences in downtown. This revitalization must recognize the inherent assets of this district (proximity to transit, the Forum, civic uses and large private employers), and create the missing elements to catalyze the district (downtown lofts/apartments, improved bike/pedestrian mobility, secure/safe environment, and more jobs) through innovative development of underutilized properties (public and private), resulting in a vibrant downtown district.

The following topics were expressed by each group as opportunities:

- *Location*
- *Proximity to Forum, Courthouse, D-3 Site, Kaiser*
- *Gentrification*
- *Commercial/Retail Businesses*
- *Farmer's Market*
- *Ducket-Wilson Properties*
- *Movie Theater/Live Theater*
- *Small retail/social/coffee shops/gift shops/boutiques*
- *Sit-down restaurants/ Nice hotel*
- *More jobs*
- *Transportation*
- *Adjacent to Bus line/transit hub/shuttles-local/parking/park-n-ride*
- *Bike lanes/bike storage*
- *Other*
- *History (past retailers)*
- *Tax reform (auto dealers)*

Threats

Threats to a successful downtown must have an on-going strategy because they never truly disappear. Security and safety of downtown patrons, specifically children and the elderly are of paramount concern to residents. The presence of gangs, graffiti, and associated crimes need to have increased focus by local police and the community to develop alternative life choices and youth jobs that build esteem and provide disposable income. Additionally, homeless residents need access to counseling, addiction intervention and housing options so our streets remain clean and safe. Housing types should be affordable to a broad spectrum of our community, be respectful of adjacent neighborhoods, and should be appropriate density to the location. Without the benefit of a redevelopment agency incentives to stimulate development will be more difficult, but not impossible to facilitate.

The following topics were expressed by each group as threats:

- *Safety/Lack of Security/Uniform Presence*
- *Accidents*
- *Shoppers/child/elder/pedestrian safety*
- *Dirty/Dark parking structures*
- *Homeless/Transients*
- *Crime/Gangs*
- *Criminal Activity/graffiti*
- *LAX (security)*
- *Economics*
- *Lack of tax reform*
- *Recessionary economy*
- *Lack of funds*
- *Planning*
- *Housing Types (unknown dimensions)*
- *No CRA and no high density housing*

Workshop II

The second community workshop was held on Saturday, December 15th, 2012, from 10:00 am to noon, in the Community Room of City Hall from 10:00 am until noon. The focus of this charrette was to summarize the community feedback from the SWOT Analysis of Workshop I and conduct a design charrette for attendees to express their hopes and vision for Downtown Inglewood. Approximately 50 community members, city staff and other agency staff attended the workshop. Attendees were provided context to inform them about previous planning efforts, and Workshop I results.

Following the orientation attendees were divided up into small groups of 5-10 persons, a total of 6 groups were formed. Each group was provided a large map of the study area (1/4 mile radius from station area). The purpose of the exercise was to have each group develop a plan (with consensus among the group) as to what should be the main features of a Transit District and where should these features be located.

Group members collaborated and discussed topics of importance to group members. Facilitators from the consultant team and city staff were available "help the discussion along" if group members wanted assistance. Groups soon began to use the array of colored markers to depict symbols and write notes on the maps indicating their preferences for the Transit District.

Groups were asked to present their ideas to the entire workshop. Many exciting ideas were presented by each group. A high degree of consensus among the various group ideas was demonstrated.

For reference, copies of each groups' map with notations can be found on page 46, in the Appendix of this document.

Workshop III

The third community workshop was held on Wednesday January 23rd, 2012 from 6:00 pm to 8:00 pm, in the Community Room of City Hall. The focus of this charrette was to summarize the results of Workshop I and II, particularly how the plan elements gleaned from the design charrette in Workshop II were the basis for the plan developed by the consultant.

Approximately 50 community members, city staff and other agency staff attended the workshop. Attendees were shown how portions from the plans developed by community members in workshop II were carefully pieced together, to develop the vision for the Transit District. With some refinement, community ideas have been incorporated into a cohesive strategy to foster development supportive of a Transit District in Downtown Inglewood.

Attendees were asked to provide comments via "post-it" notes placed on the proposed plan. Large mounted copies of the refined Vision Plan were displayed on easels, consultant team members and city staff was available to answer questions from community members. A total of 36 comments were posted. For reference, copies of the posted comments are provided on page 50, in the Appendix of this document. Comments were overwhelmingly in support of the proposed design concept, additional suggestions on uses and features were also offered by community members.

III COMMUNITY VISION

PLAN FEATURES

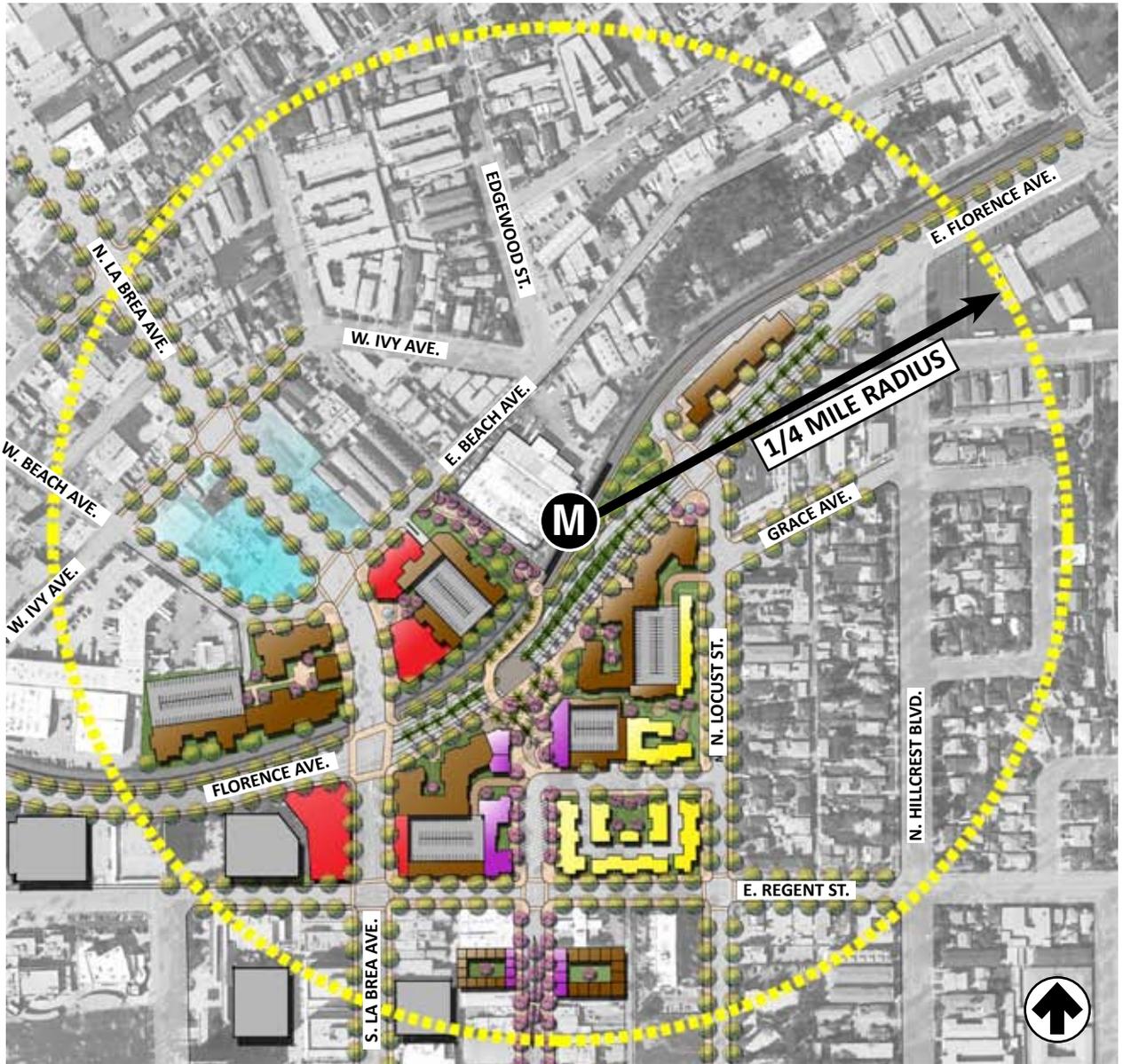
Key Features and Origins of the Plan

The origin for the Downtown Inglewood Transit District is derived from community participation and preferences. These preferences are in alignment with professional recommendations offered in the ULI/TAP Program completed in 2011, and the community-based planning process lead by the City of Inglewood Administrative/Planning Departments in 2012/13 with consultant RRM Design Group. The planning effort recognizes the benefit of advanced planning to leverage the investment in transit, and seek to identify standards and regulations to be included in the General Plan and Zoning Code (under separate contract). These changes would support development typologies of higher density, active public spaces, park once strategies, improved pedestrian and bicycle mobility and become the catalyst for a thriving downtown

Inglewood transit district surrounding the station area. The resulting plan is one that is focused on providing the major plan components that support a transit-focused downtown district, with respect for nearby residential neighborhoods, commercial and office uses. Four major elements are to be addressed:

- *circulation and mobility;*
- *building typologies;*
- *streetscape environment;*
- *and public benefit amenities.*

Following is a brief description of the key features of these elements in the proposed plan.

