



Los Angeles

CENTURY BOULEVARD CORRIDOR, INGLEWOOD



THE MISSION OF THE URBAN LAND INSTITUTE

Shape the future of the built environment for transformative impact in communities worldwide.

About ULI 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.

TAP Sponsor

City of Inglewood

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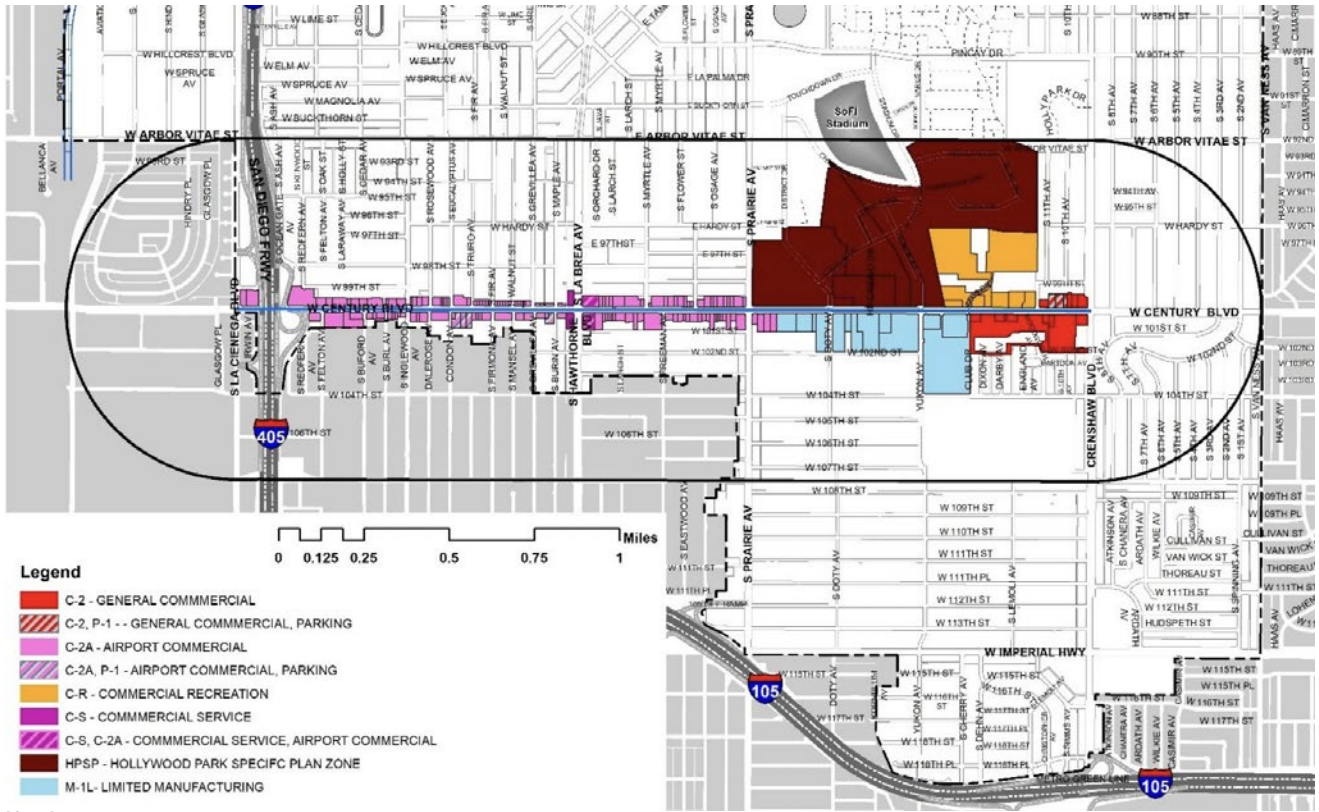
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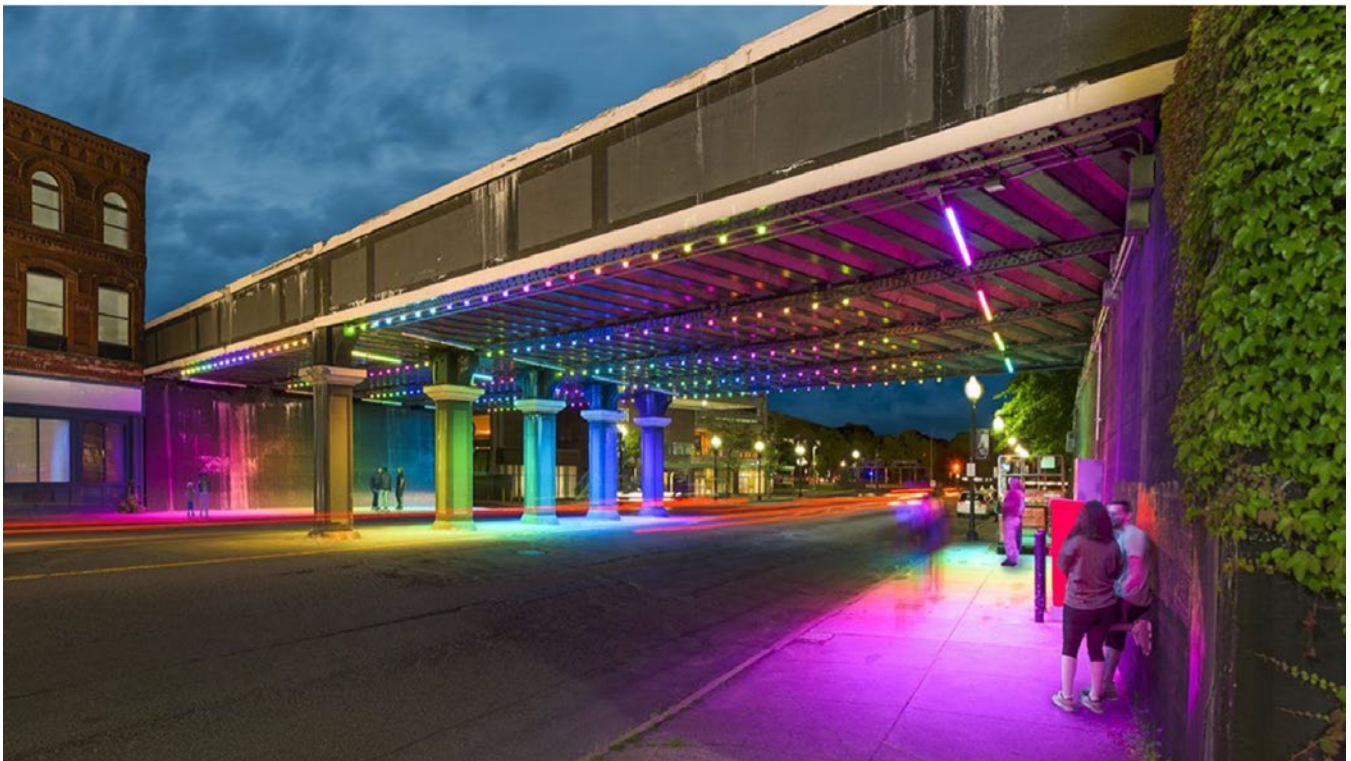
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Site Context



Century Boulevard Entry to Inglewood

EXECUTIVE SUMMARY

Introduction

**Century Boulevard is more than just a street.
Century Boulevard is Inglewood.**

Century Boulevard welcomes Inglewood home, providing a place for a diverse community of residents to shop and do business near residential neighborhood.

The Inglewood community has welcomed the world to Century Boulevard, as residents and millions of visitors from around the world together navigate the street to attend the world’s greatest sporting events and concerts. Century Boulevard also lays out the red carpet for the tens of millions of trips to and from Los Angeles International Airport (LAX) every year.

Century Boulevard is at both a literal and a metaphorical crossroads. A recent influx of development, as large as any in the region’s history, is bringing new opportunities and new challenges to Century Boulevard and the city. Many local homeowners are seeing their property values rise as investments roll into the city—aided also by an influx of homebuyers looking for relatively affordable homes proximate to the economic opportunities provided by the emerging tech industry hub of the nearby Silicon Beach, LAX, and more. Property tax revenues have increased, and local businesses are benefitting from the increased economic fortunes of the city. There’s more to see and do in Inglewood, and the residents are enjoying an unprecedented renaissance, with new restaurant, entertainment, shopping, housing, and business opportunities opening every year.

But some community members are at risk of being left behind by the big changes—residents, especially renters, many of whom are Black and Latino, are struggling to afford the rising cost of housing in Inglewood. Housing

costs are rising throughout the region, including in surrounding communities, which only places more pressure on Inglewood. Meanwhile, the increased traffic along Century Boulevard is a sure sign of economic activity, it also brings unintended consequences, such as essential workers forced to use public transit in the same congestion as visitors attending games and concerts, and local businesses struggling to compete in the same local market as national businesses.

Century Boulevard bridges the issues of the old Inglewood and the new as it connects the 2.6-mile stretch between Interstate 405 and the largest sports and entertainment district in the region. The new Inglewood is anchored by SoFi Stadium, home of the Los Angeles Rams and the Los Angeles Chargers, and the massive Hollywood Park Tomorrow development, which is still taking shape just north of Century Boulevard. When complete, Hollywood Park Tomorrow will include commercial development measured in the millions of square feet, thousands of residential units, and a large public park, among other attractions. Just to the north of these massive developments is one of the most



A recent influx of development, as large as any in the region’s history, is bringing new opportunities and new challenges to the city.

recognizable and famous buildings in the region—the recently reimagined Kia Forum. The momentum for large-scale development in Inglewood has crossed Century Boulevard, with the Intuit Dome, currently under construction as the new home of the Los Angeles Clippers. The Summer Olympics will open and close at SoFi Stadium in 2028.

Inglewood is presented with the rarest of opportunities to channel all this investment momentum into the community that calls the city home. Century Boulevard provides an excellent opportunity to create a corridor of distinct neighborhoods with a mix of new and existing business, new open space, and an improved streetscape—all for the benefit of the existing community.

The city of Inglewood is exploring strategies and tools to achieve just such a vision for the Century Boulevard corridor, one that builds on the development momentum in the city to spread new opportunities for economic health and prosperity to the entire city. This report assesses the market and economic context of the Century Boulevard Corridor and offers a series of policy, planning, and design recommendations to take advantage of the new investments in the city while ensuring a new wave of local businesses and the housing developments necessary to house the existing community of Inglewood.

Capturing the potential of the Century Boulevard Corridor will require a thoughtful approach and a commitment to equity to ensure that the entire community benefits from recent and future changes. Century Boulevard is more than just a street. Century Boulevard is home.



