

City of Inglewood- Florence/La Brea Station Transit-Oriented Development

Technical Assistance Panel (TAP) Program

June 2011

ULI Los Angeles Mission Statement

At the Urban Land Institute, our mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI Los Angeles, a district council of the Urban Land Institute, carries forth that mission as the preeminent regional real estate organization providing inclusive and trusted leadership influencing public policy and practice.

About the ULI Los Angeles Technical Assistance Panels

In keeping with the Urban Land Institute mission, Technical Assistance Panels are convened to provide pro-bono planning and development assistance to public officials and local stakeholders of communities and nonprofit organizations who have requested assistance in addressing their land use challenges.

A group of diverse professionals representing the full spectrum of land use and real estate disciplines typically spend one day visiting and analyzing the built environments, identifying specific planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward in a fashion consistent with the applicant's goals and objectives.

Staff and Panel Members

TAP Client

City of Inglewood

Panel Chair

Philip Hart
Owner, Hart Realty Advisors

Panelists

Michael Dieden
Founder and Principal, Creative Housing Associates

Said Gharbieh
Principal, Arup

Alan Pullman, AIA
Senior Principal, Studio One Eleven

Brad Rosenheim
President and CEO, Rosenheim and Associates, Inc.

C. Wil Soholt
Senior Vice President, Kosmont Companies

Don Spivack
Consultant and former Deputy Chief of Operations,
CRA Los Angeles

David Waite
Partner, Jeffer Mangels Butler & Mitchell LLP

TAP Committee Chair

Jonathan Curtis
Principal, Trevear Holdings LLC

TOD Summit TAP Advisor

Robert Gardner
Managing Director, RCLCO

ULI Project Staff

Gail Goldberg
Executive Director, ULI Los Angeles

Christine Aure
Director, ULI Los Angeles

Ciara Contreras
Project Manager, ULI Los Angeles

Stephen Sampson
Graphic Designer

Robert Andrews
Analyst

James Brasuell
Analyst

John Dlugolecki
Photographer

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Executive Summary

The Florence/La Brea station will be one of two stops in the City of Inglewood along the planned Metro Crenshaw/LAX light rail transit (LRT) corridor. Scheduled to open between 2016 and 2018, the new Crenshaw/LAX LRT will connect the Expo Line LRT from the Expo/Crenshaw station to the Green Line LRT at the Aviation/LAX station. The 8.5-mile Crenshaw/LAX LRT will be funded by Measure R funds as part of an expansion of the countywide transit system that represents one of the largest public works investments in California.

The planned Florence/La Brea station will be located adjacent to Downtown Inglewood and the Inglewood Civic Center, offering a rare opportunity to leverage public transit for the revitalization of the surrounding neighborhoods and the City as a whole. The City's vision for the areas around the station is to stimulate the local economy, increase transit connections, and position the City as a regional destination. The key outcome will be to stimulate economic development in the Inglewood Downtown Commercial Corridor. The City of Inglewood engaged the Urban Land Institute (ULI) Los Angeles District Council in a Technical Assistance Panel (TAP) to study ways to maximize development and infrastructure opportunities at and around the planned Florence/La Brea station. The TAP convened on April 14, 2011, at Inglewood City Hall, bringing together experts in architecture and design, real estate development, economic analysis, and development financing to study the opportunities offered by the Florence/La Brea station.



The TAP evaluated the area within a half-mile radius of the planned station site, finding numerous opportunities to deliver viable transit-oriented development (TOD) to the nearby neighborhood while considering the difficulties that will challenge the full realization of the City's goals for the Florence/La Brea station. The TAP study area lies within the City of Inglewood's In-Town Redevelopment Area and benefits from flexible zoning and General Plan requirements that can allow the kinds of mixed-use and TOD development the City desires for the area.

The TAP believes that in the near future, the Florence/La Brea station will welcome visitors to a revitalized and fully integrated Downtown Inglewood, anchored by a dynamic Market Street. The new Downtown will flourish with activity, spurred by adaptive reuse and new mixed-use development. A tree-lined median and wide sidewalks on Florence Avenue will provide traffic calming measures for pedestrian safety, announcing to transit riders and motorists that they have arrived in an significant place.

The TAP also acknowledges the challenges to the realization of those goals, including the physical constraints of the station site (e.g., grade separation and a lack of the necessary barriers and buffers from existing businesses, including long-established industrial land uses located north of the station site). There also remains a perception that the station area and Downtown suffer from a lack public safety and hip cultural appeal. Moreover, the revitalization of the Downtown Inglewood will face competition from other development sites, including Hollywood Park Tomorrow, the Forum, and Century Boulevard.



The new Crenshaw/LAX LRT will connect the Expo Line LRT from the Expo/Crenshaw station to the Green Line LRT at the Aviation/LAX station.

Assignment & Process

Key Issues

The City of Inglewood engaged the Urban Land Institute Los Angeles District Council to conduct a Technical Assistance Panel study for the purpose of developing a station area plan that defines a vision for the development of the Florence/La Brea station and leverages opportunities for public/private partnerships. The City of Inglewood identified the following major issues/questions for the TAP to address:

1. Through a stakeholder interview process, assess local input from City staff, members of City Council, property owners, and community members about their visions and aspirations for the TOD station area.
2. Provide objective, third-party feedback about the visions of stakeholders and present input regarding the opportunities for the Florence/La Brea station. What community benefits should be considered to achieve the goals of stakeholders and incentivize development (e.g., shared parking, joint use opportunities with private and non-private partners, cultural benefits, and physical improvements)?



Panelists begin the day with a guided site tour to understand the study area.

3. Considering the land that the City currently owns, assess catalytic sites and/or projects that can spur development in the near term. Characterize real estate development potential on these sites and describe the economic feasibility of development.
4. Considering the above, what are some of the planning tools that can be used to implement the station area plan and achieve these goals?

Technical Assistance Panel (TAP) Process

ULI panel members met with representatives from the City of Inglewood to determine the scope of the panel assignment. ULI selected panel members with practiced and professional skills that address the stated objectives for the TAP as provided by the City of Inglewood. Prior to the day-long program, panel members reviewed background materials prepared by the City of Inglewood.

The TAP process is a day-long event. In the morning panel members tour the study area with representatives and later meet with key stakeholders, work through an intensive analysis on the specified issues and then present their findings to the general public and program sponsors.



Planning Director Linda Tatum, City of Inglewood discusses study area development issues with panelist Don Spivack..



The ULI TAP team explores the study area.



The panel interviews City Councilmember Ralph Franklin to better understand the underlying physical, social and political issues.

TAP Panel of Experts

ULI convened a panel of professionals representing a variety of disciplines connected to land use and real estate development, such as architecture and design, real estate development, economic analysis, and development financing. The ULI selected panel members with the intent to convene a robust array of professional expertise relevant to the City's objectives for the study. ULI also selected panel members with a working knowledge of the neighborhood, built environment, and real estate markets of the study area. All panel members volunteered to participate in the panel process and did not receive compensation for their work.





The proposed station would be located in the Burlington Northern Santa Fe (BNSF) railroad right of way.



