Appendix II - A: Maps from Exercise # II

“The Types of economic development needed”
**Group III Map 1**

**Retail**
1. Retail
2. Mini-restaurant row
3. Small shops

**Industrial**
1. Industrial
2. Hi-tech industrial park

**Commercial**
1. Hotel
2. Commercial, small business
3. Hotel near airport
4. Hi-tech development park
5. Hotel with convention center

**Cultural Venues**
1. Cultural
2. Cultural/Entertainment
3. Cultural Performance, Arts
4. Museum

**Other**
1. Recycling center
2. Residential
3. University
4. TV Station
Appendix II – B: Maps from Exercise # II

“Strategies for target areas”
Group I  Map II

**Retail**
- 1. Outlets
- 2. Mixed-use
- 3. Grocery – Trader Joe’s

**Industrial**
- 1. Technology training center

**Commercial**
- 1. Auto mall
- 2. High-end restaurant
- 3. Hotels/restaurants

**Cultural Venues**
- 1. Performing Arts
- 2. Cultural

**Other**
- 1. Homes / Housing
Group II Map II

**Retail**
1. Retail

**Industrial**
1. Landscaped Business Park
2. Learning Center

**Commercial**
1. Hotel
2. Offices/Mixed-use

**Cultural Venues**
1. Convention Center

**Other**
1. Existing transit
2. Transit
Group III Map II

Retail
1 Restaurants/retail
2 Restaurants
3 Retail
4 Mixed-use

Industrial
1 Industrial Park
2 Hi-Tech Industries
1 International Hi-Tech Industrial Park

Commercial
1 Commercial
2 Hotel
3 Info-Tech
4 Studio

Cultural Venues
1 Cultural

Others
1 University
2 New Residential
3 Gateway Visitor Center

("Similar to Old Town Pasadena")
Appendix II – C: Synthesis of results from each exercise
Exercise #1 Synthesis

**Vote Talley**

**Type of Economic Development Needed**

<table>
<thead>
<tr>
<th></th>
<th>Table 1</th>
<th>Table 2</th>
<th>Table 3</th>
<th>Table 4</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Participants</td>
<td>6</td>
<td>5</td>
<td>5</td>
<td>7</td>
<td>23</td>
<td></td>
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<tr>
<td>Workforce development</td>
<td>5</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>20</td>
<td>87%</td>
</tr>
<tr>
<td>Business attraction?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retail</td>
<td>5</td>
<td>4</td>
<td>5</td>
<td>7</td>
<td>21</td>
<td>91%</td>
</tr>
<tr>
<td>Commercial</td>
<td>5</td>
<td>3</td>
<td>5</td>
<td>7</td>
<td>20</td>
<td>87%</td>
</tr>
<tr>
<td>Industrial</td>
<td>3</td>
<td>1</td>
<td>5</td>
<td>7</td>
<td>16</td>
<td>70%</td>
</tr>
<tr>
<td>Business Development</td>
<td>5</td>
<td>-</td>
<td>5</td>
<td>-</td>
<td>10</td>
<td>43%</td>
</tr>
</tbody>
</table>

Total number of participants: 23

Other ideas agreed by all the four tables for business development were:

- **Education and youth**
  - Prioritizing the school system with emphasis on high school education
  - Encourage young people to be Entrepreneurial
  - Job internships at high school level
  - Youth-based training
- **Provide training/trade programs**
- **Expand education programs or business development to other fields**:
  - Collegiate medical technology
  - Technical Arts similar to the IT programs in Los Angeles
  - Multimedia
  - Recording industry
  - Sculpture
  - Costumes, Props
- **Façade improvement program**
- **Mixed use development**
  - Artist/Cultural district
  - Restaurant row
- **Need for more affordable housing**

The following were the options for workforce development/training that were contributed by all the four tables:

- **Education in fields of**:
  - Biochemistry, research, health care
  - Media, Entertainment
  - Information technology-software, production and graphics
  - Science and technology
  - Trade
- **Bring in college specifically El Camino, clean technology.**
- **Career Centers-expose students to different technical jobs**
- **Entrepreneur Development in traditional skills**
  - Indigenous industry, Cultural Strengths-e.g. Quilt making
Exercise #2 Synthesis

**Education**
- technical training centers/ technical schools,
- partnerships with businesses to hire youth and businesses working with schools to develop youth to enter workforce in order to foster connection between young people and growing businesses