Assignment

The Inglewood City Council engaged the Urban Land Institute - Los Angeles Chapter (ULI-LA) to undertake a Technical Advisory Panel (TAP) that would produce recommendations for the ongoing redevelopment of the Century Boulevard Corridor in Inglewood. The TAP created this report to provide new insight about the corridor's potential for revitalization.

The City Council asked the TAP to present land use, development, urban design, and financing solutions to spur health and wealth along the corridor, without displacing existing residents and businesses within the Inglewood community.



Panelists sketch out thoughts on how to best address the key questions set out for the TAP.

Key Questions

The ULI-LA TAP presents these findings and recommendations to inform new policies that encourage the revitalization of the Century Boulevard Corridor in the city of Inglewood. Specifically, the city of Inglewood's Leadership Group posed the following key questions for consideration by the TAP.

1. Market Forces and Positions

- a) Evaluate the current commercial market and identify recent shifts in commercial positioning along the Century Boulevard Corridor. What is the likely future commercial market position for this area?
- b) What is the demand for new commercial development, potentially including national, regional, and local retailers, and how can the Century Boulevard Corridor accommodate new commercial development? How can this market be best positioned to attract new investment in the area?
- c) How can the corridor retain and sustain existing businesses and engage the surrounding community for future opportunities?
- d) What are the parking capacity and demand needs based on anticipated development?

2. Public Realm

- a) What streetscape improvements can enhance and promote pedestrian activity along the Inglewood Century Boulevard Corridor for residents and visitors? How can corridor stakeholders facilitate the execution of these improvements?
- b) What are the options for integrating and connecting the Century Boulevard Corridor to the nearby sports and entertainment district and the Los Angeles International Airport (LAX) hotel corridor (west of the 405 Freeway) along Century Boulevard?

3. Finance

- a) What financial tools and funding partners are available to fund streetscape, branding, and public realm improvements for the short and long term?

4. Proximity to Anchor Institutions

- a) The Century Boulevard Corridor is the gateway from LAX and the greater Los Angeles region to the city of Inglewood’s sports and entertainment district. How can the Century Boulevard Corridor leverage its proximity to the district and the LAX hotel corridor—enhancing physical connectivity and driving greater commercial activity?

5. Branding

- a) What short-term steps could the corridor stakeholders take to create a Century Boulevard Corridor brand for streetscape, signage, and store frontage to unite respective constituents, properties, and business owners?
- b) What organizations could oversee and ensure the execution of a Century Boulevard Corridor brand?

Major Conclusions and Recommendations

The following TAP report includes context, a new vision for the public realm, and recommendations for the policy and institutional mechanisms that can achieve a more vibrant corridor with economic and social opportunities for everyone who lives and works in the city of Inglewood. The TAP recognizes that the new destinations in Inglewood present both opportunities and challenges for residents and local businesses, so the TAP focused on recommendations that ensure the corridor serves the entire community. The big question before this TAP is how to bring together all of the development momentum around the Century Boulevard Corridor to create a gateway and a neighborhood corridor worthy of Inglewood.

The Century Boulevard Corridor, including the large developments in the entertainment district created by SoFi Stadium and the Intuit Dome, cannot be allowed to function as monolith, separated from the community, only serving those who arrive to Inglewood from distant locations by car or airplane. To help ensure that



The large developments in the entertainment district created by SoFi Stadium and the Intuit Dome, should not be a monolith, separated from the community

these large uses and developments integrate into the community, the TAP proposes highlighting different sections along the corridor, each with different uses and focuses depending on the proximity to LAX on one end of the corridor and SoFi Stadium and Hollywood Park Tomorrow on the other. In all, the TAP proposes five distinct “use districts,” moving from west to east along Century Boulevard: The Gateway, a Neighborhood Mixed-Use District, two distinct Mixed-Use Districts, and The Village.

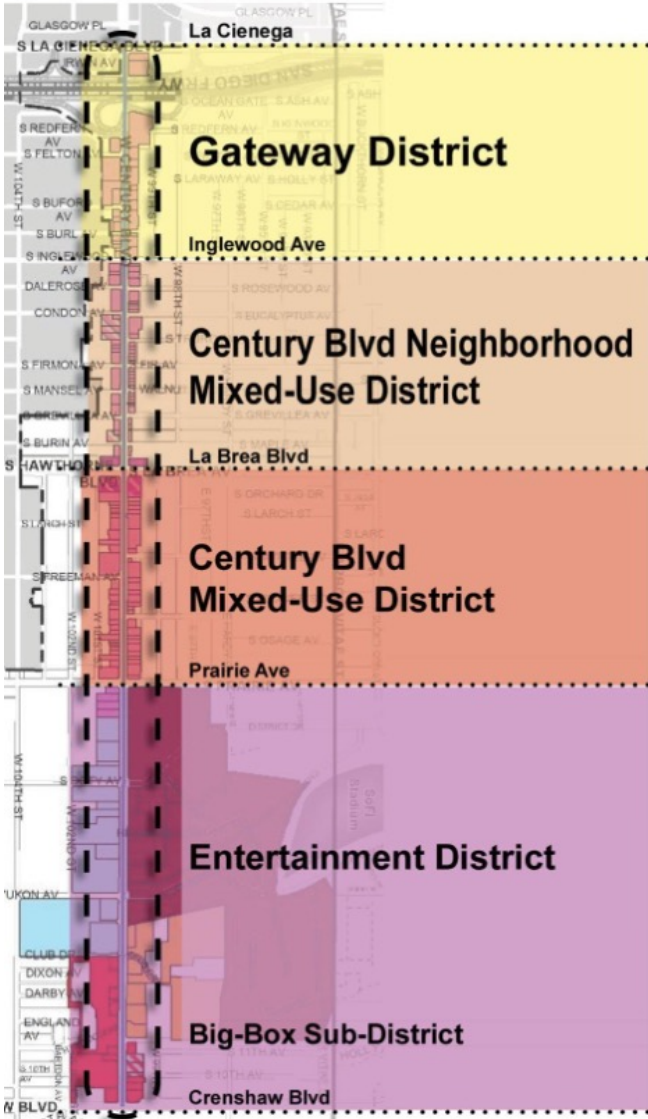
Some of the corridor’s revitalization will benefit from new residential development density and a mix of uses that create opportunities for both new and existing businesses to prosper along Century Boulevard. To support the development and growth of local businesses, a special parking district would lower parking requirements for commercial uses, easing the cost burden of building and maintaining parking, and enabling the addition of parking structures along the corridor, similar to examples in Culver City and Pasadena. Other sections of the corridor are a natural fit for new hospitality and entertainment uses to take advantage of traffic to and from SoFi Stadium, Intuit Dome, and Los Angeles International Airport (LAX).

Adding to the pressure to maximize the potential of the revitalization of this corridor is the city’s role as host for the opening and closing ceremonies of the 2028 Summer Olympics. The TAP suggests that the city move quickly to implement policy and operational changes to take advantage of this once-in-a-generation opportunity.

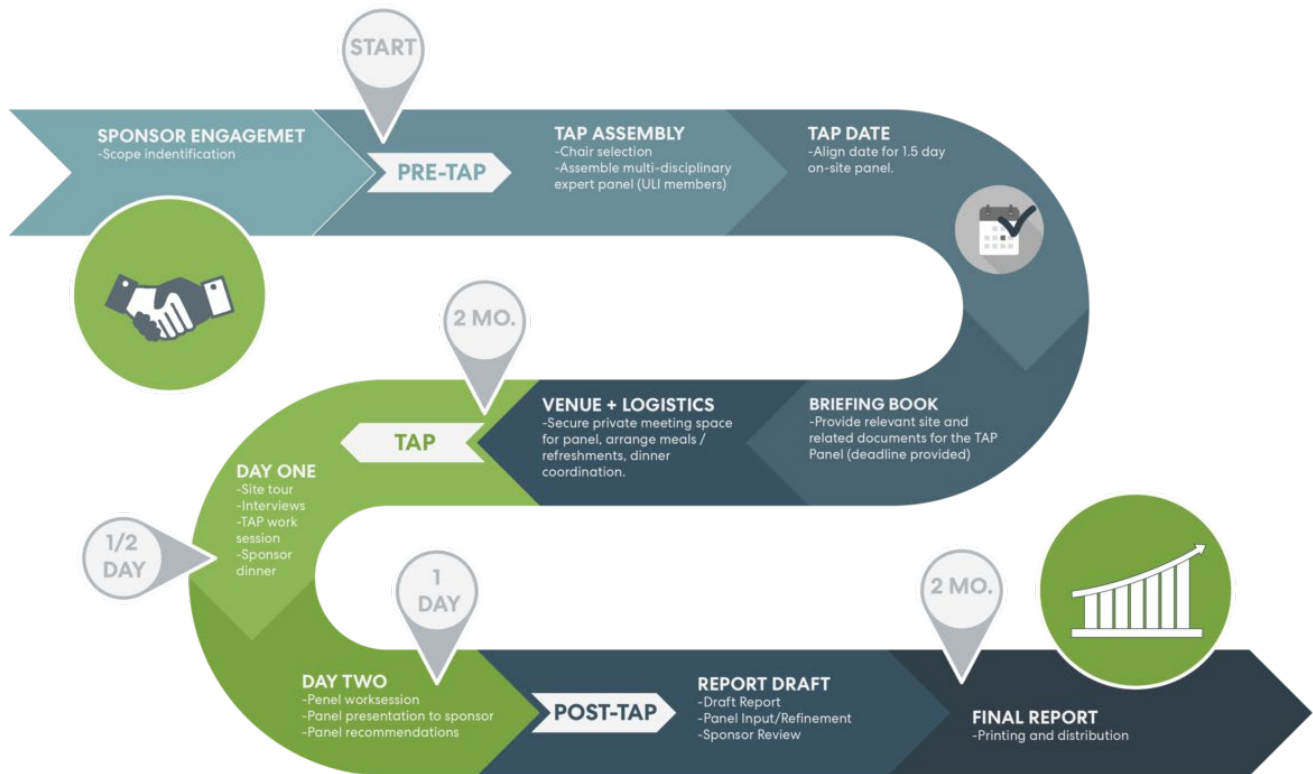
Tying all of these opportunities together would be improved pedestrian connections and new public spaces designed as an amenity for local residents, along with the new mixed-use development and residential density.

Among its numerous recommendations, this report includes a singularly bold concept for a new entry point into the city along Century Boulevard that the TAP called the Grand Passage—a brightly colored and themed art and civic installation at the underpass where Interstate 405 crosses Century Boulevard and creates the unofficial gateway into Inglewood.

To implement this vision for the corridor, the TAP also recommends several finance and policy mechanisms, such as a special parking district, zoning changes for commercial and residential development, a Century Boulevard Community Development Corporation, and new forms of community engagement.



The TAP proposes splitting the corridor into distinct sections, with different uses and focuses depending on the proximity to LAX on one end of the corridor and SoFi Stadium and Hollywood Park Tomorrow on the other



Process diagram for the TAP



TAP members engage with city officials and stakeholders to better understand the scope for the study area.