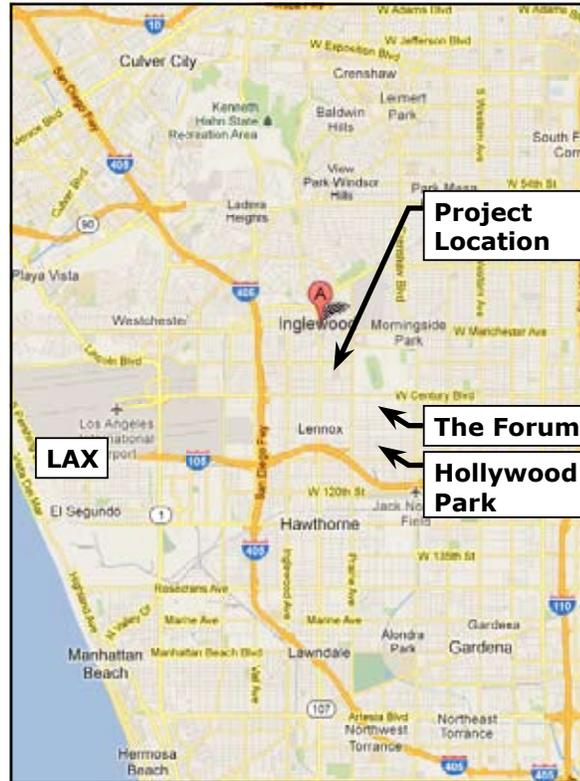


Conceptual Plan Legend

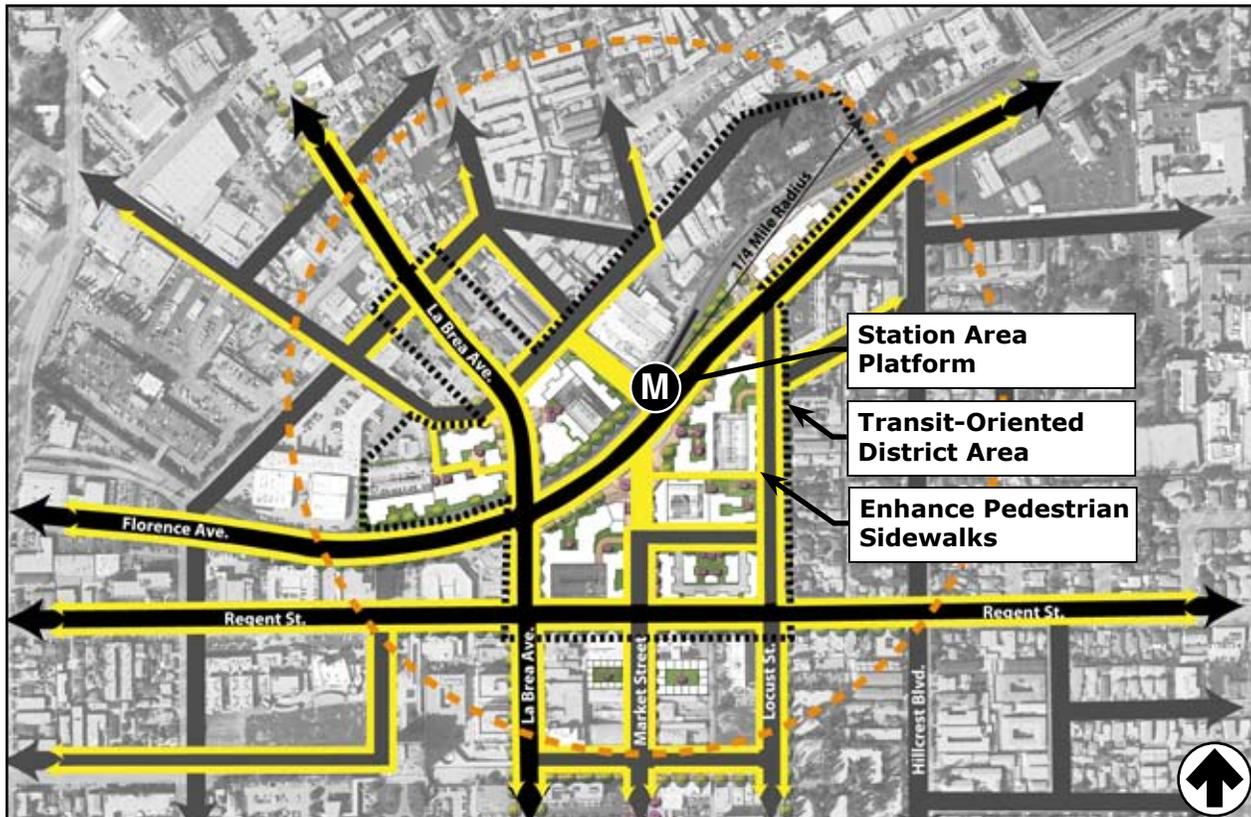
- COMMERCIAL
- MIXED USE
- MEDIUM-DENSITY
MULTI-FAMILY HOUSING
- HIGH-DENSITY
MULTI-FAMILY HOUSING

Circulation and Mobility

Maximizing neighborhood connectivity to and from a transit station ensures greater use of the transit facility. Implementing strong pedestrian orientation including safe street crossings and other supporting amenities, help to encourage use through convenience, safety, and comfort. Areas surrounding the station area require an equal investment of transit-supportive infrastructure as the station itself. The plan proposes the following elements to facilitate use by pedestrians, bicyclists, and bus patrons:



Regional Connectivity Map



Circulation Map



Improve existing transit locations, consider new locations with coordinated transit schedules and local trolley serving downtown.



A pedestrian crossing/bridge concept could be explored to enhance pedestrian connections.



Improve sidewalks with street furniture and street trees.



Encourage bicycle ridership around station area.

- Sidewalks within 500 feet of the station should be a minimum of 15' wide.
- Bus stops within the ¼ mile radius study area should provide way-finding signage, schedule coordination, and real-time technology.
- A pedestrian crossing/bridge is proposed to provide safe crossing at Florence Avenue just east of La Brea Avenue.
- ADA curb cuts that meet 2012 standards should be provided within the ¼ mile radius study area.
- Bike lane sharrows (shared lanes), and other bike-friendly features (bike box, lead signal interface, etc) should be considered within the ¼ mile radius study area.
- Bike racks and lockers should be provided at the station and at strategic locations within the ¼ mile radius study area.
- The I-Trolley can serve as a valuable local circulatory station area for the Prairie Avenue & Century Boulevard Commercial District

Parking Strategy

To reduce parking demand and encourage transit walking, and bicycling, parking policies should be reformed within the ¼ mile radius study area. These might include: transit incentive programs, car sharing, shared parking policy, or reduced parking ratios. The overriding response to parking in the plan is to concentrate parking into structures, reduce demand thru a variety of programs, and provide safe, conveniently located structures to service the proposed station area, downtown residents, Market Street and the Civic Center. The following structures are proposed.

Shared parking structures are proposed to accommodate all off-street parking for new development in the ¼ mile study area. Structures should be sized to accommodate a reduced ratio for residential and also to accommodate the retail/office mixed-use development. Approximately 40 spaces have been allotted to Metro riders.



Parking Strategies Plan

EP - Existing Public Structures

Existing parking structures (shown on the Parking Strategies Plan) should be reviewed to evaluate means to offer shared parking and accommodate a park-once strategy for downtown patrons.

