

8 IMPLEMENTATION ACTION PLAN

8.1 Introduction

The Implementation Action Plan Inglewood identifies major steps that can be taken to make the revitalization of Downtown and enhancement of Fairview Heights a reality. The Plan seeks to implement the overall community vision to create light rail transit oriented districts that combine a mix of employment and residential uses and complement other developing districts within Inglewood.

8.2 Adopt the Concept Plan and Zoning

Adoption of the Concept Plan and Zoning, in conjunction with certification of a Program EIR, will make the Plan and Zoning enforceable policy and zoning documents.

8.2.1 Establish a Stakeholders Action Plan Implementation Committee

The Stakeholders Action Plan Implementation Committee, like the Stakeholders Advisory Committee, could be appointed by the Mayor from volunteers. Consideration should be given to transforming the current Advisory Committee into an Implementation Committee by expanding its responsibilities.

8.2.2 Create and Implement a Marketing Program

It is recommended that the City take the lead in creating and implementing a Marketing Program. The purposes of the Marketing Program would be to inform the community of the plans for Downtown and Fairview Heights, to attract private investment by property owners, investors and developers and to support grant applications. Elements of a Marketing Program could include brochures, web site information, social media outreach, physical representations including drawings and three-dimensional models, and what to see and do in Inglewood – particularly the exciting Arts and Cultural activities. Additionally, a physical presence for a Marketing Display and Meeting Place in Downtown could be considered.

8.2.3 Incentivize Land Assemblage

Explore a variety of approaches to incentivize the assemblage of land through zoning and parking provisions that encourage the creation of more efficient parcel sizes and at key locations, particularly the Macro Design

Guidelines Sites. Additionally, undertake a feasibility study related to publicly owned and available land assets to test development interest that is compatible with the community vision, such as the potential reconfiguration or relocation of the City's public yard in TechTown or for parcels adjacent to the Downtown transit station and along the Market Street corridor.

8.3 Combine Grants and Developer Contributions for Immediate Local People Mover Connections between the Metro Station, Downtown, the Forum, Hollywood Park and the NFL Stadium

Using existing transit technologies and/or advanced technology systems to make the connections noted above will provide multiple benefits. These include reduced automobile congestion, improved air quality, and integration of Inglewood's activities and places to achieve greater economic benefits through greater utilization. Cost estimates per mode are provided in Section 2.10.

Since the NFL stadium will require better linkages to public transit for many of their visitors, it is possible the City could negotiate a development impact fee or exaction that would go toward a significant portion of the shuttle system's capital costs. A list of other financing sources can be found in Figure 8.1.

The Los Angeles County Board of Supervisors adopted a motion on January 28, 2016 to expeditiously facilitate a Feasibility Study, if the Measure M sales tax initiative passes, to fund a South Bay Transit Corridor Rail Project focusing on an alignment extending from Inglewood to the City of Torrance, potentially along Prairie Avenue on the west side of the future NFL stadium and Hollywood Park development. However, while this is a long-term transit solution, it will take a number of years to develop. For the immediate implementation of better linkages with the future NFL stadium that is to be in operation in 2019 and Hollywood Park development that is already underway, it is recommended that Inglewood in cooperation with Metro, and with a study grant, develop the plan for an effective, intermediate shuttle system – such as a fleet of

pleasantly designed, double-decker buses – that could be operational within a few years and that will ensure that the development of Downtown and Hollywood Park proceed in a complementary fashion from Day One.

8.4 Create Enhanced Infrastructure Financing Districts for Downtown and TechTown

Since redevelopment agencies were dissolved in 2012, legislation was passed to create an enhanced infrastructure financing district (EIFD) that can fund a variety of infrastructure projects with Inglewood's allocation of the basic 1 percent property tax increment within the district. The property tax increment of school districts is not allowed and other jurisdictions or agencies can allocate some or all of their increment, but only on a voluntary basis. EIFD's are also authorized to combine property tax increment funding with other permitted funding sources, such as the increase in property tax revenues in-lieu of vehicle license fees. While the property tax increment and related revenues can be used for financing bonded indebtedness, in order for the district's public finance agency to issue bonds, however, a 55 percent voter approval is required from registered voters within the district. Figures 8.2 and 8.3 show estimates of bonding capacity that could be achieved based on the Concept Plan defined herein. It is important to create these Districts as soon as possible in order to maximize the capture of the increased property values in Downtown and TechTown.

Though the EIFD is the preferred method of raising funds for public infrastructure investment, establishing a community revitalization area under the recently approved AB 2 should also be evaluated. However, the AB 2 style financing district is more limited in that it has to meet certain disadvantaged community criteria and may not be as widely applicable geographically.

8.5 Create A Range of Market Rate and Affordable Housing Units

Successful revitalization of the TOD areas will require a range of housing prices and types and this will be important in encouraging successful development that

creates a livable, economically sustainable and jobs-housing balanced urbanization pattern.