**Job Types**
- Variety of job types
  - Living wage jobs in construction, medical, healthcare, technology/ science (aircraft maintenance training, other aviation industries); employees for incoming businesses
  - Gainful employment

**Work Force Training**
- Entertainment (production media)
- Basic skills

**Shopping**
- New, unique, innovative businesses
- Build retail facilities (Macy’s)
- shops close to airport, capitalize on proximity to LAX
- sit-down restaurants (to many fast food places)

**Entrepreneurship**
- Interest in cultivating the arts, creating an Artist’s District

**Businesses**
- health food (Trader Joe’s) and restaurants
- Variety- saturated with strip malls, 99cent stores, motels
- pedestrian friendly central core
- International trade
- Family-run firms, balance of indigenous/ family-run firms and large, corporate retail

**Safety**
- More, versatile police; want 100 percent safety; police on street beats
- Teen centers, after-school jobs, and youth activities
- Traffic control, especially on major thoroughfares
- Job training partnerships with school and business
- Cross walks, protection for children
Exercise #3 Synthesis

**Strengths**

**Location:**
- Proximity to resources
- LAX (able to capture LAX infrastructure expenditures)
  - South Bay, Beach
  - Freeways and major thoroughfares
  - Air Force base
- Forum
- Hollywood Park property
- Weather

**Cultural:**
- Historical structures
  - Hyde Park
  - Cathedral and other churches
  - Cemetery
- Diversity and acceptance of diversity, though currently untapped
  - strong ethnic Latino/African American
- Centinela Adobe

**Physical**
- Parks
- Entry-level housing opportunities, last affordable housing available on the Westside
- Wide streets
- Single family neighborhoods
- Small business center, job centers, downtown arts and entertainment
  - La Brea/ Florence (Heart of Inglewood)
- Availability of open space and under-developed land

**Industry**
- Strong medical industry
  - Hospitals
  - Labor force
  - Medical centers, access to UCLA and other universities
  - Health organizations
- Commerce
  - Supports international trade
  - Transportation, freight
- Race track
Other
- Representative City Council,
- Schools (University of West LA)

Strategies
- Downtown Main Street and place marketing
  - Arts/ Cultural Craft and entertainment center or district (Market Street
  - Market Street outlet stores
  - Retail uses just north of downtown
  - Commercial uses south of downtown
  - Take full advantage of bus terminal
  - Niche market strategies

Regional city and locational marketing strategies
- Corridor streetscape plans
  - Façade Improvements between Crenshaw and Van Ness
  - Maintain thoroughfares constantly
- Mixed-use development
  - Mixed-use redefines housing market
- Specific plans for selected corridors
  - Century/ Prairie Corridor
    - Retail
    - Grocery stores (Trader Joe’s)
    - Landscaping
    - Business parks
    - Learning center
    - Rezoning
    - Branding Hollywood Park
    - Establish as economic center

Crenshaw and Imperial (south side)
- Structural enhancement
- Best use of land
- Tear down and rebuild

City Gateway monumentation & street renaming strategies
- Make Inglewood unique so you know when you enter the
- Develop theme for community
- Airport related economic development strategies- South of Century (flight zone)
  - Industrial development
  - Cohesive Industrial use
Appendix II – D: Detail results from each exercise
**Table I**