Building Typologies

Within the ¼ mile study area there are undeveloped parcels, underutilized existing commercial development, and opportunity sites for redevelopment. Transit-focused development encourages higher density development in close proximity to stations as a means to increase the concentration of people working and living near transit stations. A secondary benefit of increased residential density in the project area is the creation of a 24 hour community in downtown. Residents living in downtown

activate the streets, create demand for goods and services, and create downtown as an urban neighborhood.

With respect for adjacent neighborhoods the plan proposes a range of density, 3 story townhomes adjacent to existing residential, and 3-6 story mixed-use in other locations in the ¼ mile radius planning area. The plan intends to anchor downtown Inglewood with a sizable amount of new housing, carefully integrated into the downtown context.

Key features of the plan include:

Adjacent to the existing low density residential home along N. Locust the plan proposes development of townhome residences up to 3 stories. This transitional development allows for similar scale of new development to be in context with the existing homes on the east side of N. Locust, through use of similar setbacks, massing, and materials.

Live/work

Along the north side of Florence east of the station a limited amount of 3-4 story live/work product is proposed. This location utilizes a remnant site acquired by Metro and replaces some of the lost commercial site due to acquisition. Redeveloping the site with live/work type units replaces jobs and provides a needed housing type in the area.

Downtown Residential

Proposed for the D-3 site and several other sites surrounding the station area, mixed use development is proposed. Commercial and retail uses are proposed for strategic ground floor locations. Upper floors would be comprised of residential and office uses. It is recommended that these buildings maximize density with heights up to 6 stories.



Street, pedestrian, and building lighting helps increase safety and visibility at night.

Infill Residential Development

Residential proposed for infill development should locate active uses (community room/exercise rooms, etc.) on the street level and reserve upper floors for residential. Sensitivity to the architectural context is very important when inserting residential into an existing downtown condition. It is recommended that these buildings maximize density with heights up to 4 stories.

New buildings to be developed should respect the prevailing architectural style nearby to its location; have four-sided articulation of architectural form; provide visual interest in form, color and texture; locate active uses on the ground floor; reserve upper floors for residential and office uses; create roof garden terraces and open space for residents; Incorporate street level plazas to engage the public.



Branding helps distinguish an area's identity.

Example Images of Product Types



3-Story Townhomes



Live/Work



3-4 Story Residential



5-6 Story Residential

Proposed Location of Products



Streetscape Environment

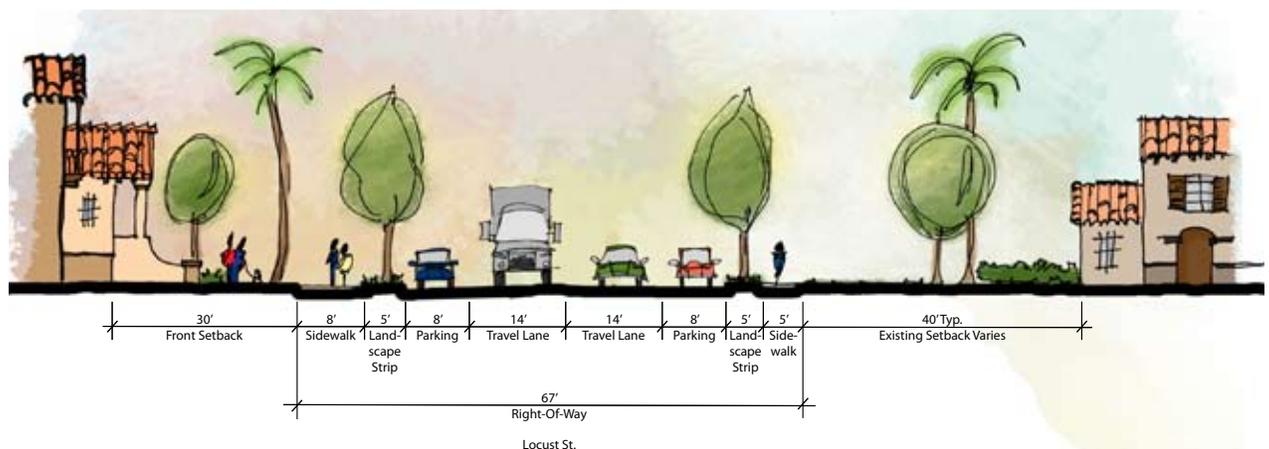
A vibrant streetscape that accommodates all users is envisioned as a key component of the downtown transit district. This would be defined as an environment that accommodates business patrons, residents and transit riders in their activities, day or night. Ample lighting is a paramount safety feature to be provided. Wide sidewalks (15+) should be provided at a minimum, with wider sidewalks encouraged where possible.

Market Street improvements (between E. Regent and N. Hillcrest) represent a good example of enhanced streetscape with good pedestrian amenities, a thriving Transit District would need to be supported by providing additional lighting, seating, outdoor dining, retail kiosks, food carts, bike facilities, and waste receptacles.

The cross-section below was developed to depict desired setback and street environment for new townhouses proposed across the street from existing residential neighborhoods adjacent to downtown along Locust Street.

Recommended Streetscape Features

- Key features of any new streetscape improvements should include:
- Street, pedestrian, and building lighting, ample, bright and frequent (solar if feasible).
- Develop a distinctive brand image to help define the Downtown Transit District.
- Banners, fountains, public art, decorative paving, benches and seating, and directional signs.
- Comfortable bus stops (shade, benches, lean rails and lighting)
- Bike racks and storage lockers
- Storm water recapture and infiltration at appropriate locations.
- Permeable paving.
- Convenient parking (short-term)
- Water conserving plants.
- ADA accessibility.
- Places for people to meet, sit and converse.
- Convertible streets for festivals, events, and celebrations.
- Community information kiosks to promote activities and culture in Downtown Inglewood.



Two to three story townhomes adjacent to existing residential along Locust Street

Public Benefit Amenities

Great public spaces are inviting and usable to the community, they provide opportunity for collective ownership, community pride and afford a place to meet one another and reinforce neighborly bonds. In this plan the concentration of development is conceived such that a major public benefit space is created in the form of a two grand public spaces flanking Florence Avenue, one on the north side and the other on the south side connected by a stunning pedestrian bridge spanning the busy street below. The plan also includes pedestrian greenways, paths and pocket parks, further reinforcing the importance of space for people to move about downtown.



Directional signage and information kiosk.



Incorporate interactive public spaces throughout.



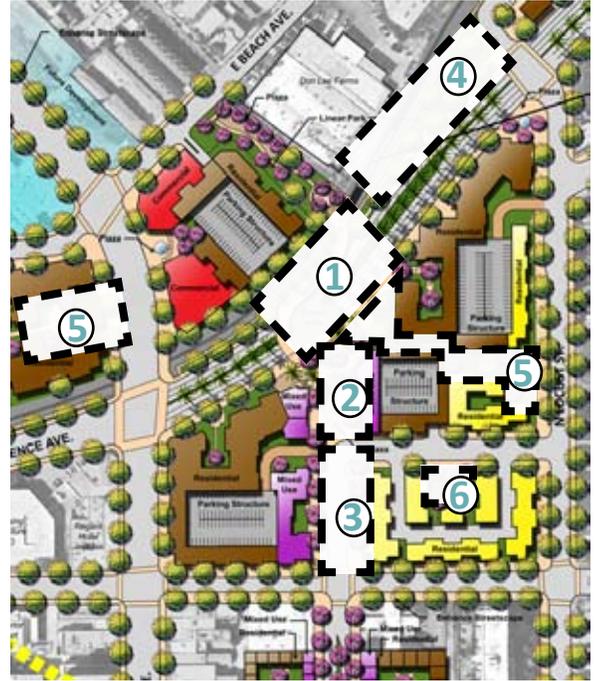
Incorporate solar panels where feasible on top of parking structures, etc.



Bus stop area provides a variety of seating options.