The intersection of Florence and La Brea is a key node in the study area.

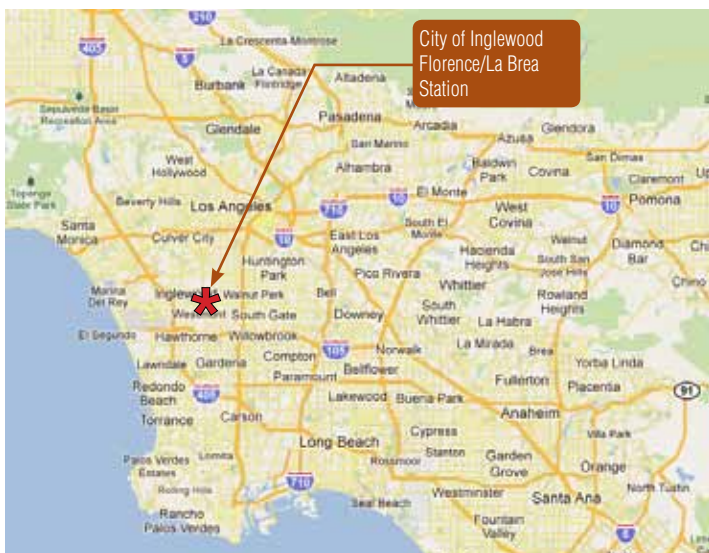


The land uses within the study area are a mix of various types of commercial uses.

Background

About the Site

Often referred to as the “Jewel of the South Bay”, the City of Inglewood nestles between the City of Los Angeles, LAX, and the other South Bay cities. The Crenshaw/LAX LRT, which will pass through Inglewood, represents a \$1.7 billion transit investment for the region. The proposed light rail line will span 8.5 miles, connecting the Expo LRT to LAX, stopping at the Florence/La Brea station along the way. Scheduled to open between 2016 and 2018, the LAX/Crenshaw transit corridor, including the Florence/La Brea station, will present unprecedented opportunities to stimulate the economy of Inglewood.



Regional location of the Florence / La Brea Station study area.

The Florence/La Brea station will extend for 300 feet between Locust and Market streets. There is a significant elevation change along the length of the proposed station site and between the station and surrounding neighborhoods. Several employers surround the proposed site of the station, including a Walgreens on the Northeast corner of the intersection and Don Lee Farms, which lies further east on the north side of Florence Avenue, abutting the proposed site of the Florence/La Brea LRT station. The proposed station would be located in the Burlington Northern Santa Fe (BNSF) railroad right of way that runs along the north side of Florence Avenue.

The proposed site of the Florence/La Brea station lies within the boundaries of Inglewood’s In-Town Redevelopment Project Area. The redevelopment area includes the City’s Downtown and Civic Center—both of which offer significant opportunities for transit-oriented development (TOD). Downtown Inglewood includes several hubs for existing and potential mixed-use development, including the Market Street Commercial Corridor and a parcel owned by the Inglewood Redevelopment Agency, known as the D3 site, directly across the street from the proposed Florence/La Brea station. A substantial multi-family residential neighborhood lies to the north of the station area, and single-family residential uses lie to the east of the area. A small collection of artist workspaces also lie to the north of the station area, adjacent to Don Lee Farms, but underutilized, vacant, or auto-dominated lots surround the station area.

Hollywood Park Tomorrow, the future site of a large mixed-use development called Hollywood Park Tomorrow, and the Forum are situated in the City of Inglewood near the Florence/La Brea station. The leadership of Inglewood expects Hollywood Park Tomorrow to be a catalytic development, eventually benefitting Downtown by attracting more visitors and residents to the City for the shopping and housing. The Forum has potential to become a large-scale entertainment and cultural amenity, capable of regularly drawing tens of thousands of visitors to the City. The Florence/La Brea Station could potentially capture transit users visiting the two nearby sites. However, the prominence of the nearby Century Boulevard corridor, which connects to LAX, has impacted the ability of the downtown neighborhood to attract large-scale and high-end commercial opportunities.

To leverage the new LRT transit station to stimulate the local economy, increase transit connections, and position the City as a regional destination, the City of Inglewood has established the following vision for TOD plans for the Florence/La Brea station:

- Establish a clean, safe, and pedestrian-oriented community, where residents shop and enjoy public and community events and services.
- Guide all development, including land use, location, height and density, traffic circulation, pedestrian mobility, and transit connectivity to ensure synchronicity of uses for the economic and social well-being of area residents.
- Create a transit-friendly area utilizing pedestrian-oriented design guidelines that establish building façade treatments, landscape standards, criteria for shade-producing building overhangs and awnings, lighting for security, streets, alleys, sidewalks, and other pedestrian areas that adjoin new development.
- Promote increased flexibility in the regulation of the height and bulk of buildings, as well as the design of sites and public streets, to ensure a well-planned combination of office, commercial, and residential uses that integrate with open space.
- Encourage the creation of a lively civic atmosphere by facilitating collaborative public and private enterprises that promote cultural and entertainment districts that incorporate live-work habitats.

Demographics

According to statistics from the 2005–2009 U.S. Census Bureau American Community Survey, 112,279 people live in Inglewood, with an average household size of 2.97. The median age of the population is 31.5, with 68,575 residents (62 percent) over the age of 25 and 10,360 (9.2 percent) residents over the age of 65. Of residents over 25, 71.2 percent have a high school degree or higher and 17.0 percent have a bachelor's degree or higher.

Approximately 55,112 (66.1 percent) of the City's residents over the age of 16 are members of the labor force. Residents commute an average of 29 minutes. The median household income for the City is \$42,235 per year, with a median family income of \$44,188 per year. The per capita income is \$18,996 per year—significantly less than the national per capita income of \$27,041 per year.

Inglewood deviates significantly from national averages with regard to several characteristics of the housing market. A total of 39,377 total housing units occupy the City, with a 94.4 percent total occupancy rate. The median value of a home in Inglewood is \$434,400 (the national mean home value is \$185,400). Inverting national averages, 36 percent of the City's housing units are owner-occupied and 63.7 percent are renter-occupied (national figures are 66.9 percent and 33.1 percent, respectively). The demographics of the City of Inglewood show a culturally and racially diverse community. The majority of the City's population is Hispanic or Latino, with 56,584 (50.4 percent) residents. Approximately 48,853 (43.5 percent) residents are Black or African American, 22,050 (19.6 percent) are White, and 1,479 (1.3 percent) are Asian. Almost half—50,991 (49.9 percent)—of the City's residents speak a language besides English at home, and 31,650 (28.2 percent) residents were born in a foreign country.



La Brea Avenue is a transportation corridor well served by transit.



The station site is located immediately across the street from a major redevelopment site that is ideally suited for mixed-use development.

