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CHAPTER ONE
Assessment and Analysis of Economic and Community Problems and Opportunities to the City’s Stakeholders

INTRODUCTION

The purpose of this chapter is to provide a summary of the key issues identified by the community as part of Phase I of the project process.

The City of Inglewood underwent an effort to develop a Citywide Economic Development Strategic Plan. The purpose of Phase I was to present an assessment and analysis of economic and community problems and opportunities to the City's Stakeholders. A successful development can be achieved by a truly collaborative effort between local community, agencies, and policy makers. Hence the purpose of Task 2 was to engage the community- residents, business people, staff, and elected officials in the visioning and planning process of the Inglewood Citywide Economic Development Strategic Plan.

Community Meetings

Community members and other stakeholders were engaged in the visioning and planning process through a series of six meetings between August 26, 2004 and October 2, 2004. Four meetings were held in conjunction with each of the council members, one with the Mayor, and one with stakeholders from the business and real estate development community. Briefing meetings were held by the consultant team with the Mayor and each of the Council members prior to each meeting with the exception of Councilman Morales whose Community Meeting had to be rescheduled.

Exhibit 1: List of Community Meetings

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>Mayor Roosevelt F. Dorn</td>
<td>August 26, 2004</td>
</tr>
<tr>
<td>Councilman Curren D. Price, Jr.</td>
<td>September 15, 2004</td>
</tr>
<tr>
<td>Councilman Ralph Franklin</td>
<td>September 18, 2004</td>
</tr>
<tr>
<td>Councilwoman Judy Dunlap</td>
<td>September 25, 2004</td>
</tr>
<tr>
<td>Councilman Eloy Morales</td>
<td>October 2, 2004</td>
</tr>
<tr>
<td>Business Roundtable</td>
<td>September 15, 2004</td>
</tr>
</tbody>
</table>

The City staff or the Mayor and/or Councilperson kicked off each meeting with a presentation on economic development issues. Then the consultant team presented an overview of the visioning process and a comprehensive review of recently completed studies and previously completed studies relevant to the strategic plan. This served as background information for the solicitation of input from the community on commercial and industrial uses and public investments.
Spanish translators were present at each of the community meetings in order to increase access to the presentation and discussion. Translation was provided at the meeting held on October 2, 2004 in District Three with Councilman Eloy Morales, Jr.

The questions posed to the participants were:
• What are your thoughts about what you’ve just heard?
• What is your vision for the City of Inglewood?
• What can you add that builds on these recommendations?
• What steps do you recommend to implement these recommendations?

A summary of input received follows. Complete notes from the community meetings and business roundtable are located in the appendices.

SUMMARY

A community meeting is one of several ways to organize working sessions. It can perform a number of functions including introducing people to the project, helping to establish the key issues, getting people involved and motivated, identifying useful experience and skills, and establishing the continuing program of events. The community meetings held in the City also helped to achieve these functions. The residents of the City actively contributed and shared their thoughts on development. The community expressed their candid opinion about how they want the City to develop. The key issues identified based on the community inputs fall into five main categories:

1. New Development
2. Ideas for Particular Areas of the City
3. Concerns/Issues
4. Desired Public Investments
5. Strategies to Get There from Here

New Development Ideas

The residents are well aware of the various developments around and outside the City and have a clear idea of the types of new development they would like to occur:

• Upscale shopping;
• Nice restaurants, both high-end and mid-range;
• Trader Joe’s, nicer grocery store(s);
• Car dealers, other high sales tax generators;
• Movie theaters; and
• YMCA/YWCA
Idea for Particular Areas of the City

The community meetings provided a focus for people to make suggestions and prioritize ideas on how certain areas of the city or surrounding areas could be improved.

**Market Street**

Market Street is viewed as a tremendous asset to the City. Virtually everyone wants it to be a destination containing retail, restaurants, and a music center with parking structures to accommodate the traffic. The other option is to develop it into a mixed-use with a live/work emphasis.

**Key Corridors**

Other areas of interest were mostly commercial corridors. The City residents want the following corridors to be cleaned up so that they satisfy the convenience, service needs, and business needs of nearby residents, commuters and industries:

- Crenshaw between Imperial and Century – would prefer a training center instead of fast food;
- Continue redevelopment on Century Blvd;
- Manchester Blvd – aesthetic streetscape;
- Imperial Blvd- enhance the City entrance;
- North La Brea – mixed use development with upscale shops; and,
- Florence – don’t allow it to become a truck thoroughfare.

**Issues/Concerns**

The community meetings also provided an opportunity for the residents to share their issues and concerns. The key issues/concerns raised are:

- The educational attainment of youth and adults is low and therefore should be addressed;
- Avoid displacement of residents or businesses due to new development;
- Include all cultures in the planning process;
- Need for more single family housing;
- Ban infill housing under the LAX flight path;
- Residents must shop outside the city to fulfill all their needs; and,
- There are enough fast food restaurants and 99 cent stores.

**Desired Public Investments**

The community wants to work together with the City to create a vibrant local economy, through a public investment strategy that:

- Encourages more youth activities;
- Promotes a community center, a senior citizens center, and a child development center;
• Protects the natural environment and provides more parks and playing fields; and,
• Builds sources of entertainment like performing arts center, museums, and a cultural arts center.

Strategies Forward

Strategies help set out an agenda to promote and develop the City’s strengths while also addressing the challenges it faces. The areas of consensus for strategies expressed by the residents are:

• Support entrepreneurship and expansion of small business developments;
  - Incubator, Starting/running/growing business workshops.
• Address the city’s image problem, perception of safety and reality of safety;
  - Address prostitution and gang problems.
• Attract high sales tax revenue businesses and high-tech businesses;
• Update the General Plan to support the Citywide Economic Development Strategic Plan; and,
• Workforce development;
  - Training and education for 21st century jobs, technology jobs;
  - Do a better job preparing high school students for higher education or jobs in a trade.

CITY COUNCIL DISTRICTS

The city consists of four council districts. Community meetings were held within each of these districts presided by the respective district council members.
Community Meeting with Mayor Roosevelt F. Dorn at the Mayor’s Town Hall Meeting

The vision as seen by the residents of the city is that of an environmentally friendly city in the South Bay with clean air and water. The community wants it to be a good place to raise children.

The improvement strategies as suggested by the residents support the idea of development and implementation of effective programs and activities that engage the public. They want to engage in a dialogue on reconsidering Wal-Mart, if Wal-Mart is willing to negotiate on those issues raised during the ballot measure such as eliminating the grocery store and increasing wages. The residents consider strong, diverse, local economies as the backbone of a community and therefore support the small and local businesses that provide a stable tax base which would attract other technology based businesses. They would like the City to provide for a wide array of services for youth and high school students that include employment and training services to help expand their careers and work ethics.

The participants provided ideas for particular areas of the City. Specifically, Market Street is to be kept unique with live/work developments around it. Some thought that building of infrastructure like a golf course would attract malls and capture the commuters passing through the city (Stop ‘n Shop). This would help create a thriving, pedestrian-friendly environment which would be supplemented by a program to trim the trees and improve the alleyways.

Community Meeting with Councilman Curren D. Price, Jr - District One

The District One residents want quality development that is attractive and has a nice ambiance. They would like to see businesses like Trader Joe’s, Whole Foods, Albertsons, entertainment and recreational centers, nice sit-down restaurants, and Hotels as part of new development. The various strategies recommended to achieve such development are:

- To develop a design or theme for new developments to meet;
- Start a business incubator with retail on ground floor, especially restaurants;
- Support new businesses in Inglewood;
- Do business with local developers/contractors;
- Link new development to public transportation networks; and,
- Address the crime situation.

On the upside, Market Street is seen as the business destination of the City. But at the same time the residents suggest façade improvements to be carried along Market Street for it to reach the goal. The residents support the continuing development along Century Blvd as high priority development. The district residents would also like to have more recreational facilities, multipurpose rooms, banquet halls, performing arts center, theaters, child care centers, senior citizen centers and community centers which would help residents of all age groups to participate.
Some of the issues and concerns raised are:
- Displacement due to new development;
- Traffic – worsening of traffic on Century Blvd due to new development;
- Upward pressure on housing prices; and,
- Need for more single-family housing.

Community Meeting with Councilwoman Judy Dunlap - District Two

The residents of District Two want more nice restaurants, upscale shopping centers, doctor’s offices and sufficient parking in new residential developments as part of new development. North la Brea is seen as a potential “3rd St. Promenade”: A walkable community with mixed use development and parking structures to compliment the developed areas. They want the city to work on streetscape by adding sidewalks, trees, and bike lanes. In addition the District residents desire to have a golf course on the 90th Street.

The residents expressed certain strategies to help elevate the community. They want the city help encourage and generate qualified workers by providing the needed education/training which would result in a strong economic engine. They want development to happen by infill on vacant lots, which would also help change the city’s image. They want to focus on the usage of communication by establishing a community television studio which would offer training to the youth. Though all of this is welcomed, they also want to institute laws and/or rules to hold city staff accountable for the new development. Establishing a traffic generator and an increase in tax revenues to fund public investments are also seen as part of the strategies mentioned above. They desire to have a museum of African American art, a performing arts center, and open spaces/parks in their District.

At the same time, the residents are displeased with the land price discount given to Haagen Development. Other concerns and issues raised at the community meeting are: objection for a movie theater on Market Street and lack of a strong customer base and tax base for the City.

Community Meeting with Councilman Eloy Morales - District Three

District Three residents prefer to see more housing for seniors, live/work development, and businesses like bookstores, public spaces like museums, and theaters.

The strategies recommended to achieve new and sustainable development are:
- update the General Plan to encourage the desired types of development;
- Explore the market potential for quality meeting places for different businesses;
- Provide rehabilitation and training programs to keep population productive;
- Address the gang problem by providing alternatives such as educational programs, sports center;
- Encourage students to get quality education, emphasize the need for education;
- Revitalize empty buildings; and,
- Renovate vacant buildings for rental housing.
In short they would like to have development similar to that of Culver City or the Grove (Fairfax and 3rd street). The residents also have ideas in store for particular areas of the city:

- Manchester Blvd – redevelopment of the corridor;
- Market Street – provide quality stores, theatre, bike lockers;
- La Cienega/ Hillcrest – reopening of K-Mart;
- Inglewood /Cedar Ave – provide public parking; and,
- Imperial/Crenshaw – provision of a training center instead of fast food.

As part of the process, they want all the cultures to be included. The residents consider the city a “Diamond which has been chipped away”. Some of the concerns and issues expressed are:

- Reduction in the amount of open space;
- Disappearance of single family housing;
- Increase in airport noise;
- Moving of Lakers from the Forum to the Staples Center;
- Reduction in entertainment programs; and,
- Safety perception.

The residents would like to have more parks for kids, soccer/baseball fields, activities for seniors, and public parking especially at Inglewood/Cedar Avenue. Also considered important are providing housing/shelter for the homeless on the 97th Street and fixing the blind turn at the Oak & Arbor Vitae intersection.

Community Meeting with Councilman Ralph Franklin - District Four

The residents of District Four, as part of the development initiatives for the community, suggest the opening of new businesses that include: Barnes and Noble, Health food chains supermarkets such as Trader Joe’s and Whole Foods, movie theater, upscale restaurants and stores, a banquet center, a YMCA/YWCA, Roller Ring or Ice Ring, Auto mall, a university campus on the corner of Prairie and 90th Street (this would support quality jobs) and a golf course. Suggestions for improvement of particular areas were also made in the meeting. These include commercial development along both sides of Manchester Blvd, cleaning up of the Crenshaw area between Imperial Highway and Century Blvd, and improvement of the southern entrances of the city along Imperial Highway. Projects like the Flyaway project and D-3 site are also a constant topic of discussions.

The residents suggested certain strategies for the achievement of the new development:

- Start a small business incubator with reasonably priced office space;
- Have more balance in planning for development in the city;
- Develop an image building program for Inglewood with a public relations plan that includes a TV campaign and a radio campaign, touting it’s prime location for business;
- Focus on revenue tax generators (Home Depot is generating around $300 per square foot in sales);
• Amend elements of the outdated General Plan as part of the Smart Growth Initiative;
• Schools must be a large part of the strategy to improve the economic vitality of the city;
• Inventory the leasable space of the medical buildings in the City and find out how much is not in use and why and develop a strategy to put the space to use rather than developing new buildings and leaving the old to be a blight on the city;
• Promote volunteer efforts and opportunities such as block clubs on the City website to get more grassroots participation in achieving these economic development goals;
• Establish a committee to address the City’s image problem and develop a public relations campaign;
• Address the prostitution and gang issues; and,
• Don’t allow any more fast food or massage parlors.

The residents expressed their unhappiness over the inability to find information on what development projects are currently underway and what projects are being considered. They are also against the proposed LAX expansion and infill housing under the LAX flight path.

They would like to have infrastructures improvements like a large park with space for activities for children, adults, and senior citizens that is safe (Fox Hills), a performing arts center, and a child development center as desired public investments.

Business Input from Business Roundtable

In addition to the above mentioned community meetings, a business roundtable was arranged with the private business owners and stakeholders. Business and commerce are the foundation of a healthy economy. Any City’s continued economic well-being and sustained quality of life depend upon a good business environment. By involving the private sector in policy and program development, the City can more effectively develop services that encourage businesses to thrive.

The meeting began with a round of introductions by the meeting participants. The participants provided some insights into what they consider new development:

• More development opportunities
  ▪ Dining and entertainment venues for LAX layovers;
  ▪ Dinner house with white linen; and,
  ▪ Convention center.
• More residential development
  ▪ town homes, single family homes;
  ▪ Increase household density;

In addition to the above recommendations they also have specific ideas for particular areas of the City. They emphasized the redevelopment of the D3 site being vital to the area among
other areas like the Goldmart and theater sites. They also support the renovation along the Century Blvd.

All the business owners agree that Inglewood is a diamond in the rough; its greatest asset is its strategic regional location. But they raised some concerns and issues which they think could hamper the development process:

- **City Permit**
  - Inconsistency in expertise at various staff levels;
  - Permitting process being too time consuming;
- **Image**
  - Perception of being a high crime area (lower than Pasadena);
  - Negative press outside the City;
  - Non existence of a safety feeling; and,
  - Facades being deterrent to stopping to shop.

The business owners suggest having certain assets as an incentive to attract various developers. The recommended assets are events like the Jazz festival, good housing stock, efficient police stock and big box retails.

The participants provided some recommended strategies for the development of economic development. They are:

- **Development of a Master plan;**
  - Follow the lead of other successfully redeveloped cities, e.g. Culver City
  - A master plan will increase comfort level of developers & retailers
  - Council needs to direct staff to plan redevelopment through a master plan
- **Marketing of Inglewood directly to LAX hotel guests;**
  - Casino could be the draw to increase hotel stay by one more night
  - Hollywood Park wanted to connect guests at LAX hotels to Inglewood
- **Enforcing code and usage of signs throughout the City;**
- **Addition of live theater to the Casino;**
- **Close marketing gap by developing a marketing plan and prioritising the number one goal;**
- **Incubate businesses to employ residents;**
- **Elimination of prostitution;**
- **Redevelopment of the D3 site;**
- **Attract retail business;**
  - Create visually attractive corridors through/into the City
  - Slow traffic in business districts
- **Prioritize locations;**
  - Century Blvd
  - La Brea, north and south entrances
CHAPTER TWO
Overview of the Community Visioning Process

INTRODUCTION

The purpose of this chapter is to provide a summary of the Community Visioning Process. The main task can be summarized as the facilitation of a consensus-building process to define the economic development envisioned by the community for the City of Inglewood. The charrette consisted of three exercises designed to:

- Identify the types of economic development needed and locate them on a map of the city
- Develop a comprehensive vision for the economic development of Inglewood
- Identify strategies for achieving the vision of economic development

This document discusses the ideas presented by the forty-one community members who participated in the charrette and their vision for the future of Inglewood's development. The procedure of the charrette has been briefly described along with a comprehensive description of exercises undertaken in the charrette. The key findings have been summarized and the details from each exercise are attached for reference as appendices. This document would enable the reader to gain an understanding of the community’s perspective on strengths and weakness, their vision, and the strategies that they find suitable for the development of Inglewood.

COMMUNITY CHARRETTE

The community charrette was held at Rogers Park, 400 Beach Avenue in Inglewood, on October 9, 2004 from 9am to 4pm. The Mayor and City Council members welcomed the participants at the beginning of the day followed by an overview of the day presented by the consultant team. A brief development update was provided by Hilda Kennedy and a comprehensive review of the previous community meetings was presented by the consultant team, stating the chief concerns and ideas of the residents.

This day-long session was divided into three sessions that included exercises, discussions, and voting on several issues. Participants were divided into four groups. Ground rules were set for each session and directions for each exercise were handed out and reviewed with the participants. To enhance the facilitation process, the team outlined the background and development issues pertinent to the city. All ideas contributed by the community members were given equal weight, and final consensus was always drawn by a majority vote. To facilitate maximum participation Spanish translators were present in the meeting to assist the Spanish speaking community members.
Below is a brief description of each exercise and the outcomes. The complete notes for each group from the charrette are available in Appendix II.

**Exercise #1: Define the Economic Development Need**

The first exercise focused on defining the economic development need starting with a brainstorming session. A list of needs were identified and classified as workforce development; business attraction in the form of retail, commercial and industrial; business development and entrepreneurship and miscellaneous including entertainment districts, cultural venues, schools, etc. Specific questions were asked (see Appendix III for Exercise #1 instructions) and a strategy of consensus measurement through voting was used to assess the economic development need (Exhibit 1).

<table>
<thead>
<tr>
<th>Exhibit 1: Economic Need Assessment through Voting</th>
</tr>
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<tbody>
<tr>
<td>Number of Participants</td>
</tr>
<tr>
<td>Workforce development</td>
</tr>
<tr>
<td>Business attraction</td>
</tr>
<tr>
<td>Retail</td>
</tr>
<tr>
<td>Commercial</td>
</tr>
<tr>
<td>Industrial</td>
</tr>
<tr>
<td>Business Development</td>
</tr>
</tbody>
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The majority of participants voted retail as the most significant economic development need, followed by workforce development and commercial development. Other ideas presented were to create an artist’s district, strengthen high school education, bring in career centers, and implement façade improvement programs.

The participants also felt that increasing education in technical fields was a key component of workforce development. Educational facilities focusing on multiple disciplines such as biochemistry, multi-media, entertainment, software, and graphic development that would train local residents for expanding industries like health, media, and information technology.

In the second part of the exercise, each group was asked to place the various economic development types they desired on a map of Inglewood. The following colors were assigned to the different types of development. Each group was provided with colored dots for placement on the map.

- Red: Retail
- Yellow: Industrial
- Blue: Commercial
- Green: Cultural Venues
- Other:

---

*Wilbur Smith Associates ~ USC Center for Economic Development*
Each group selected a representative to make a presentation of their map to the entire group on the types of development for different areas of Inglewood and their reasons for selection.

The Market Street area was a main focus for all of the groups as a retail corridor and a cultural hub. Participants envisioned this street as an entertainment district with family attractions. Restaurants with patios for dining outside, apparel stores and other shopping/retail areas, artists’ studios and workshops formed a part of this environment. Other areas that they wanted to see new retail were along the major corridors that bisect the city: Century, Prairie, Manchester, and La Brea. There was also interest in using some of the Hollywood Park site for cultural venues.

There was a preference for locating the commercial areas along the main transportation corridors with industrial areas to be located along the 405 freeway in the western part of the city or on or around the Hollywood Park site.

The collected comments are available in the meeting notes in Appendix II and the maps developed by each group are located in Appendix I.