8.5.1 Encourage a Balance of Owner- and Renter-Occupied Housing Development

Rental housing is an important part of the vitality of the TOD area, but proactive steps should be taken to encourage owner-occupied housing as a part of the mix due to owners' longer tenure and higher level of investment in the neighborhood.

8.5.2 Consider the Establishment of an Inclusionary Zoning Policy

Within the context of the City's Housing Element, and to mitigate displacement that may result from revitalization, the Plan recommends that the City study the establishment of an inclusionary zoning policy within the TOD Planning Areas, if not Citywide, with appropriate economic incentives and subsidies that will facilitate the development of affordable housing. This study should determine the appropriate percentage of units to be required to be affordable at different income limits in service of the following goals:

- Increase the amount of market rate housing available
- Increase the amount of affordable housing available

8.6 Prepare Comprehensive Parking Management Plan and Secure Sites for Parking District Needs

The Downtown parking district is an important component of the Plan, supporting the process of revitalization. The City should fund a detailed parking management district plan that examines the short-term and long-term on-street and off-street parking requirement under various buildout scenarios. Additionally, the City should secure control of sites for parking at the beginning of the process before they are developed, and in order to encourage properties to initiate redevelopment.

8.6.1 Create a Parking District for Downtown and TechTown

Creation of a Parking District for Downtown and TechTown will have two important implications. First, the supply of

parking can be used as a major incentive for attracting new development in terms of allowing property owners and/or developers to purchase parking zoning credits at attractive rates. As Downtown revitalizes and TechTown emerges, the prices of the zoning credits can be adjusted upward as appropriate. Second, the supply of parking can be made more attractive for all users of the parking structures and lots by means such as physical upgrades, improved maintenance, integration of public art, etc.

The Parking District can be administered either directly by the City or through an entity such as a Parking Management District or some combination thereof. Over the long-term, the District could develop and manage the supply and pricing of both on- and off-street parking facilities.

8.6.2 Create New Parking Facilities – North & South Market Place Areas

The City should prepare plans for a high quality Surface Parking Facility in the North and South Market Place areas for construction in conjunction with the relocation of the Bus Transfer Station to the Metro Station. The City should also obtain Concept Design Plans and Costs for the Parking Structures. These initial Plans should be followed by subsequent, more detail schematic, design development and construction documents to further refine costs and be ready to meet property owner/developer interest in North and South Market Place. Explore the possibility of a Metro Call for Projects grant and the use of a portion of the funding from a future Enhanced Infrastructure Financing District.

8.7 Establish Business Improvement Districts for Downtown and TechTown

Establishment of property-based Business Improvement Districts per the provisions of state law enables designated areas to implement marketing and promotion, enhanced security and maintenance and minor capital and beautification improvements with a positive vote of the property owners representing a majority of the assessed value within the proposed district. Both Downtown and TechTown would be much more competitive in the region were these Districts to be successfully implemented. It is

recommended that a task force of key property stakeholders be established in each potential district to explore the types of desired programs, budget and allocation criteria before being put to a property owners' vote.

8.8 Create a Downtown/TechTown Arts District

Creation of such an Arts District will both enhance the experience of working, shopping and living in Downtown and will make the Downtown and TechTown more interesting and thus more attractive for investment. The Arts District can be administered by the City and a Business Improvement District in consultation with the Arts Commission.

Transportation Link Funding Sources

1. Measure R/M
2. Metro Call for Projects
3. Special Assessments
4. Community Facilities District (CFD) Special Tax
5. Enhanced Infrastructure Financing District
6. Community Revitalization and Investment Act (AB 2)
7. Offsite Development Impact Fee Requirements for Possible NFL Stadium
8. Cap and Trade
9. Gas Taxes
10. Federal and State Grants
11. Naming Rights and Other Contributions
12. Surplus Property Sales
13. Federal Grants
 - Surface Transportation Program
 - Congestion Management and Air Quality Improvement Program
 - 5307 (Urbanized Area Formula Program)
 - 5309 (Bus and Bus Related Equipment and Facilities Program)
 - Transportation, Community and Systems Preservation Program
14. State Grants
 - Caltrans Grants
 - Active Transportation Program
 - Cap and Trade Grants
 - Strategic Growth Council