ULI'S TECHNICAL ASSISTANCE PANELS

Technical Assistance Panel Process

The Inglewood Leadership Group engaged the Urban Land Institute – Los Angeles Chapter (ULI-LA) to undertake a Technical Assistance Panel (TAP) that would produce recommendations for the ongoing revitalization of the Century Boulevard Corridor in Inglewood.

The Inglewood Leadership Group—which includes Mayor James Butts, City Manager Artie Fields, and Economic and Community Development Department Director Christopher E. Jackson Sr. among other city staff members—asked ULI-LA to study the Century Boulevard Corridor between the I-405 freeway to the west and the entertainment district anchored by SoFi Stadium and the forthcoming Intuit Dome between Prairie and Crenshaw avenues to the east.

Prior to the Technical Assistance Panel, ULI panel members met with the Inglewood Planning Division to determine the scope of the panel assignment. Prior to the days of the TAP, panel members reviewed background materials relevant to the study area, including the General Plan, Zoning Map, the Hollywood Park Specific Plan, neighborhood demographics and economic data, and the local and regional transit systems.

The Century Boulevard Corridor TAP lasted for two days. On the first day, panel members toured the study area by bus with Inglewood Planning Division staff. The TAP also met with local business owners, community members, and representatives from city divisions. On the second day, panel members worked through an intensive analysis of the specified issues before presenting their findings at a public event attended by members of the community and the Leadership Group.

The Experts of the Technical Assistance Panel

ULI-LA convened a panel of professionals representing a variety of disciplines, then selected panel members with practiced and professional skills that address the stated objectives for the TAP, including transportation planning, urban design, real estate market economics, and urban redevelopment. Collectively, TAP participants represent a significant gathering of professional expertise relevant to Inglewood's objectives for the study area. All panel members volunteered to participate in the panel process and did not receive compensation for their work.



CENTURY BOULEVARD CORRIDOR, INGLEWOOD



Introduction

The Century Boulevard Corridor in Inglewood is broad and heavily traveled, lined with commercial businesses, and surrounded by residential neighborhoods a short walk away.

The TAP study area extended along Century Boulevard from La Cienega Boulevard to the west and Crenshaw Boulevard to the east, and 99th Street to the north and 101st Street to the south. A corridor 2.6 miles long, surrounded by a mix of uses that includes everything from hotel and motels to fast food restaurants, gas stations, and a large-scale regional shopping center.

This stretch of the Century Boulevard is also bookended by two of the most recognizable and iconic developments in the Los Angeles region—the Los Angeles International Airport (LAX) to the west, and SoFi Stadium, home to the Los Angeles Rams and the Los Angeles Chargers and host of Super Bowl LVI, to the east. From regional visitors exiting the I-405 freeway to travelers who have recently landed at LAX, Century Boulevard provides a gateway to Inglewood.

The Century Boulevard Corridor is long enough that distinct patterns emerge in the land uses and developments from one end to the next. The western portion of the corridor, between La Cienega

and Hawthorne Boulevard, is developed with small businesses that support the airport (e.g., rental car offices and hotels) as well as small, locally serving retail and restaurants. The area between Hawthorne Boulevard and Prairie Avenue is developed with a mix of hotels, motels, retail centers, and residential uses.

The eastern stretch of the corridor, between Prairie Avenue and Crenshaw Boulevard, is developed with a mix of large commercial and industrial uses, including the Village Shopping Center, the Hollywood Park Casino, the Century Plaza shopping center, the Marketplace at Hollywood Park, and the future home of the Los Angeles Clippers, the Intuit Dome.

Just north is the Hollywood Park Tomorrow development—a 300-acre development that includes Sofi Stadium, corporate offices for the National Football League (NFL), and the YouTube Theater, with plans for as much as 5 million square feet of office development, 890,000 square feet of retail, 2,500 residential units, and a 300-room hotel. The Intuit Dome, future home of the National Basketball Association’s (NBA) Los Angeles Clippers is currently under construction south of Century Boulevard at its intersection with Prairie Avenue. One block farther to the north on Prairie Avenue is the multi-generational icon known as the Kia Forum, former home to the Los Angeles Lakers and, in 2019, the second highest-grossing concert and event venue in the United States.

The scale of the development in and around Hollywood Park has sent a flood of visitors, tourist dollars, and investment funding into Inglewood—completely transforming the city’s brand and setting the city on a completely fresh path to prosperity.

With that influx of attention comes a host of new challenges. For example, Century Boulevard, which can seem underutilized during quiet hours of the day and night, quickly becomes oversaturated with vehicle traffic before and after games and concerts. The congestion is even worse when multiple venues are hosting events at the same time or over the course of a day.

The expansive width of the boulevard, which accommodates peak game- and event-day traffic flows, discourages pedestrian activity, despite improvements made by the city to sidewalks and the public realm in recent years. The TAP observed stretches of sidewalks along Century Boulevard too narrow to allow for a bus stop and the width of a wheelchair, accessibility required by the Americans With Disabilities Act. The wide lanes and relative lack of traffic controls also contribute to a poor traffic safety record, as seen in traffic collision data along the corridor. The city recently installed a wide median in the center of the street to mitigate some reckless driving along the street, but the median also constrains the capacity for contraflow lanes, which would be especially useful for vehicles exiting the sports and entertainment district after events. Despite the preceding investments by the city, the street will require more investment to be considered safe for drivers as well as pedestrians, people on bikes, and people with disabilities.



Panelists tour the study area on the Inglewood I Line Trolley.

Additionally, the scale of the entertainment district anchors threatens to crowd out the many small businesses, owned and operated primarily by “mom and pop” locals, along the corridor. Local homeowners are under pressure as well, from a nationwide housing shortage and workers looking to live close to the tech industry employment center of “Silicon Beach” in nearby neighborhoods. Housing affordability challenges and gentrification are common and growing concerns in the city of Inglewood as well as the neighborhoods of color in the city of Los Angeles nearby and the entire region. Despite the new development funding, jobs, homes, and tax dollars flowing into Inglewood, the city is still challenged by long-standing issues with homelessness and housing affordability, along with the more recent public health and environmental challenges of Covid-19 and climate change.

Los Angeles Rams Owner E. Stanley Kroenke has described the Hollywood Park Tomorrow development as a “city within the city.” While the city’s leadership has plenty of evidence of a cooperative partnership with

Hollywood Park Tomorrow, there are plenty of examples from around the region and state of large-scale developments walling off their properties to the city—reducing surrounding communities into a mere conduit for car traffic to and from the other side of those walls. These are cautionary tales that must remain a concern for the community to benefit from the new development.

In 2028, the Summer Olympics will open and close in SoFi Stadium in Inglewood. Three teams will play in the nation’s most popular sports leagues, the NFL and the NBA, frequently before a nationally televised audience. The Kia Forum and SoFi Stadium will continue to attract the world’s most popular musical acts—from BTS to Paul McCartney to Justin Bieber and Lizzo. The eyes of the world will be on Inglewood for a long time.

The city is presented with an unparalleled economic opportunity. The challenge will be in ensuring this opportunity creates lasting wealth and prosperity for the entire community.



Los Angeles Rams Owner E. Stanley Kroenke has described the Hollywood Park Tomorrow development as a “city within the city,” but risks a planning and development approach that would wall off this city and turn its back on the surrounding community—reducing the surrounding communities into a mere conduit for car traffic to and from the other side of those walls.

Observations

The TAP noted a variety of opportunities and constraints along the corridor to inform the recommendations throughout the remainder of the report. Continuing to recognize and act on opportunities and constraints along the corridor will be essential to the overarching vision for the corridor presented here—one of shared prosperity, safety, and quality of life improvements.

The large-scale investments and developments, in Hollywood Park but also in the broader sports and entertainment district that includes the Intuit Dome and the Kia Forum, create a powerful catalyst for new opportunities along Century Boulevard and in the entire Inglewood community. These developments have already had a profound effect on the community of Inglewood—Inglewood is already well underway with a new era of investment and prosperity.

However, to longtime members of the community, the outcomes of these investments and changes are uneven. Some community members report actively benefitting from the new investment, due to increasing property values and an increasing number of amenities. Others, however, report that large events create traffic congestion and public safety risks that are a threat to their quality of life or their ability to do business. Increasing property values also mean increasing property taxes and increasing rents—factors which can lead to the displacement of vulnerable community members.

Opportunities

The development plans for Century Boulevard will achieve their broadest benefit for the community by thoughtfully integrating the existing uses, from sports and entertainment to residential neighborhoods and small business, with new, community-serving uses and infrastructure investments. The Century Boulevard corridor should also provide a window into the Inglewood community, showing the local talent for music, art, food, and other creative efforts that originate in the community. Century Boulevard can become a community incubator.

Fundamental to the long-term success of the Century Boulevard Corridor, therefore, will be a public realm that establishes Century Boulevard as a functional and dynamic gateway to Inglewood, for travelers arriving to LAX from around the globe and the drivers visiting the city from around the region, as well as an accessible and pleasant destination for those living and working in the community.

The TAP's recommendations strive to build on the catalyst by creating a unique corridor with a mix of uses to provide distinct experiences along the length of the street, anchored by a new, iconic landmark at the west end of the corridor, near the Interstate 405 freeway.

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Constraints

Underpinning many of these opportunities are constraints, some obvious and some less so—but many are already producing a notable effect on the community.

The large developments in the sports and entertainment district, described earlier as delivering huge opportunities to the city, are also creating challenges. The most conspicuous of these challenges is the congestion that clogs the surface streets of Inglewood whenever 70,000 people attend events at SoFi Stadium, in addition to any of the other large events hosted at the Kia Forum and the YouTube Theater.



The sea of automobile traffic created by events are not the only barrier between the sports and entertainment district and the corridor. Members of the community also report that public safety suffers during these large events. A large, blank wall looms over the intersection of Century Boulevard and Prairie Avenue—a literal representation of how a “city within a city” can cut itself off from the community. During and between events, Century Boulevard is a major arterial, with car traffic all day and night, every day of the week. A primary flight path for LAX passes directly overhead. The resulting noise and air quality impacts along Century Boulevard constrain the pedestrian environment and opportunities for businesses to open and operate in the open air and public realm.



The Century Boulevard Corridor is also challenged by an existing ownership landscape that includes numerous lots characterized by minimum lot depths and fragmented ownership—characteristics that make large-scale transformation much more difficult to achieve. Larger investments require larger properties, which will require land assemblage. According to the TAP’s assessment, the zoning in place along the Century Boulevard Corridor also limits some of the revitalization potential and development opportunity envisioned by the TAP and the city. For example, the zoning tends to require what in today’s world are considered excessive amounts of on-site parking, which increase building bulk and cost and can restrain the total amount of development capacity on a site.