**Exercise #2: Vision for the future of Inglewood**

The second exercise asked the participants to develop a group vision for the future economic development of the city. The participants were provided with guidelines for framing their vision statements. They were asked to think in the spirit of the words of Bennis and Nanus:

"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."

The first step was to identify the values and goals of the participants. A series of questions were posed to the participants to help them articulate their values (see Appendix III for Exercise #2 instructions). By identifying their goals and values, each group was able to build a vision statement. The criteria for the vision statements were to:

- 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 that the future will afford.

The participants shared many things in common regarding education, job types, workforce training, shopping and business/entrepreneurship in their overall vision of the city. The
following vision statements were developed by the four groups and presented to the entire room at the end of the exercise:

**Group I:** Our vision for economic development is a thriving, diversified, environmentally friendly community that 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.

**Group II:** 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.

**Group III:** 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.

**Group IV:** 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 #3: Identify and Apply Economic Development Strategies**

The third exercise was designed to identify and apply economic development strategies. The participants were asked to identify Inglewood’s strengths and then to choose the economic development strategies that would implement the participants’ visions. Each group then applied the strategies and mapped the resulting development in the target areas identified on the Economic Development Map (see Appendix III for Exercise #3 instructions and Map).

Each team marked their strategies and developments by placing colored dots and bars on the large map provided and labeling them. The color codes followed were:
Each group selected a new representative to make a presentation of their final map to the entire group on their choice of strategies and types of development for different areas of Inglewood.

In this exercise (#3), all the participants were asked to focus on ten key project areas for the city of Inglewood that were identified by the Kosmont Business Partners as the potential areas for development. The following section summarizes the groups’ development strategies for the project areas. Due to time constraints, some of the groups could focus only on few project areas as per their discretion and consensus within the group. Below is the description of the results according to the ten project areas:

**Century Boulevard Corridor:**
Community participants viewed the Century Corridor, in close proximity to the 405 freeway, as ripe for new development. Two types of uses dominated the discussion, hotels and restaurants which would capture LAX traffic as well as serving the community of Inglewood, and large-scale business park, commercial, and high-tech industrial uses. One group identified a visitor center at the Century Boulevard entrance to the city as a way to capitalize on the LAX visitor flow and introduce people to the attractions in the city. Another group wanted to locate a training center adjacent to a business park to link the training of local residents to jobs there.

**Prairie Avenue Corridor:**
Two groups had ideas for this corridor. One group wanted to see a cultural attraction or monument and mixed-use development, the other group wanted more job intensive uses such as a business park with offices, and a training center with technical and entrepreneurship classes.

**90th street at Hollywood Park including the Hollywood Park and Casino:**
Each group had ideas for development of the Hollywood Park race track and Casino site, and most included some form of mixed-use development. One group envisioned mixed-use development with homes, high-end restaurants, and a cultural center. Another group envisioned a convention center with hotel and sit-down restaurants. A third group wanted mixed-use development with restaurants and retail at one end and a high-tech industrial park with information technology and studio space at the other. A fourth group visualized a cultural center with a performing arts center, movie theatres, sit-down restaurants, a book store and mixed-use development as well as an elementary school to accommodate children from new residential development in the city.
Morningside Park Corridor:
There was a strong preference for new retail development on the east end of this corridor. Mixed-use development was proposed by one group as a strategy to revitalize the area. Another group wanted to make sure new restaurants would locate here, they also felt this would area would be a good location to attract small businesses, and professional buildings with tenants such as doctors.

Arbor Vitae Corridor:
The Arbor Vitae Corridor west of La Cienega was discussed by two of the groups. One Group wanted to expand the industrial uses with an international high-tech industrial park while the other envisioned an aviation training center, high rise office buildings with professional offices and expanded commercial business space east of La Cienega.

Downtown Market Street:
This area was envisioned as a cultural and artistic entertainment hub of the city. One group envisioned mixed-use and a performing arts venue. Another group wanted a hotel and mixed-use with offices. A third group also wanted a hotel and a cultural use. A fourth group wanted restaurants and retail.

D-3 Retail Project Area:
The City Council is currently considering proposals from developers for this site.

La Cienega Corridor:
This area contains primarily industrial and office uses along with the AutoNation dealership. One group felt this area was a good location for a technology training center, they also want to expand the auto mall. Another group wants to see transit brought to this area. A third group expressed the desire to maintain the University campus and to expand industrial and commercial uses in the area. A fourth group also wants to expand retail uses, auto dealerships, and the aviation-related industry and to add a technology training center.

Crenshaw and Imperial Business District:
One group wanted to see a nice grocery store like Trader Joe’s in this location along with a technology training center. Another group envisioned it as a restaurant hub. A third group envisioned high-end retail, a hotel, and mixed-use.

North La Brea:
The participants envision retail expansion in this project area. One group envisioned new retail, restaurants, and a cultural center. Another group envisioned upscale retail at the northern end and a community center, business park, and new retail at the southern end.
CHAPTER THREE
Identification of Real Estate Opportunities

INTRODUCTION

On April 6, 2004, the citizens of Inglewood defeated Measure 04-A on the Inglewood ballot regarding a proposed Wal-Mart development called the “The Homestretch at Hollywood Park” adjacent to Hollywood Park Race Track. The general consensus is that the resistance to the Wal-Mart project was an objection to the concurrence of the process rather than the project itself. On November 18, 2004 Real Estate 101 seminar was held to introduce a process to determine the future development of the 60-acre Wal-Mart property.

Exhibit 1: Aerial Photograph of the Site

The concept of the seminar was to offer the community and stakeholders an opportunity to interact with a panel of real estate experts to discuss the future development of the site.

The seminar served as a venue for the community to offer their perspective on the potential uses for the site. However, in addition to hearing and respecting their individual perspectives, they were given the benefit of expert reactions and guidance regarding their respective comments.
The panel provided a neutral and unbiased perspective of the real estate development opportunities for the subject site. The panel’s role was to offer comments in reaction to public feedback and perspectives regarding the potential uses of the site. The panelists were not expected to have any particular preconceived view with respect to a Wal-Mart store at this particular location, other than their individual expert understanding of the range of real estate opportunities. All expert and professional opinions were respected.

The Seminar was overseen by the Community Development Committee Chair. The Community Development Committee consists of:

- **Councilman Curren D. Price, Jr., Chair**
- **Councilman Eloy Morales, Vice-Chair**

The Seminar was moderated by Arno Hart with Wilbur Smith Associates, the City’s economic development consultant. The Seminar included a presentation followed by discussions. The panelists who participated in the Seminar were:

- **Raphael Bostic**, Associate Professor, University of Southern California
- **James Regan**, Wald Realty Advisors Inc., Urban Land Institute Member
- **Leonard Mitchell**, USC Center for Economic Development
- **Greg Whitney**, Los Angeles Economic Development Corporation

**SUMMARY OF THE OVERALL SEMINAR FEEDBACK**

The Seminar served as a platform to help share the experiences, ideas, and make progress towards the development of what is considered as one of the largest developable properties in Los Angeles County. It provided an opportunity for everyone to hear the status of the Site and for the residents to comment on the development of the Site.

Key issues and concerns that were raised:

- The subject Site presents a strategic opportunity for influencing the future outcome of the surrounding Hollywood Park area;
- The ultimate use for the Site should not be limited to one single use;
- The size of the parcel is significant enough to support a multi-use project;
- The types of uses mentioned included residential, retail, commercial, high tech industry, civic, entertainment; and
- The current zoning at the specific Site will not allow for the development ideas expressed at the Seminar.

While the Seminar was focused on the Site, it is important to note that the comments in general were made in the broader context of the Hollywood Park area. For example, a great deal of discussion centered around the need for a long term comprehensive mixed use development approach. Again, this can be accomplished best when looking at the area as a
whole. The subject Site is an immediate opportunity that can be developed in the short term, with immediate payback for the City and its citizens. While a successful development at this Site is critical towards setting the tone for the surrounding area, some of the broader goals expressed at the Seminar can be achieved as the surrounding area gets developed.

SUMMARY OF NEXT STEPS

The Seminar was very informative and brought together different experts. The presentation and summaries made at the Seminar helped explore the potential uses of the subject Site in detail. The discussions revealed the depth of the issue and it was agreed that further steps were needed to arrive at a consensus. The following two steps are a starting point for further decisions to be made regarding the Site:

Step I: The main challenge is the Site itself. There was a great deal of interest shown by the residents about what kind of development is to emerge on the 60-acre site. Therefore the owner should work towards engaging in a dialogue with the City and the residents on the potential uses of the Site. The result from Step I will be an important part in the development of the Site.

Step II: The Seminar brought to light the fact that there is a great deal of interest about the development potential at and around the general area of the Hollywood Park. The concepts brought up in the Seminar should be taken into consideration. The concepts mentioned were mixed use in nature and included housing, commercial, entertainment, high-tech industries and training centers. Therefore the City should start a process for defining a vision for the area. The development of a Specific Plan could help guide and accelerate the development process.

The appendix contains the summary of the presentation, panel and public comments.
CHAPTER FOUR
Economic Development Action Plan

INTRODUCTION

The purpose of this report is to outline the City of Inglewood’s Economic Development Action Plan. This document outlines the overall goals, along with specific objectives, their focus, core challenges, overall approach and specific Inglewood Fast Actions (I-FAST-ACTS).

What is the City of Inglewood’s Economic Development Plan?

The goal of this action plan is to improve economic development opportunities within the City of Inglewood, in four specific areas:

1) Increase employment opportunities;
2) Broaden the tax base;
3) Attract people and businesses; and
4) Increase service opportunities for residents.

The City of Inglewood’s Economic Development Strategic Plan is focused on all four of these aspects.

The Economic Development Plan in the Context of Other Plans

In general terms, the fundamental basis of any development effort is to create a vibrant, attractive, sustainable and safe community. And there are several types of plans that provide the framework toward developing a community. An economic development plan is just one type of plan that is typically used. Other plans include a General Plan, a Specific Plan, and a Redevelopment Plan. Understanding how the economic development plan relates to these other plans is important to understand within the overall context.

<table>
<thead>
<tr>
<th>Type of Plan</th>
<th>Scale</th>
<th>Examples of Vision</th>
<th>Examples of Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Plan</td>
<td>City level</td>
<td>Depends on community priorities- a very long range</td>
<td>Improve quality of life, housing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>statement</td>
<td>and clean environment</td>
</tr>
<tr>
<td>Specific Plan</td>
<td>Specific Area</td>
<td>Depends on the requirement of a specific area: downtown,</td>
<td>Narrows down to micro level planning depending on the</td>
</tr>
<tr>
<td></td>
<td></td>
<td>waterfront areas, etc</td>
<td>needs of the specific area</td>
</tr>
<tr>
<td>Economic Development Plan</td>
<td>City level</td>
<td>To create a diverse and vibrant economic base</td>
<td>Strengthen workforce; promote</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>businesses and industries</td>
</tr>
<tr>
<td>Redevelopment Plan</td>
<td>Specific Area</td>
<td>Elimination of deficient living and business conditions</td>
<td>Facilitate rebuilding and development of the targeted</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>areas.</td>
</tr>
</tbody>
</table>
A General Plan is a document that can best be defined as the City’s blueprint for the future. It details the City’s policies regarding the nature and location of future development, and indicates what City services and infrastructure will be needed. Most General Plans are a comprehensive, long range statement of policies for the development and preservation of a city. It is a statement of community priorities and values to be used to guide decision making in the future, and consists of citywide elements as well as specific plans for each of a City’s planning areas.

On the other hand, the purpose of an Economic Development Strategic Plan is to improve the City’s job base and increase tax revenues. It has a specific focus on the issues and opportunities toward improving the economic well being of the City. The plan can include efforts to diversify the local economy, expand existing business and attract new business. And to do so within the general context of the overall vision for the City.

This is the exact juncture of this report. It comes after a long and comprehensive community involvement process that included feedback from the citizens, the businesses, the administrators and the leadership of the City. The feedback was broad and comprehensive and helped set the vision for the City. Much of this feedback will be useful to the City as it updates its General Plan, and has been documented in earlier reports produced as part of this study.

And while the feedback was on the scale applicable to a broader and comprehensive plan (like a General Plan), the information also set the tone for the economic development strategy. The key community feedback elements that are relevant to an economic development strategy include the need for higher paying job opportunities, job training and development, need for locally based upscale retail and commercial opportunities and entertainment venues, as well as the desire to afford housing and to provide employment opportunities for Inglewood residents.

**ACTIONS TOWARD EXPANDING JOB OPPORTUNITIES**

**Objective**

To increase the number of jobs within the City of Inglewood, the quality of jobs as measured by income and benefits, and the share of jobs held by the residents.

**Focus**

Target industry sectors that offer higher income levels at or above the current average income levels in the City of Inglewood. These would include high-tech businesses and industries and entertainment driven services, particularly those that have some connection to Inglewood’s existing base of industries, including medical/biotech, aerospace, television
and entertainment. The types of jobs would include process/manufacturing, research, management/administration, back-office and services.

Core Challenge

The greatest challenge toward meeting this objective is the need to improve the resident skill base. Based on previous studies, business interviews conducted as part of the study, and interviews with local residents, the City’s resident labor base is underemployed due to its aggregate skill level, particularly from an education attainment standpoint. In order to attract investment in higher paying jobs, an aggressive job development plan is the imperative.

Overall Approach

The overall job training approach should be two-tiered. The first is to create a critical mass of trained residents by catering the training for high paying jobs anywhere - in Inglewood itself, as well as in nearby job markets. Once a critical mass skill base begins to emerge, the City will be able attract a larger share of locally based employment, thereby evolving toward training catered for jobs/employers exclusive to Inglewood. Again, the critical first step is establishing the program, regardless of where the jobs are. In addition to focusing on resident adults, long term training programs should be established in conjunction with the South Bay Workforce Investment Board’s (SBWIB) programs for the youth population, as well as to continue engaging the School District to be a partner and participate in the functioning of these programs. It is important to note that the City is currently partnered with the SBWIB, and should continue this partnership.

I-Fast-Acts

The most immediate priorities are to:

**Determine the Scale and Scope of Job Training Needs**

Reach out to the most immediate opportunity industries and determine what their skill requirements are, and find out what ancillary businesses can be attracted.

1) Talk to the local and surrounding medical centers;
2) Talk to businesses that already provide training;
3) Talk to aerospace and other high-tech industries in neighboring cities; and,
4) Talk to vendors that provide noise abatement services and materials.

**Increase availability of Job Development Programs**

1) Make citizens aware of existing job development training programs.
2) Work with existing businesses that provide training within Inglewood.
3) Work with existing programs to provide training at locations within Inglewood.

For example:
a) Work with the SBWIB to continue to focus, in addition to adult re-employment, on targeting specific adult under-employed sectors of the population to seek job training; work with the community based organizations to reach out to these population groups.

b) Continue to expand the City’s partnership role with the SBWIB beyond providing employment opportunities for students and transitioning adults. The City should increase its partnership role by proactively working with the SBWIB to identify potential training programs targeted at underemployed sectors.

c) The training should be geared toward the skill areas identified in the first step (Determine the Scale and Scope of Job Training Needs). The SBWIB currently have a specific focus on attaining federal grants for up-training residents into health care field (Centinella, Freeman hospitals). The City should identify additional areas (for example Bio-tech) and partner with SBWIB to obtain funding for training.

4) Provide on-site amenities such as day-care to allow dual income families and working single parent families to attend training.

5) Encourage job training programs to provide training for Inglewood residents for jobs in the most immediate areas around Inglewood (for example El Segundo)

6) Immediate job training skill opportunities should include but not be limited to the target industries listed in the Kosmont report:

- Aerospace
- Bio-Science
- Communications
- Computer Services
- Entertainment
- Environment Technology
- Medical Services
- Software
- Transportation

Benchmarks

In order to help measure the City’s success at expanding job opportunities, the following are some short-term and long-term benchmarks:

<table>
<thead>
<tr>
<th>Benchmark Indicators</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of residents participating in job development training programs</td>
<td>Increasing trend year-over-year</td>
</tr>
<tr>
<td>Number of net new jobs created in Inglewood that pay greater than the Inglewood Cost of Living Index as a percent of total jobs</td>
<td>Increasing trend</td>
</tr>
<tr>
<td>Percent of households earning less than $25,000 per year</td>
<td>Decreasing trend year-over-year</td>
</tr>
</tbody>
</table>
ACTIONS TOWARD EXPANDING THE TAX BASE

Objective

The fundamental purpose of expanding the tax base is to provide a revenue source for the City of Inglewood to perform its functions as a steward of the community, providing services and employment opportunities. Even more paramount for the City of Inglewood and its residents is to shift more of the tax burden from the residents to the business community, especially due to the eroding effect of escalating housing costs on the household income level. It can be expected that the residential tax base will continue to grow due to the natural appreciation in the real estate market. The City should focus its energy on attracting businesses that will expand the city’s tax base and lower the share of burden on the residents.

Focus

The primary tax growth strategy for the City of Inglewood is to expand sales tax base, specifically retail, as well as its business property tax base. The most immediate opportunity is to focus on retail development, specifically toward higher-end and entertainment driven mixed-use development.

Core Challenges

The challenge for the City is the quality of the development mix that has historically targeted the City, given the market’s perception of the City’s ability to support higher quality retail development, as well as the City’s ranking as a retail trade area using traditional income measures. The City also has a reputation for moving slow to take advantage of constantly evolving market opportunities. While there exists a variety of development opportunities which have generated private sector interest, there is little certainty in outcome for many of these developments.

Overall Approach

Despite the trend over the 70’s, 80’s and early 90’s, the City has recently seen an up swing in the quality of retail demand. The City should capitalize on this trend by tactically “swimming up the value” chain by incrementally targeting larger, mixed-use, entertainment driven retail developments that offer a regional as well as local draw. However, to get there, the City first must demonstrate success at attracting intermediate scale developments that set the stage for attracting the higher-end developments like Universal City Walk Hollywood and The Grove. Therefore, over the short term, it should target retail/mixed-use developments that tap into a 2-3 mile trade area, rely on the City’s arterial roadway network, and specifically reduces local retail leakage (keeping more retail dollars within Inglewood). Over the long term, the City should target larger mixed-use developments that have a regional draw, rely on the freeway system, and the airport’s “fly-away” related
business as a means for access to bring shoppers from surrounding cities, as well as satisfy local demand.

I-Fast-Acts

The immediate imperative for the City is to establish an environment and process towards providing certainty in outcome. Certainty in outcome implies that a specific process is set in place, whereby if it is followed in accordance with the guidelines established thereto, that the desired outcome is likely to occur. There are two fundamental actions that must be undertaken:

Update the General Plan and Zoning Ordinance

In the process of updating the General Plan, the City should:

a) Designate the key retail/commercial corridors such as Century Blvd, Manchester Ave, La Brea, Market Street, La Cienega, Arbor Vitae and Crenshaw/Imperial as the immediate retail/commercial growth corridors, mostly with a local (2-3 mile) trade area, targeted at reducing economic leakage, as well as sustainable long term development corridors.

b) Designate the Hollywood Park/Forum area (Manchester, Prairie and Century) as the core focus for a regional-scale mixed-use development to accommodate high-income sales tax and property tax generating businesses. The uses should include but not be limited to retail, residential, high-tech industrial, office park, civic and entertainment uses. From an economic development standpoint, the role of this area is to attract dollars from outside the City. The current land owners should be engaged before, during and after the General Plan process so as to ensure that the vision conveyed by the community and their Plan is consistent with economic realities set forth by the market.

c) As part of a zoning review process (possibly during the General Plan update or Specific Plan as determined by the General Plan) allow for up-zoning opportunities in all of the aforementioned areas, specifically to allow for vibrant mixed-use development. The Arbor Vitae corridor should be allowed to evolve into a retail commercial corridor. Portions of N. La Brea should be allowed to accommodate mixed-use development.

