

6 IMPLEMENTATION ACTION PLAN

6.1 Introduction

The Implementation Action Plan identifies major steps that can be taken to effect the revitalization of the Westchester/Veterans Planning Area. Figure 6.1 summarizes the recommended implementation steps that are further detailed in this implementation chapter.

The successful implementation of the Westchester/Veterans TOD Plan is largely dependent upon the revitalization of the portion of the Planning Area to the west of the I-405 freeway and the timing of Los Angeles World Airports (LAWA) driven development. While the eastern portion of the Planning Area is unlikely to experience major changes due to its more established residential neighborhoods and industrial uses, the western portion has the potential to undergo significant redevelopment due to its proximity to the future Westchester/Veterans Station, the future Automated People Mover that will connect the Crenshaw/LAX Line to LAX in 2023, and the future consolidated rental car facility (ConRAC) which will be located in Los Angeles just south of the Planning Area with an expected completion date of 2023.

The available land from rental car agencies that will relocate to ConRAC, their locations and the timing of availability are unknowns at this time. Ongoing and close coordination between LAWA staff, the rental car operators and Inglewood staff will be necessary to insure that the future lots are developed to their highest and best use.

In order to encourage a more TOD friendly environment around the future transit station, the City will need to work with local property owners and pursue various funding sources that will improve the overall appeal of the area with capital improvements, retail and services and open space and amenities that will make the area more attractive for residential and mixed use development. 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's vision, and the needs of future residents.

6.2 Establish a Stakeholders Plan Implementation Committee

The Stakeholders 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. As key landowners in the Planning Area, rental car agencies/property owners should be invited to participate. 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 (CDBGs), for which this area is eligible.

6.4 Coordinate with Los Angeles World Airports (LAWA) and Local Property Owners on Future Plans within or in close proximity to the Planning Area

Los Angeles World Airports (LAWA), in conjunction with Metro, is expected to complete the Automated People Mover connecting the Crenshaw/LAX and Green Lines to Los Angeles International Airport (LAX) in 2023; also LAWA is expected to complete a consolidated rental car (ConRAC) facility located in Los Angeles just south of the Planning Area by 2023. In addition to these projects, it will be important for the City to coordinate with LAWA on:

- Street improvements to Arbor Vitae Street
- Potential shuttle system for LAX employees and passengers in the surrounding area
- Potential retail, office and lodging developments on LAWA owned parcels
- The relocation of homeless populations currently living on the ConRAC site