**Inglewood Community Charrette**

**Exercise I**

<table>
<thead>
<tr>
<th>Economic Development:</th>
<th>Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Force Development</td>
<td>5</td>
</tr>
<tr>
<td>• Help us identify existing opportunities.</td>
<td></td>
</tr>
<tr>
<td>• Construction jobs</td>
<td></td>
</tr>
<tr>
<td>• Technical training centers</td>
<td></td>
</tr>
<tr>
<td>• Work and education for ex-offenders and youth</td>
<td></td>
</tr>
<tr>
<td>Business Attraction</td>
<td>5</td>
</tr>
<tr>
<td>• Retail - (diverse mixture) mid-priced to high-priced stores for a wide range of incomes</td>
<td></td>
</tr>
<tr>
<td>• One or two big stores and several smaller stores</td>
<td></td>
</tr>
<tr>
<td>Commercial</td>
<td>5</td>
</tr>
<tr>
<td>• More healthy eating environment and good tasting food</td>
<td></td>
</tr>
<tr>
<td>Industrial</td>
<td>3</td>
</tr>
<tr>
<td>• Need to utilize industrial park.</td>
<td></td>
</tr>
<tr>
<td>• Bring jobs</td>
<td></td>
</tr>
<tr>
<td>• Analysis of what type of industrial is needed.</td>
<td></td>
</tr>
<tr>
<td>Business Development</td>
<td>5</td>
</tr>
<tr>
<td>• Knowledge/education of how to start and run a business</td>
<td></td>
</tr>
<tr>
<td>• Connect to work force development so trainees have jobs to fill</td>
<td></td>
</tr>
<tr>
<td>Other Ideas</td>
<td>3</td>
</tr>
<tr>
<td>• Mixed use development</td>
<td></td>
</tr>
<tr>
<td>• Need more affordable housing</td>
<td></td>
</tr>
<tr>
<td>• Façade improvement program</td>
<td></td>
</tr>
<tr>
<td>• Teen center for youth</td>
<td></td>
</tr>
</tbody>
</table>

**Exercise II**

**Vision**

**Quality Education**
- Charter and Magnet schools, tech training centers, college sub-centers, training for ex-offenders, partnerships with businesses to hire youth, money management, preschools, accredited day care/health care training.

**Job Types**
- Living wage jobs in construction, variety of job types, medical, healthcare, technology; employees for incoming businesses

**Work Force Training**
- Entertainment (production media)

**Shopping**
- New, unique, innovative businesses
- Jewelry industry, media, sports, enhance Hollywood Park, shops close to airport, sit-down restaurants, sit down, business type.
- Hotel that caters to media.
- Major outlet mall around Forum
Entrepreneurship

- Car dealers
- Specialized services (car detailing, etc.)

Businesses

- Book stores, health food, restaurants, theaters; variety

Safety

- More, versatile police; want 100 percent safety
- Work safety
- Teen centers
- Eliminate prostitution on Century Blvd.
- Traffic control
- Cross walks, protection for children
- Eliminate gang activity

**Vision statement:** *Our vision for economic development is a thriving, diversified, environmentally friendly community which allows us to attract and retain good jobs and investors, while enhancing youth job development and educational standards, capitalizing on the unique location of the City of Inglewood, California.*

Exercise III

**Strengths**

- Entry-level housing opportunities.
- Location near freeways, Westside, and South Bay
- Medical centers, access to UCLA and other universities
- Great parks
- Diverse groups (cultural diversity untapped)
- Forum
- Hollywood Park

**Strategies**

- Downtown Main Street and place marketing strategies, entertainment niche
- Market Street outlet stores
- Corridor streetscape plans
- Maintain thoroughfares constantly
- Mixed-use development
- Façade Improvements between Crenshaw and Van Ness
- Monumentation and street renaming. Make Inglewood unique so you know when you entered the city. Develop theme for community.
- Real estate redevelopment - affordable housing
- LAWA partnerships (bring grants and federal funding)
- Airport related economic development strategies
- Taxable business to business strategies
- Roller skating/ Ice skating rink
- Family center get volunteers (social workers, psychologist, and educators)
- Bowling alley
Inglewood Community Charrette

**Exercise I**

**Brainstorming**
- Use location and proximity
- Commercial/retail
- Marketing/outreach
- Arts, learning opportunities
- Proactive business attraction campaign
- Upscale shopping
- Technical and medical industry jobs
- Tourism, LAX customers.
- Vacant land development
- Guaranteed revenue from golf course, catalyst for development.

Total Number of people at table: _____________________________ 5

**Economic Development:**

<table>
<thead>
<tr>
<th>Economic Development</th>
<th>Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce development</td>
<td>4</td>
</tr>
<tr>
<td>Business attraction</td>
<td>4</td>
</tr>
<tr>
<td>Commercial</td>
<td>3</td>
</tr>
<tr>
<td>Industry</td>
<td>1</td>
</tr>
<tr>
<td>Additional</td>
<td></td>
</tr>
<tr>
<td>Collegiate medical technology</td>
<td></td>
</tr>
<tr>
<td>Workforce training</td>
<td></td>
</tr>
<tr>
<td>Biochemistry, research, health care</td>
<td></td>
</tr>
<tr>
<td>Media, Entertainment</td>
<td></td>
</tr>
</tbody>
</table>

**Exercise II**

**Values**

Sales tax revenue applied (net) to general fund

**Economic Development Values and Goals**
- ED increase property value, quality of life, (open space/culture/higher education)
- Lower property taxes
- Spending opportunities in the community
- Local incomes poured into local businesses
- Build retail facilities
- Family-oriented firms

**Safety**
- Change perception to positive through publicity
- Cultural change
- Youth activities
- After-school jobs
- Attract high income stakeholders
Table II

- Localize low-income housing
- Police on street beats
- Traffic level flow on major thoroughfares
- Job training partnerships with school and business.