Improve the Environment for Doing Business

Improve the development review process (see next objective “Attractive to People and Businesses”).

Brand the Individual Opportunity Areas

In addition to improving certainty in outcome the City should aggressively designate themes to the aforementioned corridors and centers, thereby creating branding opportunities from a marketing standpoint, improving the City’s edge at attracting retail sales. The themes should be tied with festivals and public events in an effort to better position the individual areas as stand alone areas. For example, the Arbor Vitae corridor
should be themed as Hispanic so as to position that corridor as a place to shop for that respective population group. The Hollywood Park area should be branded based on its entertainment theme. The Century Blvd corridor should be branded as a “Flyaway” corridor. Market Street should be branded as a place to live, shop, work and play. In other words, the City of Inglewood should not be the core brand, but rather each of the sub areas should be branded based on what they are and the role they serve.

Improve Parking
The City should implement strategies to provide adequate parking for the aforementioned areas. The parking strategies should vary based on the specific needs; downtown; on-street and off-street parking for the commercial spine corridors; larger joint use parking facilities for the larger mixed-use regional developments. The City should also pursue a parking financing plan to include options such as Business Improvement Districts, as well as private/public partnership to fund the construction of larger multi-use parking structures.

Parcel Assembly
The City should pursue parcel assembly strategies for some of the existing commercial spine corridors to allow for mixed-use development where applicable. For example, the parcels along North La Brea are too narrow for mixed-use development; parcels would need to be bundled to allow for mixed-use development. This is also true for Arbor Vitae which is an emerging retail corridor with a Hispanic focus.

Clear Development Goals and Objectives
The City should provide clear development goals and objectives for areas within the City that are currently not being developed due to inconsistent development objectives. Clear zoning and land use guidelines should be outlined for the areas that are stagnant. These should be based on a fair and transparent process that invites and takes into account public and community feedback. Examples of specific areas of concern include the “corner lots” that were formerly gas stations that are currently under the Special Use Permit process. Other areas include potential development sites along the high traffic corridors. Again, the intended outcome is to provide a clear vision and objectives that provide an opportunity for certainty in outcome.

Benchmarks
The following are the benchmarks for determining the City’s success at expanding its tax base:

<table>
<thead>
<tr>
<th>Benchmark Indicators</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per capita sales tax revenue (total sales tax divided by total city residents)</td>
<td>Improve to match and exceed the South Bay Cities average</td>
</tr>
<tr>
<td>Per capita property tax revenue from businesses (total property tax from businesses divided by total city residents)</td>
<td>Improve to match and exceed the South Bay Cities average</td>
</tr>
</tbody>
</table>
Sales taxes and property taxes (from business) as a share of total tax revenue | Improve to match and exceed the South Bay Cities average

Property taxes from businesses as a share of total property tax revenue | Increasing trend year-over-year

**ACTIONS TOWARD IMPROVING THE CITY’S APPEAL AND ABILITY TO ATTRACT BUSINESSES AND PEOPLE**

**Objective**

The City of Inglewood, for a variety of reasons, either right or wrong, has an image challenge. And image is mostly perception. The City must take specific steps toward addressing these perceptions, not through a marketing and public relations driven campaign, but through specific tangible programs that can produce demonstrated results.

**Focus**

The focus should be on businesses and people, not one or the other. Therefore the efforts should be directed at:

1) Business Environment – Business should feel welcome.
2) Safety – Residents, businesses and their customers should feel safe.
3) Housing – People should be able to afford their homes.
4) Blight – The City should look like a great place to live and work.

**Core Challenge**

The challenge for the city is that perception regarding all four of these areas are not where it should be. This is based on previous studies, business interviews conducted as part of the study, and interviews with local residents. While the people who live and work in and for the City of Inglewood are friendly and accommodating as any other City, the process that businesses have to go through is sometimes cumbersome and unfriendly, particularly the certainty in outcome of the development plan review process. When it comes to the perception of crime, Inglewood is a favorite target for the media and pop culture, right or wrong. The availability of an affordable housing stock presents a major challenge for home ownership, which in turn affects local economic vitality and sustainability. And blight along major gateway corridors such as Prairie presents an unwelcome introduction to the City. These are all challenges that can be overcome.

**Overall Approach**

The overall approach in improving the perception of the City’s attractiveness should not be to immediately launch a marketing and public relations campaign that counters these perceptions. We propose a philosophy of first deploying measures that improve the factors that drive these perceptions. Due to the realities of the region’s economic
dynamics, specifically an increasing demand for and a diminishing supply of development opportunities elsewhere, and emerging opportunities within Inglewood, people and businesses are increasingly coming into contact with Inglewood. These are the people and businesses that must experience first hand improvements in the aforementioned attractiveness factors. This is the City’s first line of offense. While the market is “hot”, the best approach toward changing perception is to demonstrate success at accommodating those who come knocking. Only when this happens will a marketing and public relations approach be effective. Success breeds success.

I-Fast-Acts

Establish a Stewarded Development Review and Approval Process
From an economic development standpoint, the immediate imperative for the City is a friendly business environment, specifically one that improves certainty in outcome. That is not to say that safety, blight, and housing are not important. Indeed, these issues must also be addressed. However, for the purpose of immediately addressing the core aspects of economic development (expanding the tax base and improving job opportunities) it is vital that the City immediately overall the process it employs for reviewing and approving projects. We recommend an approach that relies on a board to act as the steward of the development review and approval process - Stewarded Development Review (SDR) Process. However, the SDR Process cannot succeed unless the vision and guidelines are set in place - hence the need for the General Plan Update. The following are key aspects of the SDR process.

1) SDR Committee – A committee consisting of the heads of each of the key units and departments within the City, including but not limited to, Planning, Building and Safety, Redevelopment, Housing, Economic Development, Parks Recreation and Community Services, Public Works, Police and Finance. The SDR Committee should likely be chaired by the Community Development Director.

2) Development Plan Review – The SDR Committee meets regularly to review the status and progress of specific development plans that are under review.

3) Official Application Process – Only projects that have been filed, provided required application information, paid application fee, and given a SDR application number, will begin the review process.

4) Spirit of Stewardship – Projects under review should be stewarded through the process; efforts should be made to guide the applicants through the correct channels. All “live” projects should be included on the weekly meeting agenda and the status of all should be reviewed. Assignments to relevant departments are made, with specific actions.

5) Continuous Coordination with Council – The SDR Committee Chair should regularly update the Council Community Development Committee on the status of project that are under review. The reports to the Council Community Development Committee should provide advance notice of projects that are likely to need future Council review (for example projects that do not meet zoning
guidelines, or planning guidelines, or the guidelines of the other City departments that are represented by the SDR Committee.

6) Council Review – Only projects that have an SDR number, and that have been reviewed by the SDR Committee, can be put in front of Council’s Community Development Committee or full Council for review.

The SDR process should be patterned after similar development plan review approaches such as the one for the City of Ontario (see Appendix).

**Continue Economic Development Based Crime and Blight Reduction Efforts**

The City’s Police Department has been effective at working with other City departments at improving public safety in key business and retail areas. Examples of previous successful initiatives include the establishment of business improvement districts to fund an increased police presence, as well as targeted crime reduction efforts deployed in conjunction with redevelopment investments in specific corridors, like at Crenshaw and Century. It is recommended that the City take advantage of the success of coordinated approaches, specifically the latter example, and deploy this strategy in other areas. An immediate area of opportunity is a coordinated effort at reducing criminal activities along the Prairie corridor, specifically near I-105 and along Century Blvd near the I-405, followed by efforts to demolish abandoned and boarded buildings, cleaning up the sites, creating interim “pocket parks” (see description below). These efforts should involve the directors of a variety of City Departments such as Police, Parks and Recreation, Redevelopment, Planning and Public Works. These efforts should directly involve the existing property owners and the City should, where possible, avoid purchasing the subject parcels so as to allocate needed public resources toward other areas. Property owners should be co-opted into appreciating the up-side market impact of improving blighted areas.

**Convert Stagnant Development Parcels into Temporary “Pocket Parks”**

Several cleared development parcels throughout the City have remained stagnant, for a variety of reasons, particularly corner lots along key corridors. These should be converted into temporary “pocket parks”, where applicable from an accessibility and safety standpoint. The City should avoid purchasing the subject parcels by coordinating directly with the existing land owners, and where needed educating the owner on the up-side market potential of improving the “presentation” of the available sites, and where available, provide low cost assistance for improvements such as landscaping (planting grass) and adding art work created by area residents. In addition to improving the marketability of the subject sites, this strategy improves the overall look of the City, and provides badly needed public space. One approach is to enter into no-cost lease agreement with lot owners to utilize the lot as public space while it is on the market. Stress that owner will be relieved of all maintenance headaches for the lot. Usually requires the City to assume liability for lot while it is in public domain. To help costs low for the City, pursue an incremental (one park at a time) strategy.
Improve Housing Opportunities
While increasing affordable housing stock does not directly relate to the core economic development goals, a high incidence of home ownership does provide an environment for long term business and retail sustainability. Therefore, it is recommended that from an economic development standpoint, it is important that the General Plan update outline the necessary mix of residential development. However, it is important to ensure that the guidelines and metrics be applied on a block/neighborhood basis, and not on a parcel specific basis. From an economic development standpoint, parcel level requirements create a restrictive environment for healthy mixed-used development to succeed. Of course, all available funds earmarked to support the development of affordable housing should be applied thereto, including the requisite share of redevelopment funds allotted for affordable housing.

Benchmarks
The following are the benchmarks for determining the City’s success at improving perception:

<table>
<thead>
<tr>
<th>Benchmark Indicators</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Informal drive-by perception survey - once a year, drive a van of visitors along a specific series of routes that are being improved - and document the responses</td>
<td>Improvement in remarks made by survey respondents from year to year</td>
</tr>
<tr>
<td>Paper Survey of Investors – Survey form filled out by investors that cover 3-5 key areas affected by perception</td>
<td>Improvement in remarks made by survey respondents from year to year</td>
</tr>
<tr>
<td>The Number of Blighted Development Sites</td>
<td>Reduction in the number of blighted sites</td>
</tr>
</tbody>
</table>

DEPLOY SERVICES THAT IMPROVE THE CITY’S ECONOMIC DEVELOPMENT OPPORTUNITIES

Objective
As stated earlier, one of the core ideals of the City of Inglewood’s economic development plan is to increase the level of tax revenue generated by the City’s business tax base, thereby improving the level and quality of services provided by the City. Conversely, many of the actions ascribed to this point in the report rely on services provided by the City. In other words, the level of success of the economic development program can be influenced by the level and quality of services provided by the City. For example, the perception of safety is an important factor influencing the willingness of businesses to locate in the City, which can be improved by investments deployed by the Police Department to improve safety. Adding pocket parks requires the use of resources overseen by the Parks and Recreation Department. Therefore, as a general rule, the level and quality of services provided by the City should be optimized so as to maximize the success of economic development efforts within the City. Building a strong economy is “Everybody’s Business” in Inglewood.
Focus

The following investments and services can have a positive impact on economic vitality when deployed in conjunction with economic development efforts:

1) Civic Facilities – Cultural centers; civic centers, museums.
2) Training and Education – High school, college, job training.
3) Recreation – Parks, recreation and meeting places.
4) Police – Safer streets and neighborhoods.
5) Public Services – General services (transportation, public works, administration, etc)

Core Challenge

The challenge lies in the reality that the level of services provided within the City are largely a function of available fiscal resources, which in turn is dependent in large part on the City’s ability to generate tax revenues. Periods of economic decline result in budget deficits which result in cuts in the level of public services, which in turn can contribute to prolonging the period of economic decline.

Overall Approach

Understanding the linkage between service provision and the economic vitality of the City is critical. This understanding should provide a basis for driving the philosophy for delivering public services, specifically in terms of the quality of the delivery. The better the quality of delivery, especially during a fiscal downturn, is critical toward providing an environment for economic development.

I-Fast-Acts

The previous actions include specific service based I-Fast-Acts.

Benchmarks

No specific benchmarks are applicable hereto, other than the aforementioned.
Appendix I - A: Notes from Community Meetings

1. Community Input from Town Hall with Mayor Roosevelt F. Dorn
2. Community Input from Community Meeting with Councilman Curren D. Price, Jr.
3. Community Input from Community Meeting with Councilman Ralph Franklin
4. Community Input from Community Meeting with Councilwoman Judy Dunlap
5. Community Input from Community Meeting with Councilman Eloy Morales
Community Meeting with Mayor Roosevelt F. Dorn
Mayor’s Town Hall
August 26, 2004, 7 p.m. – 9 p.m.

Community Input for Citywide Economic Development Strategic Plan

Vision
- The most environmentally friendly city in South Bay with clean air and water and when you open your windows there is no noise
- A good place to raise children

New Development
- Develop a golf course
- Move YMCA project forward faster
- Attract an outlet mall

Ideas for Particular Areas of the City
- Wants live/work developments around Market Street
- Keep Market Street unique; that’s what keeps it alive, it’s an outdoor experience
  - Add validated parking for customers and employees
  - Plan should address traffic fears
  - Educate community about business needs, i.e. customers, foot traffic

Concerns/Issues
- Projects should increase residential property taxes,
  - Feels recommended projects don’t increase residential property values
- General Plan should guide development
- Move community out of the crutch mentality

Desired Public Investment
- Open Space element should guide park development
- Do a better job of keeping trees trimmed
- Improve alleys to concrete with good drainage
- Cultural Arts Center

Strategies to Get There from Here
- Engage community in a dialogue on reconsidering WalMart if WalMart is willing to negotiate on those issues raised during the ballot measure such as eliminating the grocery store and increasing wages
- Engage community in a dialogue about slot machines as a means of revenue generation for the city
- Support entrepreneurship and small business development and expansion more effectively
- Attract small/medium-sized high-tech companies
• Inform High School students about the skills they need to obtain new economy jobs and to go to college
• Provide job training for high tech jobs, particularly aimed at innovative jobs of the new economy
• Provide High School students with access to training in trades, a 2-year program that begins in the 10th grade, in carpentry, construction, technology
  o So they have a choice to either go to work or work their way through college
  o Begin as a pilot program such as the one with the Electrical Engineers of America at a middle school in Inglewood
• Develop trade union partnerships for training high school students followed by an apprenticeship program
• Expose high school students to careers, including trades, and to the work ethic
• Capture spending capacity from commuters passing through Inglewood: Stop ‘n Shop
• Educate community about federally subsidized training programs
• Encourage city employees to live, work, and play in Inglewood
• Attract businesses that utilize clean technology
• Plan density wisely, density is not always a good thing
• Participate at each meeting
Community Meeting with Councilman Curren D. Price, Jr.  
District One  
September 15, 2004, 7 p.m. – 9 p.m.

Community Input for Citywide Economic Development Strategic Plan

New Development
- Want development that is attractive with a nice ambiance
- Want quality development
- Want the following businesses:
  - Trader Joe’s
  - Healthy Food – such as Whole Foods
  - Albertson’s with nice ambience like the one in Culver City with dimmer lights and carpet
  - Nice sit-down restaurants
  - Movie theaters
  - Car dealerships, all services found in Lakewood, etc.
  - Need new clothing stores of good quality (used to have Boston stores and Dillards)
  - Recreational dealerships selling things like boats and jet skis
  - High-end businesses and sales tax generators
  - Hotels, including 5-star
  - Golf Course
  - Bank branch at Manchester and Crenshaw
- One participant plans to bring back car dealerships
- Mixed use – senior housing above retail on Florence (D3 site)
- Create villages in neighborhoods and at city entrances

Ideas for Particular Areas of the City
- Want Market Street to have businesses to make it a destination for community
- Façade improvement on Market St.
- No façade improvements on Market Street
- Make continuation of Century Blvd. redevelopment a high priority

Concerns/Issues
- Don’t want new development to cause displacement
- Traffic on Century Blvd is getting very bad due to new development
- People will move to Inglewood because it is 20 minutes from everything. Demand will cause upward pressure on housing prices.
- This was a middle class city when I moved here, not today.
- The city has its fare share of low-income housing except for senior housing, it needs more single-family housing

Desired Public Investments
- More recreational facilities
- Theater for performing arts, live theater
• Community Center
  o Multipurpose rooms, banquet rooms, vending machine
  o Senior citizens center, childcare center
  o Contracting jobs to be given to Inglewood citizens

*Strategies to Get There from Here*

• Develop a design or theme for new developments to meet
• Start a business incubator with retail on ground floor, especially restaurants
• Support new businesses in Inglewood
• Do business with local developers/contractors
• Link new development to public transportation networks
• Crime reduction and good schools will lead to private investment
• As Hollywood Park increases sales volume it will attract new development
• Progress is happening, we just need to keep giving direction to City Council and monitor process
• More community participation is needed to provide input into direction of new development
• Attract high-end businesses that are sales tax generators
• Provide direction for high sales tax generators, like in Culver City and Torrance.
• Provide information/classes on investment – starting businesses – where is the money?
  o How do we learn about running a business?
  o How do we grow our own business?
• Increase single-family homeownership
Community Meeting with Councilwoman Judy Dunlap
District Two
September 25, 2004, 10:00 a.m. – 12:00 p.m.

Community Input for Citywide Economic Development Strategic Plan

New Development

- Provide sufficient parking in new residential developments
- Want the following businesses:
  - Nice restaurants
  - Upscale shopping
  - Trader Joe’s
  - Furniture store
  - Cars
  - More Doctor’s offices
  - Balance of upscale, mid-scale, low scale restaurants
    - Sufficient low-scale available

Ideas for Particular Areas of the City

- Golf course on 90th Street
- Florence Avenue
  - Do not allow it to become a truck thoroughfare
  - Add trees, sidewalks, and bike lanes
- North La Brea
  - Want development on with upscale shops like the 3rd St. Promenade
  - Encourage mixed-use development that compliments the quaint areas and supports a walkable community
  - Provide parking structures to solve parking problem

Concerns/Issues

- Don’t want movie theater project on Market Street
- Inglewood isn’t Beverly Hills; we need to create jobs and a strong tax base
- Without traffic businesses won’t survive
- A strong customer base is necessary to a business’s sustainability
- Displeased with the land price discount given to Haagen Development
- No more big boxes; want to retain small business character of community
- A Howard Hughes type development on Century “not possible”
- Red Lobster/Chili’s shopping complex was characterized as a “strip mall” and defended as “not a strip mall”
- City went downhill causing retail spending leakage
  - Residents are shopping in other cities, ex: Hughes Center
- Already have plenty of pizza and burger restaurants
- We “do deserve better”
Desired Public Investments

- Solicit input from neighbors for new development on closed gas station sites
- More open space/parks
- Provide financial help to improve secondary schools
- Target job creation and creation of a strong tax base
- Performing Arts center (for Performing Arts group)
- One way streets for traffic control
- Increase accountability, transparency of expenditures
  - Focus on safety issues, make policing a priority
- Attract educational institutions that will support goals
- A museum of African American art in District 2
- More youth-related activities
- Museums

Strategies to Get There from Here

- Target job creation that will increase incomes
- Institute laws and/or rules to hold city staff accountable for quality etc. of new development
- Encourage and provide education/training as a means of providing both qualified workers and higher-paid residents, resulting in a strong economic engine for city
  - Training for 21st century jobs, clean technology jobs
- Support small businesses
- Eliminate vacant lots – use for economic activity or landscape to remove eyesore
  - Require property owners whose lots have remained vacant over 1 year to maintain them with grass and/or a walkway, especially gas stations (after clean-up)
- Attract businesses that will hire high school graduates at $10.86/hour or higher so they can afford to go to college
- Establish a traffic generator, a destination place, a draw and then link other retail development to it
- Establish accountability for fulfilling strategies in plan
- Address city’s image
  - Make city attractive to high-end retailers
- Increase tax revenues to fund public investments needed to improve quality of life for residents
- Let development happen
- Attract/grow businesses with “21” century” jobs
- Encourage debate and leadership (not following existing way of doing things/ status quo)
- Encourage mixed-use development
- Establish a community television studio
  - Offer training for careers in technology, film, etc.
Community Meeting with Councilman Eloy Morales  
District Three  
October 2, 2004: 10:00 a.m. – 12:00 p.m.

