

# 6 IMPLEMENTATION ACTION PLAN

## 6.1 Introduction

The Implementation Action Plan identifies major steps that can be taken to affect the revitalization of the Crenshaw/Imperial Planning Area. The Plan seeks to implement the overall community vision to create a light rail transit oriented district (TOD) that combines a mix of employment and residential uses and open space amenities. Additionally, Table 8-1 summarizes the recommended implementation steps that are further detailed in this implementation chapter.

The successful implementation of the Crenshaw/Imperial TOD Plan is largely driven by the revitalization of the properties at the four corners of the intersection of Crenshaw Boulevard and Imperial Highway. It is important for the City to encourage private development, preferably mixed-use housing on these sites and concurrently implement more open space amenities and capital improvements throughout the Planning Area. Additionally, the Planning Area's poor connectivity to the Crenshaw/I-105 Green Line Station requires improvements to facilitate the safe and efficient flow of pedestrians and bicycles across the entrance and exit ramps to the Green Line station.

Also, the lack of a well-defined identity highlights the need for marketing and beautification strategies, as well as a more TOD friendly environment that encourages alternative modes of transportation, including biking and walking. Furthermore, significant efforts should be made to continue partnering with the Inglewood community to create an area that meets the long-term goals of business owners, the City, and local residents as well.

## 6.2 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 selected volunteers that represent various public and private interests in the Planning Area. Consideration should be given to transforming the current Advisory Committee into an Implementation Committee by expanding its membership and responsibilities. The key landowners should be involved

in this Committee, which can give rise to the Property-Based Business Improvement District. The City should establish a regular membership, meeting place and time to encourage the committee to be successful in implementing the plan.

## 6.3 Update the City's Capital Improvement Program

Update the City's Capital Improvement Program that includes a long-term financing strategy comprised of a variety of local and outside funding mechanisms for the proposed improvements and enhanced amenities; also include phasing priorities. The City should also continue to incentivize property owners to upgrade their buildings through the use of Community Development Block Grants (CDBG) which are intended to revitalize disadvantaged areas, expand affordable housing and create economic opportunities. Only the portion of the Planning Area north of Imperial Highway is eligible for CDBG funds.

## 6.4 Pursue Regional, State and Federal Infrastructure Funding Sources

The City should invest in making capital improvements (e.g., landscaping, road improvements, wayfinding and signage, signals, and green boulevards) to create a more TOD friendly Planning Area. As shown in Table 8-2, it is estimated that capital improvements for the Planning Area will cost an estimated \$19.4 million, including about \$15.6 million from the private sector and \$3.8 million from the public sector. The City will need to pursue multiple funding sources to finance these improvements.

On November 9, 2016, Los Angeles County voters approved a new half-cent sales tax to fund transportation projects and improvements. As part of Measure M, each city within the County will receive annual local return funding which is projected to increase each year. The City of Inglewood is projected to receive about \$1.6 million in local return funding during the program's first full year, which can be used for street improvements, pothole repair, signals, and other transportation related projects. This additional source of funding – which will be allocated among the various transportation priorities in Inglewood