Analysis

Strengths

The proposed site of the Florence/La Brea station enjoys a strategic and catalytic location for transit-oriented development in the Market Street Commercial Corridor, which is within walking distance to the Inglewood Civic Center. The station site is located immediately across the street from a major redevelopment site that is ideally suited for mixed-use development. The station site is at a slightly higher elevation than Downtown and the Civic Center. Exiting the station and looking south over Downtown and the Civic Center provides visual appeal to the station location and the neighborhood. The elevation of the proposed station can create a sense of prominence and identity for both ingress and egress. The site will also serve existing residential communities located to the north of the station site. The site benefits from a natural pedestrian linkage to Market Street. North/south vehicular traffic will continue to travel along La Brea Avenue.

Existing businesses and tenants (located in visually-appealing historic buildings) will activate pedestrian linkages to the station site. These businesses and amenities can anchor upgrades to the Downtown retail tenant base. Portions of the Downtown streetscape are visually appealing, with a variety of streetscapes and facades. An emerging artist community will catalyze incremental, creative, and adaptive uses for new retail opportunities. The artist community can enliven the Downtown district after business hours and create a greater sense of safety. There are several vacant City properties that can serve as opportunity sites for mixed use and residential development in Downtown. There are several opportunity sites to develop parking facilities to serve the station site and Downtown businesses. There is a strong commitment by the City's new leadership to public safety and redevelopment. The City's new Mayor stated that "Inglewood can become the next Culver City." The station site can play a catalytic role in realizing that vision.

Weaknesses

Downtown Inglewood suffers from a substantial number of commercial vacancies along Market Street, and during the interview process, the panel noticed that transit users and other stakeholders perceive the area as unsafe. The City and has not been able to rebrand the community as a desirable place to live, work, and play following a prior generation of robust post-war economic development. Attention must be paid to make Downtown Inglewood a desirable destination for young people, including students in the area. There is a significant student population in the Downtown area with no reasonable or interesting destinations for social and educational interaction after school.

The station site has physical limitations because of its grade separation and proximity to established businesses. The vehicle traffic on Florence and La Brea deters pedestrian uses. The station site will require aesthetic improvements to make it inviting, user friendly, and safe. City budgets and resources are strained, and there is a chance that the Inglewood Redevelopment Agency could be abolished by Governor Jerry Brown's proposal to eliminate Redevelopment Agencies in the State of California.

Opportunities

The location of the proposed station creates unique opportunities. It can use existing parking structures to serve riders and create strategic locations for additional structures that will draw pedestrians through Downtown to shop and dine while coming to and from the station site. The Metro parking lot on Florence can be used as a bus interchange to encourage ridership and public transit instead of automobile trips. Riders will walk through Downtown and patronize businesses while accessing the bus interchange and station site. Mixed use development



The vehicle traffic on Florence and La Brea deters pedestrian uses.

should incorporate additional parking resources with residential and retail development. Multiple parking structures located throughout Downtown will create additional pedestrian linkages and activate Market Street and Downtown.

The City should consider additional tools to encourage adaptive reuses of existing structures. The City should adopt a façade improvement program that encourages businesses to make improvements to commercial facades while capitalizing on the City's cultural resources.

The agency-owned D3 site presents a unique and catalytic site for redevelopment that will be the single most important factor in linking the station site to downtown and the Civic Center. The D3 site should include mixed-use development, including retail, office, residential development, and parking. The D3 site should also include open space and plaza space for pedestrian and civic engagement, accommodating young and old, and create a venue for music, dance, and the arts. Needed traffic-calming improvements along Florence should create a sense of arrival to the City's Downtown and encourage pedestrian linkages to the Civic Center.

Threats

The physical constraints of the station site include grade separation and a lack of necessary barriers and buffers from existing businesses, including long established adjacent industrial land uses located north of the station site. There remains a perception of a lack of public safety in the station area and Downtown. The revitalization of the Downtown Inglewood will face competition from other development sites, including Hollywood Park Tomorrow, the Forum, and Century Boulevard. However, the station site could create a competitive advantage to competing sites. For example, transit linkages from the station site to the Forum and Hollywood Park Tomorrow could enhance ridership and serve as an additional catalyst for Downtown retail and dining.

Metro should consider relaxing parking requirements to encourage bus ridership and interchange opportunities.



A Metro Blue Line train departs from the Compton Station.

Findings

Market Overview and Potential

Driven by demand for contemporary residential and office space proximate to local amenities and activity centers, the commercial and residential markets near the planned station can potentially support adaptive reuse and new quality construction. Demand drivers for residential uses include the proximity to the future light rail station, the library, Market Street, local schools, and easy transit access to other amenities within the greater community. Drivers for commercial uses include the proximity to the future station, the courthouse, civic center, hospital, and nearby senior residential communities. While these drivers are appealing for development, demand for residential and commercial uses might also be tempered by existing supply in the market and overall market fundamentals.

Since the peak in the housing market in 2006-07 and the recession in 2008-09, the commercial and residential markets have been impaired. The impairment of these markets has prohibited the creation of new product. Over time, however, market fundamentals are anticipated to improve, ultimately supporting rehabilitation and/or reuse of existing product as well as development of new product. Overall, rents and prices indicate the feasibility of smaller, contemporary units in an amenity-rich environment. As fundamentals improve with time, price points might increase, supporting larger unit sizes and a better foundation for owner-occupied product types. Considering the financial barriers to desired developments, a variety of concessions or subsidies may facilitate the creation of desired product. To the extent that income restricted/affordable units are provided, subsidies will likely be necessary and warranted. Additionally, leniency on parking requirements and/or the provision of centralized public parking facilitates might help underwrite financially infeasible developments. Specific to the residential market, the fundamentals that drive for-sale versus for-rent product vary slightly, creating periods where one product type is more financially feasible than the other. If one product type is desired over another and the current market cycle does not support the desired product, development might need to be delayed to a more opportune time, or a subsidy or other assistance can be provided to accelerate development.



Financial subsidies or other incentives may be initially required to facilitate the development of critical mass and a hub in the community.

The development of the area around the station may present a paradox of which comes first: the demand for the product or the supply of a critical mass of product and amenities. Thus, the demand to fully support desired development might only arrive following the development of a critical mass of new product and amenities. As such, financial subsidies or other incentives may be initially required to facilitate the development of critical mass and a hub in the community. Creative incentives may reduce developer risk associated with establishing a cornerstone development rather than just providing financial subsidies to compensate for elevated risk. Finally, as market fundamentals improve and, ultimately, vary with time, certain product types and development profiles will become more or less financially viable. As such, it will be important for the City to clearly establish a vision for the area, communicate that vision to the public, and prepare to capitalize on opportunities as they bloom.

Issues to be Addressed

It is important that the City of Inglewood recognize and accept the potential impacts associated with the gentrification of the Market Street Corridor. With gentrification comes a desirability of place and space, which leads landlords to seek increased rents that are out of the range of existing tenants. Existing tenants might have endeared themselves to the community over their many years of business, which can lead to conflict if they feel pushed out of business as a result of City efforts to enhance the community. It is important that City leaders honestly assess the potential consequences of redevelopment to ensure that they are willing to withstand the slings and arrows that might result from the successful implementation of gentrification.