Community Input for Citywide Economic Development Strategic Plan

New Development

- Housing
  - Mixed-use for Seniors
  - Live/work development
    - Encourage reduced commutes
  - Affordable housing
  - Mixed-income, culturally diverse housing
- Want the following businesses:
  - Bookstore
  - Museums
  - Theatres
- Want successful development like in Culver City, the Grove at Fairfax and 3rd

Ideas for Particular Areas of the City

- Manchester Corridor should be developed
- Market Street
  - Quality stores – clothing and shoe stores
    - Businesses that will provide employee benefits
  - Provide parking structures
  - Major Theatre
  - No $.99 stores or swap meets
  - Bike lockers
- La Cienega/ Hillcrest K-Mart should open up again
- More public parking needed at Inglewood and Cedar Avenue intersection
- Bring a training center to Imperial/Crenshaw instead of fast food
  - Technology is the future of Inglewood

Concerns/Issues

- All cultures should be included
- Community needs to become more safe
- More jobs are needed
- The city is a “Diamond that has been chipped away.”
  - Single-family housing is disappearing
  - Amount of open space has declined
  - Services have declined
  - Airport noise has increased – peace & quiet chipped away
  - Centinela & Daniel Freeman Services chipped away
  - Forum/Hollywood Park not what they used to be
  - L.A. took the Lakers away from the Forum to the Staples Center
  - Residents don’t take action or participate enough
- Capitalize on historical assets- farming, jazz
Celebrate past
- Eliminating people vs. eliminating poverty
- Young adults all-city Symphony, Orchestra, Parks programs eliminated or reduced
- Entertainment is lacking in town, many go to Lynwood
  - Residents have to go to other communities for museums and theatres
- Private schools have after-school services unlike public schools
- Quality and type of retail is lacking so residents do much of their shopping outside the city
- Language & customer service problems at shops on Market Street
- Importance of public perception; “no bars on the windows”
  - Perception of crime is greater than reality

Desired Public Investments
- Encourage students to get quality education
- More public parking
  - Inglewood/Cedar Avenue
- Fix Oak & Arbor Vitae intersection- blind turn may cause accident
- Parks need to be created, enhanced, and revitalized
  - Park for kids
  - Soccer/ baseball fields
- Provide more affordable services and activities for seniors
- Homeless housing/ shelter needed on 97th Street
- Put Kosmont study Part I on the City’s website

Strategies to Get There from Here
- Zoning – take a comprehensive look at the general plan and update it to encourage the desired types of development
- Explore assertion that there is market potential for quality meeting places
  - Example – business meetings for Marvin Engineering or Signature Eyewear
  - Airport business travelers
- Target attraction efforts
  - For businesses with jobs paying middle-class wages
  - For businesses that pay health benefits
- Talk to Yvonne Braithwaite-Burke to learn how to get funds for senior citizen center
- Rehabilitation and training programs to keep population productive
  - Job training such as in Hawthorne
- Address gang problem by providing alternatives
  - Array of education programs
  - Volunteer after-school programs
  - Soccer fields in parks
  - Activities for teenagers
  - Community Center with sports activities
- Encourage students to get quality education, emphasize the need for education
- Revitalize empty buildings
- Renovate vacant buildings for rental housing
Community Meeting with Councilman Ralph Franklin
District Four
September 18, 2004, 10 a.m. – 12 p.m.

Community Input for Citywide Economic Development Strategic Plan

New Development

- Want the following businesses:
  - Barnes and Noble
  - Healthy food such as Trader Joe’s, Whole Foods
  - Entertainment venues such as movie theaters
  - Nice restaurants
  - A banquet center
  - Environmentally friendly dry cleaner
  - Fabric and crafts supplies
  - Upscale clothing stores, dress stores, and shoe stores
  - Book store
  - YMCA/YWCA
  - Quality furniture stores
  - Picture frame shop
  - Roller rink or ice rink
  - Auto mall
  - University campus on the corner of Prairie and 90th St.
    - This would support quality jobs
  - Golf course

- Want the following projects because expectation is that they will generate revenue:
  - Convention center w/banquet facilities
  - Hotels within proximity of convention center
  - If Hollywood Park leaves there is an opportunity for a new entertainment/retail development

Current Project Update

- Flyaway project is on hold
- D-3 Site proposals have been reviewed and were screened resulting in three finalists

Ideas for Particular Areas of the City

- Want Crenshaw between Imperial Hwy and Century cleaned up
- Improve the attractiveness of the southern entrances to the city along Imperial Hwy
- Manchester Blvd has a huge traffic flow with commercial development along both sides; effort should be made to improve the commercial area and to encourage small business development in ways that capitalize on this visibility to a large number of potential consumers

Concerns/Issues

- No LAX expansion
- Ban infill housing under the LAX flight path
• Don’t know where to find information on what development projects are currently underway and what projects are being considered
• Concerned that there is a lack of coordination of activities
• Both the educational attainment of our adult residents and the achievement of our students is low and needs to be improved
• Is city conducting all of the right impact studies before approving new development?
• Provide the map of redevelopment areas at subsequent meetings in this process
• There is more disposable income in the community than businesses think

**Desired Public Investments**
- Institute curbside recycling
- Child development center
- Performing arts center
- A large park with space for activities for children, adults, and seniors that is safe
  - Fox Hills is a good example
- Sports and other youth activities
- Add a par course to Centinela Park

**Strategies to Get There from Here**
- Start a small business incubator with reasonably priced office space
- Have more balance in planning for development in the city
- Develop an image building program for Inglewood with a public relations plan that includes a TV campaign and a radio campaign, touting it’s prime location for business
- Focus on revenue tax generators, the Home Depot is generating around $300 per square foot in sales
- Amend elements of the outdated general plan as part of the Smart Growth Initiative
- Schools must be a large part of the strategy to improve the economic vitality of the city
- Inventory the leasable space of the medical buildings in the City and find out how much is not in use and why and develop a strategy to put the space to use rather than developing new buildings and leaving the old to be a blight on the city
- Promote volunteer efforts and opportunities such as block clubs on the City website to get more grassroots participation in achieving these economic development goals
- Establish a committee to address the City’s image problem and develop a public relations campaign
- Address the prostitution and gang issues
- Don’t allow any more fast food or massage parlors
Appendix I - B: Notes from Community Meetings in Spanish

1. Community Input from Town Hall with Mayor Roosevelt F. Dorn
2. Community Input from Community Meeting with Councilman Curren D. Price, Jr.
3. Community Input from Community Meeting with Councilman Ralph Franklin
4. Community Input from Community Meeting with Councilwoman Judy Dunlap
5. Community Input from Community Meeting with Councilman Eloy Morales
El Plan Estratégico del Desarrollo de la Ciudad De Inglewood - Notas

Vision
- La ciudad del mejor bien ambiente en el suroeste de Los Angeles, con puro aire y agua, y sin sonido si se abre las ventanas.
- Un lugar de criar una familia

Desarrollo nuevo
- Desarrollar un campo de golf
- Avanzar el proyecto de YMCA
- Crear un centro comercial al por menor

Ideas para áreas de la ciudad
- Desarrollar lugares de vivir y trabajar cerca de Calle Market.
- Calle Market debe seguir la más única. Es una experiencia afuera.
  - Aumenta mas estacionamiento para empleados y visitantes
  - El plan debe pronunciar un discurso ante tráfico
  - Educar a la comunidad de las necesidades de empresas

De discusión
- Los proyectos deben levantar los impuestos de las propiedades residenciales.
  - Los proyectos actuales no levantan valores de propiedades residenciales.
- El plan general debe guiar desarrollo

Inversiones del gobierno local
- Mantener los árboles
- Mantener los callejones
- El espacio abierto debe guiar el desarrollo de los jardines
- Centro de cultura

Estratégicas de pasar desde aquí hasta acá
- Reconsiderar un diálogo en permitir un Wal-Mart si Wal-Mart esta dispuesto a negociar en las temas de votación, como eliminar el supermercado y levantar sueldos.
- Empezar un diálogo sobre tragamonedas por que generan rentas.
- Apoyar desarrollo de empresarios y negocios pequeños
- Proveer a la gente de capacitación de trabajos tecnológicos.
- Informar a los estudiantes de colegio sobre las destrezas que necesitan para obtener trabajos en la economía nueva y para asistir a universidad
- Proveer a los estudiantes: acceso a capacitación en comercio. Crear un programa de dos años, comenzando en el décimo grado, de capacitación en construcción, tecnología, y carpintería.
  - Para que se puede trabajar o asistir a la universidad
- Programa piloto en Inglewood
- Por ejemplo, un colegio para niños de 12 a 14 años tiene un programa con Electrical Engineers of America.

- Desarrollar asociación entre colegios y sindicatos de capacitación de estudiantes.
  - Más adelante, los estudiantes asisten a un programa de aprendiz
- Mostrar a estudiantes de colegio de las carreras, incluyendo comercio.
- Educar la comunidad de programas de capacitación subvencionado por el gobierno federal.
- Empleados de la ciudad deben vivir y ir de compras en la ciudad.
- Buscar empresas que utilizan tecnología que sea limpia.
- Densidad no es buena en todos casos.
- Participar en todas las juntas
- Conseguir dinero de personas que viajan diariamente una distancia considerable entre su lugar de residencia y el de trabajo, y también de personas que viajan a otras ciudades para ir de compras. Parar y comprar.
Junta de la Comunidad con Consejal Curren D. Price, Jr.
Distrito Uno
15 de Septiembre del 2004, 7 p.m. – 9 p.m.

Entrada de la Comunidad Para el Plan Estratégico del Desarrollo Economico de La Ciudad de Inglewood

**Desarrollo nuevo**
- Quiere desarrollo que es atractivo con un ambiente de alta calidad
- Quiere desarrollo de alta calidad
- Quiere los negocios siguientes:
  - Trader Joe’s
  - Whole Foods
  - Albertson con un ambiente parecido a Culver City, con luces más débiles y alfombra
  - Restaurantes de alta calidad
  - Cines
  - Tiendas del coche, todo que se puede encontrar en Lakewood, Etc.
  - Necesita mas tiendas nuevas de ropa de calidad buena (como Boston y Dillards)
  - Las ventas recreativas de barcos y “jet skis”
  - Quiere los negocios y las ventas que generan impuestos grandes
  - Hoteles, incluyendo los de 5 estrellas
  - Curso del golf
  - Un banco en Manchester y Crenshaw
- Un participante planea devolver una venta de coche
- El uso mezclado – mayores viviendo encima de tiendas de bienes y raíces en Calle Florencia (El sitio D3)
- Crea entradas de la ciudad

**Las Iideas para Areas Particulares de la Ciudad**
- Quiere que Calle Market tiene los negocios para crecer un destino para la comunidad
- Mejora la fachada de Calle Market.
- No mejora la fachada de Calle Market.
- Haga la continuación de la reurbanización de Calle Century una prioridad alta

**Concierne/asuntos**
- No quiere que el desarrollo nuevo cause el desplazamiento
- El tráfico en Calle Centure es muy malo por que del desarrollo nuevo
- Las personas moverán a Inglewood Porque es 20 minutos de todo. La demanda causará movimiento hacia arriba en precios de la vivienda.
- Inglewood era una ciudad de la clase media cuando moví aquí, no hoy.
- La ciudad tiene su vivienda de los bajo-ingresos, pero necesita envoltura más unifamiliar.

**Inversiones Públicas deseadas**
- Facilidades más recreativas
- Un centro de artes
• Centro social
  o Los espacios multiusos, los espacios del banquete, la vendedora automática
  o El centro de jubilados, un centro de niños
  o Dar a ciudadanos de Inglewood los trabajos en la ciudad

Las estrategias para Llegar a allí de Aquí
• Desarrolle un diseño o un tema para desarrollos
• Empiece una incubadora del negocio con bienes y raíces en el piso primero, especialmente restaurantes
• Apoya a negocios nuevos en Inglewood
• Negocie con reveladores/contratistas locales
• Ligue el desarrollo nuevo a redes de transporte público
• La reducción del crimen y escuelas buenas llevarán a la inversión privada
• Como Hollywood Park aumenta el volumen de ventas atraerá el desarrollo nuevo
• El progreso sucede, necesitamos dar la dirección al ayuntamiento
• Se necesita más participación de la comunidad para proporcionar la entrada en la dirección del desarrollo nuevo
• Atraer los negocios de alta calidad que generan impuestos grandes
• Proporcione la dirección para ventas que generan altas impuestos, como en Culver City y Torrance.
• ¿Proporciona las información/clases en la inversión – empezando negocios – dónde está el dinero?
  o ¿Cómo aprendemos acerca de tener un negocio?
  o ¿Cómo crecemos nuestro propio negocio?
• Aumente homeownership unifamiliar
Junta de la Comunidad Consejala Judy Dunlap
Distrito Dos
25 de Septiembre, 2004, 10:00 a.m. – 12:00 p.m.

El Plan Estratégico de desarrollo de la Ciudad De Inglewood

Desarrollo Nuevo

- Proporcione estacionamiento suficiente en desarrollos residenciales nuevos
- Quiere los negocios siguientes:
  - Restaurantes buenos
  - Compras elegantes
  - Trader Joe’s
  - Tiendas de Muebles
  - Coches
  - Más oficinas de doctor
  - Un equilibrio de elegante, la medio-escala, los restaurantes bajos de la escala
    - Bajo-escala suficiente disponible

Las ideas para Areas Particulares de la Ciudad

- Un Curso de Golf en la Calle 90th
- Avenida de Florencia
  - No lo permita llegar a ser una carreta de camión
  - Mantiene árboles, las aceras, y sendas de bicicleta
- La Brea del norte
  - Quiere el desarrollo en con tiendas elegantes como el 3rd Street Promenade
  - Alente el desarrollo del mezclado-uso que cumplimenta las áreas anticuadas y apoya una comunidad de walkable
  - Proporcione edificios de parking para resolver el problema de parking.

Concierne/asuntos

- No quiere proyecto de cine en Calle Market
- Inglewood no es Beverly Hills; necesitamos crear los trabajos y una base fuerte de impuestos.
- Sin trafico, los negocios no sobrevivirán
- Una base fuerte del cliente es necesaria a una sostenibilidad del negocio
- Desagrado con el descuento del precio de la tierra dado al Haagen Development
- Ningunas cajas más grandes ; retener el carácter de pequeña empresa de la comunidad
- Un desarrollo de tipo Howard Hughes Center en Calle Century “no es possible.”
- el complejo de compras de Red Lobster/Chilis se caracterizó y defendió como un “paseo de tira” y
- Los residentes van de compras en otras ciudades, ex: Howard Hughes Center
- Ya tenga una abundancia de restaurantes de pizza y hamburguesa
- Nosotros “merece mejor”
Inversiones Públicas deseadas

- Solicite la entrada de vecinos para desarrollo nuevo en sitios de gasolinera que están vacíos.
- Más parques.
- Proporcione ayuda a mejorar colegios
- Concentre en la creación de empleo y la creación de una base fuerte de impuestos
- Un centro de artes
- Control del tráfico
- Aumente la responsabilidad, transparencia de gastos
  - enfoque en asuntos de seguridad
- Atraiga las instituciones educativas que sostendrán las metas
- Un museo de Arte de la Gente African American en el Distrito 2
- Más actividades de juventud
- Museos

Las estrategias para Llegar a allí de Aquí

- Concentre en la creación de trabajos que aumentarán los sueldos
- Crear leyes para dar responsabilidad a la ciudad para la calidad del desarrollo nuevo.
- Alienta y proporcione la educación/instrucción para proporcionar trabajadores calificados y residentes con sueldos buenos, teniendo como resultado un motor económico fuerte para la ciudad
  - La instrucción para trabajos del siglo 21, trabajos de la tecnología limpia.
- Sostiene pequeña empresa
- Elimine sitios vacíos – el uso para la actividad económica o quitar monstruosidad
  - Requiera a dueños de propiedad cuyos sitios se han quedado vacíos mas que un año para mantenerlos con césped y/o un sendero, especialmente gasolineras (después de limpieza general)
- Aatraer los negocios que emplearán a bachilleres en $10.86/hour o más alto para que pueden proporcionar para ir al colegio
- Establecer un generador del tráfico, un lugar del destino, una atracción y entonces otro desarrollo de la venta al por menor
- Establecer la responsabilidad para cumplir las estrategias en el plan
- Diriga la imagen de la ciudad
- Aumentar rentas de impuesto para financiar las inversiones públicas necesitados a mejorar la calidad de la vida para residentes
- Permita que el desarrollo suceda
- Atraer y Crecer negocios con trabajos del siglo XXI
- Alente el debate y el liderazgo (no siguiendo la manera existienda de hacer las cosas)
- Alente el desarrollo del mezclado-uso
- Establezca un estudio de televisión de la comunidad
  - Ofrezca entrenando para carreras en la tecnología, la película, etc.
La Junta de la Comunidad con Consejal Eloy Morales
El distrito Tres
El 2 de octubre de 2004: 10:00 a.m. – 12:00 p.m.

La Entrada de la comunidad para el Plan Estratégico del Desarrollo Económico de la Ciudad de Inglewood

Desarrollo nuevo
- Vivienda
  - El mezclado-uso para Mayores
  - Desarrollo de vive/trabajo
    - Alente reducido conmuta
  - Vivienda razonable
  - Los mezclado-ingresos, envoltura culturalmente diversa
- Quiera los negocios siguientes:
  - Librería
  - Museos
  - Cines
- Quiera el desarrollo exitoso como en Culver City, the Grove, y 3rd Street Promenade.

Las ideas para Areas Particulares de la Ciudad
- El Pasillo de Manchester se debe desarrollar
- Calle mercado
  - Tiendas de alta calidad – la ropa y las zapaterías
    - Los negocios que proporcionarán los beneficios a los empleados.
  - Proporcione estructuras de estacionamiento
  - Teatro mayor
  - No tuendas de $.99
  - Armarios de bicicleta
- K-Mart en la esquina de La Cienega y Hillcrese debe abrir otra vez.
- Más estacionamiento público está necesitado en la esquina de Calle Inglewood y Cedar
- Traiga una instrucción central al Imperial/Crenshaw en vez de “fast food”
  - La tecnología es el futuro de Inglewood

Concierne/asuntos
- Todas las culturas deben ser incluidos
- La comunidad necesita llegar a ser más seguro
- Necesita mas trabajos
- La ciudad es un “Diamante que se ha astillado lejos.”
  - La envoltura unifamiliar desaparece
  - La cantidad del espacio abierto ha bajado
  - Los servicios han disminuido
  - El ruido del aeropuerto ha aumentado – la paz & la calma astilló lejos
  - Centinela & Servico de Daniel Freeman astillaron lejos
  - El Forum y Hollywood Park han cambiado
Los Angeles tomó al Lakers desde el Forum hasta el Staples Center
- Los residentes no toman medidas ni participan bastante
- Capitalice en ventajas históricas- cultivando, el jazz
  - Celebre el pasado
- Eliminar a personas vs. eliminar la pobreza
- Eliminaron o redujeron la Sinfonía de jóvenes, la Orquesta, los programas de Parques
- No hay entretenimiento, muchos residents van a Lynwood
  - Los residentes tienen que ir a otras comunidades para museos y teatros
- Los colegios privados tienen los servicios de la después de-escuela a diferencia de escuelas de público
- Los residentes hacen mucha de sus compras fuera de la ciudad por que la calidad y el tipo de bienes y raíces está bajo.
- Hay problemas de idioma y servicio al cliente en tiendas en Calle Market.
- La importancia de la percepción pública; “no barras en las ventanas”
  - La percepción del crimen es más que la realidad

Inversiones Públicas Deseadas
- Alente a estudiantes a obtener un a educación de alta nivel.
- Más estacionamiento
  - Avenida de Inglewood/Cedar
- Arreglar la esquina de Calle Oak y Arbor Vitae - puede causar el accidente
- Los parques necesitan ser creado, aumentado, y revitalizado
  - Jardín para niños
  - Campos de fútbol y beisbol.
- Proporcione los servicios y las actividades más económicos para mayores
- La envoltura para refugios es necesario en 97th Calle
- Ponga el estudio de Kosmont Partners en el sitio de Web.