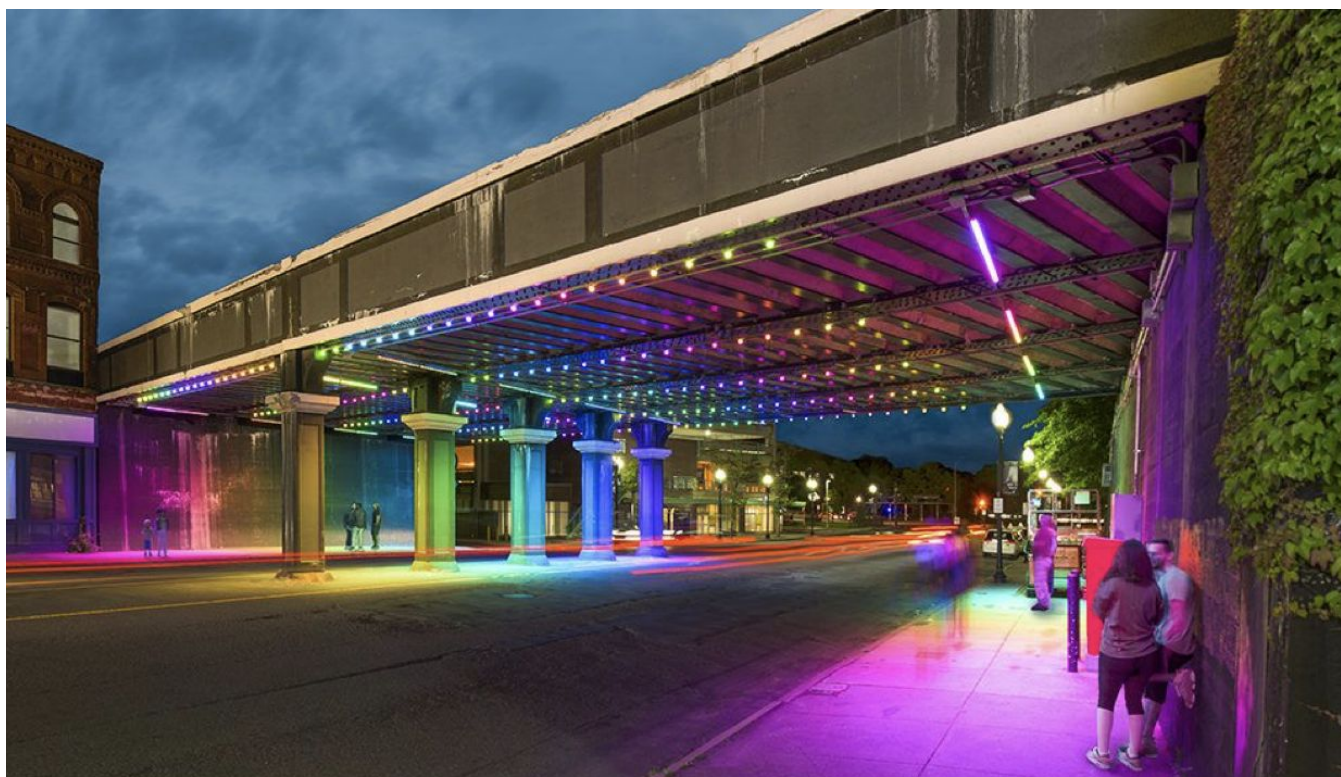
It’s worth repeating that the city of Inglewood is not immune to the real estate market pressures driving up housing costs for renters and potential homeowners all over the region and country. Without new naturally occurring affordable housing, market-rate housing, and deed-restricted, low-income housing, some of the city’s existing residents and future generations will be locked out of the opportunities available in the new Inglewood.



LAND USE AND URBAN DESIGN RECOMMENDATIONS

The TAP envisions the Century Boulevard Corridor as an independent district, building on the momentum of the recent large-scale development in and around Hollywood Park Tomorrow, but also functioning as a thriving neighborhood with multiple distinct use districts that serves to both generate new commercial activity and ensure the local residential population that can support these businesses. The corridor will serve both the nearby community and visitors from the region and world, compounding the resources coming into the city from all the recent development, but also contributing to the long-term success of the Hollywood Park Tomorrow and Intuit Dome developments and existing and new local businesses along Century Boulevard.

To achieve this vision, the TAP recommends strategic planning and development to help realize a series of five distinct “use districts” along the Century Boulevard Corridor. These five distinct districts would each focus on attracting uses that fit the context of the surrounding neighborhoods—hospitality to the west, near LAX, neighborhood-focused commercial and residential development in the center, and regional shopping to the east, near Hollywood Park Tomorrow. Development density, intensity, and height would increase across the districts, moving from west to east along the corridor. Current zoning already allows building heights along the corridor begin at 75 feet on the west end of the corridor to 200 feet at the east end. The TAP vision would encourage developments that build to that planned building capacity.



LED lighting of Century Blvd underpass at the 405

The TAP envisions a Century Boulevard Corridor lined with opportunities for local business incubation—programming and facilities that support new and existing businesses—while also generating new opportunities for varying scales of hospitality and entertainment businesses. Connecting it all will be an enhanced public realm with a new orientation to the pedestrian scale—wide sidewalks, additional shade trees, and parking concentrated to a limited number of parking structures.

The Century Boulevard Corridor can become a grand entry into the city—with the sports and entertainment district drawing regular crowds to the city and with the Olympics arriving in 2028. Inglewood has an unparalleled opportunity to define itself, with the world watching, as a prosperous city, with world class attractions and thriving neighborhoods and communities. Century Boulevard can and should look outward to the world, while also providing an asset to the city and its communities.

The boulevard will include both longer-term uses and momentary spectacles: In addition to providing the gateway to once-in-a-lifetime events, the corridor will become the location for thousands of small moments—the social and cultural dynamics of a thriving community.

Market Opportunities

Multi-billion-dollar investments are occurring along the corridor, creating strong economic tailwinds for businesses along the corridor. The 2028 Olympics looms most prominently in that market and economic context of Century Boulevard. The Olympics will only magnify the already powerful economic opportunity presented by Hollywood Park and the Inuit Dome.

This revitalization will not be achieved by these major investments alone, however. In some ways, SoFi Stadium, the Intuit Dome, and the other large developments might create as many challenges as opportunities for businesses along the corridor—not all the businesses along the corridor are visitor-serving. As a result, investments in the public realm, economic development programs, and development incentives will be necessary to maximize the potential of the revitalization, especially given the three primary land uses located along the corridor—multi-family residential, retail, and hospitality.

The TAP believes the market and economics support the creation and protection of mixed-use developments as well as mixed-income and mixed-generation housing along the corridor. New, free standing local retail uses are not economically sustainable independent of additional inducements and support, through regulatory or financial relief. The TAP argues that retail uses will be fundamental to creating long-term vitality along the corridor, but also recognizes the economic and market constraints facing retail in today's typical market landscape. As a result, mixed-use development integrating retail and housing is likely to be much of the corridor's greatest opportunity for revitalization.

Hospitality developments can be oriented both toward the sports and entertainment district on the eastern edge of Century Boulevard as well as LAX beyond the city's boundaries to the west. According to the TAP's assessment, the market would support new hospitality uses along the corridor: developers will be enthusiastic to invest along the corridor.

The city can take a few actions that will support all three of the uses listed above and encourage the next phase of the transformation for the Century Boulevard Corridor. First and foremost, the city needs to proactively encourage development. This ranges from "help desk" services at City Hall to developer-oriented advisory groups that can flag potential land assembly opportunities at key sites along the corridor. Secondly, developments of these three uses will require a zoning code update to bring the city's land use plan and implementation framework into alignment with its vision for the corridor.

Mixed-Income, Mixed-Generation Housing

Taking a closer look at the market and economic case for mixed-income and mixed-generation housing along the Century Boulevard Corridor, especially in the neighborhood-focused use districts in the center of the corridor, the TAP decided that mixed-use development—retail uses on the ground floor with residential units on the top floors—offers that best chance to deliver multiple benefits to the city and its residents.

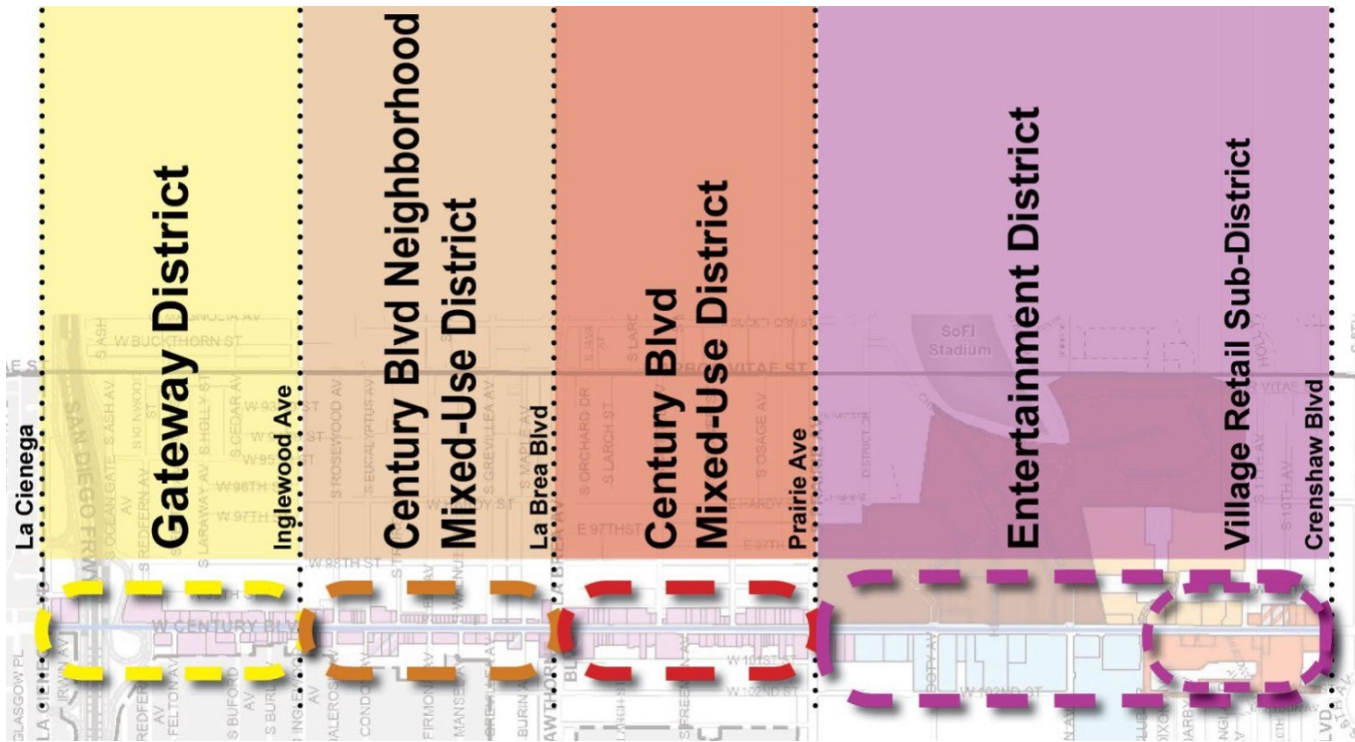
Numerous benefits can be realized from integrating housing along the corridor. First and foremost, new housing units can be part of a response to a critical housing supply shortage throughout the region. With the cost of housing throughout the region applying intense pressure to local communities, a mixture of market-rate housing, affordable units, and family-friendly units would provide sorely needed space for residents and families of all ages and income levels to remain in the community.

