

**City of Inglewood  
Feasibility Study to Enhance Bus Transit Center  
Development, Downtown Inglewood**

**Sponsored by California Department of Transportation**

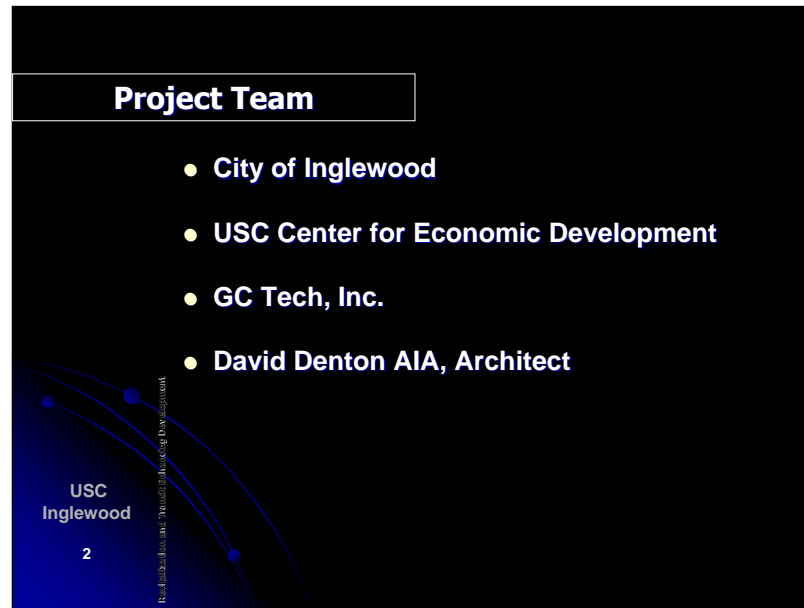
**Prepared by**

**USC Center for Economic Development  
School of Policy, Planning, and Development  
University of Southern California**

**in partnership with**

**City of Inglewood  
David Denton AIA, Architect, and  
GC Tech, Inc.**

**December 6, 2004**

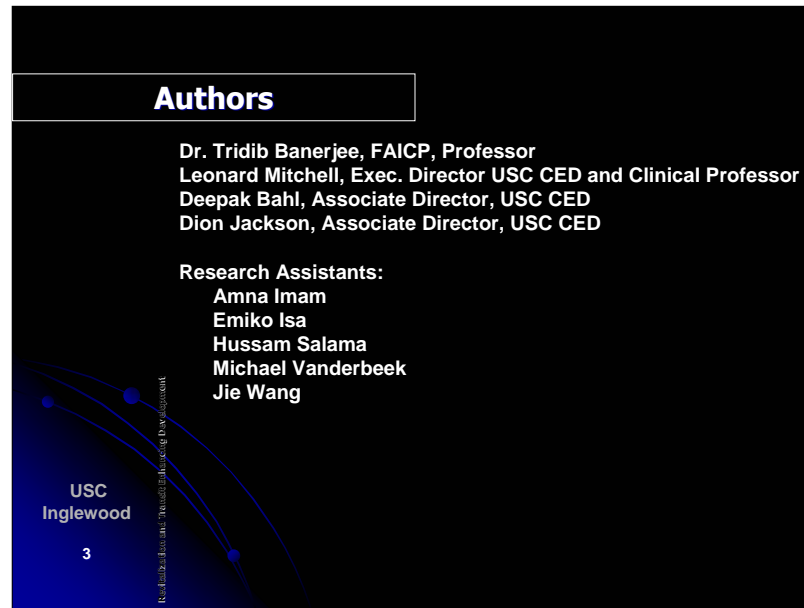


Caltrans District 7 (Los Angeles County) commissioned the feasibility study through a Community Based Transportation Planning Grant. The lead applicant for the project was the City of Inglewood.

USC Center for Economic Development in the School of Policy, Planning, and Development at the University of Southern California was the co-applicant on this project. The Center performed the feasibility study and was responsible for technical and related elements including analysis, recommendations, and strategies for development.

GC Tech, Inc. a DBE firm, and sub-contractor on this project led the effort for the public involvement program and was responsible for community outreach.

David Denton AIA, Architect was hired subsequent to the award by the City to develop architectural and urban design renderings for the project area.

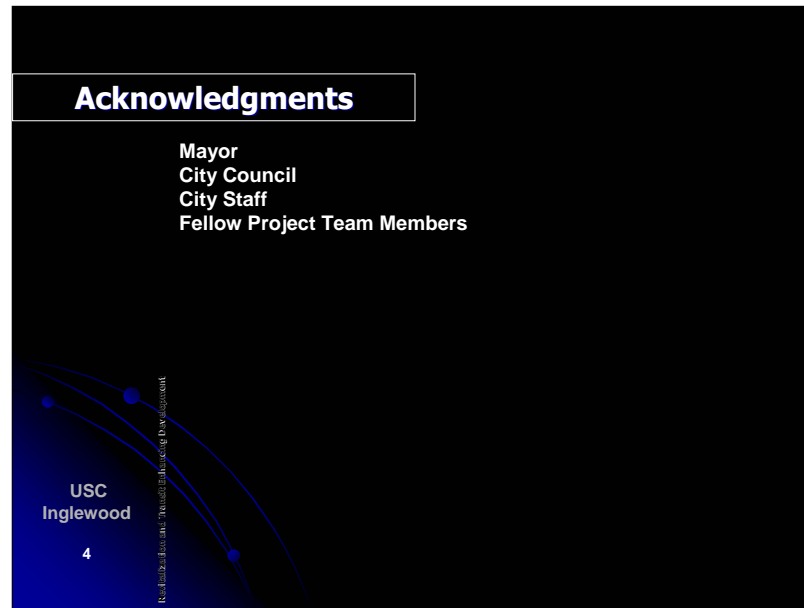


The Principal Investigator for the project was Dr. Tridib Banerjee, FAICP, Professor and James Irvine Chair of Urban and Regional Planning at the School of Policy, Planning, and Development under whose overall guidance and supervision the project was conducted.