**Vision**

**Key terms**
Community, safe, family, youth, train, business attraction, shopping, education, economic development, open space, vacancy, current, quality of life, traffic flow, no cost general fund, guaranteed dollars, tourists, seniors, promotion, inviting, arts, activities, culture, marketing, social entertainment.

**Vision Statement:** Our vision for economic development is to train and educate youth, provide social entertainment, promote business development and marketing in Inglewood, and provide a safe community for youth, seniors, businesses, and tourists. Improving the quality of life and traffic flow at no cost to the general fund and development of vacant land in compliance with current open space element that facilitates the development of retail without city subsidies, redevelopment agency funds, or general funds.

**Exercise III**

**Strengths**

**Location**
- Airport, the Forum, race track, Southern California, city freeways, major thoroughfares

**Culture**
- Diverse population, city history, representative council, strong ethnic Latino/African American, Churches, cemetery.

**Industry**
- Carmax automall, Hollywood Park Casino, race track, Marvin Engineering, hospitals, cemetery.

**Architecture**
- Centinela Adobe (springs)

**Other**
- Schools, availability of open space, opportunities, D-3 city council. Downtown arts and entertainment.

**Strategies**

**Century Blvd**
- Landscaping
- Business parks
Table II

- Learning center
- Rezoning
- Branding Hollywood Park
- Establish as economic center

Downtown Market Street
- Arts and entertainment center
- Retail uses just north of downtown
- Commercial uses south of downtown
- Mixed use redefines housing market
- Take full advantage of bus terminal
## Inglewood Community Charrette

### Exercise I

Total Number of People at the table: 5

<table>
<thead>
<tr>
<th>Economic Development</th>
<th>Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce Development / Job training</td>
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</tr>
<tr>
<td>Retail</td>
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</tr>
<tr>
<td>Commercial</td>
<td>5</td>
</tr>
<tr>
<td>Industrial</td>
<td>5</td>
</tr>
<tr>
<td>Business development</td>
<td>5</td>
</tr>
</tbody>
</table>

#### Types of work force development
- Bring in college specifically El Camino, clean technology.
- Science and technology
- Trade (school) / Tech

#### Other suggestions
- Need kids to go to college
- School system needs prioritizing
- Encourage young people to be entrepreneurial.
- Provide training / trade programs
- City-corporate citizens
- Improve schools
- Job internships at high school level
- Marvin Engineering
  - Company taking advantage of land
  - How can they contribute?
- Youth-based training
- Restaurant Row
- Find areas with highest and best use
- La Brea Corridor

### Exercise II

#### Economic Development Values and Goals

**Education**
- Businesses working with schools to develop youth to enter workforce
- Bring all types of jobs, do not limit.
- Bring jobs that will allow workers to grow personally and professionally
- Medical jobs / science / technology
- Workforce training for tech jobs aircraft maintenance training, other aviation industries.
Workforce
- Basic skills for workforce
- Schools to teach students courtesy etc. at an early age.
- Media
- Arts

Shopping
- Trader Joes
- Macy’s
- Different types of shops close together in walking distance (village)

Staying businesses
- Marvin Engineering
- To many fast food places
- Keep Hospitals

**Vision Statement:**

*Our Vision for Economic Development:*
1. To encourage, develop and sustain diverse economic opportunities;
2. To ensure workforce, education and job training opportunities for all residents of the community;
3. To foster an atmosphere of social responsibility within the business community;
4. To support established businesses that generate stable revenue;
5. To encourage new technological industries;
6. And to provide a diverse range of recreational and cultural activities.

**Exercise III**

**Strengths**

Location
- Freeways, airport, weather, air force base.