While these public spaces are distinctly different in form and structure, collectively these public amenities anchor downtown Inglewood as a transit-focused and people-focused community and encourage people to live near transit. The following elements are provided in the plan:

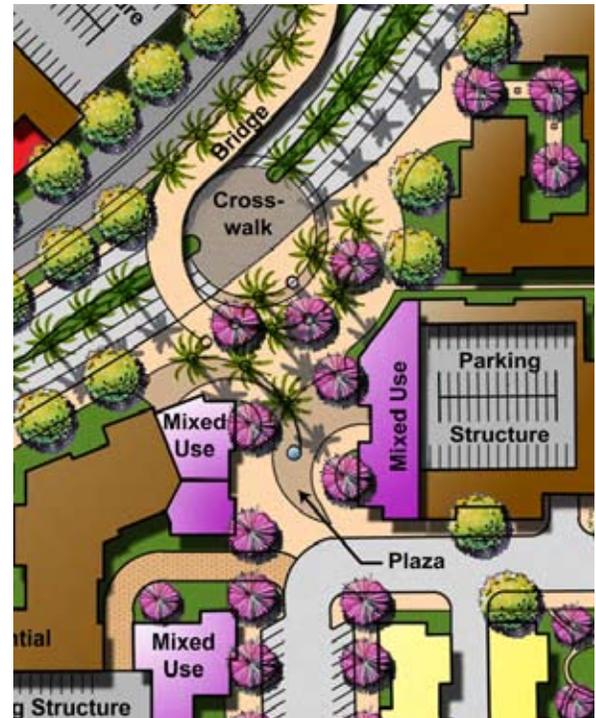
1. *Pedestrian Bridge/Crossing at Florence Avenue.*
2. *Urban plaza at the closed portion of Market Street.*
3. *Convertible Street for festivals/ events, at the portion of Market Street 350' north of E. Regent.*
4. *Linear parks connecting to the station from north and east residential neighborhoods.*
5. *Greenways connecting through mixed-use super-blocks.*
6. *Public plazas and courtyards at mixed-use developments.*



Key Focus Areas



1. *Pedestrian Bridge/Crossing at Florence Avenue.*



2. *Urban plaza at the closed portion of Market Street.*



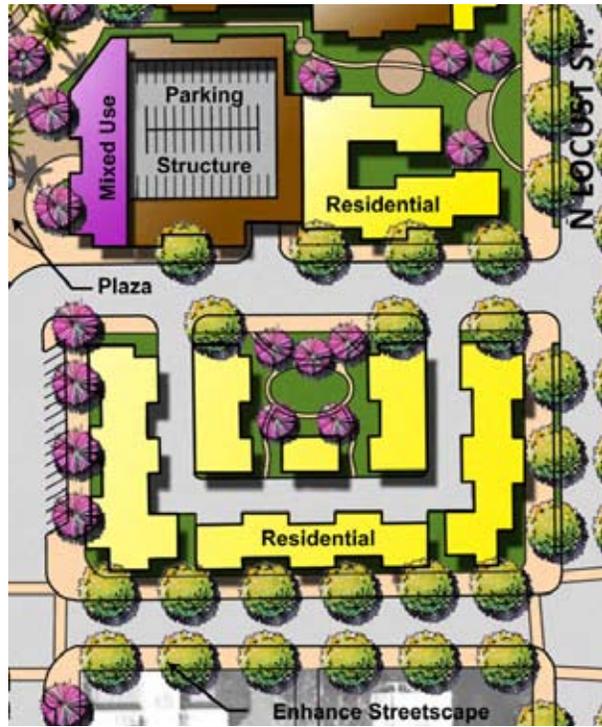
3. Convertible Street for festivals/events, at the portion of Market Street 350' north of E. Regent



4. Linear parks connecting to the station from north and east residential neighborhoods.



5. Greeways connecting through mixed-use super-blocks.



6. Public plazas and courtyards at mixed-use development.

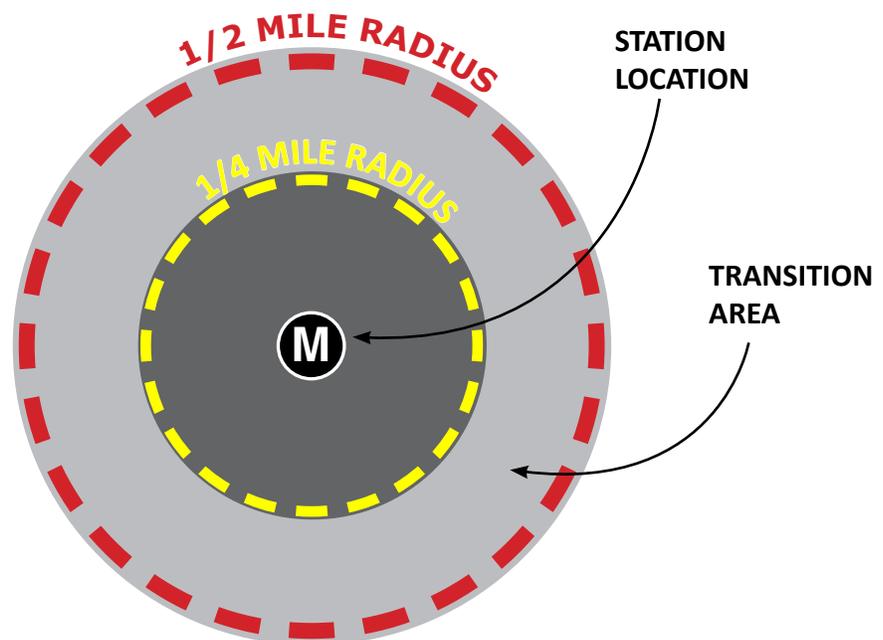
Zoning Recommendations

The proposed recommendations to the zoning code are intended to foster desired land use and built form in proximity to the new LRT station. Recommendations are intended to provide an indication of the preferred intent, and are not intended as an exhaustive analysis of all necessary modifications to the zoning code that will be required. Detailed modifications to the zoning code will occur under a separate scope that will:

- *Update the General Plan Land Use and Circulation elements to incorporate TOD districts and policies,*
- *Establish a TOD Overlay Zone in the Zoning Code, and:*
- *Prepare design guidelines and development standards for TOD projects.*

The recommendations noted herein and the conceptual design vignettes depicted in this document indicate the general use, form, height and flexibility desired. The need for flexibility in use is paramount as this feature allows for necessary adjustments over time due to shifting economic, market and social conditions.

The reader should note that throughout this study most of the maps and plans feature a ¼ mile and ½ mile concentric rings, with the center point being the proposed station location. Transit oriented development is typically defined by development intensity (height+density+activity=intensity) that decreases as you move further away from the station center. That concept should be carried into modifications being considered for zoning regulations. Areas within the ¼ mile radius would receive the most benefit of any new zoning regulations focused on increasing intensity. Areas within the ¼ mile to ½ mile radius will receive a lesser benefit, as a consequence of this strategy the intensity being fostered will decrease away from the station center, a typical feature in transit oriented development.



C-1

Currently the C-1 zone accommodates the desired mixed use, density, and height desired in the TOD district. However it may be difficult to fully occupy ground floor retail due to local market conditions. Temporarily, residential uses on the ground floor should be allowed when developments provide transit-supportive on-site infrastructure.

C-2

Apply provisions of Section 12-24.8 Mixed Use Requirements to C-2 zone along N. La Brea Avenue. Consideration should be given to reductions in parking requirements, minimum unit size, and commercial percentage requirements. Consider applying provisions of Section 12-24.7 Art Deco Design Standards to properties fronting N. La Brea Avenue in the C-2 zone from Florence Avenue north to Juniper.

M-1

Currently, new residential structures are prohibited in the M-1 zone except as permitted by Section 12-32.7. For portions of the M-1 zone located within ½ Mile of the Metro station we recommend development of zoning provisions that allow Adaptive re-use for residential live/work Artisan Lofts. Currently there are incidences where this already exists in proximity to the Metro station. It appears to have a stabilizing factor to the neighborhood; use standards would provide necessary beneficial guidance. Modified zoning requirements should consider safety, security, public realm, and use compatibility factors to guide and foster this emerging combination of use.

R-1

Modify the zoning code to allow a secondary dwelling unit less than 400 square feet with reduced parking requirements (1 off street parking space) when the primary dwelling unit is located within ½ mile of a transit station. Allow second dwelling unit to be rented separately from the primary dwelling unit. The maximum occupancy of the second dwelling unit would be restricted to two persons. The City should consider exploring appropriate incentives to allow additional units in R-1 areas.

R-2

When located within ½ mile of the Metro station, new residential development and retrofit projects in the R-2 zone should be granted density bonuses and reduced parking requirements when proposed developments meet a set of transit district requirements. These requirements have yet to be determined, however, they should establish on-site programmatic and physical installations of transit supportive infrastructure. These may include; secure bicycle storage; vehicle charging stations; transit information kiosks; and other elements determined to be transit-supportive. Density bonuses would need to be variable depending on the extent of transit supportive infrastructure provided in the plan of development. Determining the reasonable amount of density bonus to be given would require careful consideration and weighing of trade-offs.