Deepak Bahl, Associate Director at USC CED served as the Project Manager and was responsible for managing and supervising all phases of the project including research, report writing, and presentations.

Other project team members included Leonard Mitchell, Executive Director of USC CED and Clinical Professor at the School of Policy, Planning, and Development, and Dion Jackson, Associate Director at USC CED.

The project was supported by a very capable team of graduate students involved in research, report writing, graphics and renderings, and presentations. They are Amna Imam, Emiko Isa, Hussam Salama, Michael Vanderbeek, and Jie Wang.

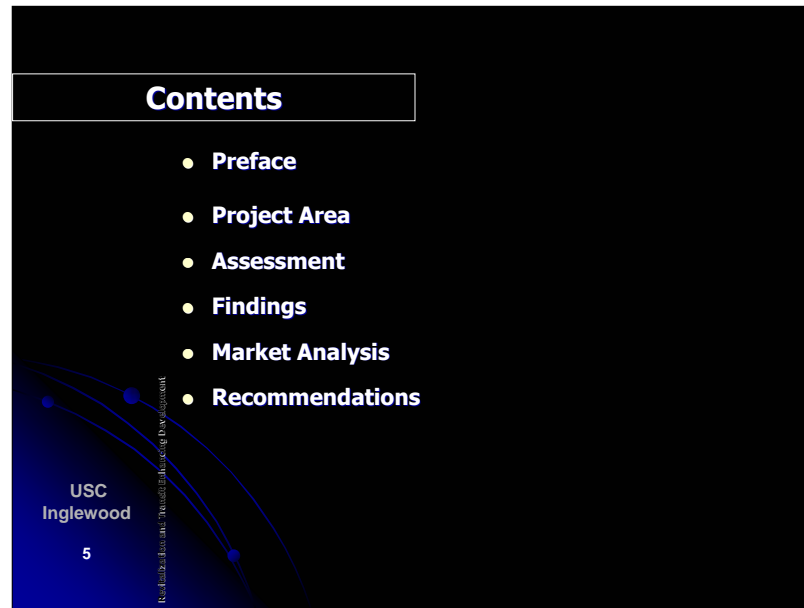


The USC Center for Economic Development would like to thank Mayor Roosevelt Dorn and Council members Curren Price, Jr., Judy Dunlap, Eloy Morales, Jr., and Ralph L. Franklin for their strong support to this project. We would also like to acknowledge City residents for their participation and input to this study.

City staff has played an intimate role in project development and have guided us during all phases of this study. Senior Transportation Planner William Barnett's leadership and vision has in a large part been instrumental in shaping this document. We would like to acknowledge him and the help and guidance of the following individuals:

- Jerry Givens, Assistant City Administrative Officer/Public Works
- Parviz Koupai, City Transportation Engineer
- Charng Chen, Senior Transportation Engineer
- Richard McNish, Loan Fund Manager
- Yolanda Perry, Senior Accountant
- Terri Davis, Administrative Analyst, and
- Patrick Lui, Assistant Transportation Engineer

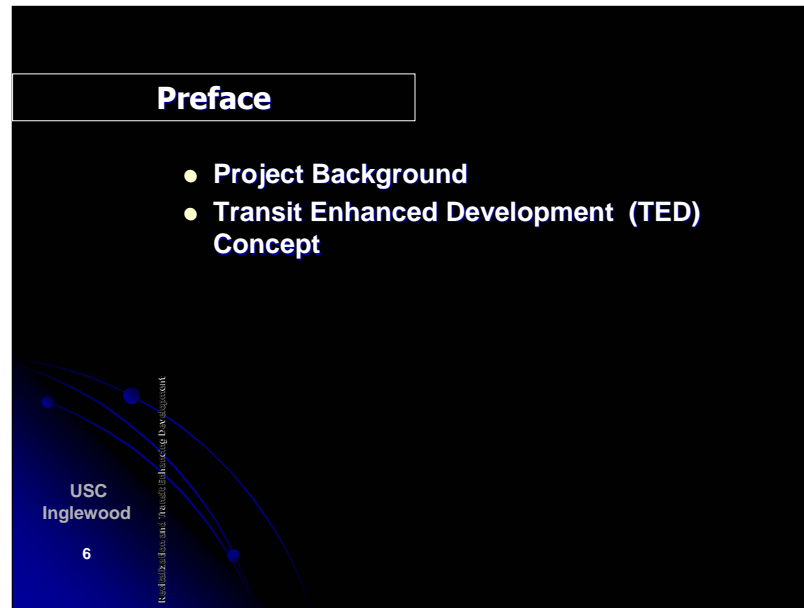
Lastly, we would like to thank our fellow project team members David Denton, Adrienne Gardner, and Emile Gardner for the engaged, lively, and critical discussions and for their enthusiastic participation to create a shared vision for the City.