Cultural
- Diversity, Centinela Adobe

Architectural
- Hyde Park
- Cathedral
- Forum

Industry
- Freight forwarding (keep them on La Cienega)
- Automotive logistics
- University of West LA

Strategies
- Mixed-use development
- Transit oriented development
- Downtown entertainment niche market strategies
- Airport related economic strategies
- Key industry clusters strategies
Table III

- Downtown Main Street and place making strategies
- Evaluate import export cluster market niche
- Corridor streetscape plans
- City Gateway monumentation & street renaming strategies
- Regional city locational marketing strategies.
- Labor force training strategy with community colleges and businesses.
- Web-based marketing of economic opportunity data findings.
- Visitor and tourism attraction/capture programs and incentives
- Taxable business to business strategies
- Specific plans for selected corridors.
Inglewood Community Charrette

**Exercise I**

Total Number of People at the table: ----------------------------------------- 7

*Economic Development:*

<table>
<thead>
<tr>
<th>Economic Development</th>
<th>Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce Development</td>
<td>6</td>
</tr>
<tr>
<td>Retail</td>
<td>7</td>
</tr>
<tr>
<td>• High End Retail-Macy’s, Robinson’s May, Ross</td>
<td>7</td>
</tr>
<tr>
<td>Commercial</td>
<td>7</td>
</tr>
<tr>
<td>• Administrative HQ/ Corporate HQ</td>
<td></td>
</tr>
<tr>
<td>• Business Incubators</td>
<td></td>
</tr>
<tr>
<td>• Home-based small businesses</td>
<td></td>
</tr>
<tr>
<td>Industries</td>
<td>7</td>
</tr>
<tr>
<td>• Technology</td>
<td></td>
</tr>
<tr>
<td>• Medical/Health Industry</td>
<td></td>
</tr>
<tr>
<td>• Research</td>
<td></td>
</tr>
<tr>
<td>• Equipment Manufacturing</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>• Artist/Cultural District</td>
<td></td>
</tr>
<tr>
<td>• Technical Arts</td>
<td></td>
</tr>
<tr>
<td>• IT Programs Los Angeles</td>
<td></td>
</tr>
<tr>
<td>• Sculpture</td>
<td></td>
</tr>
<tr>
<td>• Glass</td>
<td></td>
</tr>
<tr>
<td>• Movie Industry</td>
<td></td>
</tr>
<tr>
<td>• Costumes, Props</td>
<td></td>
</tr>
<tr>
<td>• Multimedia</td>
<td></td>
</tr>
<tr>
<td>• Artists Lofts</td>
<td></td>
</tr>
<tr>
<td>• Recording Industry</td>
<td></td>
</tr>
</tbody>
</table>

*Workforce Development Training Centers*

- Information technology
- Software
- Production
- Graphics
- Career Centers
- Expose students to different jobs
- Technical Jobs
- Entrepreneur Development
- Indigenous industry, Cultural Strengths-Quilt making, etc
- Traditional skills
- Lost with generation
- Revive the skills
- Build on historically significant structures
• Fill in the voids on market street to support the historical aspects of the city
• Veteran training

Notes on Layout for Ex:1
• Artist center in proximity to Culver City
• Respect residential zoning
• Artist community on Market Street
  • Central to city
  • Ownership of old areas
  • Revive artists district creatively

Exercise II

Vision
Values of the Community/ Identity
• Diversity
• Sense of Community
• Cultural Resources (untapped)
  • African American, Anglo and Hispanic Cultures
• Maximize proximity to LAX
• International Trade
• Connection between young people and growing businesses
• Incorporate voices of the population group not actively participating (Hispanic community~45%)
• Revenue generation for artist district?

Economic Development Values and Goals
Education
• Technical
• Elementary School-satisfactory
• Strengthen high-school education

Business type
• Big box on city periphery
• Central core-pedestrian friendly
• No more strip malls, 99cent stores, Motels-we are saturated
• Indigenous businesses and big retail balance
• Balance of international trade
• Big retail on main corridor and highways

Provide community not only with a voice but a say
Provide gainful employment

Image
• False image projection
• Media coverage issues
Vision:
- Strategic location
- Celebrate cultural diversity
- Major arteries should reflect a prosperous/thriving city image
- Job/business development-growth industry
- Mass transit
- Perpetuate atmosphere in advanced education that meets the needs of education and businesses to invest long term in the city-Sustain economy
- Balance between indigenous and commercial businesses
- Development to co-ordinate with the surrounding cities

Vision Statement: Inglewood will be a forward-looking City, maximizing on the strategic location to support economic growth and development. We will celebrate the cultural diversity of the community & balance successful business development between indigenous & commercial business interest. We support developing an atmosphere that perpetuates advanced education that allow our youth to get involved and compete in growth industries, encouraging them to stay and be invested in our communities. Take a regional perspective of our city, partnering with the neighboring cities to support a long term viable economic strategy.