Las estrategias para Llegar a allí de Aquí
- Declarando – toma un mira complete al plan general y lo actualiza para alentar los tipos deseados del desarrollo
- Explore la afirmación que hay el potencial comercial para lugares de encontrar
  - El ejemplo – las reuniones del negocio para Marvin Engineering o Signature Eyewear.
  - Viajeros de negocio de aeropuerto
- Concentre en los esfuerzos de la atracción
  - Para negocios con los trabajos que pagan los sueldos buenos
  - Para los negocios que dan a los empleados los beneficios de salud
- Habla con Yvonne Braithwaite-Burke para aprender a cómo obtener los inversiones para un centro de jubilado
- La rehabilitación y programa de capacitación para mantener a población productiva
  - Como la Ciudad de Hawthorne
- Diriga el problema de gangs por proporcionar alternativas.
  - La serie de programas de educación
  - Ofrézcase los programas de la después de-escuela
- Campos de fútbol en los parques
- Las actividades para adolescentes
- El centro social con actividades de deporte
  - Revitalice edificios vacíos
  - Restaure edificios vacíos para la envoltura de la renta
Junta de la Comunidad con Consejal Ralph Franklin  
Distrito Cuarto  
18 de Septiembre, 2004, 10 a.m. – 12 p.m.

El Plan Estratégico del Desarrollo de la Ciudad De Inglewood - Notas

Desarrollo Nuevo

- La Gente quiere estas empresas:
  - Barnes y Noble
  - Comida de buen salud, por ejemplo Trader Joe’s y Whole Foods
  - Cines
  - Restaurantes de buen ambiente
  - Un centro de eventos
  - Lavadoras de buen ambiente
  - Tiendas de alta calidad de ropas y zapatos
  - Librerías
  - YMCA/YWCA
  - Tiendas de
  - Centro comercio de automóviles
  - Una universidad en Prarie y Calle 90th.
    - Este apoya trabajos de alta calidad
  - Campo de Golf

- Estos proyectos generaran rentas:
  - Centro de eventos
  - Hoteles cerca del centro de eventos
  - Si se va el Hollywood Park, habrá una oportunidad de desarrollo de bienes y raíces.

- Estatus de proyectos
  - “Flyaway” esta pausada
  - Sitios de D-3 han sido repasado y ahora hay tres candidatos

Ideas para áreas de la ciudad

- Limpia Calle Crenshaw entre Calles Imperial y Century
- Mejorar las puertas de la ciudad al sur, cerca de Imperial Hwy
- Mucha gente pasa por Calle Manchester, y hay desarrollo por todos los lados. Debe mejorar la área de comercio, y mejorar desarrollo de negocios pequeños.

Concierne/asuntos

- No aumentar a LAX
- No construir casas y apartamentos abajo del camino de aviones en el cielo, si
- No sabe donde se puede encontrar información en cuales proyectos del desarrollo sones actualmente en camino y cuales proyectos se consideran
- Hay una falta de coordinación de actividades
- El logro educativo de nuestros residentes adultos y el logro de nuestros estudiantes es bajo y necesitan ser mejoradas.
- ¿Realiza la ciudad todos los estudios correctos del impacto antes de aprobar el desarrollo nuevo?
• Proporcione el mapa de áreas de reurbanización en reuniones subsiguientes en este proceso
• Hay más dinero disponible en la comunidad que los negocios piensan

**Inversiones Públicas deseadas**

- Instituya el reciclaje de curbside
- Centro de desarrollo de niño
- Centro de artes
- Un parque grande que es seguro con espacio para actividades para niños, para los adultos, y para los mayores
  - Fox Hills es un ejemplo
- Deporte y otras actividades de juventud
- Curso de golf en Parque Centinela

**Las estrategias para Llegar a allí de Aquí**

- Empieza una incubadora de pequeña empresa con el espacio para oficinas razonablemente valorado
- Tenga más equilibrio en la planificación para el desarrollo en la ciudad
- Construye una imagen para Inglewood con un plan de relaciones públicas que incluye una campaña de la televisión y una campaña de la radio
- Enfoque en generadores de impuesto de renta, la Home Depot engendra alrededor $300 por pie cuadrado en ventas
- Enmiende los elementos del plan general como parte de la Iniciativa Lista del Crecimiento
- Las escuelas deben ser una parte grande de la estrategia de mejorar la vitalidad económica de la ciudad
- Busca espacio de los edificios médicos en la Ciudad y anota cuánto no está en el uso, y por qué, y desarrolla una estrategia para utilizar el espacio antes que edificios nuevos reveladores y saliendo el viejo para ser un desperfecto en la ciudad
- Cree un esfuerzo de voluntarios y oportunidades como los clubes del bloque en el sitio web de la Ciudad para obtener la participación más del nivel local
- Establece un grupo para dirigir el problema de la imagen de la Ciudad y desarrollar una campaña de relaciones públicas
- Dirija los asuntos de la prostitución y las pandillas
- No permita comida rápida (fast food) ni salones de masaje
Appendix I - C: Notes from Business Roundtable

Business Input from Business Roundtable
Assets that Attract these Developers

- Events like the Jazz festival
- Great Housing Stock
- Good Police Force
- The management level staff is great, willingness to streamline
- Big boxes are successful, destination retail attracting people from other cities.

New Development

- Development opportunities
  - Dining & entertainment venues for LAX layovers
  - Dinner house with white linen
  - Convention center
    - Centinela / Daniel Freeman hospitals guests, families of patients
- Residential development
  - Ownership: town homes, single family homes
  - Density
  - Note: 64th and La Brea development has had challenges

Ideas for Particular Areas of the City

- Downtown signals health, wealth of a city
  - New development/businesses are needed
  - Redevelop the D3, Goldmart, theater sites
  - Awnings not complete, funding stopped, needs to be completed
- Century Blvd. renovation: $31M promised. When will it begin?

Concerns/Issues

- Inglewood is a diamond in the rough, strategically located, great potential
- Permitting
  - Small permitting – Tenant Improvements – line staff not as streamlined as senior staff
    - Tenants have communication problems with line staff
    - Example given of receiving a permit for a sign
    - They need to understand providing service
      - Examples of places it works: Ontario City Manager, Andrew Adelman in Building & Safety
  - Permitting takes too long
    - Business can work faster than city permitting process allows
    - Craftsmen/contractors don’t want to work here
  - Inglewood used to be a “10” on permitting, within the last year it has become a “6”
• **Image**
  
  - Perception of area is that it is a high crime area:
    - It is actually lower than Pasadena
    - Hurts property values/lease rates
  
  - Receives negative press outside city – Los Angeles Times
    - Affects business entrance to city
    - Need to network the current businesses with those considering relocating here
  
  - People don’t feel safe:
    - Walking from the parking lot to the hospital
    - Walking to Savon
  
  - Facades are a deterrent to stopping to shop; make attractive, remove bars and businesses will have more customers
  
  - Movie shoots – claimed the cost of the Fire Dept is 3x higher than in Los Angeles

• **Who are we?**
  
  - 30 year motto – Harbor of the Air: 1920’s => 1940’s
    - Inglewood was a safe place to shop; the hub of the South Bay
    - Signs said “Welcome to Inglewood, The entrance to the 2nd largest city in the USA”

• Has Century consumed retail capacity bypassing Market Street?
  
  - Need larger site for development on Market St.
    - Site assembly of 1 block at a minimum for developer to be interested
  
  - You missed the window of opportunity on D3 once before, don’t again
  
  - After D3 site the nearby Savon site should be redeveloped

• Fees and requirements are high, contradictory to economic development

• Local entrepreneurs don’t understand process of setting up a business
  
  - Airport Chamber held a 6 week series this summer

• Disconnect between residential and business community
  
  - Job connection not understood; what you’ll get out of it.
  
  - Involve experienced people

**Desired Public Investments**

- Business retention, recruitment by city
- Public/Private: Business Improvement District – address crime

**Strategies to Get There from Here**

- Eliminate Century Blvd. prostitution
- Market Inglewood directly to LAX hotel guests
  
  - Casino could be the draw to increase hotel stay by one more night
  
  - Hollywood Park wanted to connect guests at LAX hotels to Inglewood
    - Shuttle funded by hotels goes to Redondo Beach instead
    - Partners for Inglewood funded a free shuttle to the Hollywood Park Casino – it has been successful

- Code enforcement
  
  - Enforce signage (No sign is a sign of no business)

- Add live theater to Casino
• Close marketing gap – Inglewood not covered
  o Create a sense of place, a there, there
  o Develop a marketing plan
  o Attend ICSC and establish presence
  o Define what City is all about; what’s our 1 thing?

• Incubate businesses to employ residents

• Master plan – create a plan for the city
  o Follow the lead of other successfully redeveloped cities, e.g. Culver City.
  o A master plan will increase comfort level of developers & retailers
  o Council needs to direct staff to plan redevelopment through a master plan
    ▪ Ex: El Monte – master development of downto

• Redevelop D3
  o Missed window – don’t again. Need eminent domain

• Attract retail business
  o Create visually attractive corridors through/into the City
  o Slow traffic in business districts

• Prioritize locations
  o Century Blvd.
  o La Brea, north and south entrances

• Inglewood affected by crime from City of Los Angeles-devise strategies in collaboration with City of Los Angeles to address this issue.

• Mixed use: hard to put in zoning codes – solve it and it will happen.
  o Harder to borrow on mixed-use developments
  o e.g. Pasadena – Colorado shining star
  o Santa Monica – 3rd Street Promenade

• What is our one thing?

• Take advantage today of this window of opportunity for retail development
  o Financing is readily available

• There is a lack of availability of space for development
  o Landowners are holding for speculation
  o Need eminent domain

Answers to a Series of Questions

• What can be done to generate quality development?
  o Start with the Planning Commission / City Council
  o Set standards, e.g. 24” box tree

• Did Inglewood’s response to Walmart cause any cooling off for developers?
  o Not an indicator of development in Inglewood
    ▪ Wal-Mart was not following rules
    ▪ Should strengthen small businesses first before allowing Wal-Mart in Inglewood
Appendix I - D: Flyers

Press Advisory in English and Spanish
Community Meeting Flyer in English and Spanish
FOR IMMEDIATE RELEASE

Contact:
Hilda Kennedy
One Manchester Blvd., 5th Floor
Inglewood, California 90301
Ph (310) 412 5640
Fx (310) 330 5780
hjkennedy@cityofinglewood.org

Kickoff of the City of Inglewood’s Citywide Economic Development Strategic Plan

WHERE: City Hall
WHEN: Tuesday, August 17, 2004
4:00 p.m.

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.

Study Description
The City hired Wilbur Smith Associates in association with the University of Southern California for this important endeavor. 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. The strategic planning effort will employ the following four phases of work:

Phase I – Present Assessment and Analysis of Economic Problems and Opportunities to the City’s Stakeholders
Phase II – Community Visioning
Phase III – Economic Development Strategy Action Plan
Phase IV – Evaluation

The final report is expected in January of 2005.

CALL: Hilda Kennedy
(310) 412 5640
La Junta Inicial de la Ciudad de Inglewood para El Plan Estratégico del Desarrollo Económico

¿DONDE? City Hall (La Alcaldía)

¿CUANDO? Martes, 17 de agosto de 2004
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.

Descripción del Estudio
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. 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. El esfuerzo de planeamiento estratégico será en las siguientes cuatro fases:

Fase I – Presentar el Estudio y Análisis de Problemas y Oportunidades Económicas a todos con interés en la Ciudad
Fase II – Creando la Visión de la Comunidad
Fase III – El Plan de Acción Estratégico del Desarrollo Económico
Fase IV – Evaluación

El reporte final se espera estar listo para enero del 2005.

LLAME: Hilda Kennedy
(310) 412 5640
Mayors and City Council Members  
Economic Development Strategic Plan  
Community Meetings Schedule

**Mayor Roosevelt F. Dorn** – Thursday, August 26, 2004 – 7:00 p.m.– 9:00 p.m.,  
Inglewood City Hall, One Manchester Boulevard, Community Room A

**Councilman Curren D. Price, Jr., District One** – Wednesday, September 15, 2004 – 7:00 p.m.- 9:00 p.m. - Police Community Center – 2901 West Manchester Blvd. (7th Avenue and Manchester)

**Councilwoman Judy Dunlap, District Two** – Saturday, September 25, 2004 – 10:00 a.m. – 12:00 p.m. - Fairview Heights Baptist Church, 1215 Marlborough Avenue, enter parking lot on Hargrave

**Councilman Eloy Morales, Jr., District Three** – Saturday, October 2, 2004 – 10:00 a.m. – 12:00 p.m. – Location???

**Councilman Ralph Franklin, District Four** – Saturday, September 18, 2004 – 10:00 a.m. – 12:00 p.m. – Bennett-Kew Elementary School, 11710 South Cherry Avenue

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**Special Meeting**

**Business/Investor Roundtable** – Wednesday, September 15, 2004 – 9:00 a.m. – 10:30 a.m. – Hollywood Park Casino, 3883 W. Century Blvd.  
*(Invited business leaders, developers, brokers and bankers)*

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For more information about the Community Meetings, contact the Office of Economic and Business Development at (310) 412-8800.

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**PURPOSE OF ECONOMIC DEVELOPMENT STRATEGIC PLANNING PROCESS**

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.
Alcalde y Concejales
El Plan Estratégico del Desarrollo Económico
Horario de juntas en la comunidad

Alcalde Roosevelt F. Dorn – Jueves, 26 de agosto del 2004 – 7:00 p.m.– 9:00 p.m., En la Municipalidad de Inglewood, One Manchester Boulevard, Community Room A (Sala Comunitaria A)

Concejoral Curren D. Price, Jr., Distrito Uno – Miércoles, 15 de septiembre del 2004 – 7:00 p.m. – 9:00 p.m. – Police Community Center (Centro de Policía Comunitaria) – 2901 Oeste Manchester Blvd. (Séptima Avenida y Manchester)

Concejoral Judy Dunlap, Distrito Dos – Sábado, 25 de septiembre del 2004 – 10:00 a.m. – 12:00 p.m. - Fairview Heights Baptist Church (Iglesia Bautista Fairview Heights), 1215 Marlborough Avenue, entre por el parqueo en Hargrave

Concejoral Eloy Morales, Jr., Distrito Tres – Fecha y lugar serán anunciados

Concejoral Ralph Franklin, Distrito Cuatro – Sábado 18 de septiembre del 2004 – 10:00 a.m. – 12:00 p.m. – Bennett-Kew Elementary School (Escuela Elemental Bennett-Kew), 11710 South Cherry Avenue

Juntas Especiales

Mesa Redonda entre Negociantes e Inversionistas – Miércoles 15 de septiembre del 2004 – 9:00 a.m. – 10:30 a.m. – Hollywood Park Casino, 3883 W. Century Blvd. (Invitados especiales: líderes de negocios, líderes de Bienes Raíces y banqueros)

Para más información acerca de las juntas en su comunidad, contacte la oficina de Desarrollo Económico y Negocios (310) 412-8800.

**PROPOSITO DEL PROCESO DE LAS ESTRATEGIAS DE PLANEACION PARA EL DESARROLLO ECONOMICO**

Los planes de la ciudad son envolver a los residentes de la comunidad y dueños de negocios en el proceso de visualización y planeación, identificar usos comerciales que reflejen las necesidades de los cambios demográficos de en la comunidad, evaluar la capacidad de venta de la ciudad de Inglewood basada en los proyectos que están en proceso o que han sido planeados, examinar la mezcla apropiada de usos comerciales, industriales y residenciales, evaluar el uso y asuntos de las tierras, y recomendar una estrategia de desarrollo.
Appendix I - E: Handouts

Handout in English and Spanish
Maps
Our Role as Consultants

- Explain the community’s participation in the strategic planning process
- Present the recommendations from previous development studies
- Collect your feedback and input to build on the recommendations of the previous studies
- Discuss the various steps necessary to implement proposed recommendations

Process for Developing the Strategic Plan

- Five Community Meetings
- Business Roundtable
- Charrette
- Public Hearing
- Plan Development
- Presentation of Plan to City Council

Your recommendations will serve as guideposts to the development of a citywide economic development strategic plan
What is an Economic Development Strategic Plan?

- A roadmap to direct new development and the use of public and private sector resources for the purpose of increasing the number and quality of jobs available in the city and increasing city revenues.

- A successful strategic plan brings all parties to the table to work together.
  - Residents
  - Businesses
  - Elected officials
  - City Staff

What is Your Role?

- To share your vision for the future of Inglewood

- To respond to the recommendations for development contained in the studies commissioned by the city

- To offer your ideas for projects to be considered for the plan

Recommendations from Previous Studies

- Inglewood Economic Development Opportunities Report prepared by Kosmont Partners
  - Produce Citywide Economic Development Strategy
  - Offered 16 potential strategies and initiatives
- Market Street Renaissance and Downtown Revitalization Plan
  - Sidewalk and Street Design
  - Circulation and Park Plan
- Feasibility Study for Transit-Enhancing Development in Downtown Inglewood prepared by the USC Center for Economic Development
  - Mixed Use: residential, retail, office
  - Parking structures
- Village Specific Plan prepared by the Planning Center
  - Public Open Space
  - New residential
  - Commercial expansion
- Redevelopment Plan
La Ciudad de Inglewood para El Plan Estratégico del Desarrollo Económico

Nuestro Papel como Consultor

- Explicar la participación de la comunidad en el proceso de crear un plan estratégico.
- Presentar las recomendaciones de los estudios anteriores.
- Colectar aporte y reacción para agregar las recomendaciones de estudios anteriores.
- Discutir los pasos a implementar las recomendaciones que proponen.

Proceso de desarrollar el plan estratégico

- Cinco juntas en la comunidad
- Mesa Redonda entre Negociantes
- Charrette
- Sesión publico
- Desarrollo del plan estratégico
- Presentación del plan al ayuntamiento de Inglewood

**Sus recomendaciones sirven de guía al desarrollo de un plan estratégico de desarrollo de la ciudad.**
¿Qué significa un Plan Estratégico del Desarrollo?

- Un guía para dirigir desarrollos nuevos y el uso de recursos públicos y privados por levantar la cantidad y calidad de trabajos en la ciudad, y por aumentar rentas de la ciudad.
- Un plan estratégico reunirá todos los partidos en la comunidad
  - Residentes
  - Negocios y negociantes
  - Funcionarios elegidos
  - Personal de la ciudad

¿Qué es el Papel de Ustedes?