This report is divided into six major sections. They are as follows:

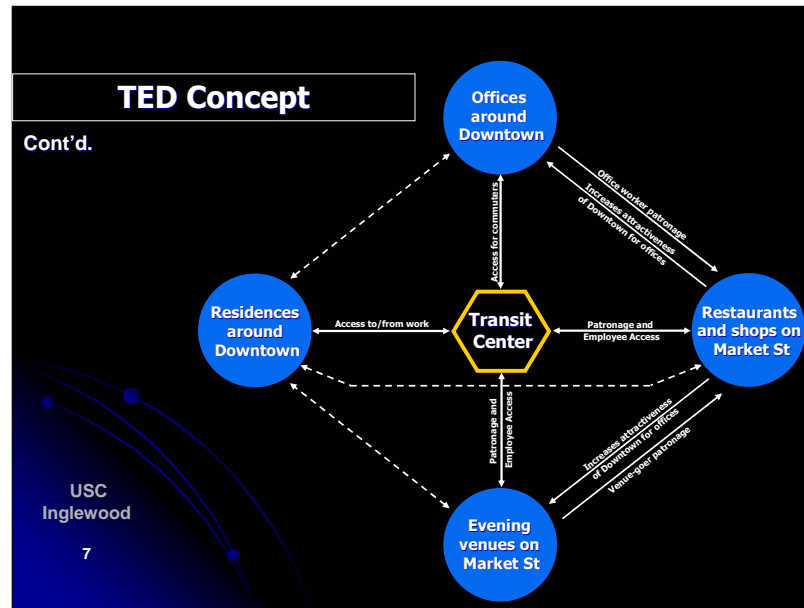
- Preface
- Project Area
- Assessment
- Findings
- Market Analysis, and
- Recommendations

Design renderings by David Denton AIA, Architect are also attached.



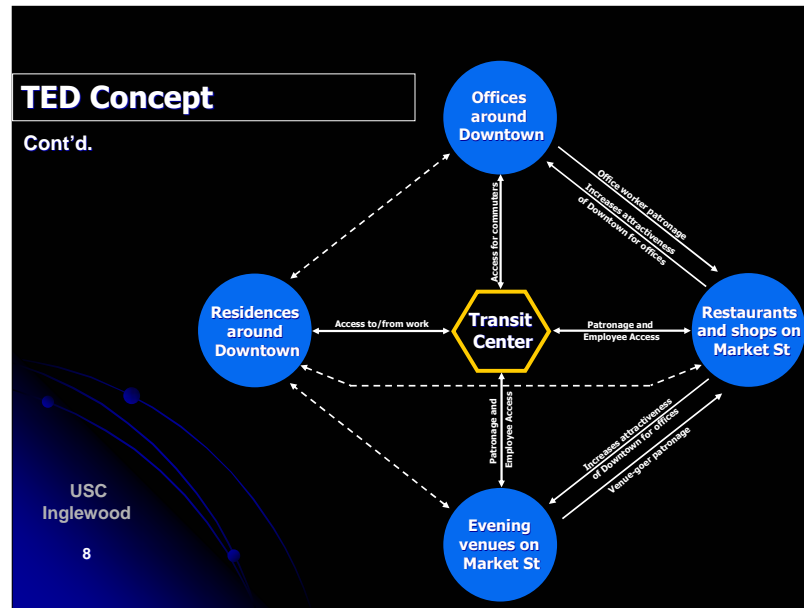
The Federal Transit Administration (FTA) appropriated \$498,387 for the development of transit center in downtown Inglewood with a \$125,000 City match. Inglewood City staff worked with the Metropolitan Transportation Agency (MTA) on the preliminary design concept for this facility. The Inglewood bus transit center, located on Kelso Street right-of-way between Market Street (on the east) and La Brea Avenue (on the west) is designed to serve as an identifiable, convenient and safe place for downtown patrons to access regional bus transportation, Metro Rapid bus, shuttle buses, and transfer between bus lines, in addition to serving as a major portal into downtown. Market Street had been the historic retail-shopping street in downtown Inglewood. However, with the growth and popularity of shopping malls and large retail outlets, like many other old downtowns, Market Street experienced a continuing decline since the 1970's both physically and economically. Currently, the underlying land use and mix of uses around the transit center exhibit signs of economic distress with underutilized buildings, vacant parcels, and high vacancy rates. Furthermore, the lack of pedestrian and bicycle linkages adversely impact transit ridership. The site is strategically located as it connects both Market Street (trip generating businesses) with La Brea Avenue (regional arterial with many existing bus lines). To fully capitalize the potential of the transit center, a well-coordinated land use and transportation strategy should be in place that accommodates a mix of uses and promotes pedestrian friendly environment.

The Feasibility Study to Enhance Bus Transit Center Development, Downtown Inglewood (Study) sponsored by the California Department of Transportation (Caltrans) addresses the aforementioned concerns and recommends land use and transportation strategies that promote infill, mixed use, transit oriented development, housing/job balance, and sustainable community economic development to ensure long-term downtown revitalization and Market Street renaissance.



For the past 15 years, Transit Oriented Development, or TOD, has become an increasingly popular way for U.S. cities of various sizes and demographics to inject urban areas in close proximity to major bus and/or rail routes with new life. As the name implies, TOD seeks to revitalize by focusing efforts on creating pedestrian-friendly and mixed-use developments which both encourage and facilitate greater use of transit by concentrating a variety of housing, services, and employment centers around transit centers or corridors. These compact developments within an integrated multiuse zone, known as the station area, also help cities manage continued population growth and automobile use, and the congestion, pollution and strain on infrastructure that result from them. A slight modification of TOD is TED (Transit Enhancing Development), which focuses more on economic development rather than just trying to increase ridership. One of the keys to successfully implementing TED is providing mixed-use developments within the defined station area(s).