Exercise III

Strengths

Location:
- Land (under developed)
- Proximity to LAX, Beach, Freeways
- Air quality/ weather
- Diversity
- Location with respect to neighboring cities
- Century Corridor
- Avenues (single family dwelling units)
- Commerce and trade (transportation)
- Hollywood Park property

Cultural:
- Historical structures
  - History, buildings, Centinela wall (off Florence)
- La Brea/ Florence (Heart of Inglewood)
- Welcomes diversity
- Artists (dispersed, need a central area)
- Retired personal
Physical
- Parks
- Pedestrian friendly community
- Last affordable housing available on the west side
- Wide streets
- Single family neighborhoods
- Strong medical industry
  - Hospitals
  - Labor force
- Libraries
- Small business center, job centers

Industry
- Medical industry
- Non-profit community based organizations
- Block clubs (neighborhood watch)
- Health organizations
- Commerce
  - Supports international trade
  - Capturing LAX infrastructure expenditures
  - Transportation
- Retail-emerging

Strategies

<table>
<thead>
<tr>
<th>Idea</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Craft Center (Art district)</td>
<td>Market Street</td>
</tr>
<tr>
<td>Retail</td>
<td>Century/Prairie Corridor</td>
</tr>
<tr>
<td>Grocery stores eg: Trader Joes</td>
<td></td>
</tr>
<tr>
<td>Best use of land</td>
<td>Crenshaw and Imperial (south side)</td>
</tr>
<tr>
<td>Tear down and rebuild</td>
<td></td>
</tr>
<tr>
<td>Structural enhancement</td>
<td></td>
</tr>
<tr>
<td>Redesign, structural enhancement</td>
<td>Downtown City Hall</td>
</tr>
<tr>
<td>Multi-technical education facility</td>
<td>Aviation street</td>
</tr>
<tr>
<td>Acquire land for expansion</td>
<td></td>
</tr>
<tr>
<td>Industrial development</td>
<td>South of Century (flight zone)</td>
</tr>
<tr>
<td>Cohesive industrial use</td>
<td></td>
</tr>
<tr>
<td>Medical</td>
<td></td>
</tr>
</tbody>
</table>
Appendix II – E: Description of exercises
Inglewood Citywide Economic Development Strategic Plan
Community Charrette

Ground Rules

1) All ideas are valuable
2) Maximum 60 seconds per idea
3) Commenting on others ideas is not allowed
4) Voting will be used to measure consensus in group

EXERCISE #1: Define the Economic Development Need

Part A: Brainstorming or Idea Gathering
Community Role: Contribute ideas
Facilitator Role: Lead process and capture ideas on post-it paper

Part B: Consensus Measurement – Voting

Q1: What type of Economic Development is needed? (Record # votes on the pad)
Workforce development?
Business attraction?
  Retail
  Commercial
  Industrial
Business development – entrepreneurship?
Anything else?

Q2: What type of workforce development? College?

Q3: Where is business attraction needed? (On the “City Map”)
Retail: (Red)
  1. Where do you want new restaurants? Place dots on map and label them
  2. Where do you want new grocery stores? Place dots on map and label them
     a. What kind?
  3. Where do you want clothes shopping? Place dots on map and label them
  4. Where do you want other types of shopping? Place dots on map and label them
Commercial: (Blue)
  1. Where do you want new office buildings? Place dots on map
  2. Where would you put expanded medical office and/or research and development? Place
dots on map and label them
Industrial: (Yellow)
  1. Where do you want new industrial uses? Place dots on map and label them

Q3: Where do you want one or more entertainment districts? (Green)
  - What kind of entertainment? Place dots on map and label them

Q4: Where do you want cultural venues? (Green)
  - What kind? Place dots on map and label them
Inglewood Citywide Economic Development Strategic Plan  
Community Charrette

Ground Rules

1) All ideas are valuable  
2) Maximum 60 seconds per idea  
3) Commenting on others ideas is not allowed  
4) Voting will be used to measure consensus in group

EXERCISE #2: What is Your Vision for the Future of Inglewood?