- Compartir la visión del futuro de Inglewood
- Responder a las recomendaciones del desarrollo contenido en estudios anteriores por la ciudad
- Ofrecer sus ideas de proyectos contemplado por el plan.

Recomendaciones de Estudios Anteriores

- Oportunidades de Desarrollo Económico en Inglewood, por Kosmont Partners
  - Produce un estratégico de desarrollo económico
  - Ofreció 16 estratégico y iniciativos
- Calle Market Renacimiento y Plan de Revitalizar el Centro de la Ciudad
  - Diseño de las aceras y calles
  - Plan de parques
- Estudio de la Viabilidad de Desarrollo que Aumenta Transito en el Centro de la Ciudad, por el Centro del Desarrollo Económico de USC
  - Varios usos: residencial, al por menor, oficina
  - Estructuras de parking
- Plan del Pueblo, por el Planning Center
  - Espacio por el publico
  - Nuevos residencias
  - Aumentar desarrollo comercial
- Plan de Redesarrollar
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
Tonight’s Agenda

- Our Role as Consultants
- Citywide Economic Development Strategic Plan
- Inglewood Residents and Stakeholders Role
- Presentation of the Recommendations from Previous Development Studies
- Discussion of Recommendations and Steps for Implementation
Our Role As Consultants

The WSA Team

Prime Consultant
Wilbur Smith Associates

• Project Management
• Support Phase II
• Lead Phase IV
• Lead Phase I
• Lead Phase III
• Deliverables

Sub-Consultant
USC Center for Economic Development

• Support Phase I
• Support Phase III
• Meetings/Events Logistics
• Lead Phase II
• Support Phase IV
Our Role as Consultants

- Explain the community’s participation in the strategic planning process
- Present the recommendations from previous development studies
- Collect your feedback and input to build on the recommendations of the previous studies
- Discuss the various steps necessary to implement proposed recommendations

The Citywide Economic Development Strategic Plan
Process for Developing The Strategic Plan

- Five Community Meetings
- Business Roundtable
- Charrette
- Public Hearing
- Plan Development
- Presentation of Plan to City Council

Your recommendations will serve as guideposts to the development of a citywide economic development strategic plan.

What is an Economic Development Strategic Plan?

- A roadmap to direct new development and the use of public and private sector resources for the purpose of increasing the number and quality of jobs available in the city and increasing city revenues.

- A successful strategic plan brings all parties to the table to work together.
  - Residents
  - Businesses
  - Elected officials
  - City Staff
What this Process is Designed to Accomplish?

- To involve Inglewood residents and stakeholders in the development of strategic economic development goals and objectives
  - Prioritizing economic development and redevelopment projects
  - Recommending development opportunities
  - Establishing an implementation plan

Inglewood Residents and Stakeholders Role
What is Your Role?

What is your role in this process?
- To share your vision for the future of Inglewood
- To respond to the recommendations for development contained in the studies commissioned by the City
- To offer your ideas for projects to be considered for the plan

Strategic Plan Expectations

- The strategic plan process will help create jobs, foster a more stable and diversified economy, and improve living conditions
- The plan provides a mechanism for coordinating the efforts of individuals, organizations, local government, and private industry concerned with economic development
Presentation of the Recommendations from Previous Development Studies

Inglewood Economic Development Opportunities Assessment Report
prepared by Kosmont Partners
Feasibility Study for Transit-Enhancing Development in Downtown
Inglewood prepared by the USC Center for Economic Development
Market Street Renaissance and Downtown Revitalization Plan
Market Street Vision Plan
Village Specific Plan prepared by The Planning Center
Redevelopment Plan

Kosmont Inglewood Economic Development Opportunities Assessment Report

- Recommended the development of a Citywide Economic Development Strategic Plan
- Offered sixteen potential strategies and initiatives:
  - LAWA Partnership
  - Airport Related Economic Development Strategies
  - Transit Oriented Development Strategies
  - Key Industry Clusters Strategies
  - Downtown Main Street & Place Making Strategies
  - Downtown Entertainment Niche Market Strategies
  - Evaluate Import/Export Cluster Market Niche
Inglewood Economic Development Opportunities Assessment Report

- Real Estate Development Projects
- Corridor Streetscape Plans
- City Gateway, Monumentation, and Street Re-naming Strategies
- “Regional-City” Locational Marketing Strategies
- Labor Force Training Strategies with Community Colleges and Business
- Web-based Marketing of Economic Opportunities
- Visitor and Tourism Attraction/Capture Programs/Incentives
- Taxable Business-to-Business Strategies
- Specific Plans for Selected Corridors

City of Inglewood has many assets

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. North La Brea
8. La Cienega Corridor
9. Crenshaw and Imperial Business District
Transit Enhancing Mixed-Use Development
  - Residential/retail/office
  - Increase mixed-income multi-family housing (both for sale and for rent)
  - Recruit a mix of retail and entertainment
  - Take advantage of Inglewood’s industry clusters and employment growth opportunities
    - Attract professional service tenants

Transit Enhancing Development Would Allow

  - more variety in the businesses and services downtown
  - local residents to walk to shops, restaurants, and entertainment
  - workers to commute conveniently to and from downtown by bus
  - workers who drive to work to step out for lunch or coffee without getting in their cars
  - shoppers and errand-runners to make multiple stops within a walkable area
  - businesses to extend their day hours into night by catering to workers’ needs during the day and residents’ needs during the evening
Market Street Renaissance and Downtown Revitalization Plan

- Market Street Design (Sidewalk and Street Design)
- Downtown Park Plan
- Downtown Circulation
- Land Uses
- Master Plan

Village Specific Plan

- Strategies
  - Creation of Public Open Space
  - Strengthening of Residential Neighborhoods
    - Upgrade multi-family housing stock through new development
  - Commercial Expansion
    - Linkage with existing Costco and Big Box Retailers
Redevelopment Plan
Agency Tools and Opportunities

- Public/Private Partnerships
  - Southern end of Market Street
- Tax Increment Financing
- Available parcels (of significant sizes)
  - D3 property

Discussion of Recommendations and Steps for Implementation
Discussion

- What are your thoughts about what you’ve just heard?
- What can you add that builds on these recommendations?
- What steps do you recommend to implement these recommendations?

Thank You
Appendix I - G: Presentation Made at Community Meetings

September 15, 2004
September 18, 2004
September 25, 2004
October 2, 2004
Our Role as Consultants

- Explain the community’s participation in the strategic planning process
- Present the recommendations from previous development studies
- Collect your feedback and input to build on the recommendations of the previous studies
- Discuss the various steps necessary to implement proposed recommendations
Process for Developing The Strategic Plan

- Five Community Meetings
- Business Roundtable
- Charrette
- Public Hearing
- Plan Development
- Presentation of Plan to City Council

Your recommendations will serve as guideposts to the development of a citywide economic development strategic plan.

What is an Economic Development Strategic Plan?

- A roadmap to direct new development and the use of public and private sector resources for the purpose of increasing the number and quality of jobs available in the city and increasing city revenues.

- A successful strategic plan brings all parties to the table to work together.
  - Residents
  - Businesses
  - Elected officials
  - City Staff
What is Your Role?

What is your role in this process?
- To share your vision for the future of Inglewood
- To respond to the recommendations for development contained in the studies commissioned by the City
- To offer your ideas for projects to be considered for the plan

Strategic Plan Expectations

- The strategic plan process will help create jobs, foster a more stable and diversified economy, and improve living conditions
- The plan provides a mechanism for coordinating the efforts of individuals, organizations, local government, and private industry concerned with economic development
Presentation of the Recommendations from Previous Development Studies

Inglewood Economic Development Opportunities Assessment Report
prepared by Kosmont Partners
Feasibility Study for Transit-Enhancing Development in Downtown
Inglewood prepared by the USC Center for Economic Development
Market Street Renaissance and Downtown Revitalization Plan
Market Street Vision Plan
Village Specific Plan prepared by The Planning Center
Redevelopment Plan

Market Street Renaissance and Downtown Revitalization Plan
**Redevelopment Plan**  
**Agency Tools and Opportunities**

- Public/Private Partnerships
  - Southern end of Market Street
- Tax Increment Financing
- Available parcels (of significant sizes)
  - D-3 property

**Village Specific Plan**

**Commercial Expansion**

**New Residential Replacing Old**
Kosmont Inglewood Economic Development
Opportunities Assessment Report

Citywide Economic Development Strategic Plan
Offered sixteen potential strategies and initiatives

Would you like to see areas of Inglewood transformed like this?

Mixed-Use

Mixed Use Developments in Southern California

Paseo Colorado, Pasadena

Is this what you want in Inglewood?

Birch Street, Downtown Brea
City of Inglewood Has Many Assets

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. North La Brea
8. La Cienega Corridor
9. Crenshaw and Imperial Business District

USC Center for Economic Development
Feasibility Study for Transit-Enhancing Development in Downtown Inglewood
Re-imagining Downtown

Taming the Commercial Corridors
Work with large adjacent landowners; project initiated by landowner at right

Source: Thomas Jefferson Planning District Commission
Charlottesville-Albemarle Metropolitan Planning Organization
Taming the Commercial Corridors
Buildings moved up to street; landscaping & bike lanes added; parking and street grid at rear

Source: Thomas Jefferson Planning District Commission
Charlottesville-Albemarle Metropolitan Planning Organization

Taming the Commercial Corridors
Mixed-use buildings added one at a time on adjacent properties

Source: Thomas Jefferson Planning District Commission
Charlottesville-Albemarle Metropolitan Planning Organization
Taming the Commercial Corridors
Mixed-use buildings added one at a time on adjacent properties

Source: Thomas Jefferson Planning District Commission
Charlottesville-Albemarle Metropolitan Planning Organization
Taming the Commercial Corridors
Street trees added to median

Source: Thomas Jefferson Planning District Commission
Charlottesville-Albemarle Metropolitan Planning Organization

Taming the Commercial Corridors
Alternative with two lanes each way for through traffic and service lane with diagonal parking

Source: Thomas Jefferson Planning District Commission
Charlottesville-Albemarle Metropolitan Planning Organization
Discussion

- What are your thoughts about what you’ve just heard?
- What is your vision for the City of Inglewood?
- What can you add that builds on these recommendations?
- What steps do you recommend to implement these recommendations?

Thank You
Appendix II - A: Maps from Exercise # II

“The Types of economic development needed”
Retail
1 Restaurant
2 Retail

Industrial
1 Industrial

Commercial
1 Medical Offices/ Research
2 Commercial, Mixed-use

Cultural Venues
1 Cultural
2 Entertainment

Others
1 School
Group III Map I

**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
Group IV Map I

**Retail**
1. Nice Restaurant
2. Restaurants for Industries
3. Parking
4. D-3 site: Retail
5. Market Street: Pedestrian-Friendly Development
6. Restaurant
7. Retail

**Industrial**
1. International Trade - LAX
2. Industrial

**Commercial**
1. Companies HQ

**Cultural Venues**
1. Artist Community
2. Cultural Venue

**Other**
1. Multi-Media Training
2. IT Training Center
3. Business Incubator
4. Senior Center
5. Training Center
Appendix II – B: Maps from Exercise # II

“Strategies for target areas”
Group II Map II

**Retail**
- 1. Retail
- 1. Sit-down Restaurants

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

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

**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
3 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>
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<td>Number of Participants</td>
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<td>5</td>
<td>5</td>
<td>7</td>
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<td>Workforce development</td>
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<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
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>5</td>
</tr>
<tr>
<td>- Façade improvement program</td>
<td>5</td>
</tr>
<tr>
<td>- Teen center for youth</td>
<td>4</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
**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>
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<tr>
<td>Additional</td>
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</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
• 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

**Economic Development:**

<table>
<thead>
<tr>
<th>Workforce Development/ Job training</th>
<th>____________________________</th>
<th>5</th>
</tr>
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<tbody>
<tr>
<td>Retail</td>
<td>____________________________</td>
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<tr>
<td>Commercial</td>
<td>____________________________</td>
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<tr>
<td>Industrial</td>
<td>____________________________</td>
<td>5</td>
</tr>
<tr>
<td>Business development</td>
<td>____________________________</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
• 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>
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<td>Workforce Development</td>
<td>6</td>
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<tr>
<td>Retail</td>
<td>7</td>
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<tr>
<td>Commercial</td>
<td>7</td>
</tr>
<tr>
<td>Industries</td>
<td>7</td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

- **Workforce Development:**
  - High End Retail-Macy’s, Robinson’s May, Ross

- **Retail:**
  - Administrative HQ/Corporate HQ
  - Business Incubators
  - Home-based small businesses

- **Commercial:**
  - Technology
  - Medical/Health Industry
  - Research
  - Equipment Manufacturing

- **Industries:**
  - Technology
  - Medical/Health Industry
  - Research
  - Equipment Manufacturing

- **Other:**
  - Artist/Cultural District
  - Technical Arts
    - IT Programs Los Angeles
  - Sculpture
  - Glass
  - Movie Industry
  - Costumes, Props
  - Multimedia
  - Artists Lofts
  - Recording Industry

**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
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.
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 #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.
Appendix III - A: Introduction by Community Development Committee Members
Councilman Curren D. Price, Jr.: The citizens of Inglewood in 2004 defeated ballot measure 04-A (development of 60-acre on the Hollywood Park Property). In order to facilitate “smart growth” development citywide, we coordinated this Seminar with real estate professionals and the City’s economic development team including the USC Center for Economic Development and Wilbur Smith Associates, in order to further educate the community on the economic and development opportunities for the site. In addition, community members will have the opportunity to voice their questions, concerns, and suggestions regarding the development of the 60-acre piece of property in question. The purpose of this meeting is to explore the potential of this site to better equip residents of Inglewood to think of realistic and visionary development possibilities.

Councilman Eloy Morales: The initiative defeated in the April 6th election was an initiative that would have allowed a particular project to be built, including a Wal-Mart (on property now owned by Wal-Mart). Because the initiative was defeated, the development committee has a responsibility to allow the owners of the property to discover what the community would view as appropriate development of the site, in terms of their vision for the city of Inglewood. The development committee wants to assist this process by educating the public on what types of uses would be possible on the site.
Appendix III - B: Moderator’s Presentation
Real Estate 101 Seminar

City of Inglewood

November 18, 2004

### History

- **2003**
  - Wal-Mart collects signatures for ballot Initiative

- **2004**
  - Voters Reject Initiative (Measure 04-A)
  - What is best use of site?
Inglewood Centerpiece Site

- 60-acre site
- “Home Stretch at Hollywood Park” retail project suggested
- What is highest and best use of site?

Multiple Surrounding Uses
Things to Consider

City Positioning To add Upscale Development

Does existing retail base provide good critical mass to attract upscale retail?

Will large retailer provide a critical mass?

Is this a strategy to “tactically swim upstream” the retail value stream?

Possible Hollywood Park Relocation

A potential vision is retail, entertainment, and civic complex

Is big box retail compatible with upscale development?

Risk of “Wait and See” strategy -- delayed employment and revenue?
Development Happens When..

Value can be added

1. Build To Sell
2. Want to run business
3. Want to build new house or addition

Development Is Based Upon:

- Traffic
- Competition
- Purchasing Power of Residents
- Location
- Demand
- Synergies
### Preferred Traffic Counts

<table>
<thead>
<tr>
<th>Store</th>
<th>Preferred Minimum Traffic Counts (in Vehicles/Day)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Shopping Center (40,000 sq ft)</td>
<td>20,000 - 35,000</td>
</tr>
<tr>
<td>Mid-size Shopping Center (100,000 sq ft)</td>
<td>40,000 - 70,000</td>
</tr>
<tr>
<td>Large Shopping Center (1 million sq ft)</td>
<td>70,000 - 100,000</td>
</tr>
<tr>
<td>Video Stores</td>
<td>20,000 - 25,000</td>
</tr>
<tr>
<td>Sports Clubs</td>
<td>20,000 - 25,000</td>
</tr>
<tr>
<td>Department Stores</td>
<td>20,000 - 25,000</td>
</tr>
<tr>
<td>Grocery Stores</td>
<td>20,000 - 50,000</td>
</tr>
<tr>
<td>Drug Stores</td>
<td>15,000 - 20,000</td>
</tr>
<tr>
<td>Starbucks</td>
<td>10,000 - 40,000</td>
</tr>
</tbody>
</table>

**Source:** http://tenant-search.net/dealmakers/2004/jan09/space.asp

### Purchasing Power

<table>
<thead>
<tr>
<th>Store</th>
<th>Households</th>
<th>W/in How Many Miles</th>
<th>Average Household Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>J Crew Clothing</td>
<td>20,000</td>
<td>10</td>
<td>$75,000</td>
</tr>
<tr>
<td>Ann Taylor Clothing</td>
<td>50,000</td>
<td>15</td>
<td>$67,500</td>
</tr>
<tr>
<td>B. Moss Clothing Company</td>
<td>100,000</td>
<td>15</td>
<td>$67,500</td>
</tr>
<tr>
<td>The Bon Marche, Bloomingdale's</td>
<td>50,000</td>
<td>15</td>
<td>$67,500</td>
</tr>
<tr>
<td>Helzberg Diamonds</td>
<td>300,000</td>
<td>10</td>
<td>$75,000</td>
</tr>
<tr>
<td>Mori Luggage and Gifts</td>
<td>300,000</td>
<td>3</td>
<td>$112,500</td>
</tr>
<tr>
<td>Essentials Plus and Essentials</td>
<td>1 million</td>
<td>10</td>
<td>$120,000</td>
</tr>
<tr>
<td>The Discovery Channel Store</td>
<td>300,000</td>
<td>5</td>
<td>$120,000</td>
</tr>
<tr>
<td>Retail Concepts International/ Fun Factory</td>
<td>100,000</td>
<td>2</td>
<td>$75,000</td>
</tr>
<tr>
<td>WOW Family Fun Centers and United Skates</td>
<td>250,000</td>
<td>5</td>
<td>$97,500</td>
</tr>
</tbody>
</table>

**Shoe/Accessory/Jewelry/Cosmetics**

**Source:** http://www.specialtyretail.net (adjusted for California)
Purchasing Power

**Anchor**
- Macy's, Filene's, Saks Fifth Avenue
- Wal-Mart, Sam's Club, Warehouse

**Other Retailers**
- Hecht's Department Store, Ann Taylor, Men's Wearhouse, Barnes & Noble
- Starbucks, Coldstone Creamery, Cargokids

**Demographics**
- 120K residents within 3 miles w/ $98K average household income
- 160K residents within 10 miles w/ $60.3K average household income

**Mixed-use Development**
- Ann Taylor Loft, Chico's, Christopher Banks
- Ritz Camera, Bubbles Salon and Spa, Starbucks

- Average household income of $83.3K within 7 miles

High End Retail Demographics

- **Saks Fifth & Nieman Marcus Shoppers**
  - 2/3's are female
  - 50% household income >$75K
  - 97% live in city or surrounding suburbs
Average Household Income

<table>
<thead>
<tr>
<th>Location</th>
<th>2002</th>
<th>1989</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inglewood, CA</td>
<td>$50,445</td>
<td>$35,690</td>
</tr>
<tr>
<td>2 mile ring around Inglewood</td>
<td>$51,052</td>
<td>$36,306</td>
</tr>
<tr>
<td>Los Angeles County</td>
<td>$71,353</td>
<td>$47,328</td>
</tr>
</tbody>
</table>