| Implementation Step   | Key Action   | Responsible Parties   | Priority            | Phasing               |
|---|--|---|---------------------|-----------------------|
| Establish a Stakeholders Action Plan Implementation Committee                       | <ul style="list-style-type: none"> <li>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.</li> </ul> | City of Inglewood<br>City Staff & Stakeholders                              | High                | Short-Term<br>Ongoing |
| Update the City's Capital Improvement Program                                       | <ul style="list-style-type: none"> <li>Update the City's Capital Improvement Program to include a long-term financing strategy comprised of a variety of local and outside funding mechanisms for the proposed improvements and enhanced amenities.</li> <li>Only the Planning Area north of Imperial Highway is eligible for CDBG funds.</li> </ul> | City of Inglewood Dept. of Economic & Community Development                 | High                | Short-Term<br>Ongoing |
| Pursue Regional, State and Federal Infrastructure Funding Sources                   | <ul style="list-style-type: none"> <li>Identify, monitor and apply for other government funding sources for infrastructure and transportation improvements.</li> </ul>   | City of Inglewood<br>Regional, State and Federal entities                   | High                | Short-Term<br>Ongoing |
| Establish a Property-Based Business Improvement District (PBID) & Marketing Program | <ul style="list-style-type: none"> <li>Prepare a feasibility study to gauge the property owners' interest in establishing a PBID, and identify the marketing programs and funding objectives of the proposed PBID as well as an equitable formula to allocate future assessments.</li> </ul>   | Property Owners/Business Owners in coordination with City of Inglewood      | High                | Mid-Term              |
| Create a Range of Market Rate and Affordable Housing Units                          | <ul style="list-style-type: none"> <li>Encourage a balance of owner- and renter-occupied housing development and consider the establishment of an inclusionary zoning policy.</li> </ul>   | City of Inglewood Dept. of Economic & Community Development                 | High                | Mid-Term              |
| Solicit Crenshaw Boulevard/105 Freeway On-Ramp Redesign from Caltrans               | <ul style="list-style-type: none"> <li>Specific improvements should be made to improve the connectivity between the Planning Area and the Crenshaw Station to be more pedestrian and bicycle friendly.</li> </ul>  | City of Inglewood Public Works & Caltrans                                   | High                | Mid-Term              |
| Support Job Opportunities for Inglewood Residents                                   | <ul style="list-style-type: none"> <li>Continue to require a 35 percent local hiring goal for all City-associated developments and continue to require a 30 percent minority business enterprise/disadvantaged business enterprise goal for all City-associated developments.</li> </ul>   | City of Inglewood Dept. of Economic & Community Development                 | High                | Ongoing               |
| Establish an Enhanced Infrastructure Financing District (EIFD)                      | <ul style="list-style-type: none"> <li>Establish an EIFD over the Planning Area to start capturing property tax increment as a long-term funding source for public infrastructure improvements in the designated District.</li> </ul>  | City of Inglewood<br>Enhanced Infrastructure Financing Authority            | Medium              | Short-Term            |
| Update the Development Impact Fee (DIF) Schedule for the Specific Plan area         | <ul style="list-style-type: none"> <li>Review the existing development impact fees for the Planning Area to reflect new development's equitable share of the proposed public improvements.</li> </ul>  | City of Inglewood Depts. of Economic & Community Development & Public Works | Medium              | Ongoing               |
| Submit Grant Applications for the Green Boulevards Network                          | <ul style="list-style-type: none"> <li>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.</li> </ul>  | City of Inglewood & Regional and State Funding Sources                      | Medium              | Mid-Term              |
| Study Local Historic Designation for Brolly Hut                                     | <ul style="list-style-type: none"> <li>Study protecting Brolly Hut from future development by giving it a local historic designation.</li> </ul>   | City of Inglewood Depts. of Economic & Community Development                | Medium              | Long-Term             |
| Brand Area with Signage and Streetscape Improvements                                | <ul style="list-style-type: none"> <li>Give the area a recognizable identity through signage, street trees, etc.</li> </ul>  | City of Inglewood Depts. of Economic & Community Development & Public Works | Low                 | Short-Term            |
| Monitor Fiscal Performance of Increase in Specific Plan Public Revenues             | <ul style="list-style-type: none"> <li>The City should monitor the existing property and sales tax data for the area as well as business license taxes, property tax in-lieu of motor vehicle license fees and other relevant public revenues.</li> </ul>  | City of Inglewood's Administrative Services Department                      | Annual Budget Cycle | Ongoing               |

Figure 6.1 Summary Implementation Action Plan - Crenshaw/Imperial Planning Area

| Responsible Parties/<br>Priority Level   | Cost                |
|--|---------------------|
| <b>Private Sector:</b>                   |                     |
| High                                     | \$15,642,000        |
| <b>Public Sector:</b>                    |                     |
| High                                     | \$2,897,536         |
| Low                                      | \$867,500           |
| <b>Subtotal Public Sector</b>            | <b>\$3,765,036</b>  |
| <b>Total Private &amp; Public Sector</b> | <b>\$19,407,036</b> |

Sources: Stanley R. Hoffman Associates, Inc.  
The Arroyo Group

Figure 6.2 Capital Improvement Costs by Priority Level

- should be combined with other funding sources, such as grants and developer contributions, to fund additional capital improvements. Additionally, in conjunction with Los Angeles World Airports (LAWA), Metro is expected to complete the Green Line in 2023 by extending it to the future Automated People Mover connection to LAX. Other public funding sources are shown in Table 8-3.

### 6.5 Establish a Property-Based Business Improvement District and Develop a Marketing Program

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. The Planning Area would be much more competitive in the region were such a District to be successfully implemented. It is recommended that a task force of key property stakeholders be established to explore the boundaries of the district, types of desired programs, budget and allocation criteria to be implemented before being put to a property owners' vote.