Ideally, Market Street would become a thriving business corridor, anchored by larger market-rate and mixed-use housing developments at the north end of the street, with immediate proximity to the proposed Florence/La Brea station. The commercial corridor to the south of the mixed-use anchors would attract businesses that capitalize on the fixed residential population to the north, the Civic Center population to the west, and the broader community, which is currently underserved by retail uses. The retail and restaurant uses near the Florence/La Brea station will primarily be local; the growth of the nearby Century Boulevard corridor will attract the national chains. The City should encourage office uses to sustain Civic Center uses and also encourage medical offices to meet the needs of the local community. The City should also encourage new mixed-use projects throughout the Market Street Corridor at a scale complimentary to the immediate area.



The aging CVS-anchored strip shopping center on the east side of Market Street should be joined with the adjacent agency-owned D3 site.



Philip Hart, Alan Pullman, Said Gharbieh & Don Spivack listen to a discussion of the study area findings.

The TOD plan intends to create a thriving and integrated Downtown, Civic Center, and station area. Streetscape design that encourages pedestrian, bicycle, and local shuttle linkages will accomplish these goals for the area. The streetscape itself will suggest arrival at a special place, which will carry forth throughout the new Inglewood “Uptown”, signifying the unity in intent and purpose of the neighborhood. Inglewood “Uptown” will be further integrated into the City through community-based events, such as farmers’ markets and other social and cultural events. The use of the term Inglewood “Uptown” should remind stakeholders that the vision for a new Downtown/Civic Center results from a thoughtful and purposeful marketing campaign.



The TAP recommends a limited amount of retail shops and restaurants, along with professional service offices, which would serve the immediate neighborhood

Recommendations

Overall Vision

In the year 2021, the Florence/La Brea Station of the Crenshaw/LAX LRT will welcome visitors to a revitalized and fully integrated Downtown Inglewood, anchored by a dynamic Market Street. The new Downtown will flourish with activity, spurred by adaptive reuse and new mixed-use development. A tree-lined median and wide sidewalks on Florence Avenue will provide traffic calming measures for pedestrian safety, announcing to transit riders and motorists that they have arrived in an significant place. Parking for transit riders and shoppers will be distributed into several “park once” structures, to be located at the D3 site, a repurposed CVS site, and the existing public garage on Market Street. A historically renovated Inglewood Theater, a spruced up bookstore, new cafés, an eclectic mix of ethnic restaurants, and art-related retail will provide an array of cultural, entertainment, and artistic programming. The new Downtown will connect to residential neighborhoods to the north of the station via an attractive pedestrian breezeway, linking La Colina and Beach Avenue. The cafés and restaurants along Market Street will capture the civic and courthouse lunch time and happy hour traffic. A weekly farmers’ market, children’s events, and holiday festivals will program civic spaces. Bicycle infrastructure and a new bike shop will cater to an active and healthy bicycle scene. A civic-minded celebrity will locate offices and a destination restaurant on Market Street. Downtown Inglewood will be on the “Southern California must-see map”.



The TAP Panelists begin sketching out their vision and recommendations for Transit-Oriented Development around Florence and La Brea.

Station Design Improvements

The current station plans, which show a ramp along the south wall of the station trench leading to a pedestrian crossing at rail grade, requires light rail riders to walk across the freight tracks and one of the two light rail tracks. The TAP advises that a revised station plan include elevated pedestrian ramps to the platform. A pedestrian platform would be safer and more inviting to passengers going to and from Downtown, potentially connecting to the residential community north of the tracks as well. Locating a bus station transfer at the current site of the car park would provide a multi-modal facility for travelers. A multi-modal facility would facilitate connections between the light rail and local and regional buses. The relatively small amount of proposed parking could potentially be accommodated in new development on the south side of Florence Avenue.

Rail commuters could also use the current and future parking facilities in Downtown Inglewood, which would facilitate better interaction with the town center by travelers, further supporting the revitalization of the town center.

There is also a need to provide a more direct elevated pedestrian link between the station and the residential area located to the northeast. The elevated walkway discussed above could provide that link.

It is essential to provide wide pedestrian footways and cycle facilities in the vicinity of the station. To this end, the panel recommends reducing the travel way width of Florence Avenue. Additionally, the panel suggests signalized crossings at Market and Locust, together with wider sidewalks on both sides of Florence between the station plaza near Locust and the intersection of Florence and La Brea. The widened sidewalks and associated landscaping would create a gateway along Florence into Downtown Inglewood, promoting a "sense of place" for transit patrons and other visitors to the community.

Vision—Florence and La Brea

Because most transit trips begin and end by walking, successful TOD districts are characterized as pedestrian friendly environments. Pedestrian friendly infrastructure allows easy passage between different modes of transit, such as train, bus, bike, and car, and creates a comfortable environment for all users. The TAP's vision for Florence Boulevard, from La Brea to Locust, would create a beautiful and walkable urban boulevard that balances all transit modes. Florence and La Brea would signify a Transit-Oriented District and the "Entry to Downtown Inglewood". The panel envisions wider sidewalks, with attractive bus shelters, public art produced by local artists, consistent street trees, a landscaped median, and marked pedestrian crossings with pedestrian activated signals. These improvements will create a unique sense of place and calm traffic along this stretch of roadway, thereby linking the Florence/La Brea station visually and physically to Market Street and the core of Downtown Inglewood.



The TAP Panel convenes to discuss possible station design improvements.



TAP Panelist Michael Dieden takes some time to develop his recommendations for opportunity sites.

Vision—Opportunity Sites

A key component of the TOD district will be the development of two important opportunity sites immediately to the south of the Florence/La Brea station. The agency-owned D3 site, currently vacant land, should join the adjacent, aging CVS-anchored strip shopping center on the east side of Market Street. Redeveloping these sites in conjunction will transform a significant stretch of Florence Boulevard, as well as both sides of Market Street at the “head” of downtown. In keeping with the market overview, the panel recommends that these sites be developed with mixed-use projects featuring multi-story residential units above retail. Residential development should target smaller units. The density should be as high as possible within the economics of stick-built construction, most likely no higher than four to six stories, to take advantage of nearby transit options. On the retail side, a small grocery (such as Fresh and Easy) and/or a drug store would be desirable anchors. To be clear, these sites are not optimal locations for large-scale retail development. Rather, the TAP recommends a limited amount of retail shops and restaurants, along with professional service offices, including medical offices, which would serve the more immediate neighborhood. In keeping with

TOD best practices, parking should be internalized on the sites to create active edges. Because Metro patrons will be more likely to activate shops if the parking is a part of the development, the panel recommends that, in conjunction with a “park once” district strategy, required Metro parking should be sited at nearby developments rather than at the Florence/La Brea station.

From an architectural standpoint, the development should respond to its context. Along Florence Boulevard, there should be plazas and adequate open space to mark the entry into Downtown and buffer the stores and cafes from traffic noise. Along Market Street, La Brea Boulevard, and Regent Street, the panel recommends a more consistent “urban village” street edge, featuring storefronts and pedestrian interest. Lastly, the edge along Locust Street should feature residential or live/work units with similarities to the homes directly to the east.