Source: CLARITAS

**Inglewood’s Purchasing Power**

**Measuring Purchasing Power**

**For Underserved Markets**

**Conventional Approach**

- Density of Income
- Based on Household Income

**Emerging Approach**

- 100 K Households
  - At $45 K
  - $4.5 Billion
- 40 K Household
  - At $80 K
  - $3.2 Billion
Retail Market Categories

- Regional Mall
  - Fox Hills Mall

- Community "BIG BOX" Retail Center
  - COSTCO, Target, etc

- Neighborhood Retail Center
  - Shopping Center Anchored by Grocery Store

Demand For Retail

A $6 Billion Retail Market - UNDERSERVED

<table>
<thead>
<tr>
<th></th>
<th>Inglewood Can Support:</th>
<th>Inglewood Served by:</th>
<th>Inglewood Shortfall:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Mall</td>
<td>3 Million Sq. Feet</td>
<td>1.7 Million Sq. Feet</td>
<td>1.3 Million Sq. Feet</td>
</tr>
<tr>
<td>Community Scale</td>
<td>1.4 Million Sq. Feet</td>
<td>1.0 Million Sq. Feet</td>
<td>0.4 Million Sq. Feet</td>
</tr>
<tr>
<td>Neighborhood Center</td>
<td>850,000 Sq. Feet</td>
<td>540,000 Sq. Feet</td>
<td>310,000 Sq. Feet</td>
</tr>
</tbody>
</table>
Competition

Macy’s Locations around Los Angeles

Source: www.yahoo.com

Competition

Nordstrom Locations around Los Angeles

Source: www.yahoo.com
**Location Matters**

**Location, Location, Location!!**

---

**Synergies**

<table>
<thead>
<tr>
<th>Store</th>
<th>Preferred CoTenants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neiman Marcus</td>
<td>Saks Fifth Avenue, Nordstrom</td>
</tr>
<tr>
<td>Sun Shade Optique</td>
<td>Nordstrom, Macy’s</td>
</tr>
<tr>
<td>Bizou and Biz</td>
<td>T.J. Maxx, Lord &amp; Taylor</td>
</tr>
<tr>
<td>Naturalizer Shoe</td>
<td>Ann Taylor, Casual Corner and Banana Republic</td>
</tr>
<tr>
<td>Mori Luggage and Gifts</td>
<td>Saks, Neiman Marcus, Nordstrom</td>
</tr>
<tr>
<td>J Crew</td>
<td>Banana Republic, Ann Taylor, Abercrombie &amp; Fitch, GAP</td>
</tr>
<tr>
<td>Gertrude Hawk Chocolates</td>
<td>Lord &amp; Taylor</td>
</tr>
<tr>
<td>Brookstone</td>
<td>Ann Taylor and Williams-Sonoma</td>
</tr>
<tr>
<td>Charles David</td>
<td>BCBG, Macy’s, Nordstrom, Donna Karan</td>
</tr>
</tbody>
</table>

* [http://www.specialtyretail.net](http://www.specialtyretail.net)
Retail Development in Underserved Markets

Requires A Logical Progression

Fast Food & Drug Stores → Grocery & Discount Apparel & Shoes → Specialty Retailers & High End Concepts

Inglewood is progressing

What can bridge the gap?

Thank you
Summary of Moderator’s Presentation

The following section of this appendix is a summary of the moderator’s presentation, a copy of which is included in this report.

The moderator set the stage by discussing the recent history towards developing the potential Site, and stressed the fact that the purpose of the Seminar is to continue the dialogue on the potential outcome of the subject Site.

The City of Inglewood is blessed with a wide range of development opportunities including Market Street as well as commercial corridors like Century Blvd, Manchester Ave, Prairie Ave, etc. However, the subject Site is a center piece in the City’s portfolio of development opportunities:

- It is a large site;
- Located centrally within the City;
- Surrounded by other potential development sites;
- Is an immediate development opportunity;
- Can set the core for development in the surrounding area; and,
- Accessible through a well developed arterial roadway system.

In addition, the Site is surrounded by a range of multiple uses, including residential developments (existing and planned, single-family and multi-family), community/civic, entertainment, commercial and retail. The surrounding uses will have an impact on the development outcome of the subject Site.

The moderator stressed that there are several issues to consider in evaluating the development potential for the subject Site. The City is positioning to attract “up-scale” types of development. Does the City’s existing base provide a good critical mass to start attracting the upper scale development? Will a large retail development like a Wal-Mart provide a critical mass to attract other developments around it? Is this a strategy to “tactically swim upstream” the retail value stream? In addition, there is some evidence that the Hollywood Park development may relocate or reduce its footprint. The City’s vision for the re-use of the site is a large multi-use complex to include retail and entertainment and civic uses. Would the Wal-Mart development conflict with an upscale development? If so, what is the risk of a “wait and see” strategy in terms of delayed employment and fiscal revenue opportunities?

It is important to understand the circumstances that drive development opportunities from the private sector’s perspective. The underlying factor is the return on the investment, sometimes referred to as the “upside” potential. The greater the upside potential, the more likely a development will occur. Moreover, the type of development that ultimately will occur is a function of value that comes out of the various development options, as well as the likelihood that the market will bear the value of the ultimate outcome. Value potentially occurs when there is a transaction potential. For example, a developer may determine that a specific site could be developed and sold/leased to a third party. Or, value can occur when business or entrepreneur sees the potential of running a business and generating sales revenue in excess of the cost of owing/leasing the property.
Once it is determined that the value or “upside” potential from the site is significant enough, there are various factors that the developer looks at, particularly in determining the type of retail and commercial uses that can succeed at a particular site, including but not limited to:

- Traffic Volumes
- Purchasing Power
- Demand
- Competition
- Location
- Synergies

**Traffic Volumes** – Success is a function of the traffic volumes on roadways adjacent to the subject project. Various types of development uses have minimum thresholds for traffic volumes. The slide titled “Preferred Traffic Counts” has a list of development types (mostly retail) and the typical preferred minimum threshold. Traffic volumes at the Site on Prairie Ave are at 30,000 cars per day and 9,000 cars per day on Pinkay Ave.

**Purchasing Power** – Developers, business site selection consultants, businesses and entrepreneurs also consider the overall purchasing power of the surrounding households. The slide titled “Purchasing Power” lists a variety of business chains and the typical household income threshold expected for the surrounding market. As is indicated by the slide, this threshold is most critical for retail establishments. The next slide titled “Purchasing Power (cont’d)” gives three examples of existing mixed use, multiple tenant developments, and the actual household income for the surrounding trade area. The next slide titled “Inglewood’s Purchasing Power” summarizes the average household income for the City of Inglewood, for a two mile radius around the City, and the average for Los Angeles County. The key points from this series of slides on purchasing power is that various development types have differing income thresholds, and while the level of household income in Inglewood has grown significantly over the past decade, it is still below the threshold for some of the “higher end” development types. The slide titled “Measuring Purchasing Power” brings to light a change in the way purchasing power is measured in underserved markets (such as Inglewood, as is presented in the slide titled “Demand for Retail”). Emerging research approaches applied to the underserved markets are increasingly considering the “density of income” for an area. The slide compares an example of a densely populated underserved community with 100 thousand households with an average household income of $45,000 with a less densely populated community with 40 thousand households with an average household income of $80,000. The former community has a greater density of income ($4.5 Billion) than the latter example ($3.2 Billion). This density of income measure is increasingly being viewed in determining the potential of an underserved market. This criteria is more relevant for retailers that have smaller sales transactions (coffee, shoes, etc) than larger transactions (autos).

**Demand** – Businesses also take into consideration the demand for their particular product categories. For example, demand for retail is evaluated across three types of retail establishments. The slide titled “Retail Market Categories” shows three examples of retail categories.

- Regional Mall
The next slide titled “Demand for Retail” shows that all three of these retail categories are underserved in the Inglewood market. In other words, there is a level of “pent-up” demand for retail across all three categories that is “leaking” to other markets. Based on the data presented, 40% of the local retail demand is not being served (therefore Inglewood is underserved) and is leaking to surrounding markets.

**Competition** – Retailers take into consideration the concentration and location of competing retailers when considering whether to enter a specific market.

**Location, Location, Location** – The most repeated term in real estate is “location, location, location”, implying that this factor represents the three most important factors in deciding whether to invest at a specific location. Location is an all-encompassing criteria which takes into consideration all of the factors mentioned to this point, as well as other factors relating to the conditions of the surrounding establishments, the aesthetics of the surrounding area, the accessibility of the site, etc. This factor is most relevant at the “micro” level once a business has determined it wants to serve a particular market. That is, if it’s satisfied with the demand and income levels, location within the market (when choosing between several potential sites) becomes the more critical issue. The subject Site has various advantages which rate it highly from a locational standpoint. The traffic volumes at and near the site are significant. The site is easily accessible. The surrounding area presents potential synergies that can lead to more businesses at the subject Site. The Site is a corner lot and has frontage along two sides. These are all important location driven factors.

**Synergies** – Another key factor taken into consideration, particularly for retail driven location decisions, is the potential for synergies for other similar retail establishments. The slide titled “Synergies” shows several examples of various retail chains that prefer to co-locate with other retailers. For example, Neiman Marcus prefers to co-locate with Saks Fifth Avenue and Nordstrom’s retail establishments. The rationale is that these establishments target similar buyer profiles, and benefit from attracting a greater number of similar buyer profiles. The implication for this particular site is that in order to attract the upscale type of retailers, it is critical to take into consideration the challenge to attracting a mix of these retailers at a site that does not present a large regional market draw. Any strategy to attract a mix of upscale retailers is likely to be more successful when developing a larger parcel like the Hollywood Park Site which has the potential to attract a larger mix of uses that will have a more regional draw. The specific site in question (60-acre site) is more suitable for a local market draw (1-3 mile radius) that is reliant on the City’s well developed arterial roadway system.

**Conclusion** – The moderator concluded the presentation by outlining a potential development strategy for attracting a richer mix across types of development (commercial, retail, residential, etc) as well as the quality of developments. Given that the overall theme of the presentation was that Inglewood is underserved, and that there are various “obstacles” that stand in the way of the City being fully served, ultimately it is important to consider an “incremental” approach. The slide titled “Retail Development in Underserved Markets” uses a retail oriented approach to illustrate a progression approach to attracting a critical mass of
developments. From the perspective of this specific site, the moderator put forth the idea that the Site can play a role toward progressively attracting a more sustainable mix of developments, both in terms the type of use as well the class of developments. Moreover, the Site can play a role in attracting a critical mass that is needed to attract a more upscale mix of uses for the redevelopment of the Hollywood Park Site.
Appendix III - C: Opening Remarks by Panelists
Raphael Bostic  
Associate Professor, University of Southern California

There are some key questions to be addressed:

- How do we get to upscale?
  - The prevailing opinion is that we don’t have this type of retail product here and don’t know how to get there.
  - The presentation only discusses retail. There could be complementary uses, for instance, mixed-use, housing, condos, and/or office parks to develop incomes that would support upscale retail.

- Why is Inglewood underserved in terms of retail and why do retailers seek development in other places?
  - Often there is availability of land, but it is available in small parcels and cannot be used for retail (not talking about the 60 acres).
  - There may be regulatory or approval hurdles. Developers are very sensitive about the time it takes for any development to occur and the ease with which it can take place.
  - There are two important issues related to time to be taken into consideration for any development, city revenues that will be generated by the completed development and the cost to the developer of time delays. For instance, if a development is delayed by 6 months or a year or two in a certain community then that developer/development will not want to come back to that community and may not stick around and wait for approval if they can get it done somewhere else.

Two other points:

- Referring to the first slide, there was a clear discussion about how we view this parcel. The parcel is in the middle of the city geographically, but in my sense it is not the middle of the city in terms of the activity of the community. How will the development of this parcel shape the city in terms of:
  - The street pattern?
  - City flow?
  - The central core of city?
  - Informing us of housing needs, office space and other developments?

- Inglewood is in the middle of a large metropolis. If we put certain kinds of developments in, to what extent will people change their behavior and shop in Inglewood in response to different kinds of opportunities and actions? Retailers think about this a lot—how much of the traffic flow can be captured.
James Regan
Wald Realty Advisors, Inc.
Urban Land Institute Member
(James Regan began his career in the real-estate development industry and now serves primarily public agency clients on retail development analysis projects.)

This 60-acre site is a rare resource, one of only 2 or 3 large properties in Los Angeles County that are relatively clean and without development. I am struck by the size of the site for conventional single-storied retail. The size could accommodate a major retail development requiring the involvement of at least two to three department stores. It is a site to plan strategically.

The traditional department store market is not expanding, with the exception of one new Macy’s. There are no new Robinsons May stores. Nordstrom is expanding because it is a new store. All the existing shopping malls and department stores have already saturated the market. The consumers’ view has changed from just “value shopping” in the malls to “experience shopping” resulting in a new style of retail that is occurring rapidly throughout Los Angeles County.

The key question to be asked while putting forth proposals for various kinds of retail development is what competition is there for consumers’ retail dollars? There are quite a few new developments coming up, for instance:

- Marina Del Rey
- Santa Monica
- South Bay

The above developments do not require huge properties. This 60-acre site can easily fit the Third Street Promenade or four of The Grove (at the intersection of Fairfax and Third).

I reiterate my point of being surprised by the size of the property and the focus being only on retail development. The site is sufficiently large to accommodate mixed-use development. Waiting is of significant consequence because the market will move on; developers will seek new opportunities in other places and this is a fact of life and the market.

The definition of upscale is very fuzzy. It doesn’t necessarily refer to income level of the shoppers. Twenty to thirty percent of the shoppers at the Santa Monica Third Street Promenade do not have above average income levels but they go there for the experience. If you look at surveys of shoppers’ behavior, people earning $300,000 or $40,000 go shopping at the same store, but for different items. So the definition of upscale shopping cannot be termed as only “luxury” or “top-end” department stores.

Market competition talks about inclusion that should lead to consideration of other uses on the property. It is important to consider how this property fits into Inglewood and to resist the temptation of being viewed as an island functioning as a separate entity.
Leonard Mitchell, Esq.  
Clinical Professor, School of Policy, Planning, and Development  
Executive Director, USC Center for Economic Development  
University of Southern California

I see Inglewood as a Sports Mecca because the Lakers were here. Everyone identified them as the LA Lakers and not the Inglewood Lakers. Inglewood should have enjoyed the identification and should have reaped a greater benefit for hosting them. Even Hollywood Park should have had a greater impact on Inglewood.

My vision for this large piece of land is entertainment, with this city being a location and destination for entertainment. This includes entertainment of all types, both retail and wholesale production capacity. The Lakers produced a product; an entertainment product. I see the continuation of that relationship with the City of Inglewood being a producer community rather than only a consumer community. I see Inglewood as producing high paying jobs, jobs for people who live here. The creative energy exists, the demand for cutting-edge facilities exists; I would like to see Inglewood combine those forces and become a production destination for people world-wide, who will keep it on the cutting-edge.

This 60-acre site is a platform for Inglewood to expand its production capacity. During the course of this conversation, there can be strategies discussed as to how to optimize the production of jobs not only from the 60-acre site but also considering the race track site because I anticipate the race track moving or transitioning into something else in the near future.
Greg Whitney  
Los Angeles County Economic Development Corporation (LAEDC)

Greg Whitney acknowledged that LAEDC was hired by Wal-Mart to research and study the advantages and disadvantages of Wal-Mart coming into California community. He was not personally involved in the study.

The key issues to consider while developing this site:
- Its real estate aspect
- The geographic location of the site
- The values of the community
- The generation of jobs and income, particularly high per-capita wages
- Whether economic activity in this site is a driver that will create other activities or if it would be a “stand-alone”.

Per LAEDC studies, manufacturing pays over 50 percent more than the average wage in California. It also provides benefits, a living wage, and has a multiplier effect with respect to service providers and suppliers. The 60-acre site is one of the largest development sites in Southern California when you include the race track. It has the size to accommodate almost all kinds of uses with compatible proximity to one another.

Inglewood certainly has the chance to increase the opportunities of income density, per capita income, high paying services and demand by including a variety of housing opportunities on the site. There is room for many other uses on site by catering to different economic strategies dealing with short-term, mid-term and long-term goals, maximizing the benefit of the site for the community.

Investment for any development is made by weighing risk versus reward. Investment of individual dollars of the developers certainly has more weight in the decision process and success depends on the certainty and timing of the development process, behavior of the community towards the investment, behavior of the communities around it, and community and company competition. The important thing to bear in mind is to go forward with some certainty of the type of development you desire.
Appendix III - D: Summary of Public Comments
Residents are referred to in the order in which they spoke (Resident 1, Resident 2, etc.). Some residents spoke more than once and may be referred to by multiple titles (i.e. Resident 3, Resident 7).

Resident 1 spoke about the “experience” of Inglewood. He expressed his hope that the development of the site would be one of the biggest developments in Los Angeles County. He approved of the process of gathering community involvement because it forces the community to question its identity, to think about community development, and to consider the role of the minority community. Resident 1 also said that Inglewood should diversify and bring in playhouses, jazz venues, and more schools. He thought the city should have an experience based on an ethnic theme and on what attractions would allow the city to recoup its costs of development. Finally, he spoke about the development potential of Inglewood based on its location near many important transportation hubs of the Los Angeles region.

Resident 2 agreed with Raphael Bostic about the multiple possible uses for the site. He argued that the main emphasis of the development should be to bring tax dollars back into the city. He also praised the “marvelous” suggestion about potential sports development. He questioned, though, what kind of sporting event would be likely to come to Inglewood? Finally, he expressed his concern that high-end retail development might result in empty parking lots.

Leonard Mitchell replied to Resident 2’s question by saying that Inglewood’s demographics show a potential for development in the sports and entertainment industry. It is high time, he said, that community leaders realize that there is a critical mass in Inglewood that demonstrates that developing such an exemplary industry is well within the City’s capacity. Mr. Mitchell’s main message was that the community should “think big” when deciding how to develop the sixty acre site.

At this point the moderator posed a question to Raphael Bostic. He mentioned the proposal to build 397 housing units adjacent to the development site, and the retail leakage currently occurring in the city of Inglewood. He then asked Dr. Bostic if the community should be thinking about the direction of housing development or be working on the retail leakage problem.

Dr. Bostic replied by saying that he did not think it was an either/or question. In Southern California, he pointed out, there is a housing shortage; four hundred, six hundred, or one thousand housing units are not going to saturate the demand. Housing is never going to be a bad choice. He argued that a community can have housing, retail, entertainment, and sports if it is planned properly, sensibly, and with a vision. Referring back to Dr. Mitchell’s point, Dr. Bostic stressed the importance of having a vision for a broader area. It may make sense to think about the Hollywood Park area, the Forum and how they relate to the development site under consideration. He encouraged the community to shoot high to make this area one of the best experiences in Southern California and in the United States. Finally, he urged community cooperation, especially in the face of hurdles sure to appear in the later stages of the project.

The moderator then asked for further clarification of how closely the future of the development site could affect the future of the surrounding area, and vice versa.
Dr. Bostic brought up the example of Pasadena, a city that passed an ordinance stating that all development must be mixed-use. He disagreed with the creators of the ordinance, saying that local government cannot dictate the market. Local government can, however, create a flexible framework for developers. He reiterated the need for housing in all of Southern California, not just Inglewood, and expressed his opinion that the project should include housing with other well-integrated uses.

James Regan stated his view that “upscale retail” in the last five years has not meant Neiman Marcus. He explained that developers do not want to assume risk, so most developments conform to a pattern that has been proven to be successful. Housing development is currently much more profitable than retail development in Southern California. He points out the recent trend in adding entertainment to traditional shopping developments, to make the act of shopping more of an “experience.” Finally, he points out that with retail-only developments, the only benefit to the city is the collection of sales tax revenue; no social capital is created.