CONCLUSION

Develop a Strategy

The Florence / La Brea Transit Oriented District planning process has further defined the future plan, form, component parts, location, and desire by this community, to support a transit-focused downtown for the city of Inglewood. This document has provided visual examples and narrative descriptions of desired build-out scenarios. These are intended to establish a general focus of the public infrastructure and improvements and development envisioned to surround the station area. They do not provide all of the "fine grained" detail, nor do they resolve all key issues that would need to be resolved in implementing the Transit district.

Critical to achieving desired development scenario within the study area is the formation of a strategy that leverages strengths of the area to achieve broad spectrum redevelopment. As city leaders utilize the information in this document they should consider incentives directed at attracting new development that brings forth the desired mix of residential density, place-making public amenities, and commercial/retail/office uses. By identifying the desirability of development and offering strategic incentives to achieve this type of development, the city increases the probability of achieving the environment that is going to benefit residents and attract patrons to local businesses.

In addition, strategic thought should be focused on the major properties likely to be redeveloped in the Transit Oriented District and consider scenarios under which these properties offer the highest return or best results in achieving the build-out scenario depicted in this planning process.

Questions such as depicted below should be asked;

- *What are the potential benefits or detriments if the D-3 site is developed only after a certain critical mass has been achieved? Or should it be developed first?*
- *How can the city assist in creating a positive environment to attract new businesses into the district?*
- *What benefits (if any) should businesses receive for locating in the Transit District?*
- *What resources can the City bring forth to leverage the investment in transit?*

These and other formative questions should be asked to guide city leaders in their decision-making process and lead to a defined Transit Oriented District strategy that is embraced by the City of Inglewood.

Strategic Sites

The major strategic sites are described below:

D-3 site (southeast south east corner of Florence Avenue and La Brea Avenue);

Located at this strategic intersection, this property holds great potential, key attributes define its' strategic importance to downtown:

- *Premier location in downtown;*
- *Close proximity to the proposed Metro;*
- *Under public ownership;*
- *Size (almost 3 acres), and*
- *Adjacent to Market Street*

As such, the D-3 site affords many opportunities and potentially fewer development challenges than the existing shopping center along Market Street (between Florence Avenue and E. Regent Street), which is under multiple ownership with potentially differing motivations to redevelop. A careful analysis of what the city might ask for from developers and what incentives might be offered needs to be developed as this endeavor moves forward.

Former Daniel Freeman Medical Center;

This property is an approximately 19 acre medical office/hospital. Significant redevelopment opportunities may exist given the developable acreage and proximity to the Transit District. Given existing infrastructure, a potential for adaptive re-use of this facility holds unique potential.

La Brea Avenue Commercial Corridor (north of Florence Ave);

This portion of La Brea Avenue may see a shift in development patterns resulting in increased potential for higher residential density in proximity to the proposed station area. This potential demand creates an opportunity to incentivize mixed-use development in favor of the current auto dominated uses and as a result will transform conditions along La Brea.

La Brea Avenue Commercial Corridor (south of Florence Ave);

This portion of La Brea Avenue may see a reinvigorated demand for office space from both public and private entities once the station is constructed. To encourage this potential market demand city leaders may want to consider public enhancements along La Brea to create identity, improve safety and encourage pedestrian activity.

Florence Avenue Corridor (between La Brea Ave and Hillcrest Blvd);

This portion of the Florence Avenue acts largely as gateway to downtown as it provides little access to businesses. Significant investment in public streetscape is essential to define the corridor as a visually attractive gateway and set the image desired for Downtown. City leaders need to leverage Metro investments to achieve this critical defining street scene.

By assessing the key attributes of these properties and other contributing factors city leaders will be able to establish a strategy for achieving the desired goals. Any strategy should allow for flexibility as conditions will change over time. Keeping in mind that the strategy is not a controlling strategy, rather it is an encouraging strategy. A majority of the property in the district is already developed and will only redevelop if conditions are present that demonstrate a greater return on investment is possible by embracing the principles of the transit oriented district and adapting to the proposed uses as the market changes.

Political Will and Community Support

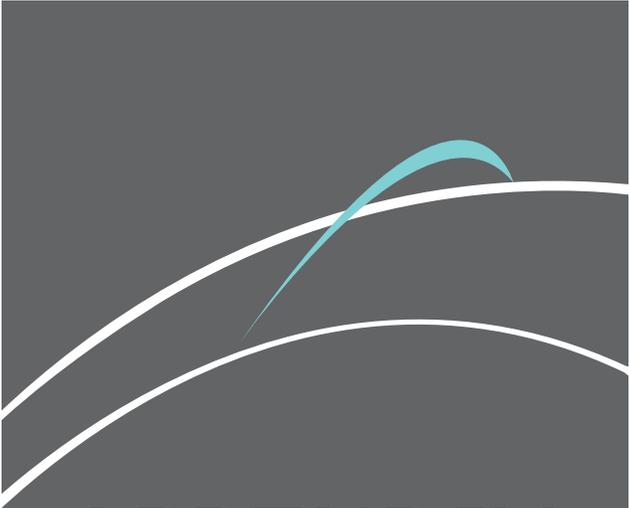
The need for political will and community support in pursuit of this vision cannot be understated. City leaders, business organizations and the community have a limited window of opportunity to get supportive regulations in place and build a recognizable "*Brand*" for downtown Inglewood prior to the completion of the light rail station. The opportunity to get this in place and create a downtown that is: a place to go, where you meet your neighbors and a place to take friends and family is an essential ingredient in establishing a Transit Oriented District. Events that celebrate community, the arts, food, and culture, should be commenced immediately and should occur once or twice a month in downtown. Southland residents love to re-discover neighborhoods that have a recognizable character, unique cultural identity, and that demonstrate a community's ownership and pride of place. Market Street is a perfect existing amenity to host such events.

In closing, this planning process has created a vision for downtown Inglewood that relies on strategic actions and the robust support of community members and elected officials. This document is intended to generally define the factors that would need to be addressed, such that city planning documents and city staff would be positioned to encourage and facilitate development proposals in support of establishing the Downtown Transit District.

It is anticipated that the City will initiate a separate planning process that focuses on defining the policies, standards, and guidelines necessary to amend the General Plan, Zoning Code and to develop Design Guidelines to support the desired Transit District.

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APPENDIX

WORKSHOP REFERENCE MATERIAL

Community workshops were conducted to provide opportunities for residents, business owners, and allied city agencies to offer input into the planning process. Presentations and exhibits displayed at the three community workshops are included in the Appendix for reference.

WORKSHOP #1 December 5th, 2012

Downtown/TOD District

Write down as many factors as you can think of in each category below.

Strengths: _____

Weaknesses: _____

Opportunities: _____

Threats: _____

Choose your top 5 factors in each category on the left and put them in the graphic above.

SWOT analysis handout given out during Workshop #1.

Power Point presentation given during workshop #1.

Florence/La Brea

Transit-Oriented Development District
Workshop #1
Existing Conditions
December 5, 2012

Crenshaw/LAX Light Rail

- How we got here?
- What are the benefits of a Transit Oriented District?
- When will the Station be built?
- Why should we plan now?

Welcome

Opening Comments:
Mayor James T. Butts, Jr.