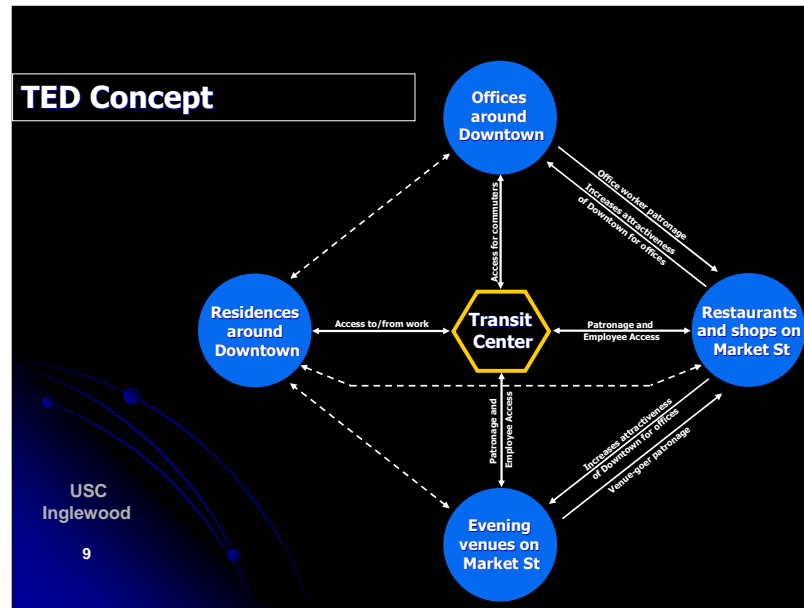
Single use planning, prevalent for the last 50 years, has resulted in the separation of residential, commercial retail and office, and civic land uses in many cities. A concern for the quality of life of residents was central to the separation of these land uses; it seemed to make sense not to have people live where traffic was heavy. Ironically, it is a concern for the quality of life that is now generating an interest in mixed-use developments in communities around the United States, and the coexistence of different land uses is showing great promise as a catalyst for restoring the former vitality of traditional downtowns such as that of Inglewood.



The downtown of the City of Inglewood is an ideal candidate for TED. Nearly all land use on Market Street between Florence Avenue and Hillcrest Avenue is currently devoted exclusively to commercial purposes, the vast majority of which occupy buildings just one to two stories in height. As with many similar downtown main streets, there is a conspicuous absence of both residential and office space. Considering the fact that the Floor Area Ratio (FAR) for the area is low, it has a high potential to be modified to accommodate residential and office uses.

A valuable amenity to Market Street is the **transit center** located at the intersection of Kelso Street and La Brea Avenue. This transit center is the proposed focal point of the TED strategies put forth in this document. Preferably, downtown Inglewood would become a mixed-use district consisting of densities of about 7 residential units per acre or higher and 25 employees per acre in commercial office and retail areas. If these densities are met, the transit ridership created would justify frequent transit service, and would help create active street life and commercial activities integrated within the walkable area of homes and worksites. Other important factors for Inglewood to consider are clustering, demographic mix (students, seniors and lower-income people tend to be heavy transit users), transit pricing and rider subsidies, price of parking, the quality of transit service, the effectiveness of transit marketing, walkability, and street design.





By bringing mixed-use to Market Street, it would be possible for residents to walk to shops, restaurants, and entertainment venues, for office workers to step out for lunch or coffee without getting in their cars, for shoppers and errand-runners to make multiple stops within a walkable area, and for businesses to extend their day hours into the evening by catering to residential needs for nighttime activities. Minutes spent driving between destinations would be free for family, exercise, relaxation, or other activities. Besides time savings, there would be other benefits. Retailers would benefit from a steady stream of local customers, as well as from increased sales due to window shopping by pedestrians. A sense of community would develop, especially for those who both live and work within the station area(s), and this, in turn, could improve existing social networks and strengthen civic involvement. With a carefully planned mix of retail, office, and civic uses, patrons from outside the area would be enticed to come, either by automobile or, preferably, by public transit. Property values would go up and the City would have a strengthened tax base. There are also arguments that mixed-use developments experience less crime, because people are around at night as well as during the day, and mixed-use developments tend to result in a reduced fear of crime, which studies have shown to be just as important as actual crime rates in determining public perception of safety. An additional benefit for the City apart from increased revenues from property and sales taxes, is that the use of space, roads, water and sewer lines would be maximized; this model of growth is preferable to one which results in the need for new infrastructure, especially given the costs associated with maintaining it. In the case of Inglewood, where building out is no longer an option, building up in the form of mixed-use developments seems the logical choice.

In the next section, we describe the project area and its context.