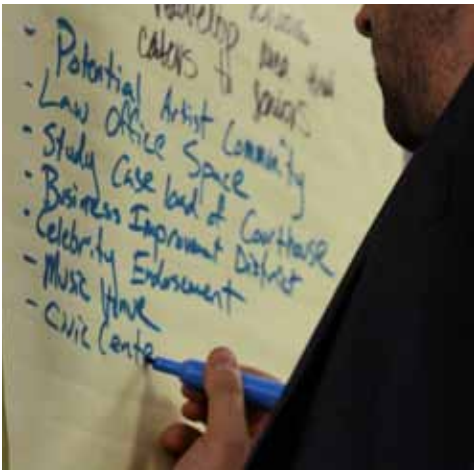
Vision—Catalytic Four Corner Strategy

A “Four Corner Strategy” would take advantage of the bones of the thriving urban environment already extant on Market Street. In particular, the corner of Market and Queen can capitalize upon the existing bookstore and restaurants. Consideration should also be given to the most effective reuse of the second floor of the buildings at this intersection. Incorporation of the old theater, utilizing the façade either through renovation or redevelopment, would be a wonderful next step. Bringing a coffee shop (like a Starbucks) and a bike store to this corner would encourage new consumers to visit the area. New visitors will generate greater interest and, potentially, investment in the area.

The four corners strategy recognizes that the effort to gentrify this neighborhood needs to start with a bite-sized piece of the neighborhood. Focusing on the four corners and the station-related redevelopment of the D3 and CVS sites would deliver bookends of development that would create an unprecedented buzz and interest in the Inglewood “Uptown”.

Vision—Activate the Civic Center

The coming Metro Green Transit Line will connect Inglewood with Downtown Los Angeles as well as LAX and the South Bay. Inglewood is the only station on the Green Line near a civic center, which, in this case, includes Inglewood City Hall and a Los Angeles County Court House. The energy delivered by the transit station location affords the Civic Center component an entirely new dynamic. Civic employees and Court House visitors, offered a choice to forgo their auto-driven commute, will utilize transit. New retail uses will develop, anchored by quality restaurants and pubs offering attractive choices for lunch and evening gatherings. The existing bookstore will be complemented with a local coffeehouse with outdoor café tables on Market Street. The legal and medical office markets can take advantage of the new civic energy, resulting in significantly more employees and visitors to the new downtown. On evenings and weekends, civic open spaces will be programmed with children’s events, holiday festivals, and a farmers’ market. The new volume of people will create an atmosphere of safe streets and a fun place for all to gather, competing for Westside visitors with places such as Culver City.



Panelists brainstorm potential uses within the study area.



Implementing a low cost commercial rehabilitation loan program can promote effective use and reuse of smaller commercial buildings.



Said Gharbieh discusses the benefits of public private partnerships with the panels.

Development Strategies and Tools

Development Strategies and Tools

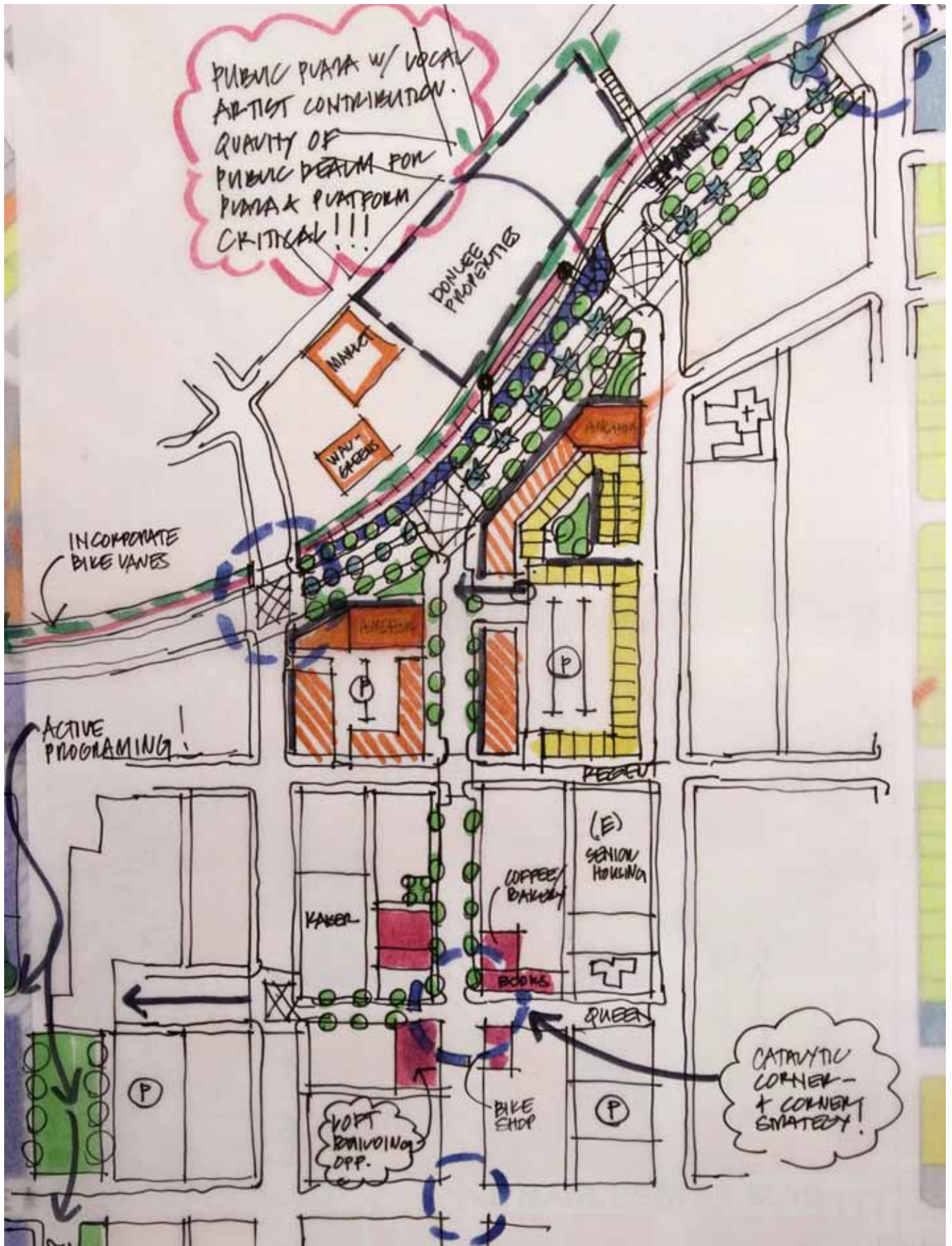
The development strategies and tools described below relate to the key elements of the vision: promoting the appropriate development and redevelopment of publicly owned parcels, building on the previous investment in streetscape and parking improvements in the town center, and seeking appropriate commercial and mixed use in the stock of small but attractive buildings, primarily along Market Street.