Implementation Step	Key Action	Responsible Parties	Priority	Phasing
Establish a Stakeholders Action Plan Implementation Committee	<ul style="list-style-type: none"> • 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. 	City of Inglewood City Staff & Stakeholders	High	Short-Term Ongoing
Update the City's Capital Improvement Program	<ul style="list-style-type: none"> • 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. • The City should also provide financing incentives to property owners for ongoing facade improvements. • This area is also eligible for CDBG funds. 	City of Inglewood Dept. of Economic & Community Development	High	Short-Term Ongoing
Coordinate with Los Angeles World Airports (LAWA) and Local Property Owners on Future Plans within or in close proximity to Planning Area	<ul style="list-style-type: none"> • The City should coordinate with LAWA on the future impacts of the Automated People Mover, the consolidated rental car facility (ConRAC), and other areas of interest in the surrounding area, including future commercial development and the relocation of homeless populations. • The City should also coordinate with local property owners to pursue potential development opportunities, in particular rental car company lot owners that may consolidate into the ConRAC facility. 	City of Inglewood Dept. of Economic & Community Development LAWA Local Property Owners	High	Short-Term Ongoing
Implement LAWA Provided Transportation Funding	<ul style="list-style-type: none"> • Implement LAWA provided transportation funding to create an "intelligent" transportation system and develop a transportation demand management system (TDM) 	City of Inglewood Dept. of Economic & Community Development LAWA	High	Short-Term Ongoing
Pursue Regional, State and Federal Infrastructure Funding Sources	<ul style="list-style-type: none"> • Identify, monitor and apply for other government funding sources, for infrastructure and transportation improvements. 	City of Inglewood Regional, State and Federal entities	High	Short-Term Ongoing
Close Isis Ave. north of Manchester Boulevard for Open Space	<ul style="list-style-type: none"> • Close the block of Isis Avenue between Manchester Boulevard and Florence Avenue to vehicular traffic and replace with temporary or permanent open space facilities. 	City of Inglewood Public Works	High	Short-Term
Establish a Property-Based Business Improvement District (PBID) & Marketing Program	<ul style="list-style-type: none"> • 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. 	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"> • Encourage a balance of owner- and renter-occupied housing development and consider the establishment of an inclusionary zoning policy. 	City of Inglewood Dept. of Economic & Community Development	High	Mid-Term
Improve the Connectivity between the Eastern Portion of the Planning Area and the future Westchester/Veterans Station	<ul style="list-style-type: none"> • Specific improvements should be made to improve the connectivity between the eastern portion of the Planning Area and the Westchester/Veterans Station to be more pedestrian and bicycle friendly. 	City of Inglewood Public Works & Caltrans	High	Mid-Term
Create Recreational Park East of I-405 Freeway	<ul style="list-style-type: none"> • East of the I-405, acquire land on SW Corner of Florence and Ash Avenues and build neighborhood park 	City of Inglewood Depts. Of Economic & Community Development & Public Works	High	Mid-Term
Study Local Historic Designation for Randy's Donuts Sign	<ul style="list-style-type: none"> • Study protecting iconic Randy's Donuts sign from future development by giving it a local historic designation 	City of Inglewood Dept. of Economic & Community Development	High	Long-Term
Support Job Opportunities for Inglewood Residents	<ul style="list-style-type: none"> • 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. 	City of Inglewood Dept. of Economic & Community Development	High	Ongoing

Figure 6.1a Implementation Action Plan summary

Implementation Step	Key Action	Responsible Parties	Priority	Phasing
Establish an Enhanced Infrastructure Financing District (EIFD)	• Establish an EIFD over the Planning Area, or a portion of the Planning Area, to start capturing property tax increment as a long-term funding source for public infrastructure improvements in the designated District.	City of Inglewood Enhanced Infrastructure Financing Authority	Medium	Short-Term
Solicit Crenshaw/LAX Line Betterments from Metro	• Request installation of sidewalk on Florence Avenue and opening of west station portal on Isis Avenue	City of Inglewood Depts. Of Economic & Community Development & Public Works Metro	Medium	Short-Term
Establish an Arts District around the Station Area	• Brand Station Area as an Arts District, initiate programming and attract investment	Property/Business Owners & Business Improvement District Arts Commission	Medium	Mid-Term
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.	City of Inglewood & Regional and State Funding Sources	Medium	Mid-Term
Update the Development Impact Fee (DIF) Schedule for the TOD Plan area	• Review the existing development impact fees for the Planning Area to reflect new development's equitable share of the proposed public improvements.	City of Inglewood Depts. of Economic & Community Development & Public Works	Medium	Ongoing
Reopen Pedestrian Bridge at Oak Street Elementary School	• Clean and reopen existing pedestrian bridge across the 405 freeway, south of Hillcrest Boulevard.	City of Inglewood Public Works	Medium	Short-Term
Create Triangle Block Open Space	• Acquire block between Manchester Boulevard, Olive Avenue and Glasgow Avenue and construct park, or • Create linear open space along Olive Avenue concurrent with redevelopment	City of Inglewood Depts. Of Economic & Community Development, Parks & Rec, & Public Works	Low	Long-Term
Approach Grant Sources to Establish a Public Botanical Garden	• If land becomes available, explore public and private funding for the creation of a botanical garden that will educate the public and clean the air in the vicinity of LAX.	City of Inglewood Dept. of Economic & Community Development	Low	Long-Term
Monitor Fiscal Performance of Increase in TOD Plan Public Revenues	• As a 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.	City of Inglewood's Administrative Services Department	Annual Budget Cycle	Ongoing

Figure 6.1b Implementation Action Plan summary

Approximately 23 rental car company sites will consolidate into the ConRAC facility. While some rental car company owners may continue to own existing lots for offsite operations, the City should still strive to coordinate with these property owners to pursue potential development opportunities, particularly those that are adjacent or near the ConRAC facility, and to better understand the future redevelopment options for existing rental car sites.