The concentration of relatively larger property ownerships at the intersection of Crenshaw Boulevard and Imperial Highway emphasizes the importance of having the support of these property owners for achieving the overall vision for the area.

### 6.6 Create a Range of Market Rate and Affordable Housing Units

Successful revitalization of the Planning Area 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. Housing within the Planning Area could potentially meet some of the new housing goals and objectives outlined in the City of Inglewood 2013-2021 Housing Element which includes:

- Mixed income units with no concentration of affordable housing in any one location or development
- New housing opportunities on commercial corridors

#### 6.6.1 Encourage a Balance of Owner- and Renter-Occupied Housing Development

Rental housing is an important part of the vitality of the Planning 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.

#### 6.6.2 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 Planning Area, 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 furtherance of the following goals:

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

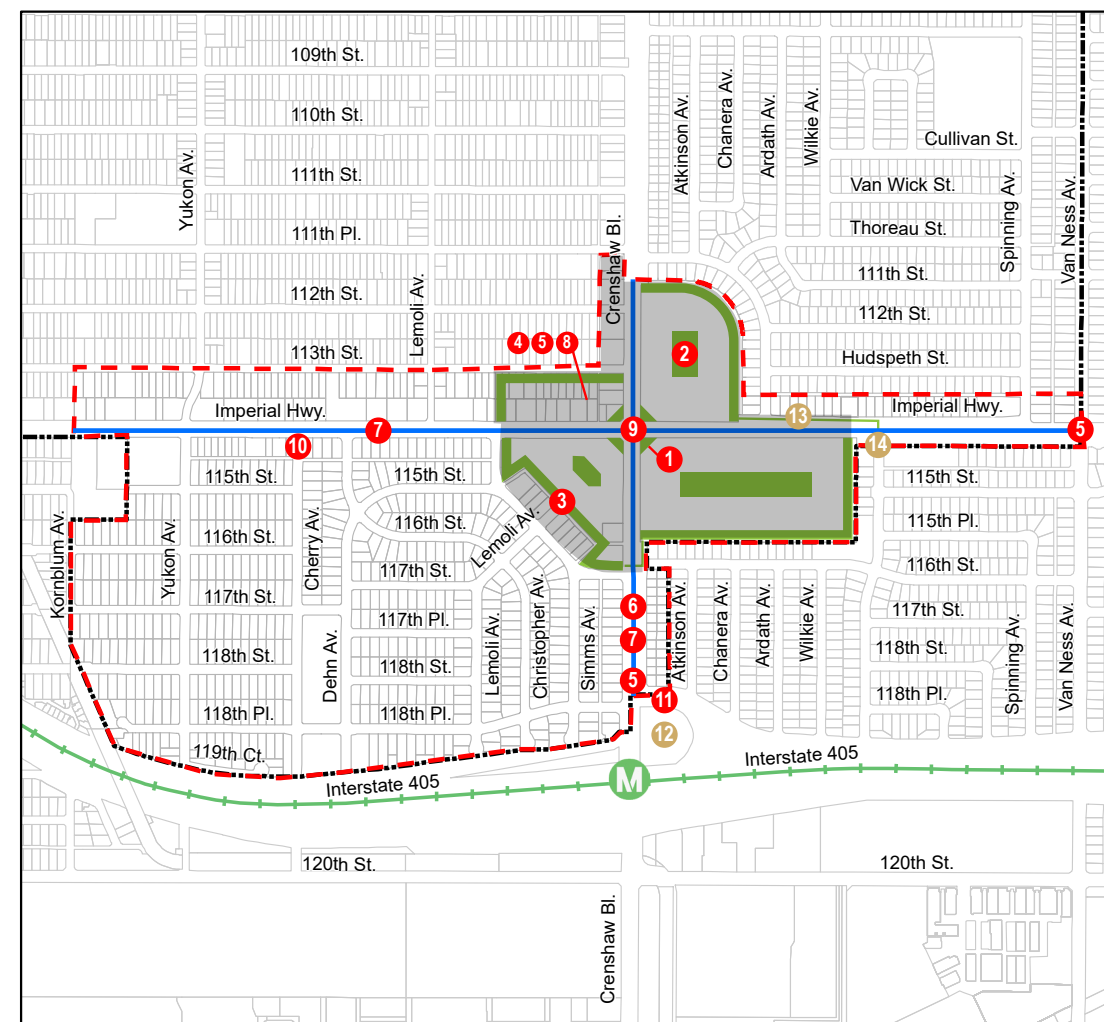
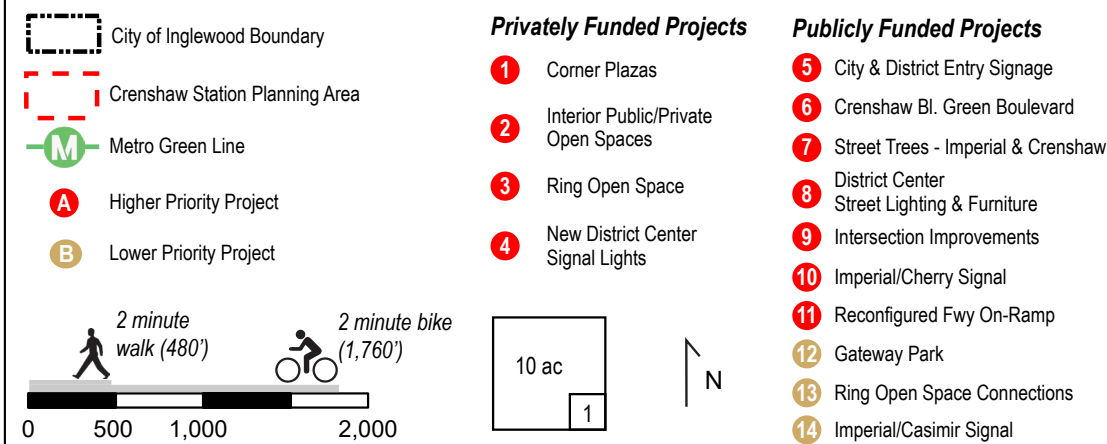