Building Rehabilitation

One element of the vision is to promote the effective use and reuse of the stock of smaller commercial buildings along Market Street, starting by capitalizing on the existing book store and the municipally owned properties adjacent to the theater. The TAP recommends implementing a low cost (low interest rate) or “forgivable” commercial rehabilitation loan program. Various redevelopment agencies operate such programs; the interest rates are set low as an incentive to property owners to participate, either equal to the entire amount or combined with commercial loans to the extent owners can obtain, and pay for, a commercial loan for a portion of the rehabilitation cost. “Forgivable” loans operate differently; the loan is made with an established interest rate for a fixed period (for example, ten years, which is the typical term used by, among others, the Los Angeles Community Redevelopment Agency). The property owner agrees to maintain the improvements and to keep the property free of graffiti and other blight, and the loan principal is reduced (in the case of a ten-year loan, by ten percent of the principal per year) for each year the property is deemed properly maintained. At the end of the term, the remaining balance and accrued interest are also dismissed. Because the full loan balance can be called (at the City’s option) if the property is not maintained, the transaction is structured as a loan, rather than a grant, to provide an incentive for the owner to maintain the property. The loans are structured to be assignable in case of a change of ownership. Design fees, code-required improvements, electrical and other system upgrades, façade improvements, and signage are all potentially eligible costs to be covered. These loans can be used for commercial or mixed-use projects.



Alan Pullman sketches with the TAP panel possible development strategies while discussing potential implementation programs.



The panels' design recommendations for the Florence/La Brea Station study area.

Development Incentives

Typical development incentives used in town center revitalization, especially in redevelopment project areas, include direct and indirect financial grants and loans and a series of technical and permitting streamlining steps. There are a number of potential incentives in addition to financial incentives, such as commercial rehabilitation, land write-down of publicly acquired sites made available for new development or redevelopment, or directly paying the cost of certain infrastructure improvements (e.g., sidewalks, curbs, gutters, driveway aprons, street lighting, street furniture, and street trees), including:

- Developing and implementing a community design overlay or a specific plan. The General Plan and the Redevelopment Plan covering Inglewood's town center appear to provide enough flexibility in land use and zoning designations to accommodate the scale of development described by the vision plan described above. The City indicated that these plans are somewhat dated, so a design overlay or specific plan can provide an update to help implement the vision by setting more specific standards for massing, building height, setback, street wall continuity, landscaping, parking, and other considerations. The design overlay and/or specific plan can also clarify certain standards, making project evaluation ministerial rather than discretionary.
- To the extent that standards can be set forth and quantified, the overall scheme for the town center can be evaluated for environmental review purposes through a master or program environmental impact analysis. With the adoption of such an environmental document, any proposed project that fits within the parameters of the environmental document can be more expeditiously processed. Without such an environmental document, each proposal would need to go through a site-specific environmental review.
- In addition, establishing explicit and up-to-date standards for design, massing, setback, and other parameters in a design overlay or specific plan can simplify the permit review process. If appropriate, the City could also consider a case management process whereby projects in the town center receive review priority in the permit review queue. Some jurisdictions have adopted special fees for such case management, which developers have often accepted in exchange for the time saved in the permit review process.

- In an area that emphasizes rehabilitating and/or reusing existing buildings, parking requirements often make certain projects impossible or difficult to approve without special exceptions. The City has a supply of underutilized public parking. Exempting rehabilitation and adaptive reuse projects from on-site parking requirements can facilitate the rehabilitation and reuse of buildings. A parking utilization analysis would be a good first step to validate the availability of excess parking, both in quantity and location. The excess parking could be made available at low cost, with different costs when parking counts toward a code requirement in situations (such as residential conversions) when such parking might be reserved for particular users. Other jurisdictions have created similar parking districts to utilize public parking, generally at costs well below the cost for individual developers to build parking.
- Given the growth of an artist population in and near Inglewood's town center, an adaptive reuse ordinance may be especially useful. Such an ordinance would provide alternatives to typical setback requirements for pre-existing buildings (which otherwise are often effectuated only through a lengthy special exception or conditional use process) and would adjust code requirements for parking.
- To deliver artists-in-residence housing, lofts, and artist studios—and to attract galleries and related uses—an art and public improvements ordinance could be especially helpful for establishing standards for adaptive reuse. Such standards could include space standards for live-work and other residential or mixed-activity occupancy; definitions of the types of artist and/or artisan and related uses to be promoted or fostered; specific streetscape and parking standards; acceptable distances between residential uses and resident-serving parking (often current ordinances require residential parking to be on or in very close proximity to residential parcels); ways to lay out live-work space in a building; allowances for arts production activities allowed in mixed live-work occupied space; and more. As discussed above with regard to a design overlay or specific plan (to which this ordinance could be a companion), establishing well-defined standards can simplify environmental clearances and the permit approval processes.



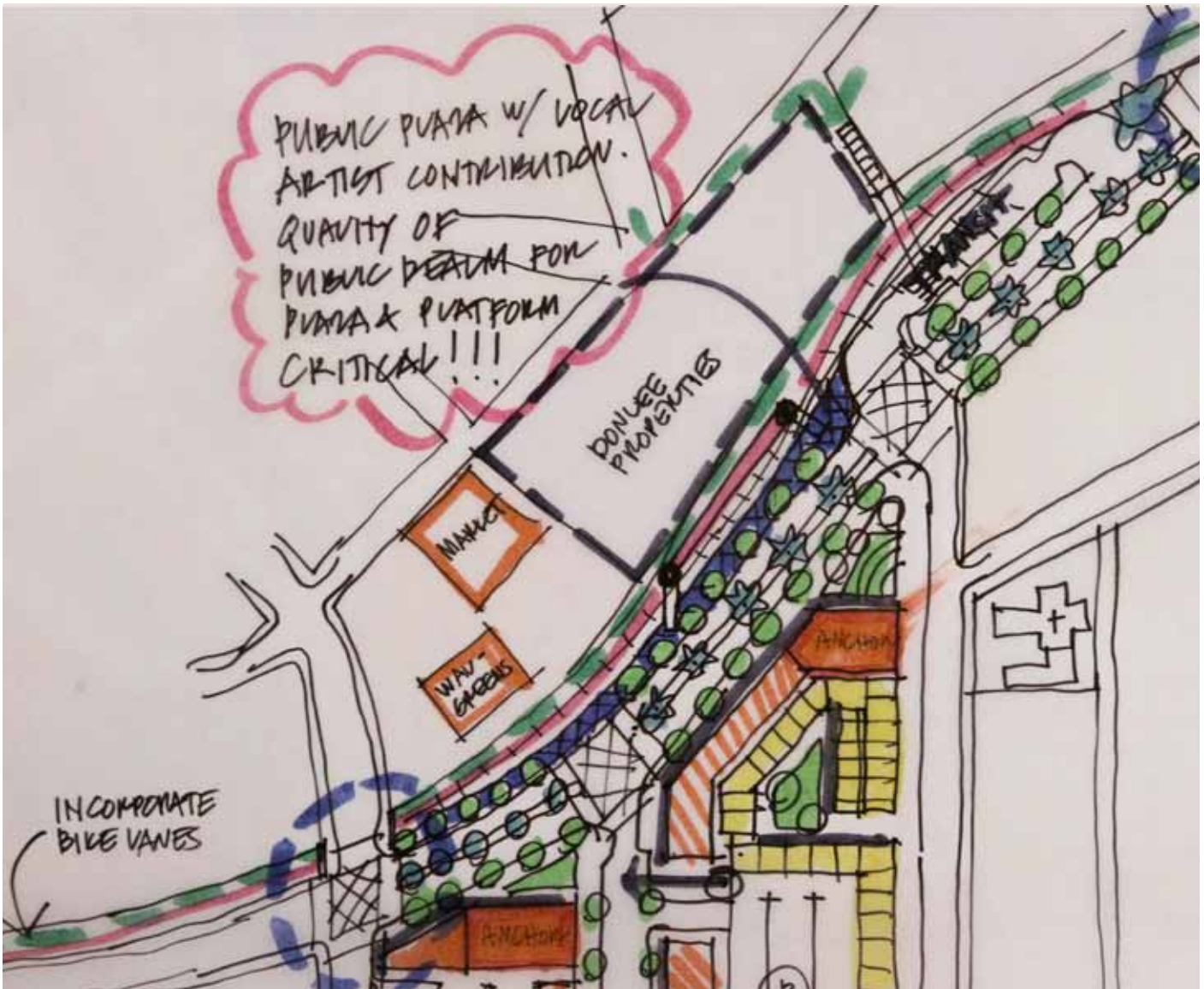
David Waite presents the TAP findings.