Future Workshop Dates

- Community Workshop #2 (Dec. 15, 2012)
 - Shaping a TOD District
- Community Workshop #3 (Mid January 2013)
 - TOD District Concept

Transit-Oriented Development

- A transit-oriented development (TOD) is:
 - mixed-use residential and commercial area
 - designed to maximize access to public transport
 - incorporates features to encourage transit ridership
 - typically has a center with a transit station or stop
 - surrounded by relatively high-density development
 - with progressively lower-density development spreading outward from the center.
- located within a radius of one-quarter to one-half mile from a transit stop

Workshop 1 – Existing Conditions

PROJECT TEAM

Linda Tatum, City of Inglewood - Planning Manager
 Mavusi Watson, City of Inglewood – Executive Assistant to the City Manager
 Terry Hayes, TAHA Environmental Planners - CEO
 Fred Jackson, McKissack & McKissack - Outreach Coordinator
 Alan Levenson, The Natelson Dale Group – Economic Advisor
 Tony Keith, RRM Design Group – Principal Landscape Architect/Project Manager

Project Location

- Florence Ave and La Brea Avenue
- Proposed METRO Station
- ★ ¼ Mile Radius
- ½ Mile Radius

WORKSHOP #1

Power Point presentation given during workshop #1 (continued)

Transit-oriented development

- Development Patterns
- Land Use
- Intensity/Density
- Connections
- Quality of "Place"



Fruitvale Village
BART, Oakland, CA
Acres: 10
Units: 47
Density: 4.7 du/ac
Stories: 3



TOD Examples

The Uptown, Oakland
Acres: 14.0
Units: 1200
Density: 85 du/ac
Stories: 4-5



TOD Examples

Rio Vista Promenade, San Diego
Acres: 14.0
Units: 970
Density: 70 du/ac
Stories: 4



Existing Zoning



TOD Examples

Avalon Walnut Creek at Contra Costa Centre, Walnut Creek
Acres: 18
Units: 423
Density: 30 du/ac
Stories: 3-5



Power Point presentation given during workshop #1.

Bus Transit

- 40 • Tansboro Transit Plaza/South Bay Galleria/ Hawthorne & Crenshaw
- 111/311 • Newark to LAX City Bus Center via Florence
- 740 • Expo/Crenshaw - South Bay Galleria via Crenshaw & Hawthorne
- 607 • Inglewood Transit Center/Washoe Hills/Los Angeles
- 215 • Inglewood/Redondo Beach Station
- 211 • Daniel Freeman Memorial Hospital/Allondra Park/South Bay Galleria
- 442 • Union Station, DT LA/Hawthorne
- I-Line Free Trolley
- Inglewood Shoppers Shuttle
- Bus Stops



Power Point presentation given during workshop #1 (continued)

Corridors

- Commercial Corridors
- Streetscape
- Pedestrian Accessibility
- Bicycle Routes

Existing Conditions and Opportunities

- Zoning/Land Use
- Transit – Bus
- Opportunity Sites
- Commercial/Retail Corridors

Opportunity Sites

- D3 Site
- City owned properties in Downtown
- Metro owned properties
- Private property development
- Market Street right-of way (Regent to Florence)
- Existing Market Street
- La Brea and Manchester Corridors

Market Research/Strategy

- **Florence/La Brea Station Market Analysis Overview**
 - Reviewed : SCAG demographic forecast, previous city studies, current literature on TOD's, Other MTA stations, developers.
- **Residential Market**
 - Limited demand of "for sale" product in the district
 - Rental demand indicates 700-1000 units over next 20 years
- **Commercial-Retail Market**
 - Identified demand for restaurant and small-scale grocer
 - Commercial/retail demand is approximately 30% over saturated
 - Potential demand for office/professional in the district
- **Preliminary Key Issues and Challenges Identified**

People Generators

- Former Daniel Freeman Hospital Site
- Don Lee Farms
- Courthouse
- Civic Center
- Faithful Central Bible Church
- Market St.
- George W. Crozier Middle School
- Inglewood High School
- Scientology Building
- South Bay Business & Career Center
- The Marvin Group

Market Research/Strategy

- **Preliminary Key Issues and Challenges Identified**
 - Investment in creating "Place" is essential to TOD success.
 - Financing tools and development incentives without a Redevelopment Agency are more difficult to offer, but not impossible.
 - Formulating a winning strategy of implementation is essential.
 - Re-brand and re-position downtown to attract local and new patrons.
 - D-3 site must support a "game-changer" project.
 - Strategic street improvements must extend throughout the district.
 - 24 hour community is essential (this equates to folks living downtown)
 - Existing downtown property owners participation/perceptions.
 - Neighborhood connections, North, South, East and West

WORKSHOP #2 December 12th, 2012

Summary of Community Design Charrette

Workshop 2 Summary - Group #1



- UTILIZE EXISTING PARKING ON EXISTING LOTS
- HOUSING OPPORTUNITIES IN NEW LOCATIONS/REZONE
- "T" TROLLEY – MORE FREQUENT TROLLEYS, WELL-LIGHT STATIONS WITH CONNECTION TO THE FORUM AND HOLLYWOOD
- FLORENCE AVE. – DINING, SIDEWALK CAFES, ENTERTAINMENT
- PEDESTRIAN-FRIENDLY STREETScape ALONG FLORENCE AVE.
- REVITALIZE FOX THEATRE

Workshop 2 Summary - Group #4



- BIKE LANES – FLORENCE/ LA BREA/MANCHESTER
- SHUTTLE BUS (DASH) AROUND RADIUS WITH CONNECTIONS TO SENIOR CENTER
- PARK AND RIDE (NORTHWEST CORNER OF FLORENCE/LA BREA
- PED BRIDGE OVER FLORENCE AT MARKET ST.
- SECURE WALKING PARK FOR SENIORS
- D-3 SITE/CVS SITE – MIXED-USE, OFFICE, SAKS 5TH AVE.
- NEIMAN MARCUS ON NW CORNER OF FLORENCE/LA BREA
- EXPRESS BUS ON MANCHESTER/FLORENCE/LA BREA

Workshop 2 Summary - Group #2



- PARK AND RIDE (NORTHWEST CORNER OF LA BREA/FLORENCE AVE.)
- BUS TURNAROUND NORTH OF FLORENCE AVE.
- AERIAL BRIDGE/AT-GRADE BRIDGE
- AFFORDABLE ARTIST LIVE/WORK SPACE ON MARKET ST.
- DON'T DISPLACE PEOPLE

Workshop 2 Summary - Group #5



- MIXED-USE LOCATED ON ALL DEVELOPMENT OPPORTUNITY SITES WITH LOW DENSITY RESIDENTIAL ALONG LOCUST ST.
- PRESERVE FOX THEATRE BUT CONVERT TO MUI TI SCRFFN THEATER
- OPEN SPACE AT S/W AND S/E CORNERS OF FLORENCE/LA BREA
- CONNECT NEIGHBORHOODS NORTH OF BEACH TO FLORENCE AVE.
- SHUTTLES TO PLATFORM
- DISPLAY WORK OF LOCAL ARTISTS
- ALLOW ARTIST LIVE/WORK SPACE

Workshop 2 Summary - Group #3



- BIKE LANES – LA BREA, FLORENCE AVE./REGENT/LOCUST/EDGEWOOD
- SAFE PED CROSSINGS – ON FLORENCE AT MARKET AND LOCUST
- BIOSWALES/STORM WATER RE-USE
- CLOSE MARKET ST. TO PEDESTRIAN ONLY
- POCKET PARKS
- BENCHES
- MIXED-USE ALONG MARKET ST. BETWEEN LA BREA AND LOCUST NORTH OF REGENT, AFFORDABLE + MARKET RATE, MAX 6 STORIES, SUB GRADE PARKING
- PARKING STRUCTURES TO REPLACE SURFACE PARKING
- MORE TREES
- ZONE FOR HIGHER DENSITY RESIDENTIAL
- SUSTAINABILITY PRACTICES
- MONEY FOR MAINTENANCE
- AERIAL BRIDGE/AT-GRADE BRIDGE

Workshop 2 Summary - Group #6



- EXPRESS IN STREETS/BENCHES/BUILT IMPROVEMENTS: THE LATINO, BUFFALO SOLDIER, TUSKEGEE ARMEN, AND NATIVE AMERICAN HISTORY
- VISITOR CENTER (NORTH SIDE OF FLORENCE)
- LET THE PLACE BE THE LANDMARK
- NEW STREETScape ON FLORENCE/LA BREA
- HOTEL AT LOCUST, S/E SIDE OF FLORENCE
- D-3 SITE – MIXED-USE AND PARKING
- CLOSE MARKET ST. FOR PED ONLY WITH BOUTIQUE SHOPPING
- REMODEL REGENT HOTEL
- NEW OFFICES AT REGENT/LA BREA
- REDUCE DON LEE PARKING ON STREET
- CONVERT SINGLE-FAMILY PROPERTIES TO TOWNHOMES
- CLEAN ENERGY MANUFACTURING

Power Point presentation given during workshop #2

Florence/La Brea

Transit-Oriented Development District
Workshop #2
Shaping A Transit-Oriented Development
December 15, 2012

Crenshaw/LAX Light Rail

- How we got here?
- What are the benefits of a Transit Oriented District?
- When will the Station be built?
- Why should we plan now?