Secondly, the residential population would enable more "eyes on the street" (to borrow a phrase from Jane Jacobs) and create additional economic activity along the corridor, ensuring a large consumer base for new locally serving retail uses along the corridor.

Finally, the TAP recommends that a portion of the new residential units are developed for the for-sale market. Homeownership opportunities create wealth for local residents and offer existing residents a chance to generate wealth by relocating to a new housing type within the community.

Given the intense regional demand for housing, residential product is likely to be economically feasible and market supported. To further induce housing development, the TAP recommends that the city consider several changes to local laws and policies. First, the zoning code should change to increase the feasibility of multi-family housing in a greater range of locations, including along the boulevard and adjacent lots. Changes could range from changing bedroom size requirements, reducing parking requirements, allowing for mixed-use developments, and providing bonuses for specific uses, such as the inclusion of affordable and work force housing. For mixed-use developments, zoning should allow a greater variety of retail uses, such as art galleries and spaces for creative and manufacturing businesses (a type of land use sometimes described as "maker spaces").

The city should also play a direct role in increasing mixed-use developments by assembling land to remove some of the constraints created by fragmented ownership and small lots along the corridor.



Retail

According to the TAP’s assessment, the sports and entertainment district around SoFi Stadium and the Intuit Dome does not guarantee new and existing retail uses along the corridor. New retail uses along the corridor, particularly those located west of Prairie Avenue, will require incentives and support to achieve development feasibility.

To facilitate that feasibility, the TAP recommends zoning changes, including

the provision of a special parking district, where the zoning code lowers minimum parking requirements for retail and residential uses, allowing parking lot to be located off-site, to help development proposals make financial sense. The parking district would also include parking structures to provide the parking that would otherwise be required in the zoning code and would allow the financing of bonds to fund construction along the corridor.

The TAP also recommends providing special assistance for mixed-use development.

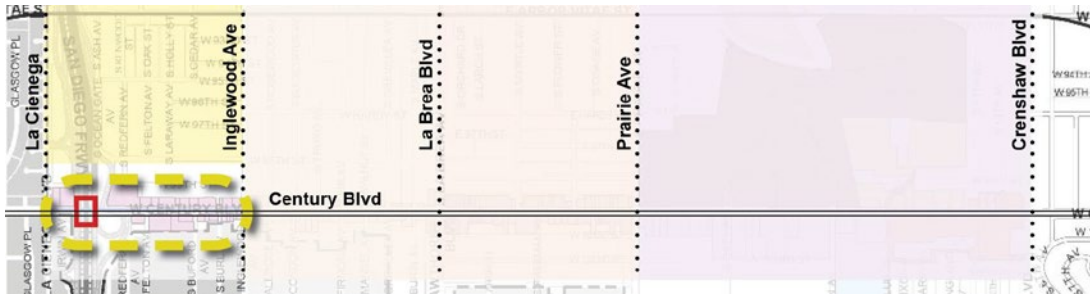
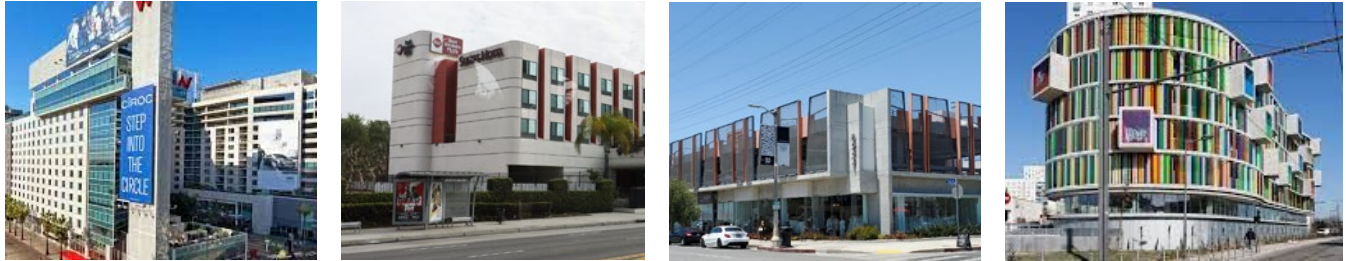
The TAP also recommends entrepreneurship programs to ensure that retail uses along the corridor are occupied by local businesses and local entrepreneurs. Entrepreneurship programs can range from business training and mentoring, provided by an Economic Development Corporation (EDC), to financial support and rental assistance, provided by the city. Both the city and an EDC or similar organization could also coordinate on a cohesive marketing and branding program.

Land Use Recommendations

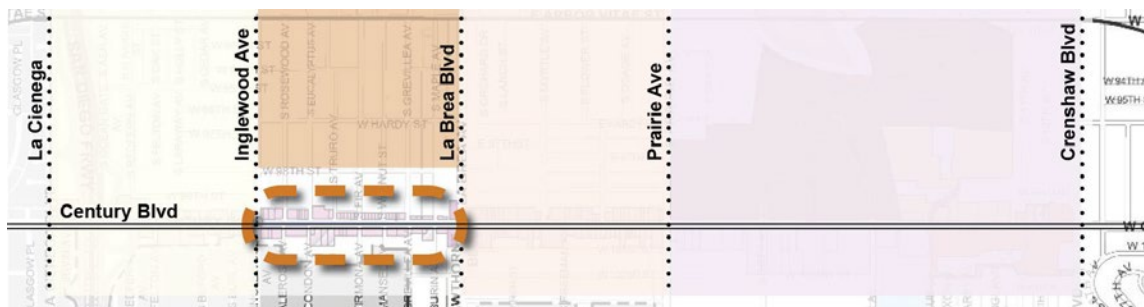
Use Districts

Vibrant major boulevards around the world are defined by a modulating variety of land uses and building types. To illustrate the kind of vibrancy, economic activity, and quality of life amenities possible from a mix of development types and land uses, the TAP proposes splitting the Century Boulevard Corridor into a series of “use districts,” creating a distinct look and mix of uses in each of these districts and building in density and height as the corridor gets closer to Hollywood Park and the Intuit Dome.

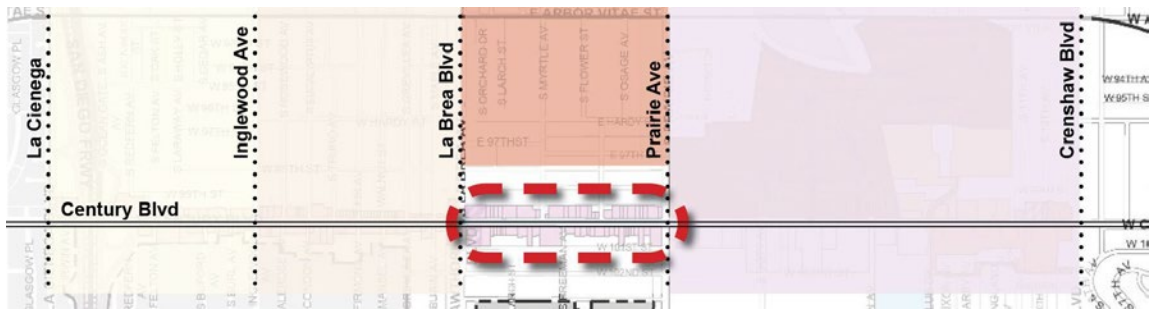
THE GATEWAY: Investments along Century Boulevard near Interstate 405, anchored by a “Grand Passage” sculptural installation near Interstate 405, can provide an iconic welcome to the city of Inglewood for visitors from the region. The Gateway district, as proposed by the TAP, spans Century Boulevard from La Cienega Boulevard to Inglewood Avenue.



NEIGHBORHOOD MIXED-USE DISTRICT: A node of commercial spaces that serve the community with commercial and retail spaces for local entrepreneurs and creatives, with opportunities for enterprise zone-type development that sustains and encourages local startups and “mom-and-pop” retail. The Neighborhood Mixed-Use District would offer visitors a window into the community of Inglewood, along Century Boulevard between Inglewood Avenue and La Brea Avenue.

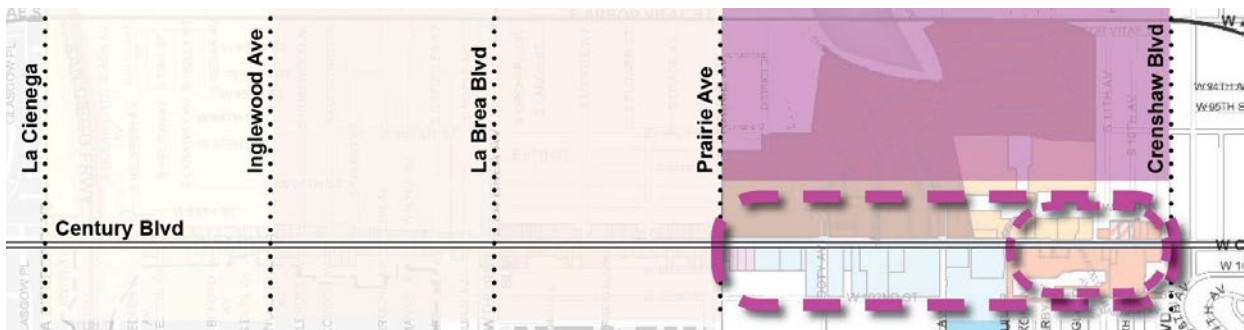


MIXED USE DISTRICT: Housing developments to create demand for locally owned shops and restaurants. These housing developments would also respond to demand for mixed-income housing in the city as well as demand for smaller hotels and restaurants. The first Mixed-Use District proposed by the TAP would span from La Brea Avenue to Prairie Avenue.



ENTERTAINMENT DISTRICT: High density hotel, restaurant, and housing uses will increase tax revenues to support community infrastructure and provide density to support local businesses along the corridor. The second Mixed-Use District Proposed by the Tap would span from Prairie Avenue to Yukon Avenue.