FIGURE 6.1 Capital Improvement Projects



**6.7 Solicit Crenshaw Boulevard/I-105 Freeway On-Ramp Redesign from Caltrans**

Currently, the Planning Area exhibits poor connectivity with the Crenshaw/I-105 Green Line Station, largely due to the Crenshaw Boulevard entrance and exit access ramps with the I-105 Freeway. Pedestrians and cyclists accessing the station from the Planning Area must cross these freeway connectors to reach the station which often experience high speeds as motorists are entering or exiting the freeway.

The City should present to Caltrans the new design presented in the Concept Plan for the northbound Crenshaw Boulevard to westbound 105 Freeway on-ramp. The new design protects pedestrians and cyclists who access the transit station on the east side of Crenshaw Boulevard and complies with Caltrans’ ICE (Intersection Control Evaluation) policy encouraging the full control (signalization) of major intersections. The City will also need to include the City of Hawthorne in the discussion, since the intersection lies on the border between the two cities.

**6.8 Support Job Opportunities for Inglewood Residents**

By supporting job opportunities for Inglewood residents through advertising and training programs, this Plan has the potential to create a diversity of local jobs for residents within or near the planning area.

**6.8.1 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. This goal could be enhanced by making sure that job opportunities are well advertised and that job training programs are available, particularly through Federal and State employment programs.

**6.8.2 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).

**6.9 Establish an Enhanced Infrastructure Financing District for the Planning Area**

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. If less than 12 registered voters are residing in the proposed District, then each landowner shall have one vote for each acre or portion of an acre that he or she owns within the District. It is estimated that the portion of the area’s basic 1 percent property tax that is allocated to the City’s General Fund averages about 17.2 percent. The City may elect to use all or part of the property tax increment in the EIFD.

This financing technique is a long-range strategy as it is important to create these types of districts as soon as possible in order to maximize the capture of the increased property values in the Planning Area over time. Although the EIFD is recommended as an important method of raising funds for public infrastructure investment, it is not the only financing technique, and it alone may not provide the full required funding.