Part A: Brainstorming or Idea Gathering  
Community Role: Contribute ideas  
Facilitator Role: Lead process and capture ideas on post-it paper

Q1: What are your economic development values and goals?

- Do you value education? Describe the education you want for you and/or your children.  
- What range of job types and pay levels to you value? Describe the jobs you want in Inglewood. Are they in retail, office or industrial?
- Do you value workforce training? Describe the type of workforce training.  
- Do you value shopping locally? Describe the shopping experience you want in Inglewood. Identify the types of businesses most desirable for attraction.  
- Do you value entrepreneurship? Describe how entrepreneurs should be supported or encouraged in Inglewood. Describe the type of businesses they will start.  
- Do you value existing businesses? Identify the business most crucial for retention. Do you want certain types of businesses to remain in Inglewood?  
- Do you value safety? Describe the level of safety you want in Inglewood.

Part B: Write a Vision statement.

"To choose a direction, a leader must first have developed a mental image of a possible and desirable future state of the organization. This image, which we call a vision, may be as vague as a dream or as precise as a goal or mission statement. The critical point is that a vision articulates a view of a realistic, credible, attractive future for the organization, a condition that is better in some important ways than what now exists." Bennis and Nanus

- Your vision statement should:
  - Set forth a description of a desirable future that would be better than the present or the past.  
  - Be achievable in a reasonable amount of time.  
  - Take advantage of opportunities the future will afford.

Example: Our vision for Economic Development is to diversify the economy, attract good jobs, retain youth, capitalize on the City’s strategic location, and promote healthy investment and business development, particularly in underserved areas such as East Greensboro.
Ground Rules

1) All ideas are valuable
2) Maximum 60 seconds per idea
3) Commenting on others’ ideas is not allowed
4) Voting will be used to measure consensus in group

EXERCISE #3: Identify and Apply Economic Development Strategies

Part A: Brainstorming or Idea Gathering
Community Role: Contribute ideas
Facilitator Role: Lead process and capture ideas on post-it paper

The economic growth of an area depends on the development of strategies that focus on the community’s unique strengths that are market-based and can leverage private, community, and public resources.

- David A. Sampson

Q1: What are Inglewood’s strengths?
Locational?
Cultural?
Physical? Architectural?
Significant industry?
Other?

Q2: What strategies in the previous studies would you like to see implemented?
- Mixed-Use development
- Transit-oriented development
- LAWA Partnerships
- Airport Related Economic Development Strategies
- Transit Oriented Development Plans
- Key Industry Clusters Strategies
- Downtown Main Street & Place Making Strategies
- Downtown Entertainment Niche Market Strategies
- Evaluate Import/Export Cluster Market Niche
- Real Estate Redevelopment Projects
- Corridor Streetscape Plans
- City Gateway, Monumentation, and Street Re-Naming Strategies
- “Regional-City” Locational Marketing Strategies
- Labor Force Training Strategies with Community Colleges & Business
- Web-Based Marketing of Economic Opportunities Data/Findings
- Visitor and Tourism Attraction Capture Programs/ Incentives
- Taxable Business-to-Business Strategies
- Specific Plans for Selected Corridors

Part B: Apply the strategies and map the development you like to see in each of the target areas (On second Map)
Economic Development Target Areas

LEGEND
1 Century Boulevard Corridor
2 Prairie Avenue Corridor
3 90th Street at Hollywood Park
4 Morningside Park Corridor
5 Arbor Vitae Corridor
6 Downtown Market Street
7 D-3 Retail Project
8 La Cienega Corridor
9 Crenshaw and Imperial Business District

10 North La Brea
Appendix II – F: Presentation made at the Charrette
What is Economic Development?

Dion Jackson
Associate Director
USC Center for Economic Development
School of Policy, Planning, and Development
University of Southern California

Economic Development

- increase incomes,
- the number of jobs,
- and the productivity of resources
The focus of economic development should be on supporting innovation, increasing prosperity for American businesses and ensuring American workers have the skills to remain the most productive workforce in the world.

- David A. Sampson, Assistant Secretary for Economic Development
  U.S. Department of Commerce

Edward J. Blakely

“The aim of local economic development is to improve the social, employment, and physical conditions of a community or area.”