THE VILLAGE: Large format retail uses with regional draw, oriented to the sports and entertainment district. The Village district would span from Yukon Avenue to Crenshaw Boulevard.



All the use districts envisioned by the TAP are about 1,000 feet in length, making it easy for residents and visitors to walk the length of district, but long enough to be, to an extent, self-sustaining and uniquely identifiable.

Starting from the Interstate 405 at the west end of the Century Boulevard Corridor, the TAP identified the opportunity to create a formal gateway to the city, anchored by a large art, light, and branding display detailed at length later in this report. The other land uses in The Gateway use district would include high-density hotel and hospitality uses, built to the height limit of 75 feet established by the zoning code.

Moving east, the TAP envisions the Century Boulevard Neighborhood Mixed-Use District neighborhood, from Inglewood Avenue to La Brea Avenue/Hawthorne Boulevard, which provides commercial opportunities for locally owned entrepreneurial and creative business opportunities. The mix of uses in this district should be directed toward the community—an opportunity to tap into the creative and entrepreneurial spirit of the city.

The mixed-use district to the east, stretching between La Brea Avenue/Hawthorne Boulevard and Prairie Avenue provides a transitional zone to begin integrating hotel and hospitality uses with housing and mixed-use developments.

The Entertainment District, the blocks immediately adjacent to Hollywood Park and the Inuit Dome—south and west of Century Boulevard’s intersection with Prairie Avenue, would potentially build much higher, beyond the 75 feet in height allowed at the eastern end of the corridor, up to the 200 feet allowed by the zoning code at the western end of the corridor.

Finally, The Village, well established as a shopping resource for the existing community, should be integrated more easily for access to and from the sports and entertainment district to the west and north as well as the surrounding residential communities. These changes should reorient the area from a regional shopping area to more of an integrated mix of uses that serves local residents as well as visitors from farther afield.

A Recognizable Urban Corridor

The TAP envisions a destination, both for the one-off event and for the everyday amusements that contribute so much to quality of life. A long, diverse corridor, anchored by an international airport at one end a global sports and entertainment draw at the other, linked together by a series of vibrant, safe urban neighborhoods with identifiable clusters of locally serving businesses and open spaces.

With the sum of these districts working together, the Century Boulevard Corridor could become an independent district of its own, working in harmony but also independently of the sports and entertainment district. Achieving this harmony will require a balance between investments that serve the existing community and investments that serve the visitors who come to Inglewood to attend an event. The harmony between the local and regional and even global in scale can be mutually beneficial for the city and its residents: both groups contribute significant resources to facilitate and maintain these developments.

Enhancing the public realm along the entire corridor—widening sidewalks, providing additional shade trees, reworking parking along the corridor (as described below), and providing more space for high quality public transit service—has significant potential to balance the distinct, occasionally competing, interests along the corridor.

Special Parking District

The TAP also proposes that the city build two parking structures at locations to be determined within the Mixed-Use District and/or the Neighborhood Mixed-Use District, combined with a change to the zoning, implemented by a special parking district, to ease development and business expenses created by the city’s current minimum parking requirements. A special parking district will be critical to the success of restaurants, art galleries, and other small business in these districts, which otherwise lack the nearby residential population to stay in business without support from the city of Inglewood.

The parking structures would also limit off-street car parking to two locations in the districts—reducing the number of conflicts between parking, driving, and an active pedestrian streetscape. The parking structures would, in effect, allow for the removal of some driveways and “conflict zones” where cars enter and exit parking lots—a significant step toward improving pedestrian safety along the corridor. Identifying a location for these parking structures will require further study than was available in the compressed timeline of the TAP.

Parking structures can be designed and built to later convert into residential or commercial uses by building these structures on what’s called a “flat slab,” with high ceilings and solar panels on the top floor. If or when the promised efficiencies of autonomous vehicles come to market, these parking structures could be reevaluated and potentially converted into uses that fit the needs of the community in the future. Additional design considerations could include green walls, green roofs, and public art and retail on the ground floor.



The parking structures would also offer a chance to go beyond solar panels and green roofs for sustainability, potentially serving as resilience hubs. Resilience hubs locate resources like energy generation and storage, WiFi, food and water storage, and temporary shelters in communities. These resilience hubs can serve as critical resources in event of environmental emergency, such as earthquakes, fires, or extreme weather. More details on resilience hubs will follow later in this report.

Also requiring further study would be a pricing scheme that ensures that the new parking structures aren’t filled by people going to SoFi Stadium or the Intuit Dome. Priced properly, similar to examples in Old Town Pasadena and Culver City, these parking structures would be oriented to diners, shoppers, or people attending exhibitions or shows in these neighborhood districts—not people attending games in the sports and entertainment district to the east. Because these parking structures would be oriented to local, neighborhood uses, the structures would not to be as large as the structures under construction for the Inuit Dome. Through careful siting, careful pricing, management, and design, these structures can be more of a benefit to the local community than a burden.

Urban Design Recommendations

The TAP's urban design recommendations focus on improvements and investments in the public realm and making it easier to access and move around the corridor by foot. Although the sports and entertainment district obviously draw numerous car trips in small windows, the long-term benefit of those large developments for the surrounding community depend on balancing the needs of drivers at peak hours with the needs of the community 24-hours a day and seven days a week.

Corridor-Wide Improvements

While the TAP is recommending a series of districts, each with their own distinct varieties of land use and urban design, some of the changes recommended by the TAP are intended for the entire length of the corridor.

Primary among these improvements are wider sidewalks. Because wider sidewalks are essential to create an inviting, safer walking environment, the TAP recommends widening the sidewalks along the width of the corridor from the current seven and eight feet to 15 feet. The TAP created a diagram to illustrate how sidewalks could be widened by reducing the width of vehicle lanes and creating a buffer of street parking on the street (curbside parking provides protection from high-speed vehicle lanes).

The new width of the sidewalks will make it easier to improve bus stops, add street furniture and shade trees, and meet universal design principles, which go beyond Americans With Disabilities Act standards, to fully accommodate people with disabilities. The TAP considered bus and bike facilities improvements on Century Boulevard, but chose instead to focus on improving the public realm with pedestrian and accessibility infrastructure improvements and getting visitors and residents out of their cars. Bike infrastructure improvements should focus on smaller neighborhood streets, with bike corrals in the proposed pocket parks as one example.

While it might seem like this change is reducing the capacity of the road, these changes would add new flexibility, with multiple benefits, to the corridor. Studies show that reducing the width of travel lanes has a positive effect on travel speeds and traffic safety, for example. The new parking lanes can be converted for vehicle flows and even contra-flow lanes depending on the capacity needed for drivers before and after games and concerts. The new parking lane would also allow space for food trucks—an additional amenity that would be attractive to both local residents and temporary visitors.

Streetscapes

When widening the sidewalks along the Century Boulevard Corridor, the city of Inglewood should also consider adding streetscape elements to the new pedestrian environment. Creative, branded streetscape elements can include unique paving patterns, designed to coordinate with other streetscape elements to create a distinct, but coordinated, look and feel for each of the series of use districts.

The themed streetscape elements of each district can match wayfinding, signs, street furniture, public art, shade trees, and even trash cans. The design attention to the streetscaping should also extend to bus stop shelters. For a local example of this kind of designed pedestrian infrastructure, look no further than Destination Crenshaw in the Leimert Park neighborhood in the city of Los Angeles.

Street furniture should be designed and crafted with the highest standards of sustainability. Numerous examples of recycled, artistic street furniture are already in place in walkable, accessible cities all over the country. A design competition to select final components of the streetscaping drawing from the local community or local high schools would provide an opportunity for students and young people to get more involved in the look and feel of the community

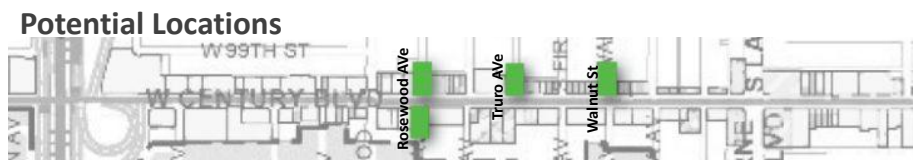
Pocket Parks

The TAP also recommends the city consider a plan to create neighborhood parks on several of the cross streets that intersect Century Boulevard in the Neighborhood Mixed-Use and Mixed-Use districts. The TAP identified Rosewood Avenue, Turo Avenue, and Walnut Street as potential candidates to block the street to vehicle traffic to and from Century Boulevard and create new neighborhood-scale open spaces, or pocket parks.

Removing traffic and parking from the ends of these streets creates space for outdoor dining tables, bike racks, shade trees, and public art. Century Boulevard would provide additional access to the park, including with food trucks. Most importantly, there are multiple reasons to visit these pocket parks and linger long enough to potentially run into neighbors and make new friends. These pocket parks could be developed in phases, making temporary improvements like paint and furniture before surveying residents for input on more permanent structures and designs.

Locating these pocket parks near new retail and commercial uses will spread the activity and landmarks of the corridor into the local community, while also working to build more of a community development ecosystem, with the private sector and the public sector working together to blur the lines between public and private. Opportunities to do business adjacent to public spaces, with each amenity spurring activity for their neighbor, is a hallmark of vibrant urban neighborhoods all over the country and world.

The TAP created a conceptual rendering of one of these proposed pocket parks, showing a café or restaurant with its doors and windows open to the park, people



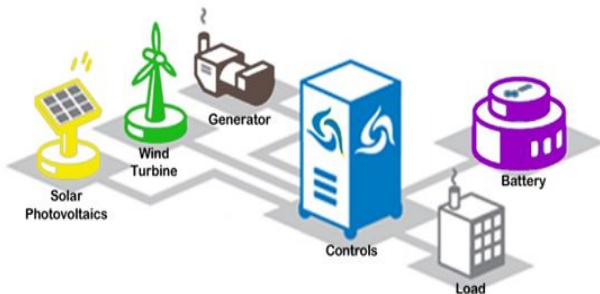
of all ages mingling while children play on some of the small-scale structures built for the park. A food truck is parked on Century Boulevard.

The pocket parks have the additional benefit of improving traffic safety on the Century Boulevard Corridor for both drivers and pedestrians. In addition to the parking structures discussed above, if desired by the community, these pocket parks present opportunities to add security technology, including cameras, to improve the perception of safety in these public areas. The eyes and ears of the people visiting and enjoying these parks, as well pedestrians on the street visiting the neighborhood's restaurants and stores, will add another layer of safety for the community.