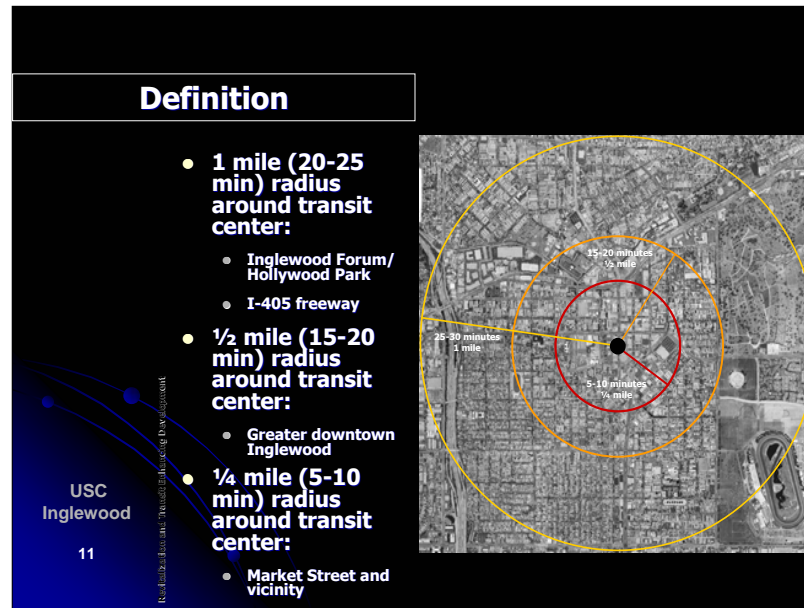
## Project Area

- Definition
- ¼ Mile Radius Around Transit Center
- Transit Center and Context

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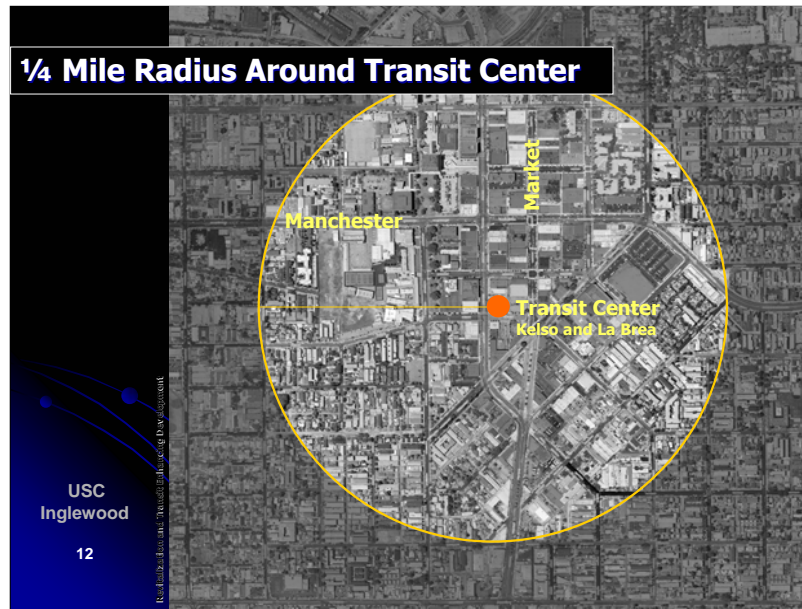
Real Estate and Transit Center Development



Throughout this study, we define the project area at three scales, based on the area that a pedestrian can cover walking in any direction for 25-30 minutes, 15-20 minutes, and 5-10 minutes, respectively. Starting from the transit center at the intersection of Kelso St and La Brea Ave, these walking times correspond to the following distances:

- 1 mile radius
- 1/2 mile radius
- 1/4 mile radius

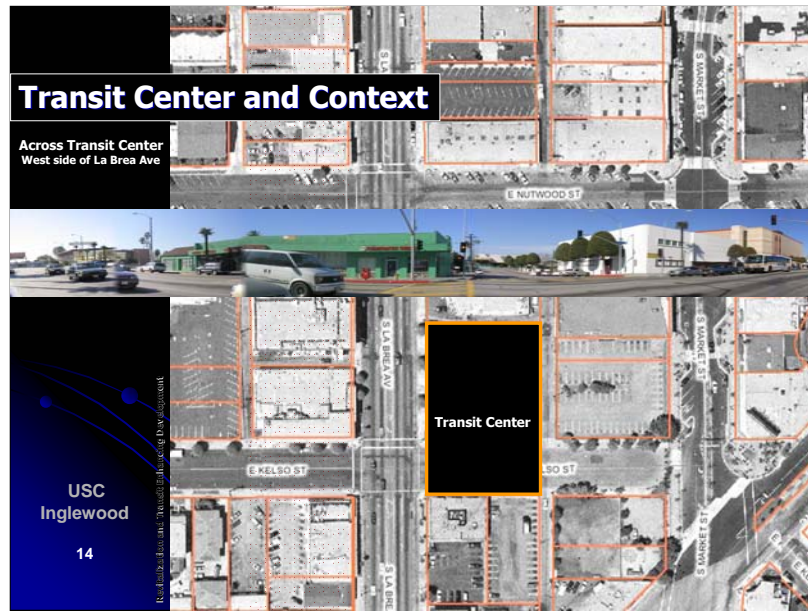
Within the 1 mile radius are the Inglewood Forum, Hollywood Park, and the I-405 Freeway. Los Angeles International Airport (LAX) is within 1.5 miles from downtown. The 1/2 mile radius covers the greater downtown area including several residential neighborhoods. The main focus of this study is the central station area, or 1/4 mile radius, which encompasses Market Street and its vicinity including the central business district, City Hall, Inglewood Police Station, Inglewood Adult School, and Inglewood High School.



The major arterials within the central station area are Manchester (East-West) and La Brea (North-South). Market Street is scaled to favor pedestrian traffic and is the only pedestrian-oriented street within this area. The central station area is bounded by Regent to the north and Tamarack to the south.



View of the transit center at the intersection of La Brea Avenue and Kelso Street.



View of west side of La Brea Avenue across the transit center.



View of parking lot next to the transit center on West Market Street.

## Assessment

- Transit
  - 15 - 30 Minute Trips
  - Major Destinations
- Land Use
- Commercial Character
- Aircraft Noise

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Real Estate and Transit Planning Development

In this section, we assess transit accessibility, existing land use trends, commercial character of the project area, and issues related to aircraft noise that may have an impact on future development patterns.



## Transit

- Bus trips originating at Inglewood transit center

15 – 30 Minute Trips



Major Destinations

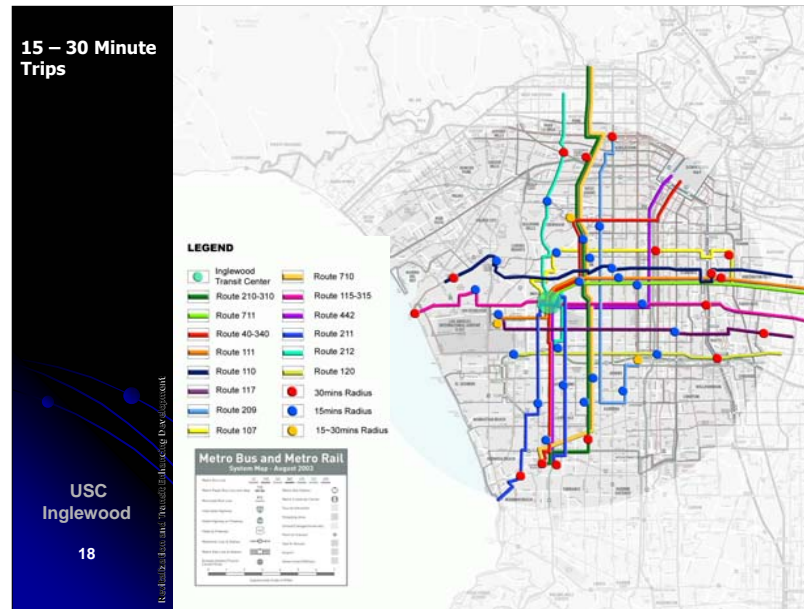


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Real-time Transit Information Development

Inglewood is well situated in the region to take advantage of transit links to a number of destinations throughout west Los Angeles County. Many of the bus routes connecting Inglewood to these destinations are accessible to Inglewood residents starting at the transit center located at Kelso and La Brea. A total of 13 different MTA bus routes pass through this transit center.