Alan Pullman shares the panel's design vision for the study area.

Public Private Partnerships

With two Crenshaw/LAX LRT stations, Inglewood is uniquely positioned to benefit from transit-oriented development. The Florence/La Brea station in Downtown Inglewood offers a particularly viable opportunity to redevelop the area adjacent to the station by leveraging Measure R public investment with a development strategy that unleashes significant private investment. The tools for the implementation of an effective public/private TOD include land assembly, infrastructure investment, shared parking, expedited permits and reviews, and direct financial participation. The challenge is to leverage the power of mass transit in Inglewood. The light rail line can be a powerful resource for the Inglewood community, as the City can advance revitalization efforts through TOD and public transportation incentives with the potential to accelerate private investment. The success of a TOD is sometimes predicated with the formation of a strong and active Station Area Task Force (SATF). A Florence/La Brea station area task force should be organized made up of local stakeholders from both the public and private sectors with the mission of promoting effective transit-oriented-development at this location.



Financing Tools



Financing Tools

There are a number of potential funding sources for the improvement of the town center:

- Redevelopment funds for site acquisition, clearance, relocation (as needed), rehabilitation, and construction of public improvements, including off-street parking and a provision for affordable housing components.
- City general funds for infrastructure improvements.
- Community Development Block Grant funds and, to the extent they may be available, economic development funds backed by the U.S. Department of Housing and Urban Development, such as Section 108 loan funds.
- Funding from the Metropolitan Transportation Authority under several categories of calls for projects, including street improvements, sidewalk and pedestrian improvements, bicycle lanes, and traffic safety enhancements.
- Caltrans Environmental Justice Grants, periodically made available to correct environmental conditions that adversely affect minority, low income, and other impacted communities. Caltrans Environmental Grants have been offered, for example, for rerouting through-traffic that harms neighborhoods and noise-buffering between uses, such as railroads and residential areas.
- Federal transportation grants under a variety of programs, including pedestrian safety, safe (pedestrian) passage to schools, and transportation investment generating economic recovery (TIGER) grants.
- State funding available through programs ranging from Proposition 84 (park and open space) planning and development grants and infrastructure-housing grants for development proximate to transit and in transit-oriented districts.
- Privately generated funds through the creation of a business improvement district or a merchants' improvement district.
- A community facilities district to finance infrastructure improvements outside the redevelopment project areas.
- A parking district that generates revenues to finance the operation of existing and potential additional parking facilities through.

Acknowledgements

Acknowledgements

The TAP panel wishes to thank the City of Inglewood, including Mayor James T. Butts, City of Inglewood; Councilman Ralph Franklin, City of Inglewood; Mawusi Watson, Chief of Staff, City of Inglewood; Sheldon Curry, Assistant City Manager for Development, City of Inglewood; Margarita Cruz, Redevelopment Manager, City of Inglewood; Linda Tatum, Planning Manager, City of Inglewood; Keith Lockhard, Senior Transportation Planner, City of Inglewood for their commitment and support for the preparation of this report. The panel is also thankful for the participation of the following community members and stakeholders:

- Roderick Diaz, Project Manager, Metro
- Farooq Ameen, Hatch, Mott, MacDonald
- Michael Benbo, Resident
- Don Goodman, Owner/CEO, Donlee Farms



TAP Panelists thoughtfully listen to thoughts and comments community members have of the study area.

Panel Members

Panel Chair

Philip Hart

Owner, Hart Realty Advisors

Mr. Hart is owner of Hart Realty Advisors, Hollywood, CA. From 2008 to 2009 Hart served as Managing Director of Member Diversity Initiatives for the Urban Land Institute (ULI) where he developed a business plan to increase the number of women and racial and ethnic minorities members in ULI worldwide. Prior to this position, Hart was Executive Director of the ULI Los Angeles District Council, the first District Council to reach 2,000 members in 2006 under Hart's leadership. Hart has served as a construction manager with HNTB/Yang for the Los Angeles Unified School District's (LAUSD) \$20 billion new school construction and modernization program. Hart served as project manager for the 5,000 seat, \$60 million West Angeles Cathedral in South Los Angeles. Hart was master developer of the 75-acre CrossTown Industrial Park in Roxbury, Massachusetts which has high technology, biotechnology, office, retail, industrial, textile manufacturing, public utility and hotel tenants.

Hart is a founding member of the Board of Directors of the Friends of the Hollywood Cap Park, Inc., the organization that is building a 44-acre urban park over the 101 Freeway. Hart is on the Hollywood Chamber of Commerce Board of Directors; he served on the Governing Board of Directors of AbilityFirst from 2006-2009; and on the Board of Governors of the Los Angeles County Economic Development Corporation (LAEDC) from 2006-2009. Hart is an award winning author and filmmaker. His most recent book is "African Americans and the Future of New Orleans."

Panel Members

Michael Dieden

Founder and Principal, Creative Housing Associates

Mr. Dieden is currently head of site acquisition, pre-development design, entitlements and marketing for CHA. Michael Dieden founded Creative Housing Associates in 1997, and he has established a national model on how to create transit-oriented developments. CHA is based in Los Angeles, and Michael seeks to solve the larger public policy issues of suburban sprawl and sustainable development through his visionary designs. Michael began his career by working in politics, where he learned how to negotiate with government agencies and listen to community needs. He first was a campaign aide on Jerry Brown's successful gubernatorial campaign in 1974. In his first dealings with real estate in the mid- 1970s, Dieden and his brother Edward built single-family homes in the Oakland Hills. When the recession hit, Michael's interest in building evolved into shaping public policy. He moved to Los Angeles to become political director of a statewide public interest organization. Sifting consensus from controversy, Dieden successfully

managed Tom Hayden's initial campaign for the California State Legislature in 1982. Prepared for contentious causes, Michael looked beyond politics and set his own agenda by blending his career passions, continually stepping closer to home building with a sense of humanity. In 1983, he launched The Michael Dieden Company, a public affairs company that specializes in real estate entitlement campaigns.