The moderator asked what the market would do on its own, and if the site could support a ten or twelve acre mixed-use retail development.

Mr. Regan replied that eight out of ten developers would develop housing on the site, if they were allowed free reign, because housing will sell and rent faster than anything else. To make a profit on a 100 percent retail development, he explained, the retail development would have to be big box.

Resident 3 expressed concern with the expansion of Los Angeles International Airport (LAX), arguing that plans for the expansion of the airport make it hard to plan for the future. LAX threatens the city because of noise and environmental issues. Resident 3 asked for comment from the panelists on how the city could deal with the threat of LAX.

Greg Whitney gave the example of Newport Beach as an economically successful community in the flight path of an airport (John Wayne). He urged the city to accept the fact that LAX will expand and work hard to find ways to improve the quality of life.

Resident 4 asked the panelists what unique tools the city might have for dealing with the development site because it is in a special redevelopment area.

James Regan replied that the city can collect property tax increments, with 20 percent of tax increment for affordable housing and use the remainder to eliminate both economic and physical blight in the area. City agencies can purchase land, sell it for development at cheaper rates, sell at current rates, and borrow money to facilitate the elimination of blight. The money can also go toward infrastructure improvement, offsite development costs, and direct assistance for the project.

Resident 5 expressed his desire to see the city of Inglewood work with Wal-Mart to bring a Wal-Mart store to the city.

The moderator responded that there is no current proposal from Wal-Mart.
Mr. Mitchell pointed out that Wal-Mart owns the land, and that Wal-Mart has met some of the prerequisites for development. He said that this may put some constraints on the redevelopment agency that might not otherwise exist. He also pointed out that Wal-Mart, as a global trader, is subject to the World Trade Organization (WTO), and which may place additional constraints on the city’s ability to negotiate with Wal-Mart.

Mr. Mitchell also pointed out that such a use as Wal-Mart would, in fact, generate a large amount of tax revenue, but that he could think of other uses that would be better for the community in the long run. He reminded the audience of his entertainment production facility idea, with retail and housing accompanying the complex.

Dr. Bostic stated that he believed that Mr. Mitchell’s vision could be applied to the 60-acres in question. He pointed out that retail provides more tax revenue for local communities, but argued that building communities is about more than tax revenue. He urged the audience to consider the effects that the project would have on the character of the community, both currently and in the future.

Resident 6 spoke of the changes he has seen on the site over the year. He expressed his concerns about the development, and pointed out the example of the Crenshaw Mall which he felt had gone downhill over the years. He expressed his opposition to big box retail on the development site, saying it didn’t fit with the surrounding area. Resident 6 said that he thought the best use for the site would be professional offices. He also expressed his concern with the perception of minority communities, and the veracity of the reports that have been done on those communities.

The panelists pointed out that retail is the highest direct revenue source for a community, but reminded the audience that communities cannot be supported by a retail labor force. They also pointed out the housing revitalization efforts at Paseo Colorado in Pasadena and the loft apartments in Los Angeles, and how those efforts have led to retail to complement the housing.

Resident 7 agreed with Dr. Bostic’s comments and argued that earlier projects in the area had failed because they had not had a coherent plan. She lauded the efforts to build the current project using such a plan, and expressed a desire to see a mixed-use project on the site. She hoped that the project would blend in well with the city and not become an “island” in the middle of the community.

Resident 8 reminded the panel that Wal-Mart had been rejected by the Planning Commission. She expressed a desire to see Kohl’s built on the property. Finally, she inquired as to how tall a building could be built on the site, citing the possibility of condominiums, possibly for senior citizens, as a possible use.

Dr. Bostic pointed out that many of the issues of developing the site are about having the will to act in a timely matter in the political arena. He stressed the importance of having “all the forces aligned” to streamline the process. Without such a process, he argued, developers would be scared away from the project.
Resident 9 pointed out to the importance of tenant mix in any project, housing or retail, and praised the idea of mixed-use. She expressed a desire to attract an artist community, through establishment of an entertainment district and of construction of artists’ lofts. She asked what the next step is after the community figures out what it wants.

Resident 10 expressed the desire to see single-family affordable housing built on the site. As alternatives, he suggested the possibility of a university or a golf course.

The moderator reminded the audience that the “next step” will be addressed by the council.

Resident 11 brought up the point that Inglewood does not have a long-term care facility and that such a facility would be desirable for Inglewood seniors. In addition to a senior facility, Resident 11 expressed interest in a concert hall for jazz, blues, and R&B in the community, so residents would not have to go outside of the community for entertainment. She also suggested a small convention center, outdoor restaurants, and retail.

Resident 12 expressed satisfaction with the process so far, because of the community input and the feedback from professionals. He expressed his hope that there will be a record kept of suggestions and what validity they may have later in the process. In addition to the vision of the community, he was interested in hearing the vision of the developer for the site in order to have all ideas presented. There are so many options, he said, that the community should be sure to hear all of them in order to make the best decision for the site.

The moderator summarized the suggestions brought up as housing (more specifically affordable housing), mixed-use development, entertainment, and retail (in order to attract residents from other communities). He also reminded the audience that several questions regarding the “highest and best use” of the site from a fiscal standpoint had been raised. Based on the comments and questions thus far, he deduced that there was a consensus for mixed-use development on the site and in the city as a whole. He then addressed the audience, asking, “How many of you know the current fiscal situation of the city?” He continued, explaining that Inglewood is in a deficit. He then asked about the job situation in Inglewood, inquiring if it was fair, good, or poor. This site, he argued, is not the only site awaiting development in Inglewood, but it is a great opportunity for the community to shape a part of Inglewood’s future and help resolve its fiscal and job situation. He posed a final question, asking the participants about their reaction to this opportunity of using the site as one step in resolving larger problems in Inglewood.

Resident 13 immediately reacted to this statement, inquiring as to what affect the development on this site would have on future development. He expressed his view of the project as pivotal in shaping the future of Inglewood, explaining that what goes on this site will set the precedent for other such sites. The moderator responded by asking Resident 13 what he would see as a negative use for the site, a use that would encourage other negative uses. Resident 13 explained that negative uses would be types of development that do not suit the community. The moderator asked Resident 13 to give a specific example of a use that would not suit the community. Resident 13 responded that a 99 cent store, a pawn shop, a tattoo parlor, and a massage parlor were examples of unwanted uses and would have a negative impact on future development in Inglewood.
After hearing this idea about uses incompatible with the site and the community, the moderator asked Resident 13 what uses would be compatible with the site and the community. Resident 13 responded that he would like to see development that matches what already exists in Inglewood. He explained that a Wal-Mart, for example, would not be compatible with the $300,000 and $400,000 homes that currently exist in the area. The moderator then asked what uses would compliment the housing in the area. Resident 13 responded by saying that big box retail would be appropriate in western Inglewood, in order to centralize traffic and not add to the high traffic levels that already exist in the area of the site.

To clarify this position, the moderator asked, “So the issue of immediate fiscal revenue and job creation does not apply to this site, in your mind?” Resident 13 replied that in the past two years, the governor has already taken all the revenue the city would make. After two more years, he felt that perhaps the issue of revenue generation could be addressed; though even after two years, revenue would depend on the fiscal situation of the state. Regardless, he explained, the community must put something in the site that adds to the future of Inglewood.

Resident 14 said that employment in Inglewood is hampered by insufficient educational opportunities; even if more jobs existed in the community, Inglewood residents do not have the skills to obtain such jobs. According to Resident 14, the first step to rectifying this project should be job training facilities that teach technical skills, nursing, and paralegal skills; otherwise such positions will be filled by those from outside the community.

Resident 15 explained that he did not see the relevancy of the fiscal situation of the city regarding new development because the fiscal situation can change but development is static. To him, it did not make sense to build something as a “quick fix” for the current deficit. He did however, like the ideas of mixed-use development and entertainment. Moreover, he recognized the potential that the site holds for Inglewood, the potential to build something great, worthy of world attention. He concurred with the moderator that the community should have a long-term outlook.

Resident 16, who stated that he had attended approximately three or four meetings similar to this one, inquired as to how many more meetings would be held. He went on to say that he liked the idea of mixed-use development, a community center, and also “districts” or themes created in different parts of the city. For example, he said, the Manchester area could be an arts district. He expressed dissatisfaction with the lack of stores such as Barnes and Noble and Trader Joe’s in Inglewood. Resident 16 concluded by expressing his desire to see more concrete progress, such as an implementation timeline for the project.

Resident 17 expressed agreement with Dr. Bostic on the importance of figuring out why Inglewood is so underserved. She also made the point that those who expressed opinions about how to develop the site are only a very small percentage of the approximately 112,000 residents of Inglewood. Finally, she suggested doing a citywide study, in the form of incentive-based resident surveys, to discover why Inglewood has such a retail leak and where its residents are traveling to shop.

Resident 18 began by talking about the deficit problem. He told of how the Hollywood Park Casino “saved” the city at the time of its construction and of how Inglewood needs a similar
source of tax revenue now. He expressed the feeling that there needs to be a balance between housing and revenue creation. He again brought up the idea of allowing Wal-Mart to build a small store on the site.

Resident 19, employed by the Economic Development office, agreed with the need for housing and with the idea that, at some point, the market for retail development becomes saturated. Yet, he felt that job creation has been neglected, saying: “Houses are bought by people that work; retail is supported by people that work.” He expressed hope that any plan for the site would include uses that provide jobs for the residents, as part of the larger strategy of improving the economy. He also felt that Inglewood has been “skipped over” in terms of development and that to combat this neglect, Inglewood must find a way to maximize the productivity of its land, especially its vacant lots.

Resident 20 felt that certain things such as rent control are appropriate while in a deficit in order to prevent residents from being displaced.

In concluding, the moderator summarized the view of the panelists that residents should look at the larger context of development. He then recapped other topics brought up by the panelists such as the need for housing, mixed-use development, entertainment, and economic development. The community, he said, spoke about the need for quick action, a timeline, community involvement, and consideration of a broad range of uses (commercial, residential, civic, and entertainment).
Appendix III - E: Closing Remarks from Community Development Committee Members
In Councilman Morales’ closing statement he acknowledged that the input of professionals and residents has given the council another view of the situation that has developed in the past year. He addressed one of the speakers who was concerned about a possible zoning change, saying that zoning may be a problem. This is, he says, why the meeting took place and why the owner of the property needed the help of the council, because his attempts to change the zoning failed. Due to the emotional election on April 6th, allowed by the owner of the property, the council does not intend to go against the residents. The residents made a particular decision and should be allowed the power to change it as they see fit. This is why the community development committee decided to facilitate a process that involves the community and the owner of the property. He then encouraged feedback and involvement from other community members who view the recording of the proceedings. He felt that the proceedings greatly expanded the foreseeable options for the site and opened the minds of the community and the development council.

Councilman Price’s closing statement reiterating the enormous potential of the site and its ability to generate tax revenue, jobs, and new opportunities. He expressed gratitude to the panelists and to the community for their input. He recognized the community’s vested interest in the development of the site and emphasized the council’s commitment to finding the highest and best use for the site. In terms of the next steps, he says, there are several to be considered such as creating a record and summary of the proceedings, continuing to engage the citizens in discussion, and to more fully engage the property owner in the discussion of concerns and suggestions raised by the community.
Appendix IV - A: City of Ontario Project Review Process
Article 8:
DEVELOPMENT PLAN REVIEW

Sec. 9-1.0800: Purpose and Authorization
Sec. 9-1.0805: Applicability
Sec. 9-1.0810: Scope of Review
Sec. 9-1.0815: Application and Fees
Sec. 9-1.0820: Planning Department Action
Sec. 9-1.0825: Development Advisory Board Action
Sec. 9-1.0830: Effective Dates: Effect of Appeals
Sec. 9-1.0835: Lapse of Development Plan Review
Sec. 9-1.0840: New Applications

Sec. 9-1.0800:
Purpose and Authorization
The purposes of Development Plan Review are to:

A. To ensure that new development or expansions of existing uses or structures occurs in a manner consistent with the overall goals and objectives of the General Plan, the objectives of the Development Code and with the neighborhood or area in which the development is proposed to be located;

B. To ensure that all new development is consistent with the development standards contained in the Development Code;

C. To ensure that the proposed architectural treatment of new buildings and structures, including landscaping, open space and signs, is consistent with the design guidelines contained in the Development Code;

D. To allow all City departments the opportunity to review new development proposals and place reasonable conditions to ensure that the public health, safety and welfare is maintained.

Sec. 9-1.0805:
Applicability
The following development projects are subject to Development Plan Review:

A. All residential dwellings that exceed two (2) dwellings per lot for a single development not a part of a larger project;

B. All residential subdivisions of five (5) or more lots, or development plans consisting of five (5) or more dwelling units;

C. All non-residential development uses in Residential Districts;

D. All commercial projects in the NC District;

E. Commercial projects in all other C Districts in excess of five hundred (500) square feet of floor area;

F. Industrial projects in excess of ten thousand (10,000) square feet of floor area;

G. Church additions to assembly areas and additions (cumulative) to non-assembly areas in excess of 500 square feet or a of twenty five percent (25%) of the original floor area, whichever is less.

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H. Permanent buildings proposed in the P, OS, EA Districts in excess of five hundred (500) square feet of floor area;

I. Relocated buildings in any District;

J. Additions (cumulative) to existing commercial or industrial developments in excess of twenty five percent (25%) of the original structure.

K. Other projects, which, in the opinion of the City Planner, require such level of review prior to issuance of a building, permit.

Sec. 9-1.0810:
Scope of Review
Where Development Plan Review is required for a use or a structure under the provisions of this article, the following aspects of the project are to be reviewed by the Development Advisory Board and the Planning Commission if applicable:

A. The location of the site in relation to location of buildings on adjoining sites, with particular attention to privacy, views, any physical constraint identified on the site and the characteristics of the area in which the site is located;

B. The degree to which the proposed development will complement and/or improve upon the quality of existing development in the vicinity of the proposed project and the extent to which adverse impacts to surrounding properties will be minimized;

C. The effect of the proposed project on surrounding uses, including ensuring minimum disruption to such uses;

D. Whether the development standards set forth in the Development Code have been satisfied;

E. Whether the design guidelines set forth in the Development Code have been substantially met.

Sec. 9-1.0815:
Application and Fees
An application for Development Plan Review shall be filed with the Planning Department on the prescribed application form and shall be accompanied by the following:

A. A completed Environmental Information Form describing existing environmental conditions, the proposed project and identifying potential environmental impacts of the project;

B. Maps, drawings, site plans, building elevations, proposed colors and building materials, summary tabulations and other documents and information required on the standard City application form to describe the project adequately;

C. Required fee(s).

Sec. 9-1.0820:
Planning Department Action
The Planning Department shall refer the application and all accompanying maps, drawings, plans, elevations, tabulations and other information to the City departments comprising the Development Advisory Board. The referral shall be accompanied by a written report containing the department's recommendations on the application. The Development Advisory Board shall review the proposed development with the applicant as may be necessary.

Sec. 9-1.0825:  
Development Advisory Board Action  
Within forty-five (45) days of an application which is deemed complete, the Development Advisory Board shall take an action on the submitted application, which may include approving the application, approving the application subject to reasonable and appropriate conditions or disapproving the application.

If the action of the Development Advisory Board is to approve or conditionally approve the application, a majority of the members of the Board shall sign the Development Plan certifying that it meets all the applicable provisions of this chapter. The action of the Development Advisory Board and the reasons therefore shall be contained in a written report that shall be made available to the applicant.

The report of the Development Advisory Board pertaining to a development plan related to the following shall be reviewed and considered by the Planning Commission at the same public hearing at which one of the following applications may also be considered for the same project:

A.  Conditional Use Permit;

B.  Variance;

C.  Change of zoning district or district boundaries;

D.  Specific plan.

In addition to the above, the Planning Commission shall review and consider development plans for multiple dwelling developments consisting of four (4) or more units, regardless of whether a public hearing is required for a related application.

Sec. 9-1.0830:  
Effective Dates: Effect of Appeals  
Development Plan Review applications shall become effective ten (10) calendar days following approval or conditional approval by the Development Advisory Board, unless an appeal has been made to the Planning Commission or unless the Planning Commission shall have acted to review the decisions of the Development Advisory Board.

Sec. 9-1.0835:  
Lapse of Development Plan Review  
Approval by the Development Advisory Board or the Planning Commission shall lapse and become null and void two (2) years following the effective date of Development Plan review approval, unless, prior to the expiration date, a building permit is issued and construction diligently pursued towards completion or a certificate of occupancy is issued for the structure which was the subject of the application. A one (1) year extension may be granted by the Zoning Administrator upon written request by the applicant received at least thirty (30) days prior to plan approval expiration date, providing that there has been no change in the conditions of, or, findings for approval.
Article 8: Development Plan Review

City of Ontario Development Code

An application for renewal involving any substantial change from the original plan or the conditions of approval, as determined by the Zoning Administrator, shall be subject to all of the provisions of this article and shall require a new public hearing.

As a condition of granting an extension of time, the Zoning Administrator or Planning Commission may review or impose additional conditions to ensure that the development plan will be in compliance with City standards in effect at such time such extension is granted.

Sec. 9-1.0840:
New Applications
Following the denial of any application for Development Plan Review, no application for the same or substantially the same approval shall be filed within one (1) year after the date of denial.
Appendix V - A: Training Vendor Directory
Public or private vocational schools, colleges or universities found in Inglewood

<table>
<thead>
<tr>
<th>Vendor Name</th>
<th>ID</th>
<th>State Provider ID</th>
<th>Language</th>
<th>Phone</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONTEMPO SCHOOL OF BEAUTY (on hold)</td>
<td>98279000</td>
<td></td>
<td>ENG-ONLY</td>
<td>310-677-1105</td>
<td>316 EAST MANCHESTER BLVD. INGLEWOOD 90301</td>
</tr>
<tr>
<td>FRANKLIN CAREER COLLEGE - INGLEWOOD</td>
<td>04501001</td>
<td>244</td>
<td>ENG-ONLY</td>
<td>310-671-2104</td>
<td>111 N. LA BREA #105 INGLEWOOD 90301</td>
</tr>
<tr>
<td>TRITON INSTITUTE</td>
<td>04811000</td>
<td>1731</td>
<td>ENG-ONLY</td>
<td>310-330-0129</td>
<td>110 S. LA BREA AVE., #200 INGLEWOOD 90303</td>
</tr>
<tr>
<td>UNIVERSITY OF WEST LOS ANGELES</td>
<td>96131001</td>
<td>383</td>
<td>ENG-ONLY</td>
<td>310-342-5287</td>
<td>1155 WEST ARBOR VITAE STREET INGLEWOOD 90301-2902</td>
</tr>
<tr>
<td>WESTWOOD COLLEGE OF AVIATION TECHNOLOGY</td>
<td>CA190053</td>
<td>392</td>
<td>ENG-ONLY</td>
<td>310-337-4444</td>
<td>8911 AVIATION BLVD INGLEWOOD 90301-2904</td>
</tr>
<tr>
<td>CSU DOMINGUEZ HILLS (DEE) INGLEWOOD ONE-STOP</td>
<td>99229000</td>
<td>272</td>
<td>ENG-ONLY</td>
<td>310-243-2425</td>
<td>110 S. LA BREA INGLEWOOD 90301</td>
</tr>
<tr>
<td>INGLEWOOD ADULT SCHOOL (non-contracted)</td>
<td>98314000</td>
<td></td>
<td>VESL+</td>
<td>310-680-2017</td>
<td>110 S. LA BREA STE. 330 INGLEWOOD 90301</td>
</tr>
</tbody>
</table>

source: www.sbwib.org