| Geography/Funding Source                                      | Funding Programs  |
|---|---|
| <b>Regional Funding Sources</b>                               |   |
| Southern California Association of Governments (SCAG)         | <ul style="list-style-type: none"> <li>The Sustainability Planning Grants Program</li> <li>The California Active Transportation Program</li> </ul>  |
| Mobile Source Air Pollution Reduction Review Committee (MSRC) | <ul style="list-style-type: none"> <li>AB 2766</li> </ul>   |
| Metro   | <ul style="list-style-type: none"> <li>Call for Projects</li> <li>TOD Planning Grant Program</li> <li>Local Return Program (Proposition A, C and Measure R)</li> <li>Transportation Development Act, Article 3 Funds</li> <li>Federal Pass Through Grants</li> <li>Measure M (recently adopted Los Angeles County Transportation Improvement Plan)</li> </ul> |
| <b>State Funding Sources</b>                                  |   |
| Strategic Growth Council                                      | <ul style="list-style-type: none"> <li>The Affordable Housing and Sustainable Communities Program (AHSC)</li> </ul>   |
| Cap and Trade   | <ul style="list-style-type: none"> <li>Transit and Intercity Rail Capital Program (TIRCP)</li> <li>Low Carbon Transit Operations Program (LCTOP), includes bicycle and pedestrian infrastructure</li> </ul>   |
| Caltrans Sustainable Transportation Planning Grant Program    | <ul style="list-style-type: none"> <li>Sustainable Transportation Planning Grant Program</li> <li>Bicycle Transportation Account</li> </ul>   |
| <b>Federal Funding Sources</b>                                |   |
| Department of Transportation (DOT)                            | <ul style="list-style-type: none"> <li>Surface Transportation Improvement</li> <li>Accessibility to Disadvantaged Populations</li> <li>Fixed Guideway Systems</li> <li>Rail</li> <li>Surface Transportation Planning</li> <li>Bike/Pedestrian</li> <li>Other</li> </ul>   |
| The Economic Development Administration (EDA)                 | <ul style="list-style-type: none"> <li>Various Economic Development Grants and Programs</li> </ul>  |
| The Department of Housing and Urban Development (HUD)         | <ul style="list-style-type: none"> <li>Community Development Block Grants (CDBG)</li> <li>Section 108 Economic Development Loan Program</li> </ul>  |
| <b>Private Funding Sources</b>                                |   |
| Non Profit/Foundations  | <ul style="list-style-type: none"> <li>Historic and Cultural Preservation Grants</li> </ul>   |
| Other Contributors  | <ul style="list-style-type: none"> <li>Private Donors for a variety of improvements, including open space amenities and environmental projects</li> </ul>   |

Figure 6.4 Selected Funding Sources and Programs

### 6.10 Update the Development Impact Fee (DIF) Schedule for the TOD Plan Area

Review the existing development impact fees for the Specific Plan area to reflect new development's equitable share of the proposed public improvements.

### 6.11 Submit Grant Applications for the Crenshaw Green Boulevard

Grant applications can be submitted to various funding sources such as Metro's Call for Projects, the California Strategic Growth Council, and the State's Cap-and-Trade funds. The Green Boulevards have been conceived to be exemplary "Complete Streets" accommodating all modes of traffic and "Healthy Streets" through the provision of protected bike lanes. The Crenshaw Green Boulevard also provides for access to rail transit, and as such, should be competitive for grant funding. The City may also be able to fund the Boulevard itself from 116th Street to 118th Streets, as the primary improvements are signage, paint and curb ramps.

### 6.12 Study Creating and Extending Local Historic Designation to Brolly Hut

Brolly Hut on the southwest corner of Crenshaw Boulevard and 112th Street is a beloved place by the community and an example of midcentury roadside architecture. The community has expressed a strong desire that it be preserved in the future.

The City of Inglewood currently lacks a local landmark designation program. Given the likelihood of new development in this area as well as Downtown Inglewood, where there are many historic structures, it is becoming more critical that the City establish a local landmark program to protect the many local historic resources that are not on the National Register of Historic Places (only the Centinela Adobe and the Fox Theater are currently designated). Brolly Hut should then be evaluated per the criteria established in order to determine its eligibility for local or National Register designation.

### 6.13 Brand Area with Signage and Streetscape Improvements

The City can initiate the improvement of the area by branding the area as "Crenshaw/Imperial" or another name as appropriate. The branding can be accomplished with banner signage, gateway signage, directional signage and streetscape improvements as described in the Concept Plan. It will be important to the long-term potential of the area for residents and others to perceive the district as a special place different from other shopping center-dominated corners.

### 6.14 Monitor Fiscal Performance of Increase in TOD Plan Area Public Revenues

As part of the annual budget review process, the City should monitor the existing property and sales tax data for the area as well as business license taxes, property tax in-lieu of motor vehicle license fees and other relevant public revenues.