“local communities in a capitalist economy must attract capital and create markets to be revitalized”
The economic growth of an area depends on the development of strategies that focus on the community’s unique strengths that are market-based and can leverage private, community, and public resources.

David A. Sampson

Economic Development

• increase incomes,
• the number of jobs,
• and the productivity of resources
Appendix II – G: Copies of Flyers
Inglewood Citywide Economic Development Strategic Plan
Community Charrette
Saturday, October 9, 2004
9:00 a.m. – 4:00 p.m.
Roger’s Park

Welcome/Opening Remarks
Mayor Roosevelt F. Dorn
Councilman Curren D. Price, Jr., District One
Councilwoman Judy Dunlap, District Two
Councilman Eloy Morales, Jr., District Three
Councilman Ralph Franklin, District Four

Overview of the Day
Dion Jackson, USC Center for Economic Development

Development Update
Hilda Kennedy, Director, Office of Economic and Business Development

Community Meetings Report
Deepak Bahl, USC Center for Economic Development

Small Group Discussions
Exercise #1: Define the Economic Development Need
Break
Exercise #2: What is Your Vision for the Future of Inglewood?
Dion Jackson, Deepak Bahl, Facilitators

Lunch and Group Presentations

Small Group Discussions
Exercise #3: Identify and Apply Economic Development Strategies to Target Areas
Dion Jackson, Deepak Bahl, Facilitators

Break

Group Presentations

Wrap Up/Closing Remarks/Next Steps
Hilda Kennedy, Director
Office of Economic and Business Development
An Invitation to a

Community Charrette

to discuss the

City of Inglewood’s Citywide Economic Development Strategic Plan

Where? Rogers Park
400 Beach Avenue

When? Saturday, October 9, 2004
9:00 a.m. – 4:00 p.m.

Lunch will be provided

Background

The City of Inglewood is undergoing an effort to develop a Citywide Economic Development Strategic Plan. The objective of this project is to collectively develop strategic economic development goals and objectives for the City of Inglewood that will include prioritizing economic development and redevelopment projects; recommending development opportunities and identifying potential uses and substantiating the recommendations with market data; assessing the financial investment needs; and establishing an implementation plan.

The City hired Wilbur Smith Associates in association with the University of Southern California for this important endeavor.

Study Description

The city plans to engage the community and stakeholders in the visioning and planning process, identify commercial uses that reflect the needs of the changing demographics, evaluate Inglewood’s retail capacity based on the projects that are underway or planned, examine the appropriate mix of commercial, industrial and residential uses, evaluate land use and zoning issues, and recommend a development strategy.

Contact:
Hilda Kennedy, Director, Economic and Business Development City of Inglewood, (310) 412-8800.
UN INVITACIÓN

Para una Junta Communitaria

Charrette

Para hablar sobre

La Ciudad de Inglewood para El Plan Estratégico del Desarrollo Económico

¿DONDE? Rogers Park
400 Beach Avenue

¿CUANDO? Sabado, 9 de Octubre, 2004
9:00 a.m. – 4:00 p.m.

Introducción

La ciudad de Inglewood está haciendo un esfuerzo para desarrollar un plan estratégico del desarrollo económico para toda la ciudad. El objetivo de este proyecto es desarrollar colectivamente metas estratégicas y los objetivos del desarrollo económico para la ciudad de Inglewood. Esto incluye poniendo en orden de prioridad los proyectos del desarrollo económico y de reconstrucción; recomendar oportunidades de desarrollo e identificar usos potenciales y verificar las recomendaciones con datos del mercado; determinando las necesidades financieras de inversión; y estableciendo un plan para implementación.

La ciudad empleó a los Asociados de Wilbur Smith con la asociación de la University of Southern California, Centro del Desarrollo Económico para hacer este esfuerzo tan importante.

Proposito

La ciudad planea incluir la participación de la comunidad y a todos con interés en la ciudad en el proceso para crear una visión y un plan, identificar los usos de comercio que reflejan las necesidades con los cambios demográficos, evaluar la capacidad de las tiendas en Inglewood en base de los proyectos que están por venir o planeados, examinar la mezcla apropiada de usos comerciales, industriales y residenciales, evaluar la utilización de terrenos y los asuntos para clasificar zonas, y recomendar una estrategia del desarrollo.

Contacto:
Hilda Kennedy, Director, Economic and Business Development City of Inglewood, (310) 412-8800.