Resilience Hubs

Expanding on an idea first mentioned earlier in the report, the city of Inglewood should consider adding several resilience hubs along and around the Century Boulevard Corridor. The Federal Emergency Management Agency’s (FEMA) National Index Ratio rated Los Angeles County as the riskiest county in the United States in 2021. Outfitting the proposed parking structures, SoFi stadium, and the Kia Forum as resilience hubs with a robust supply of energy production and storage, WiFi, water and food storage, and temporary shelters would prepare the community for an earthquake or a heat wave. These resilience hubs would also send a message to the world when the Olympics arrives in 2028 that the city of Inglewood is a leader in climate adaptability and is taking the threats of climate change, and the safety and health of its residents, seriously.

The resilience hubs, along with other potential resilience improvements like a microgrid for local energy production could be funded with a ticket surcharge for NFL and NBA games, which will be detailed later in this report.



Key elements of a Resilience Hub

The Grand Passage

The TAP recommends one final, dramatic flourish to conclude this series of urban design improvements for the Century Boulevard Corridor. The TAP created a conceptual rendering of a lighting and sculptural installation where Interstate 405 crosses above Century Boulevard. The TAP calls this proposed addition “The Grand Passage”.

The Grand Passage would create an identifiable and memorable welcome for visitors arriving from LAX and drivers arriving off the freeway to attend a game or concert. The Grand Passage is also designed for the community of Inglewood: a large, dramatic installation like this can deliver a new sense of pride in the city, creating a pride of ownership to the community as well as a welcome to visitors. The Grand Passage would become a visual, experiential representation of a new era of prosperity in the city of Inglewood.

Under the overpass, a themed lighting installation would brighten the space with themed lighting programs that can reflect the streetscapes of the districts to the east. Lights displays like the one envisioned by the TAP can be reprogrammed remotely, customizing the color scheme and patterns of movement in the lights. The local professional teams—Rams, Chargers, and Clippers—can pay to display team colors before, during, and after games or even in the days and weeks leading up to anticipated events. The opportunity for teams to pay for these lighting displays offers a revenue-generating opportunity for the city. Low voltage LEDs would further lower maintenance costs and greenhouse gas emissions for the display.

Some of this light would emerge from the tunnel, illuminating the entire block, and the TAP recommends extending the color palette far beyond the Grand Passage, into the series of use districts proposed in this report. The color themes can match the design choices in each of these districts, providing both a branding component and a wayfinding tool. Each district could be assigned a specific color to help distinguish it among

the various nodes and interests along the corridor. Tying the color scheme to other streetscape features like street furniture and bus stops would contribute to the perception of the corridor as a creative, vibrant urban location.

A key feature of the conceptual rendering created by the TAP is the large sculptural feature located above the freeway, built to mimic the iconic architecture of SoFi Stadium. An installation like this would present numerous challenges for approval—i.e., the California Department of Transportation (Caltrans) would have final say over whether and how this installation could be built. However, the effect of a large installation like this is worth considering. With the addition of a large installation, Inglewood would gain an iconic symbol of the city—to be seen by thousands of visitors every week, along with the entire world in the summer of 2028.

The final component of the Grand Passage imagined by the TAP is a message board that unifies the multiple communities of Inglewood—residents, recent arrivals from LAX, and visitors to the sports and entertainment districts. The message speaks to people who live in

Inglewood, people who want to live in Inglewood, and people who visit Inglewood and hope to return. When arriving from LAX the freeway reads, “Come Together.” The message is an invitation to meet people, mingle, and to enjoy the city. It could mean coming home to loved ones or spending quality time at a game or a concert. Whatever the occasion, Inglewood feels like home.

When leaving the corridor, heading back toward LAX and the freeway, the sign will say “Come Again.” Each message is an invitation: come together and come again.

IMPLEMENTATION

The challenge of building out the ambitious vision described in this report will require a proactive approach to development, which will include implementation interventions of varying scale and timeline. In the short term, implementation of this vision can be supported through the creation of a “help desk” for developers and local business owners in City Hall to help existing and potential businesses navigate the development approvals process or other permitting and approvals processes necessary to open to the public. However, an ambitious vision for the future will also require input from the community while nurturing shared goals and balancing diverse interests.

Stakeholders should focus on the long-term success of the corridor, not just a few, sporadic developments. Long-term success requires sustainable political and financial support, with the help of organizations and policies like those described below.

Century Boulevard Economic Development Corporation

To enable the land use recommendations and fund the improvements proposed in this report while avoiding, as much as possible, new taxes or financial burdens for the city, the TAP recommends the creation of a Century Boulevard Economic Development Corporation (CBEDC).

The CBEDC would engage the private sector to create a nonprofit entity, partially funded by the city, to manage and implement the vision for the corridor. The Century Boulevard Economic Development Corporation would focus its efforts along the corridor, with a nimble approach made possible by the partnership between the public and private sectors.

The CBEDC could facilitate and fund formation of one or more Property and Business Improvement Districts (PBIDs). The TAP recommends that the CBEDC work to support the PBIDs toward achieving financial independence from the CBEDC over the long term. One of the challenges in creating PBIDs is the extra burden on property owners—any new PBID would be hard for the small property owners, which would give a huge amount of extra control to the few big property owners along the corridor. As revenue from sales and property taxes increase, the PBIDs can become self-financing.

The CBEDC could serve several critical functions in addition to providing critical political and funding support for the development and land use changes proposed for the corridor, including creating a conduit for a coordinated marketing campaign and small business lending for local entrepreneurs. The CBEDC would also be well positioned to coordinate Olympics planning along the corridor.

The Special Parking District

The special parking district discussed earlier in the report would provide another mechanism to support the same principles as the CBEDC—to enable the land use recommendations and fund the improvements proposed in this report while avoiding, as much as possible, new taxes or financial burdens for the city—if it functions as a government entity empowered to raise the required construction funding by selling bonds backed by revenue from the parking structures. If needed, the special parking district could create a Mello Roos, also known as a community facilities district (CFD), though only as a backup for parking revenues if necessary to underwrite the construction bonds.

Removing the burden of providing parking on site provides foundational support for local merchants, with numerous examples from cities around the state of California—most notably Santa Monica, Pasadena, Santa Barbara, and San Luis Obispo. Pasadena serves as a particularly informative model because that city was dealing with similar economic challenges as Inglewood when it first implemented a special parking district.

Though the benefit might not be as immediately obvious as the financial benefit for local business, a special parking district would also benefit private businesses by freeing up space previously dedicated to parking for business-activating spaces, like public open space, outdoor dining, and more.

Other Implementation Tools

Infrastructure Financing District

An Enhanced Infrastructure Financing District (EIFD) is another financing tool for the city of Inglewood to consider in support of the revitalization of the Century Boulevard Corridor.

The state of California created EIFDs as a partial replacement for redevelopment authority—to capture local tax growth (also known as tax increment) and spend money on housing, infrastructure, and land assemblage. In the case of the Century Boulevard Corridor, an EIFD would be constrained by what is likely to be a slow rate of property tax increases in the early years of the revitalization process.

Multifamily

- Focus on mixed-use, mixed-income, mixed-generation
- Market-supported

Retail

- Freestanding local retail does not work independently
- Many dimensions of public support

Hospitality

- Market-supported
- Sports/entertainment district-oriented

Ticket Surcharge

Adding even a small charge on tickets to games and concerts in the sports and entertainment district could help fund the street reconfiguration, parking, and urban design improvements proposed in this report. A 1-2% ticket tax would raise millions of dollars without necessarily changing the perception of ticket pricing. The charge could be further masked by including the change in the other markups imposed by ticketing agencies—not just the original sale of the ticket. As an example, the city of Los Angeles employed a 3% ticket surcharge to recoup a portion of the public funds used to facilitate the development of Staples Center and the Los Angeles Sports and Entertainment District.

The mechanics and justification of a surcharge are most acceptable with a defined use for the funds and a targeted dollar amount for the uses for which the revenue is intended to be applied. In the example of Los Angeles, the surcharge was intended to repay \$70 million in public investment over a 20-year period. The surcharge amount was based on anticipated ticket sales volumes and what would be needed to generate, in that case, \$3.5 million annually over the 20-year period. In Inglewood's case, the city should target investments such as streetscape improvements, sidewalk widenings, commercial serving parking garages, and other transportation improvements. If operations and maintenance costs of those improvements are included, the surcharge wouldn't have to be limited, like with the Staples Center example.

Art Contest

A key player in the revitalization of the Century Boulevard Corridor must be the community itself. One clear role the community can play is by contributing to the art in the public realm of the corridor. The TAP recommends that the city hold two contests, one for high school students and one for adults, to design street furniture and other streetscape elements. The Century Boulevard Corridor streetscape should not be bought out of a catalogue—it should come from the heart of the community. A recognition of the winning designers on some of the winning designs, once installed along the corridor, will perpetuate a pride of authorship and ownership for the people who won and the entire community.

CONCLUSION

The future is bright in Inglewood. Recent investment in and around Hollywood Park Tomorrow have created opportunities that might have seemed impossible in the decades prior to the construction of SoFi Stadium. With those opportunities come challenges, but a thoughtful, careful approach to investment along the corridor is a necessary step in ensuring that the investments that started in Hollywood Park Tomorrow extend to the entire community.

The Inglewood Leadership Group is certainly aware of the challenges that await an effort to revitalize the Century Boulevard Corridor. This report's recommendations for changes to the zoning code or to relieve congestion along and around Century Boulevard won't come as a surprise, but this report has endeavored to present an ambitious vision to build on, and beyond, those obvious needs.

The fundamental shift proposed in this report is to rethink Century Boulevard as a corridor of distinct neighborhoods, lined with new and established businesses that generate economic and social activity and new public parks to create space for healthy, active interactions among residents. Additionally, the whole corridor should be connected with wide sidewalks that reorient the street to the pedestrian scale and provide for universal access by community members of all ages and income levels.

The market can't complete this transformation alone, though the realities of the market must be respected when assembling the pieces of this vision. There is plenty of demand for new housing and hotel uses along the corridor, but retail is challenged by Covid-19 and the proliferation of delivery services. In some cases, the city will need to get out of the way of developers and businesses, easing financial burdens and providing new flexibility in what can be built and where. In other cases, the city will have to provide direct support to ensure that the community is fully involved and invested in the coming changes.

The revitalization of the Century Boulevard Corridor is necessary to ensure that Hollywood Park Tomorrow and the Intuit Dome don't stand as monolith—a "city within the city"—with no direct or obvious connections to the community, only impacts. The challenges are real, but so is the opportunity.

ACKNOWLEDGMENTS

Special Thanks

The TAP is thankful for the commitment and participation of stakeholders especially all of the individuals who were interviewed or provided valuable information and perspective during the TAP process.