Welcome

Opening Comments

Future Workshop Dates

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 - TOD District Concept

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 - located within a radius of one-quarter to one-half mile from a transit stop

Workshop 2 – Shaping A TOD

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 Alan Levenson, The Natelson Dale Group – Economic Advisor
 Tony Keith, RRM Design Group – Principal Landscape Architect/Project Manager

Project Location

- Florence Ave and La Brea Avenue
- Proposed METRO Station
- ★ ¼ Mile Radius
- ½ Mile Radius

Power Point presentation given during workshop #2 (continued)

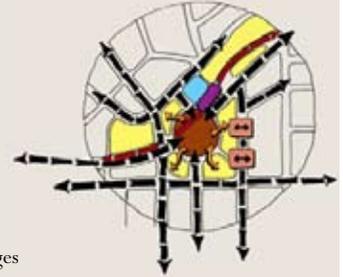
Existing Conditions and Opportunities

- Zoning/Land Use
- Transit – Bus
- Opportunity Sites
- Commercial/Retail Corridors



Core Concept Development

- Transit connections
- Accessibility
 - Pedestrian
 - Vehicular
 - Bicycle
- Intensify core
- Land use opportunities
- Place making design
- Respect community edges



Market Research/Strategy

- **Florence/La Brea Station Market Analysis Overview**
 - Reviewed : SCAG demographic forecast, previous city studies, current literature on TOD's, Other MTA stations, developers.
- **Residential Market**
 - Limited demand of "for sale" product in the district
 - Rental demand indicates 700-1000 units over next 20 years
- **Commercial-Retail Market**
 - Identified demand for restaurant and small-scale grocer
 - Commercial/retail demand is approximately 30% over saturated
 - Potential demand for office/professional in the district
- **Preliminary Key Issues and Challenges Identified**

SWOT Summary

Strengths	Weaknesses	Opportunities	Threats
Location <ul style="list-style-type: none"> • Investment in creating "Place" is essential to TOD success • Weather • Close to coast • Close to Vincent Park, Library, bus/transit network, LAX, City Hall, Market Street • Nearby large population • Well known • Easy access Neighborhood Identification <ul style="list-style-type: none"> • Multi-ethnic • Sense of community • One-stop employment center • Entertainment "Savvy" 	Commercial/Retail Businesses <ul style="list-style-type: none"> • Lack of anchor stores • Lack of variety of services • Lack of eating establishments • Closed/no businesses • High business taxes • Competing commercial on Century • Forum proximity/LAX proximity • Lack of free parking/inadequate parking • No night life • Lack of employment base (skilled workers) Safety <ul style="list-style-type: none"> • Poor lighting/dull lights • Dirty streets • Perception of crime • Traffic congestion with crossings • Noise City Planning <ul style="list-style-type: none"> • Lack of City Government • Lack of a Revitalization/Reactivation Plan 	Location <ul style="list-style-type: none"> • Proximity to Forum, Courthouse, D-3 Site, Kaiser • Gentrification Commercial/Retail Businesses <ul style="list-style-type: none"> • Farmer's Market • 4800 Mixed-Use • Duckett-Wilson Properties • Movie Theater/Live Theater • Small retail/social/coffee shops/gift shops/boutiques • Sit-down restaurants/ Nice hotel • More jobs Transportation <ul style="list-style-type: none"> • Adjacent to Bus line/transit hub/shuttles-local/parking/park-ride • Bike lanes/bike storage Other <ul style="list-style-type: none"> • History (past retailers) • Tax reform (auto dealers) 	Safety <ul style="list-style-type: none"> • Accidents • Shoppers/child/elder/pedestrian safety • Lack of security/Uniform presence • Dirty/Dark parking structures • Homeless/Transients • Crime/Gangs • Criminal Activity/graffiti • LAX (security) Economics <ul style="list-style-type: none"> • Lack of tax reform • Recessionary economy • Lack of funds Planning <ul style="list-style-type: none"> • Housing Types (unknown dimensions) • No CTA and no high density housing

Market Research/Strategy

- **Preliminary Key Issues and Challenges Identified**
 - Investment in creating "Place" is essential to TOD success.
 - Financing tools and development incentives without a Redevelopment Agency are more difficult to offer, but not impossible.
 - Formulating a winning strategy of implementation is essential.
 - Re-brand and re-position downtown to attract local and new patrons.
 - D-3 site must support a "game-changer" project.
 - Strategic street improvements must extend throughout the district.
 - 24 hour community is essential (this equates to folks living downtown).
 - Existing downtown property owners participation/perceptions.
 - Neighborhood connections, North, South, East and West

SWOT Strategy

Strengths

Downtown Inglewood possesses many assets, location being one of its strongest. Inglewood's location affords this community mild weather with coastal influence, easy access (30 minutes or less to most LA locations), and is a crossroads for public transportation. As a multi-ethnic community Inglewood maintains a true sense of community by celebrating culture and diversity. Community assets include exceptional parks, a state-of-the-art library, and a unique downtown district with interesting architecture from traditional to modern. Inglewood's Market Street is truly a walk-able downtown with wide sidewalks and lush landscaping, with many opportunities for entrepreneurial business ventures.

Power Point presentation given during workshop #2 (continued)

SWOT Strategy



Weaknesses

Downtown Ingleswood lacks a national anchor and other national retail brands, the area would be well served by a greater variety of goods and services available to the community. Also missing from downtown Ingleswood are "sit-down" restaurants and "nightlife" opportunities, both widely desired by residents. Competing for downtown patrons is the "Big Box" retail on Century which has an abundance of parking and national chains are present, but, this shopping center lacks the hometown feel of Market Street. Currently there are a number of vacant storefronts along Market Street, combine this fact with the presence of dim street lighting, dirty streets, the perception of crime in the area, and business tax rates higher than adjacent cities, the need to formulate a strategy that address these basic weaknesses in a proactive manner is apparent.

Shaping Strategies

- A transit-oriented development (TOD) is:
 - mixed-use residential and commercial area
 - designed to maximize access to public transport
 - incorporates features to encourage transit ridership
 - typically has a center with a transit station or stop
 - surrounded by relatively high-density development
 - with progressively lower-density development spreading outward from the center.
 - located within a radius of one-quarter to one-half mile from a transit stop

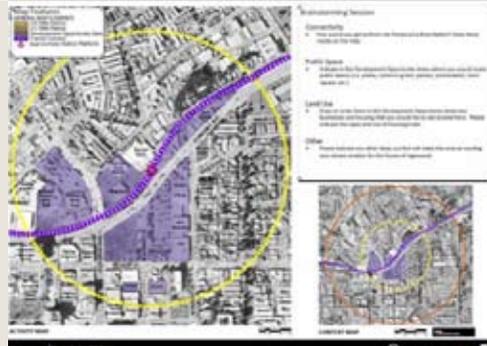
SWOT Strategy



Opportunities

Downtown Ingleswood has clearly defined opportunities to make improvements to the physical and social conditions present today. Fully emerging Market Street and its surroundings (city hall, courthouse, Kaiser and others) to meet their potential can be achieved through implementing a strategic plan of revitalization that embraces local history, encourages nightlife and entertainment, and fosters more dining experiences in downtown. This revitalization must recognize the inherent assets of this district (proximity to transit, the Forum, civic uses and large private employers), and create the missing elements to catalyze the district (downtown lofts/apartments, improved bike/pedestrian mobility, secure/safe environment, and more jobs) through innovative development of underutilized properties (public and private), resulting in a vibrant downtown district.

Planning Exercise



The map displays a network of transit routes (purple and yellow) overlaid on a street grid. A legend on the right side of the map provides details about the different transit modes and development opportunity zones. The map also includes an inset map showing the location of the study area within a larger regional context.

SWOT Strategy



Threats

Threats to a successful downtown must have an on-going strategy because they never truly disappear. Security and safety of downtown patrons, specifically children and the elderly are of paramount concern to residents. The presence of gangs, graffiti, and associated crimes need to have increased focus by local police and the community to offer alternative life choices and youth jobs to offset the negative impact of youth crime. Similarly, homeless residents need access to counseling, addiction intervention and housing options so our streets remain clean and safe. Housing types should be affordable to a broad spectrum of our community, be respectful of adjacent neighborhoods, and should be appropriate density to the location. Without the benefit of a redevelopment agency incentives to stimulate development will be more difficult, but not impossible to facilitate.