Figure 8.1 Transportation Link Funding Sources

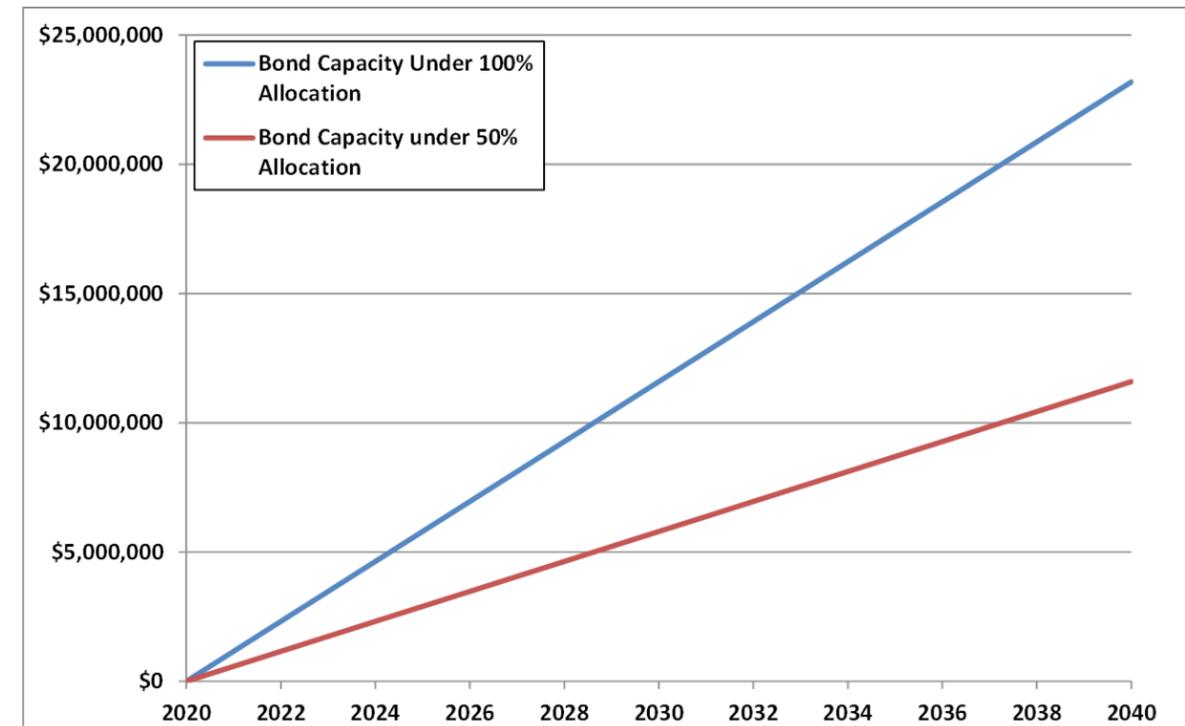


Figure 8.2 Projected 20-year Bond Capacity with EIFD - Downtown

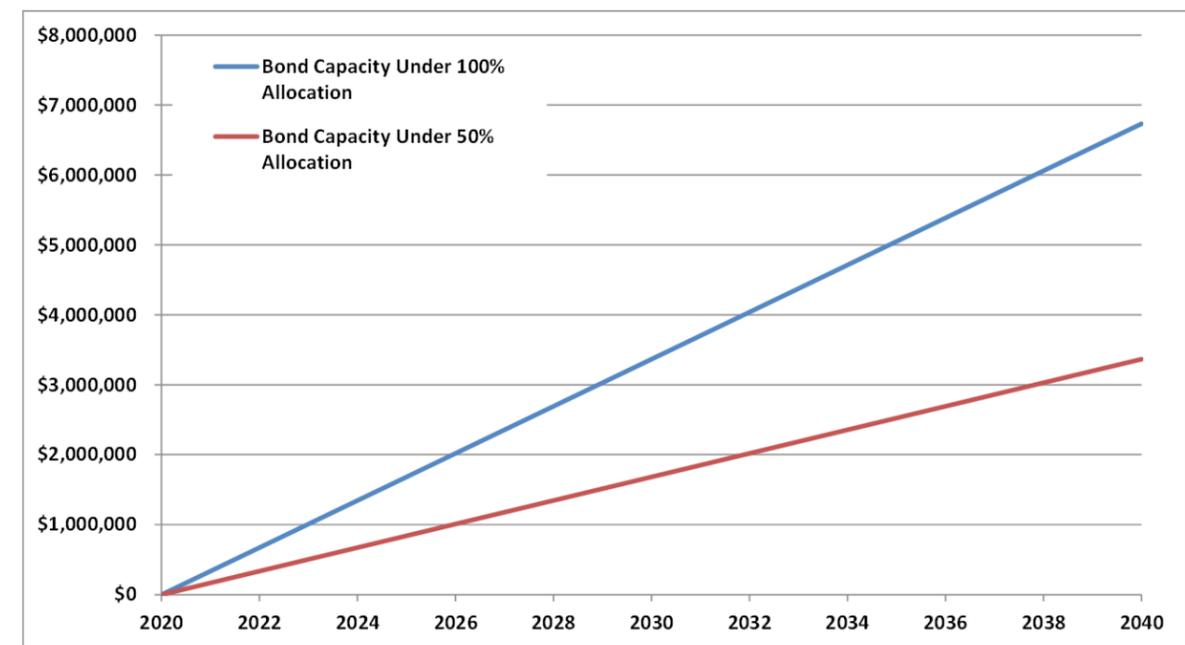


Figure 8.3 Projected 20-year Bond Capacity with EIFD - TechTown

8.8.1 Acquire Small Downtown Properties as Permanent Arts Facilities

It is recommended that the City, either on its own, or in collaboration with non-profit organizations, acquire one small, property in each of the six blocks facing Market Street between Regent Street and Hillcrest Boulevard. Acquiring properties now will enable the City to guarantee the long-range presence of artists and cultural activities in Downtown. Further, there could be many opportunities for exhibiting art by Inglewood's established artists, emerging arts and fledgling artists and Inglewood High School and Crozier Middle School art students. These art galleries could also offer small musical or poetry performances.

8.8.2 Create Inglewood Plaza in North Market Place

The City should prepare Preliminary Landscape Plans and associated Preliminary Costs for the construction of Inglewood Plaza. These Landscape Plans should be prepared in coordination with refinements to the layouts contained in this Concept Plan and be in compliance with the Design Guidelines and Development Standards.

Using these Preliminary Landscape Plans the City should apply for open space, carbon tax and other appropriate grants to help fund Inglewood Plaza. Funds from the Enhanced Infrastructure Financing District could also be used in the future for this project.

8.8.3 Establish a Public-Private Partnership to Restore the Fox Theater and its Environs

Restoration of the Fox Theater can be of very significant symbolic and economic value for the Downtown. The Fox can be used by many public and private groups for activities related to the performing and visual arts as well as a wide array of community events, drawing residents and new visitors to Downtown.

City staff working closely with the owner of the Fox Theatre property should explore various financing approaches that may be implemented that will help offset some of the relatively high costs of redevelopment, which include the asbestos removal. Another option may be to integrate the

Fox Theatre property into a larger development with one or more of the adjacent properties with the possible use of transfer of development rights.

8.9 Submit Grant Applications for the Green Boulevards Network

Grant applications can be submitted to various appropriate sources such as Metro Call for Projects, the California Strategic Growth Council, and Cap-and-trade funds. The Green Boulevards have been conceived to be exemplary "Complete Streets" program accommodating all modes of traffic, "Healthy Streets" through provision of nearly five miles of protected bike lanes and "Green Streets" because of the way the separate bicycle paths are defined by drainage swales which also facilitate gray water filtration and ground water recharge.