Said Gharbieh

Principal, Arup

Mr. Gharbieh is a Principal in the Los Angeles office of Arup and leads Arup's transport planning business in Southern California. Mr. Gharbieh joined Arup in 1978 and prior to relocating to Los Angeles in January, he was formerly the Director of the Transport Planning Division in London. He has extensive experience in leading a wide range of traffic, highways and transportation schemes. Mr. Gharbieh has worked on transport planning studies and highway schemes, universities, major cities and mixed-use developments. He also provides expert evidence on transportation and highway matters in support of retail and commercial development proposals at Public Inquiries in the UK. Mr. Gharbieh holds a Master of Science degree in Highways and Transport from City University in London and a Bachelor of Science in Civil Engineering from the University of Cairo.

Alan Pullman, AIA

Senior Principal, Studio One Eleven

Mr. Pullman, as founder of Studio One Eleven, AIA, leads design teams on mixed-use, urban infill and adaptive reuse projects. With over 20 years of experience in architecture and urban design, he has led projects teams on a number of award-winning developments, including Courtyard Lofts, Lincoln & Rose and 4th+Linden. Pullman is a registered architect in California and a member of both the American Institute of Architects and the Urban Land Institute. He holds a position as board member for the Long Beach Conservation Corps and is an advisor to the Long Beach East Village Steering Committee. Skilled in directing both urban design and community business revitalization, his broad experience includes partnering with urban designers, civic groups, and artists within the field. Pullman received his Bachelor of Architecture degree from Syracuse University.

Brad Rosenheim

President and CEO, Rosenheim and Associates, Inc.

Mr. Rosenheim is President/CEO of the consulting firm of Rosenheim & Associates Inc., specializing in land-use entitlements and planning, project team management, government and community affairs, strategic planning and public-policy consulting and analysis for both public- and private-sector clients. Before he began his own firm, Rosenheim served six years as senior associate in the public policy consulting firm of Emerson & Associates and one year as senior public affairs specialist for C.W. Cook Co., Inc., a land-use planning and public affairs firm in

West Los Angeles. Prior to entering the private sector, Rosenheim served a year as aide, then seven years as deputy, to Los Angeles City Councilman Marvin Braude. As a deputy, he was responsible for the management of the San Fernando Valley portion of Council District 11, serving more than 100,000 constituents. Rosenheim advised the Councilman on all local and regional transportation policy matters, assisted in developing land-use planning policies, strategies and positions and led community outreach and city agency liaison efforts. In addition to leading the team at Rosenheim & Associates, Inc., Rosenheim remains actively involved with many professional and philanthropic organizations. He is also a member of several other boards, including, but not limited to, the Los Angeles County Metropolitan Transit Authority - San Fernando Valley Sector Council (first as Vice Chair, then as Chair), the San Fernando Valley Economic Alliance, and the Calabasas-Agoura Hills Community Center Joint Powers Authority.

C. Wil Soholt

Senior Vice President, Kosmont Companies

Mr. Wil Soholt, Senior Vice President at Kosmont Companies, functions as the firm's financial and investment strategist for public/private deals. He serves clients primarily through the evaluation and preparation of financial analyses/pro-forma, the formulation and implementation of negotiation strategies, and the design of development programs and site plans that benefit both clients and their communities. Prior to joining Kosmont Companies, Mr. Soholt managed more than 25 redevelopment projects with an aggregate project cost of \$140 million. Mr. Soholt's analytical capabilities extend to economic and geographic modeling, supporting a wide variety of projects that blend issues of real estate, land use, and economics. Mr. Soholt has a talent for consensus building, creative problem solving, and identifying opportunities to capture hidden value. Mr. Soholt holds a Master of Business Administration from Pepperdine University and a Bachelor of Science in Urban Planning and Real Estate Development from the University of Southern California. He is also an instructor in Real Estate Development Finance for the California Association of Local Economic Development (CALED) and a Real Estate Broker, licensed by the State of California Department of Real Estate and is a registered Municipal Advisor with the U.S. Securities and Exchange Commission (SEC).

**Don Spivack,
Consultant and former Deputy Chief of Operations,
CRA Los Angeles**

Mr. Spivack was formerly the Deputy Chief of Operations for the Community Redevelopment Agency of Los Angeles, reporting to Chief Executive Officer and Chief Operating Officer, administrative and oversight responsibility for the professional and technical services units of the CRA/LA. These included supervision of the appraisal, real estate

Panel Members



TAP Panelists (left to right) - Philip Hart, Brad Rosenheim, Said Gharbieh, Michael Dieden, Alan Pullman, Don Spivack, David Waite, Wil Soholt

acquisition and disposition, relocation, environmental planning, cultural and arts planning and development, engineering/public works, geographic information systems, brownfields remediation and long range and strategic planning functions of the CRA/LA. In addition, he has served as staff for the CRA/LA to the Los Angeles State Building Authority, a joint powers entity composed of the CRA/LA and the State of California created to plan, build and construct state office buildings in downtown Los Angeles. The Authority has successfully developed two major state office buildings and implemented a consolidation plan by concentrating offices in the downtown Historic Core. Other positions held at the CRA Los Angeles include Deputy Administrator, Community Development II; Director of Operations II; Senior Project Manager; Central Business District and Transportation Manager. Mr. Spivack has recently retired and is now pursuing his own consulting firm.

David Waite

Partner, Jeffer Mangels Butler & Mitchell LLP

Mr. Waite has practiced land use and environmental law for over 20 years. His real estate development practice includes zoning, CEQA compliance, discretionary permits and entitlements, subdivisions, development agreements, public-private partnerships, infrastructure agreements, and compliance with climate change laws. David regularly appears before planning commissions, city councils, redevelopment agencies and other federal, state and local governmental agencies on land use and regulatory matters. David has litigated to final judgment a variety of land use matters under California and federal law. David's environmental practice includes environmental regulatory compliance, CERCLA, RCRA and Proposition 65 litigation. David advises clients on transactional matters involving environmentally impaired real property. David represents a variety of lenders and institutional investors on the land use and environmental aspects of foreclosures, workouts and debt restructurings.

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601 S. Figueroa, Suite 500
Los Angeles, CA 90017

213-542-4694
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ULI Los Angeles, a district council of the Urban Land Institute, carries forth that mission as the preeminent real estate forum in Southern California, facilitating the open exchange of ideas, information and experiences among local, national and international industry leaders and policy makers.

Established in 1936, ULI is a nonprofit education and research institute with over 40,000 members across the globe –1,500 here in the Greater Los Angeles area. As a nonpartisan organization, the Institute has long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth, and development.

The membership of ULI Los Angeles represents the entire spectrum of land use and real estate development disciplines. They include developers, builders, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, lenders, academics and students. Members of the Urban Land Institute in the counties of Los Angeles, Ventura, Kern, San Luis Obispo, and Santa Barbara are automatically members of ULI Los Angeles.