Design Parameters

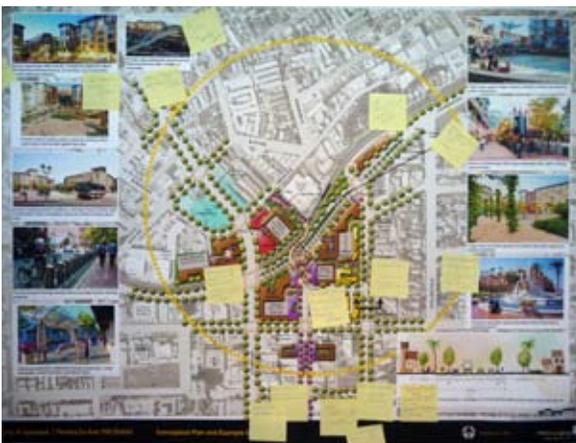
- Connectivity
 - How would you get to/from the Florence/La Brea Station? Draw these routes on the map.
- Public Space
 - Indicate in the development opportunity areas where you would locate public spaces (i.e. plazas, common green, paseos, promenades, town square, etc.).
- Land Use
 - Draw or write down in the development opportunity areas any businesses and housing that you would like to see located here. Please indicate the types of housing.
- Other
 - Please indicate any other ideas you feel will make this area an exciting and vibrant location for the future of Ingleswood.

WORKSHOP #2

Collective Group Ideas from Workshop #2



WORKSHOP #3 January 23rd, 2013



'Post-It' comments placed on the refined Vision Plan by workshop attendees



'Post-It' comments placed on a blow-up detail of the refined Vision Plan

Power Point presentation given during workshop #3

Florence/La Brea

Transit-Oriented Development District
 Workshop #3
 Shaping A Transit-Oriented Development Merging Ideas
 January 23, 2013

SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS

Previous Workshops

- Workshop 1 – December 5, 2012
 - SWOT Exercise – Understanding the Strengths and Weaknesses of Downtown Inglewood
- Workshop 2 – December 15, 2012
 - Brainstorming Session – Connectivity, Public Space, and Land Use

Workshop 3 – Merging Ideas

PROJECT TEAM

Linda Tatum, City of Inglewood - Planning Manager
 Mawusi Watson, City of Inglewood – Executive Assistant to the City Manager
 Terry Hayes, TAHA Environmental Planners - CEO
 Fred Jackson, McKissack & McKissack - Outreach Coordinator
 Alan Levenson, The Natelson Dale Group – Economic Advisor
 Tony Keith, RRM Design Group – Principal Landscape Architect/Project Manager

Workshop 2 Summary

- We asked you to provide your input on:
 - Land Use
 - Housing
 - Commercial
 - Industrial
 - Mixed Use
 - Connectivity
 - Bike Lanes
 - Pedestrian-friendly streets
 - Bus connections
 - Public Space
 - Plazas
 - Common Green
 - Paseos
 - Town Square

Crenshaw/LAX Light Rail

- How we got here?
- What are the benefits of a Transit Oriented District?
- When will the Station be built?
- Why should we plan now?

Workshop 2 Summary - Group #1

- Florence Ave. – Dining, sidewalk cafes, entertainment
- Pedestrian-friendly streetscape along Florence Ave.
- Revitalize fox theatre

WORKSHOP #3

Power Point presentation given during workshop #3 (continued)

Workshop 2 Summary - Group #2

- Park and ride (northwest corner of la brea/florence ave.)
- Aerial bridge/at-grade bridge
- Artist live/work on Market St.



Workshop 2 Summary - Group #5

- Mixed-use located on all development opportunity sites with low density residential along locust st.
- Connect neighborhoods north of beach to florence ave.



Workshop 2 Summary - Group #3

- Bike lanes – La Brea, Florence Ave. /Regent/Locust/Edgewood
- Mixed-use along Market St. between La Brea and Locust north of Regent, affordable + market rate, max 6 stories, sub grade parking
- Zone for higher density residential



Workshop 2 Summary - Group #6

- Let the place be the landmark
- New streetscape on Florence/La Brea
- Market Street Promenade



Workshop 2 Summary - Group #4

- Shuttle bus (dash) around radius with connections to senior center
- Secure walking park for seniors
- Bike lanes



The design puzzle

Bringing your ideas together

Power Point presentation given during workshop #3 (continued)

Community Brainstorming Ideas

- "Parking structures to replace parking lots"
- "Increase safety throughout"
- "Provide bicycle lanes, safe crossings, street trees and furniture."
- "Bridge or Crosswalk on Florence Ave."
- "Mixed-Use/ Residential Opportunities"
- "Revitalize connection to Market Street and businesses"

Density and Intensity

- Anchor downtown with activity – mixed use retail and office, flats/apartments/townhomes, 3-6 stories, and incorporate shared parking strategies.
- Ground floor retail, office and residential above with active streetscape.
- Locust Street Cross Section: Townhomes along Locust Street reflect existing residential character and scale.

Connections and Linkages

- Improve public transit locations, coordinated transit schedules, and local trolley serving downtown.
- Improve vehicular, bicycle, and pedestrian connections.
- Parking structures provide shared parking for surrounding uses.

Public Benefit

- Activity areas
- Fountain provides place-making feature.
- Place-making public plaza providing urban open space, central gathering area, and complete streets.

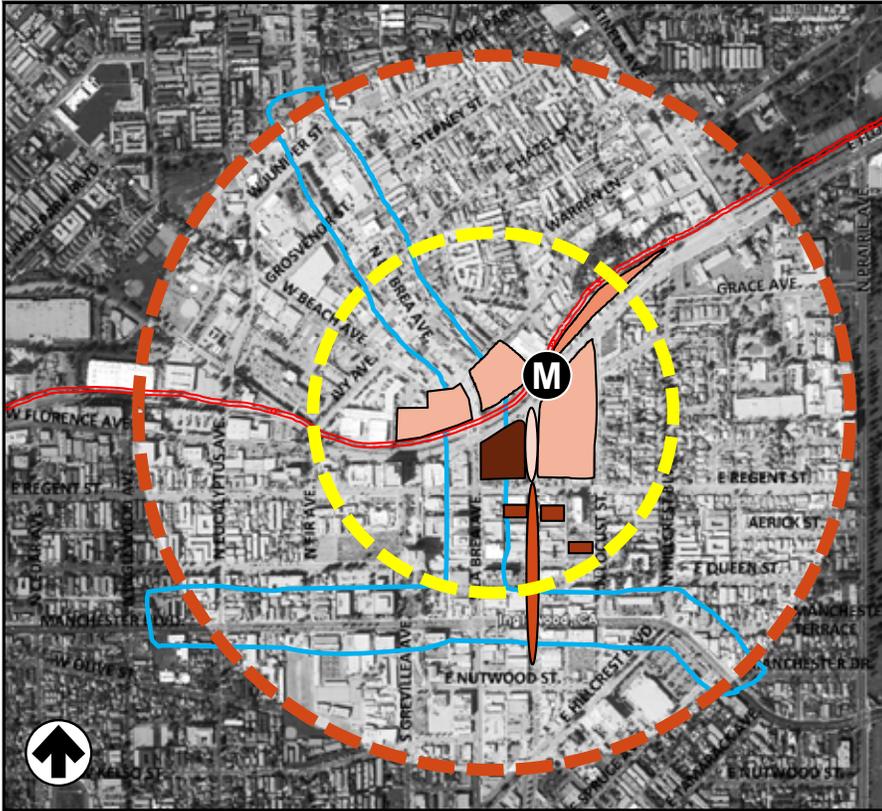
Connections and Linkages

- Pedestrian bridge or street crossing
- Enhance existing transit stops
- Pedestrian paths linking residential, commercial, and transit
- Bicycle friendly streets with parking

Modify General Plan and Zoning

- Modify General Plan and zoning to support Transit Oriented Development goals, strategies, and policies.

Key Site Opportunity Map



LEGEND

-  D3 Site
-  City-owned properties in Downtown
-  Metro-owned properties
-  Private Property Development
-  Market Street right-of-way (Regent to Florence)
-  Existing Market Street
-  La Brea & Manchester Corridors

Vision Plan for Opportunity Sites



LEGEND

-  Commercial
-  Mixed Use
-  Medium-Density Multi-Family Housing
-  High Density Multi-Family Housing



Fold out of Refined Plan



Fold out of Refined Plan



Fold out of Refined Plan