8.10 Apply for Grants to create enhanced Daylighted Streams in both Techtown and Vincent Park

These Daylighted Streams are unique in that they both functionally implement and express the historic drainage patterns that are memorialized in Vincent Park. They could also combine grants related to Urban Greening and Transportation as both have related Class 1 bikeways and pedestrian walkways adjacent.

8.11 Fix the Intersection of La Brea Avenue and Queen Street

The intersection of La Brea Avenue and Queen Street at the vehicular entrance to City Hall and the Police Department is a spot of major traffic safety concerns. The City should identify funding to improve this intersection and thereby fill in the missing link in the Queen Street Primary Pedestrian Promenade. Intersection redesign (restriping and moving signal lights and traffic signs) may be done in an initial phase, while the existing City Hall entry driveway can be repurposed as funds become available.

8.12 Support Business Retention

Local and existing businesses give Inglewood its unique character. Efforts should be made to retain existing businesses, particularly longstanding businesses that are important to the community.

8.12.1 Develop a City Policy to Encourage Developers and Property Owners to Keep Long-Term Inglewood Businesses on the Same Sites, after their Subject Properties are Redeveloped

When redevelopment occurs of properties where long-term Inglewood businesses are located, this City policy would encourage new developers and property owners to retain or restore these businesses on the same sites.

8.12.2 Where original site location is not possible, Develop a City Policy to Encourage the Relocation of Long-Term Businesses to New Sites within Inglewood

When long-term businesses cannot be restored to their original site, this City policy would encourage relevant actors to identify suitable sites for relocating the business within the City of Inglewood.

8.13 Support Job Opportunities for Inglewood Residents

This Plan is projected to create thousands of jobs in the planning areas.

8.13.1 Continue to Require a 35% Local Hiring Goal for all City-associated Developments

The City would continue to require that all City-associated developments have and pursue a goal of hiring 35% Inglewood residents.

8.13.2 Continue to Require a 30% Minority Business Enterprise (MBE)/Disadvantaged Business Enterprise (DBE) Goal for all City-associated Developments

The City would continue to require that all City-associated developments have and pursue a goal of contracting 30% Minority Business Enterprises (MBEs) or Disadvantaged Business Enterprises (DBEs).

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