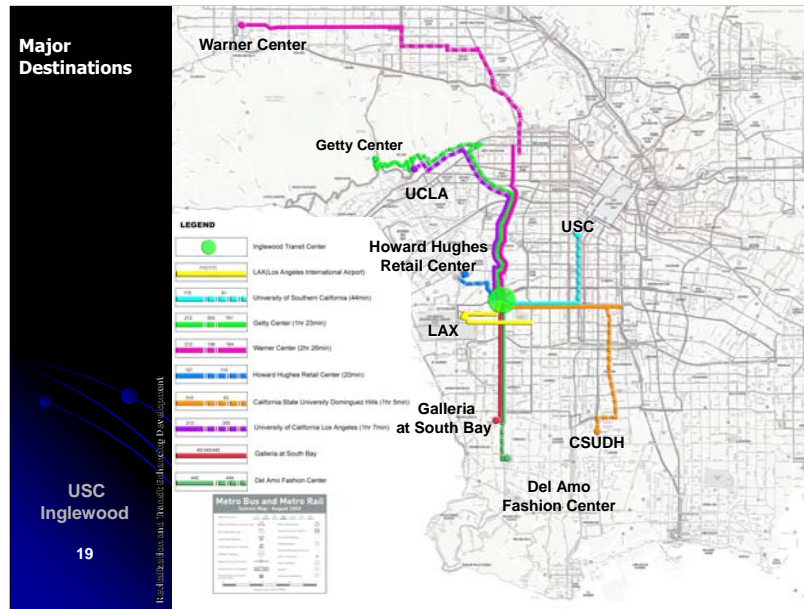
The figure above shows the different places a transit user can reach in fifteen to thirty minutes from the transit center.

Blue dots indicate a travel time of 15 minutes or less

Yellow dots indicate a travel time of 15 to 30 minutes, and

Red dots indicate a travel time of 30 minutes and more

Clearly, the transit center has a very central location and provides easy access to South Bay, Los Angeles downtown, and Valley.



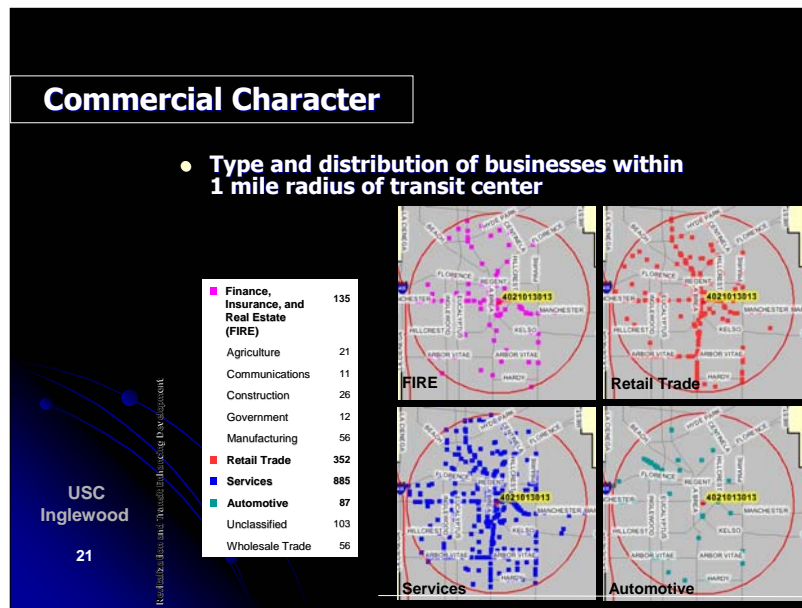
The figure above shows major destinations in the area and approximately how long it takes to reach them. Depending on the time of day, Westwood, Santa Monica, Venice, Manhattan Beach, Century City, Downtown Los Angeles, Del Amo Fashion Center and La Galleria are all within an hour of bus ride. LAX, the Promenade at Howard Hughes Center entertainment complex, and Fox Hills Mall are all within fifteen minutes by bus.

## Land Use

- **Inglewood Central Business District:**
  - Centered on Market Street
  - Approximately ¼ mile around transit center
  - Zoned primarily commercial (C-1) and institutional (C-C)
    - C-1 allows residential uses

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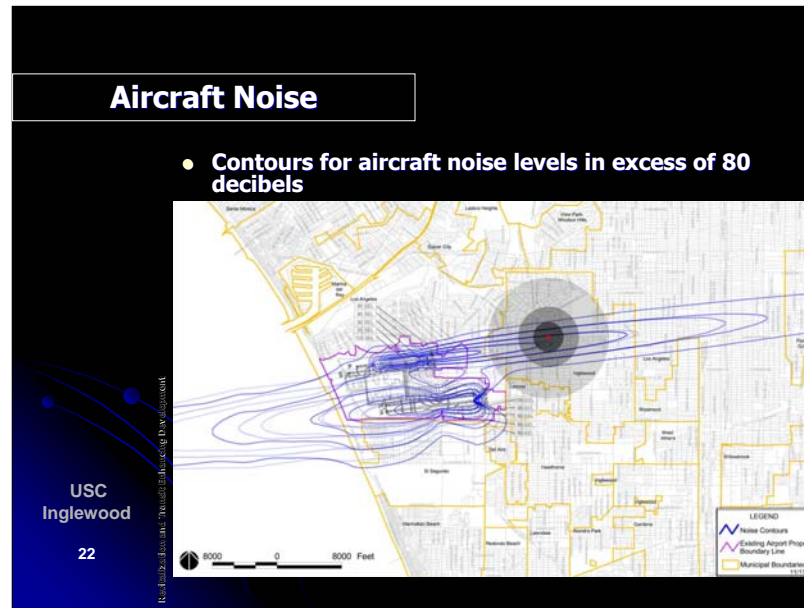
Zoning within the central station area is predominantly commercial (C-1, C-1D, C-2, C-2D, C-S). There is also a notable amount of institutional zoning (C-C, O-S), primarily for City government buildings and Inglewood High School. Residential zoning is limited and consists mainly of high-density multifamily units (R-3, R-3P).