6.5 Implement LAWA Provided Transportation Funding

As a part of the larger modernization of Los Angeles International Airport (LAX), Los Angeles World Airports (LAWA) will provide Inglewood an estimated \$14.9 million to implement an "intelligent" transportation system, which

involves sophisticated information and communication technologies to move people safely and efficiently, and another \$10.6 million to develop a transportation demand management system (TDM) to reduce travel demand or redistribute it over time or across the transportation system. The City should deploy this funding in a manner in keeping with this TOD Plan.

6.6 Pursue Regional, State and Federal Infrastructure Funding Sources

The City should invest in making the capital improvements shown in Figure 6.2 to create a more TOD friendly Planning Area. Figure 6.3 shows that it is estimated that capital improvements for the Planning Area will cost about \$30.9 million. The City will need to pursue multiple

funding sources to finance these improvements, including both public and private sources.

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 citywide for street improvements, pothole repair, signals, and other transportation related projects. The combination of local return funding along with other regional, state, and federal funding sources, as well as private funding sources, should be used to fund additional capital improvements. Possible public and private funding sources are shown in Figure 6.4.

6.7 Close Isis Avenue North of Manchester Boulevard for Open Space

The early closure of Isis Avenue between Manchester Boulevard and Florence Avenue, at least on a temporary basis, would be an important step in signaling to potential investors that the station-adjacent area is changing, and in making the area more hospitable to residential development. In the short-term, closures can be temporary, either only during community events, or for multiple months as a pilot program for a permanent park. Once a Business Improvement District or public-private partnership is in place, the street can be closed indefinitely, with permanent park/plaza installations.

6.8 Establish a Property-Based Business Improvement District for the Planning Area and Develop a Marketing Program

The establishment of a property-based Business Improvement District 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.

6.9 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. 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
- The creation of open space and pedestrian improvements will encourage residential development west of the freeway.

6.9.1 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.

6.9.2 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 Plan 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 furtherance of the following goals:

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

6.10 Improve the Connectivity between the Eastern Portion of the Planning Area and the Westchester/Veterans Station

Currently, the portion of the Planning Area east of the I-405 Freeway has poor connectivity with the future Westchester/Veterans station, largely due to the I-405 Freeway acting as a north/south barrier in the middle of the Planning Area. The City should take the lead in opening up the cross-freeway connections described in Section 3.7.

6.11 Create Recreational Park East of I-405 Freeway

To address the shortage of open space in the dense residential neighborhood east of the I-405 freeway, between Manchester Boulevard and Florence Avenue, the City should explore funding opportunities to create a neighborhood-serving park on the southwest corner of Florence and Ash Avenues (Section 3.9).

6.12 Study Creating and Extending Local Historic Designation to Randy's Donuts Sign

Randy's Donuts on Manchester and La Cienega Boulevards is the most famous location in the planning area, and as such it helps give the planning area identity. For its architectural uniqueness, movie fame, tourist draw and the love it inspires among locals, it is critical that the Randy's Donuts sign not be lost.

Given the likelihood of new development around the city, 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). Randy's Donuts sign should then be evaluated per the criteria established in order to determine its eligibility for local or National Register designation.

6.13 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.

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

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

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

6.14 Establish an Enhanced Infrastructure Financing District

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. 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 there are less than 12 registered voters residing in the proposed District, then each landowner shall have one vote for each acre or portion of an acre of land that he or she owns within the district. It is estimated that the portion of the area's basic 1% property tax levy that is allocated to the City's General Fund averages about 17.9 percent.