Mayor James T. Butts, City of Inglewood

Christopher E. Jackson Sr., Economic & Community Development Director, City of Inglewood

Mindy Wilcox, AICP Planning Manager, City of Inglewood

Bernard McCrumby, Senior Planner, City of Inglewood



TAP Panelists (From left to right)- FRONT ROW: Eric Willett, Amanda Chapman, Judith Taylor, NormaLynn Cutler, James Brasuell, Ashley Rodarte
BACK ROW: Michael H Anderson, Drake Dillard, Alan Kotin, Donald R. Spivak, David Hodgins, Eric Scott, Gwynne Pugh, Marty Borko and Lisa Davis

ABOUT THE PANEL



Judith Taylor, Panel Chair

Partner, HR&A Advisors

With 20 years of experience in real estate, land use, and inclusive economic development, Judith Taylor specializes in leading economic analyses that help public and private clients identify and implement transformational, yet achievable, real estate development strategies.

To ensure equitable outcomes for diverse and underrepresented populations, Judith's work balances financial feasibility with the delivery of innovative community benefits. In San Jose, she supported the City in the negotiations of a \$200 million community benefits package for Google's 8 million-square foot mixed-use Downtown West development, and in Los Angeles, she is currently advising LA Metro's Joint Development team to

maximize and accelerate the development of 10,000 new units of housing units in their station areas.

Judith leads economic development strategies to build cities where all have equal opportunities. She has led several anti-displacement and gentrification mitigation strategies, most recently building a toolkit for the community of Wilkinsburg, PA. Currently, Ms. Taylor is also partnered with a CBO to guide a community-led action plan for a historically disinvested corridor in North Sacramento.

Judith holds a Bachelor of Arts in Economics from Stanford University and a Master's in Public Policy and Urban Planning from the Harvard Kennedy School.



Michael H. Anderson, AIA
Principal, Anderson Barker

Architect, urban planner, economic development, and redevelopment. Michael H. Anderson, AIA, NOMA has been practicing for over forty years in Los Angeles, California. Principal of Anderson Barker Architects, Inc., Michael specializes in predevelopment, conceptual design, and entitlement, Michael combines his skills as an affordable housing developer for first-time buyers with decades of transit development, community outreach, architectural design, and construction experience on projects ranging from small residential, commercial, transit, and funding of public streetscape projects. An expert in the challenges of underserved communities. Michael has participated in countless solutions for the revitalization of low-income impacted communities.



Amanda Chapman
Operations Manager & Associate Planner,
Fehr & Peers

Amanda Chapman is an LA native, and an associate transportation planner and project manager specializing in multi-modal transportation and visual communication in the Los Angeles office of Fehr & Peers. She is also the current Operations Manager for the Los Angeles office, overseeing financial and big-picture planning of comprehensive approaches across the office's project portfolio. With prior experience working in government and non-profit sectors, and the past seven years in the private sector, Amanda is able to analyze from several angles and understand the steps involved in complete project execution. She is passionate about developing plans and communication tools that embody a strong sense of place and reflect the unique needs of a given community, and understands the importance of meeting people where they are. She has experience in streetscape and smart growth projects, multi-modal safety, community engagement, and mobility elements in environmental documentation. Her efforts in streamlining visual communication and cartography tools have resulted in final reports and outreach materials that are easily understood by any audience, and her holistic approach to office and project management allows her to see issues and solutions through many lenses. Recent projects in the LA area include Metro's Quality of Life Study and the DTLA 2040 Community Plan, and she is currently involved in several in the LA region. Amanda has an MA in Urban and Regional Planning from the University of Michigan, a BA in Urban Studies and Planning from UC San Diego, and is a certified AICP member with the American Planning Association.



NormaLynn Cutler
Partner, CutlerxRobras

As a partner in the newly formed CutlerxRobras, NormaLynn brings several decades of experience in the real estate realm. She founded three companies prior to this, notably The Good Guise, which represented every major residential developer from KB Homes to Beazer, Prudential, Newhall Land & Farming and more, locally and nationally. After selling TGG at its acme, she scaled back from a staff of 75 to 10 core colleagues as Cutler Enterprises which diversified into commercial real estate, consumer packaged goods, entertainment and automotive. With clients like Legoland, Paramount, MGM and more, it was obvious that NormaLynn helped found the Entertainment Development Council for ULI and currently is Chair Emeritus. She is also working with ULI District level on two committees.



Drake Dillard, AIA
Senior Project Manager, Perkins + Will

Drake Dillard is a registered architect with more than 32 years of experience

in the management design and construction of medical, educational and commercial industry. His duties have encompassed program development, budget estimates, schedule development, consultant selection and management of multi-disciplinary project teams. Throughout his career, Drake has been instrumental in directing the design and construction process—identifying general and specialty contractors, evaluating and approving changes, monitoring and tracking project progress, as well as controlling project cost, schedules and cash flows.



David Hodgins, MBA, MRED, LEED AP
Executive Director, LA Better Buildings Challenge,

With more than a decade of experience in project development, program delivery and policy implementation, David Hodgins is a recognized leader in the sustainable real estate field. He began his career with the Clinton Climate Initiative, where he led private sector project development for three years. Building on the perspective he gained through that work, he founded sustainability services company Sustento Group in 2011, which serves as program manager for the Los Angeles Better Buildings Challenge.

David has worked with a diverse set of clients, from federal, state and local governments to global lenders, investors and asset managers, utilities, advocates, national labs and affordable housing developers. He has contributed to the development of a range of industry standards and resources, including the Department of Energy's Asset Score Audit Template, the Building Owners and Managers Association (BOMA) Energy Performance Contracting Toolkit and several ASHRAE standards.

A sought-after speaker and recognized leader in the sustainable real estate world, David holds an MBA and a master's in real estate development from the University of Southern California, as well as a bachelor's in business economics from UCLA.



Allan D. Kotin
Owner and Principal, Allan D. Kotin & Associates

Allan Kotin has over 50 years of experience in real estate economics with an emphasis on financial planning and redevelopment. He has extensive experience in financial analysis, financial structuring, transaction negotiation, and market research for public agencies, developers, investors and lenders.

Mr. Kotin has been actively involved in public/private joint ventures, often acting as a key strategist and active negotiator for public agencies and private developers in major redevelopment and asset management transactions. His work includes consulting on developer selection, negotiation of public private joint ventures over a wide range of projects and extensive training and teaching experience.

Currently retired from teaching, Allan's prior teaching experience includes: Adjunct Professor, University of Southern California, Price School of Public Policy (1985-2021); Guest lecturer, Harvard University, Graduate School of Design, Advanced Management Development Program (2001 – 2011). He has a master's in economics from UCLA in 1964 and a B.A. in Economics, highest honors, Phi Beta Kappa, UCLA, 1959.



Gwynne Pugh, FAIA
Principal at Gwynne Pugh Urban Studio

Gwynne Pugh FAIA M.ASCE LEED AP is a licensed architect and engineer and has been practicing architecture, planning, civil, structural and design engineering since 1971. Gwynne Pugh led Pugh + Scarpa Architects for 22 years where he was responsible for the design, urban design, design review, technical and production management and general project administration of all of the firm's projects. During his time as Principal, the firm received over 20 national and international awards, including the AIA National Architecture Firm of the Year Award in 2010, and the 2003, 2006, and 2011 AIA/COTE Top Ten Green Project Award, and over 50 state and local awards including the AIA California Council Firm of the Year Award in 2010.

Gwynne Pugh Urban Studio was launched in 2010 to emphasize urbanistic qualities of development and to assist public agencies through design of incoming projects. While still working with private developers, Gwynne has placed an emphasis in public work, including specific plans, libraries, community centers, pool facilities, street façade improvements and public parks.

Gwynne is a LEED Accredited Professional. Gwynne was on the Green Ribbon Task Force that studied and implemented the West Hollywood Green Building Program, an effort that received the 2008 American Planning Association (APA) Los Angeles "Innovation in Green Technology" award. Gwynne is past Chair of the Santa Monica Planning Commission and served as President of the Planning Division of the League of California Cities. He is a past AIA|LA Board Member and representative, and a full member of ULI.



Eric Scott
Project Designer, Senior Associate, WHA

Eric Scott is a licensed Architect with over 16 years of diverse Architectural and Planning experience. He is a Principal with WHA's Urban Studio and has worked on a range project types that include mixed-use buildings, multi-family residential, single family residential, hospitality, specific plans, telecommunications, and tenant improvements. He works in all phases of the design process, from conceptual design to construction documents, and coordinates with consultants for an integrated design process. He also works with agencies to produce the drawings and documents necessary for approvals, from entitlements to building permit. Eric uses 3D computer modeling as a major component of the design process, which allows for rapid exploration of design concepts as well as detailed refinement of building designs. He uses 3D modeling as a design tool that creates an efficient design process, clearly conveys designs, and demonstrates how designs relate to the surrounding community.



Donald R. Spivack, AICP, FRSA
Adjunct Professor, University of Southern California
Sol Price School of Public Policy

Donald R. Spivack is an adjunct professor in the Sol Price School of Public Policy at the University of Southern California, teaching community and economic development classes at the undergraduate and graduate level. He consults on environmental justice issues with various non-profit and public entities such as the Liberty Hill Foundation, Physicians for Social Responsibility, the California Environmental Justice Alliance, Prevention Institute and both the City and County of Los Angeles. He has over 40 years of professional experience in local government, including 28 years at the Los Angeles Community Redevelopment Agency, working in urban revitalization, transportation, affordable housing, homelessness reduction and industrial development, as well as transportation and land use planning experience in Boston, MA, Philadelphia, PA, Washington, DC and Detroit, MI.

Mr. Spivack holds a Bachelor of Arts in Architecture from the University of Pennsylvania and a Masters of City Planning from Yale University. He is a charter member of the American Institute of Certified Planners, a life member of the Institute of Transportation Engineers, a Fellow of the Royal Society for the Encouragement of Arts, Manufacture and Commerce and is a Board Member of the Southern California Chapter of the American Society for Public Administration.



Eric Willett
Managing Director, RCLCO

Eric Willett is the Managing Director of RCLCO's management consulting practice. Eric works with a wide variety of market-leading firms throughout the real estate industry to craft and execute organizational strategy, portfolio transformation, and corporate growth initiatives. Eric brings extensive experience in strategic planning and organizational improvement to projects that interface with client teams at all points in the development lifecycle. His collaboration with executive teams has resulted in transformational strategies for real estate companies across all industry sectors and a range of global markets.

More broadly, Eric regularly contributes innovative client-focused research and solutions across industry topics including risk management, alternative investment structures, and evolving consumer demographics. He is a frequent speaker and panelist at industry events and is regularly cited as a commercial real estate expert by national and regional media including The Los Angeles Times, The Wall Street Journal, The New York Times, and others. In addition, Eric is adjunct professor of Business Economics at the University of Southern California Marshall School of Business where he leads a course on commercial real estate strategy.

Eric previously worked as the Director of Research and Thought Leadership at CBRE, where he oversaw the delivery of forward-looking insights spanning all major property sectors. Eric graduated magna cum laude from Yale University with a Bachelor of Arts in Economics.



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