There are 1744 businesses located within the 1-mile radius station area. These businesses are diverse in character, but 79% of them are from just three sectors. Services are by far the most prominent type of business, constituting 51% of the total. Retail trade accounts for the second highest number of businesses at 20%. Finance, insurance, and real estate businesses make up about 8%. The remaining businesses consist of transportation (5%), manufacturing (3%), wholesale trade (3%), construction (1%), agriculture (1%), government (1%), communications (1%), and miscellaneous unclassified businesses (6%). The figure above shows the spatial distribution of the top four types of business.

With the exception of those on Market Street and adjacent streets within the downtown business district, the vast majority of businesses within the 1-mile station area have been developed either as isolated structures surrounded by their own customer parking lots, or as part of strip malls. This type of development is largely what has contributed to the low Floor Area Ratios (FARs). It also greatly discourages pedestrian activity on Inglewood's streets, and may even hinder pedestrian access to businesses. This, in turn, increases automobile use and traffic congestion.

While there are a variety of businesses overall within the 1-mile radius area, there is a notable lack of quality retail, office or entertainment venues, particularly in the ¼ mile central station area. Combined with very few downtown residential opportunities, this limits downtown Inglewood's ability to compete for evening and nighttime business. It means that Inglewood residents will spend a considerable amount of their disposable income outside of the area.



One of the major impediments to development, particularly residential development, in the Inglewood central station area is the noise pollution generated by LAX air-traffic. As the figure above illustrates, the central station area is directly in the flight path of the majority of commercial aircraft approaching to land.

None of the alternatives currently being considered for LAX expansion propose significant changes to these flight paths.

**Findings**

- **Non-Residential Building Conditions**
  - Building Distribution
  - Spatial Distribution
    - Vacant
    - Neglected
    - Fair
    - Good
- **Parcel Utilization**

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In the following section, we assess non-residential building conditions, their spatial distribution, and parcel utilization. This land use analysis assists us in identifying opportunities within the downtown project area.

## Non-Residential Building Conditions

- Central project area – ¼ mile radius around transit center
- 204 parcels visually assessed based on physical deterioration



To assess building conditions and parcel utilization, we employed a method of on-ground inventory taking for buildings and land parcels in the project area. Our project team visited the area a number of times, and noted down the condition, utilization etc. of buildings and for all land parcels. In addition, we documented the procedure by taking photographs and/or video taping the locations. However, we used subjective judgment while deciding upon the condition of the buildings.

A visual assessment of 204 commercial (non-residential) parcels was conducted during this phase. This assessment was used to evaluate the physical condition of each building in terms of its overall appearance, façade treatment, and current level of maintenance. No consideration was given to structural integrity or building age in this assessment. Four categories were developed based on the results of the assessment:

**Vacant:** Any un-built parcel

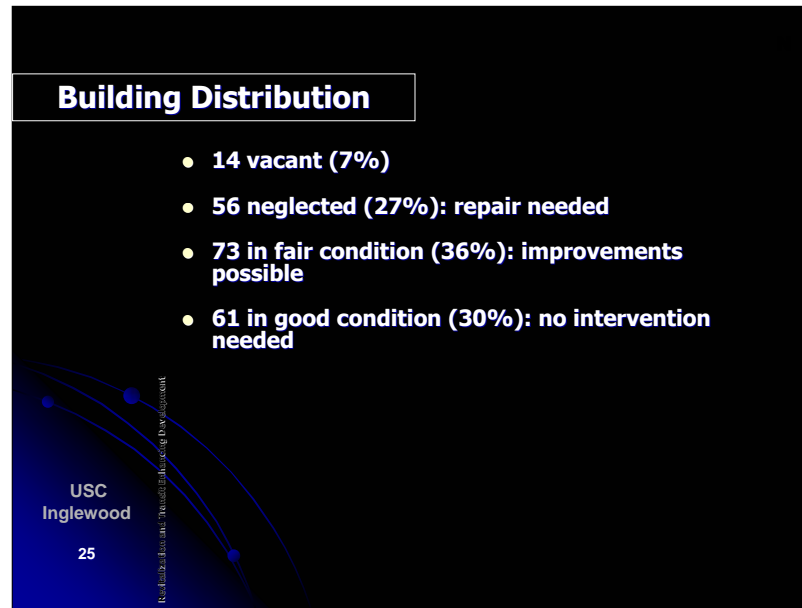
**Neglected:** Any building which is in obvious disrepair, in need of renovation, or abandoned

**Fair Condition:** Any occupied building which is minimally maintained but whose overall appearance and/or façade treatment could be improved

**Good Condition:** Any occupied building which is well maintained, and requires no repair or additional maintenance

The figure above shows the spatial distribution of all of the buildings surveyed. There is no general concentration of buildings of a certain condition in any particular area. Thirteen of the fourteen vacant parcels, however, are concentrated on Market Street, north of Manchester between Queen and Florence. Buildings not assessed consist mainly of residential, religious, and institutional buildings. The following section provides assessment on building conditions for the outlined categories.