Priority Level	Cost
High	\$5,897,872
Medium	\$1,125,000
Low	\$23,917,519
Total Costs	\$30,940,391

Note: All costs are assumed to be borne by the public sector.

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

Figure 6.3 Capital Improvement Project costs

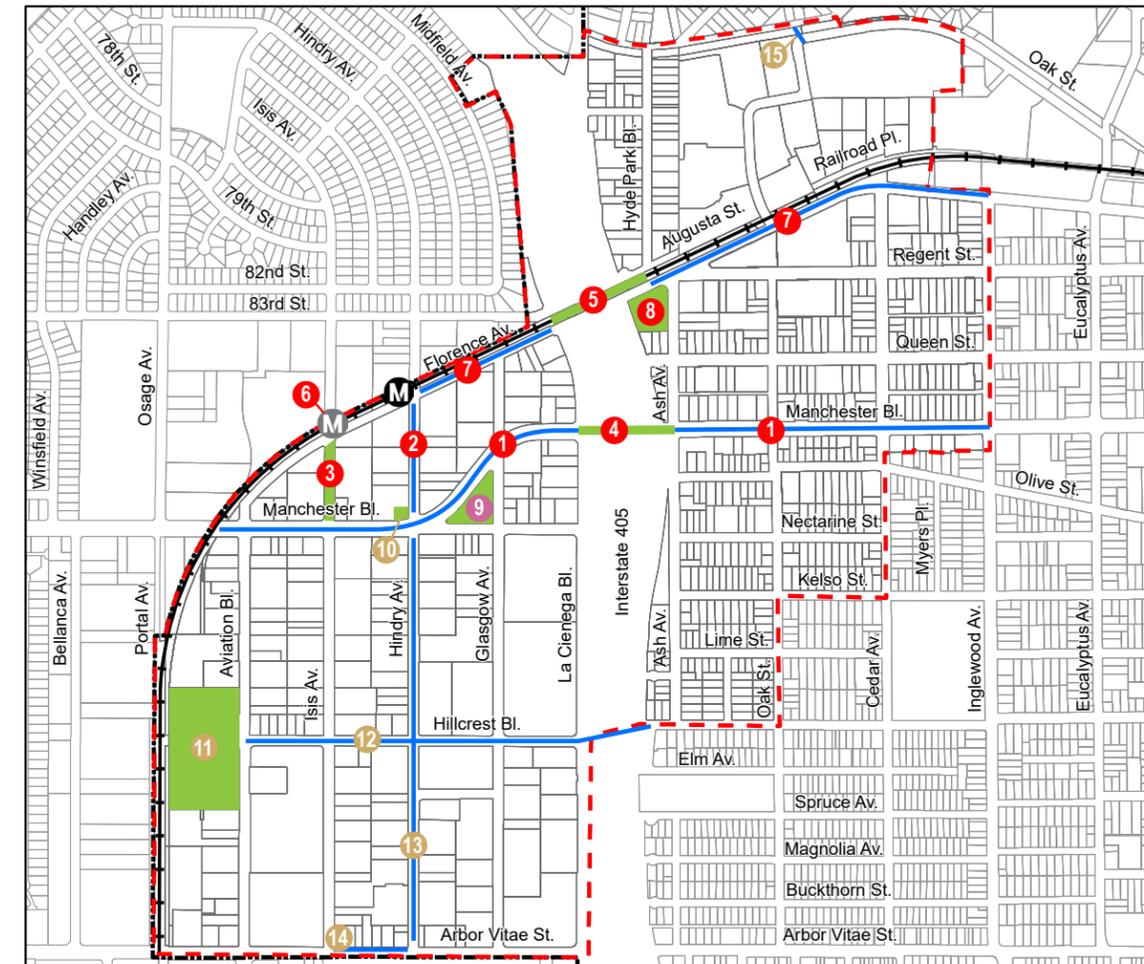
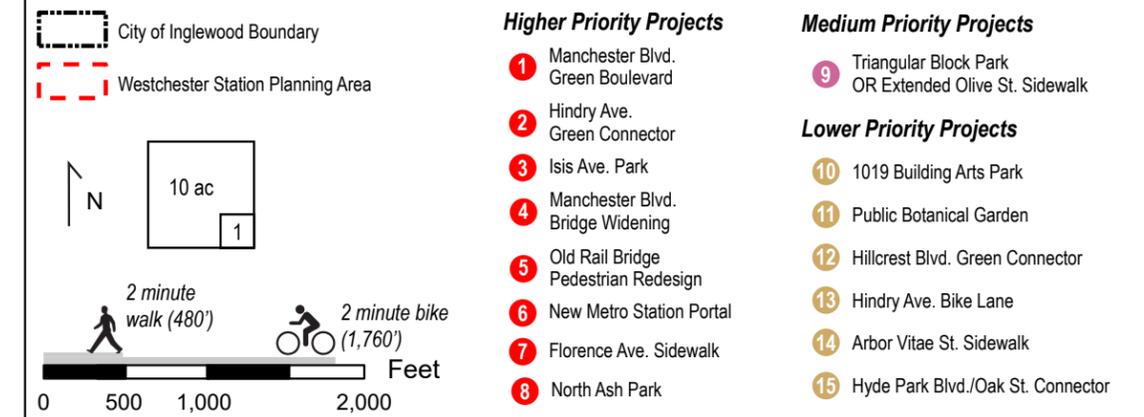


FIGURE 6.2 Capital Improvement Projects



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. Also, although the EIFD is recommended as an important method of raising funds for public infrastructure investment, it alone will not provide the full required funding and will need to be combined with other financing techniques that were previously mentioned.

6.15 Solicit Crenshaw/LAX Line Betterments from Metro

Before the Crenshaw/LAX Line construction phase is finished in 2019, the City should contact Metro to solicit betterments to the light rail projects outlined in the Concept Plan. The most urgent betterment is the creation of a pedestrian way on the north side of Florence east of the station. This consists of a new sidewalk adjacent to the tracks on Florence, and of the repurposing of the old rail bridge over the I-405 freeway for pedestrian use. A second betterment, which may come with or after light rail construction, is to open access to the Westchester/Veterans station platform from Isis Avenue to the west.

6.16 Establish an Arts District for the Station Area

Creation of an Arts District as described in Section 3.9 will enhance the employee, resident and visitor experience in the station-adjacent area and make the area more attractive to investment. The Arts District can be administered by the City and/or a Business Improvement District in consultation with the City's Arts Commission. The Arts District could take on such tasks as branding the area as an arts hub, commissioning public art and organizing performing arts programming, open studios tours, etc.

6.17 Submit Grant Applications for the Green Boulevards Network

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 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.

6.18 Update the Development Impact Fee (DIF) Schedule for the Planning Area

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

6.19 Reopen Pedestrian Bridge at Oak Street Elementary School

The City should clean up and reopen the existing Oak Street Elementary School pedestrian bridge described in Section 3.9.

6.20 Create Triangle Block Open Space

Section 3.9 of the Plan provides for the creation of open space on the triangular block bounded by Manchester Boulevard, Olive Avenue and Glasgow Avenue. The open space might take one of two forms – a landscaped passive recreation park that occupies the whole block, or a linear park/expanded sidewalk on Olive Avenue. While the former would provide the greater amenity, the latter could be built as a development condition of mixed-use development on the triangular block.

6.21 Approach Foundations and Grant Sources to Establish a Public Botanical Garden

As described in Sections 3.9 and 3.11, a public botanical garden, which could be established on the west side of Aviation Boulevard at Hillcrest Boulevard, would mitigate the significant airborne pollution in this area. The best chances of funding this garden would be either through private environmentally-oriented foundations, major state or federal grants, or from the airport itself as an environmental mitigation for current and future emissions. The proposed botanical garden is in the conceptual stage at this time and would only be implemented if a suitable site became available.

6.22 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.

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

Figure 6.4 Potential Funding Sources for the Implementation Action Plan