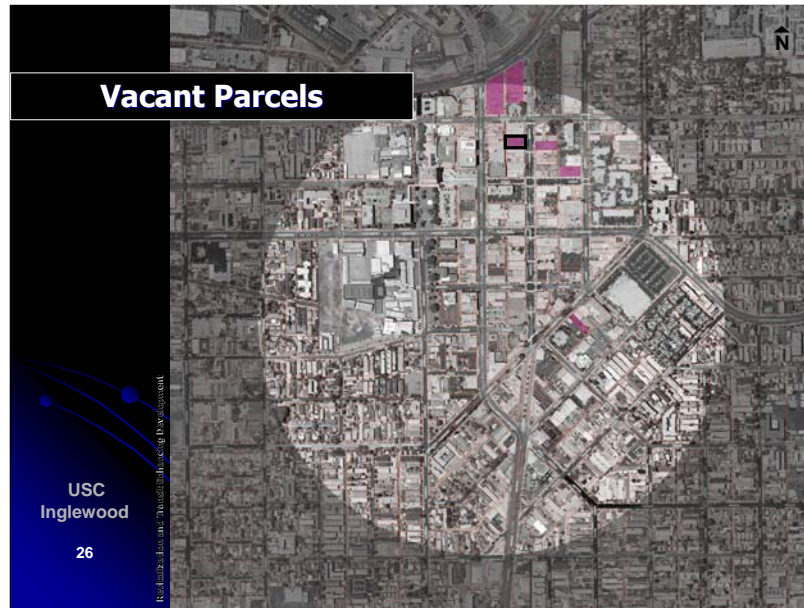


There are 14 vacant sites in the Project Area. This represents approximately seven percent of all parcels surveyed. Notable among these is the D-3 site at the north end of Market Street that has remained vacant and underutilized for more than a decade.

Of the 204 parcels surveyed, it is clear that more than one-quarter of the buildings are in a state of neglect and require significant improvements. Neglected buildings contribute to a vicious cycle of economic disinvestment and blight as existing businesses either do not reinvest or potential businesses choose to locate in other desirable locations.

Nearly one-third of the buildings are in fair condition with some opportunities for improvement. Similarly, 30 percent of the buildings are in good condition where no intervention is needed.

Overall, two-thirds of the buildings are in fair or better condition while one-third require improvements and/or are vacant. These underutilized vacant parcels and neglected buildings in the downtown area suggest strong opportunities for adaptive reuse and new development.



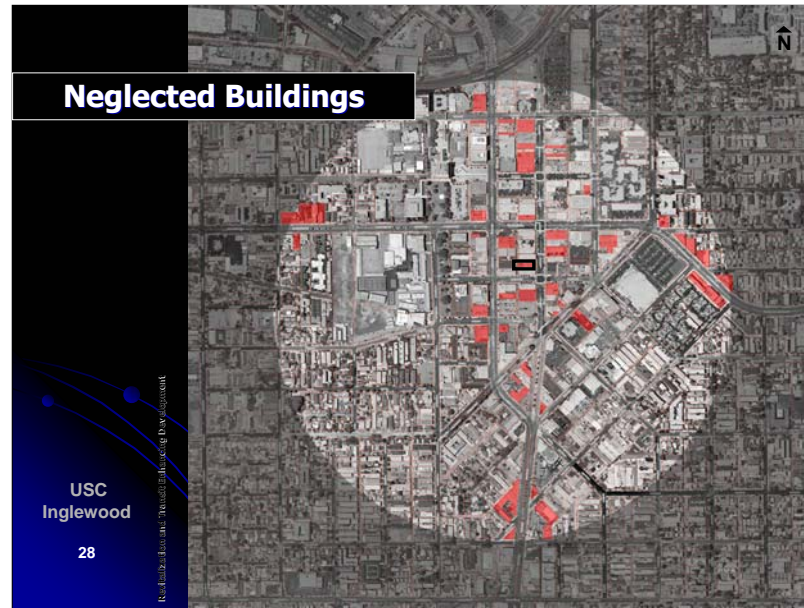
The figure above indicates vacant parcels in the project area.

## Vacant Parcels

- 213 N Market St



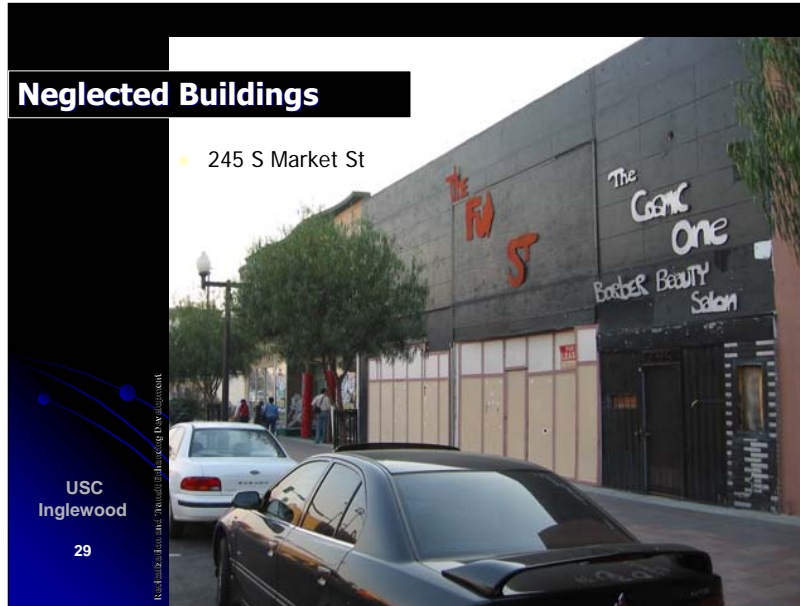
View of a vacant parcel on 213 North Market Street.



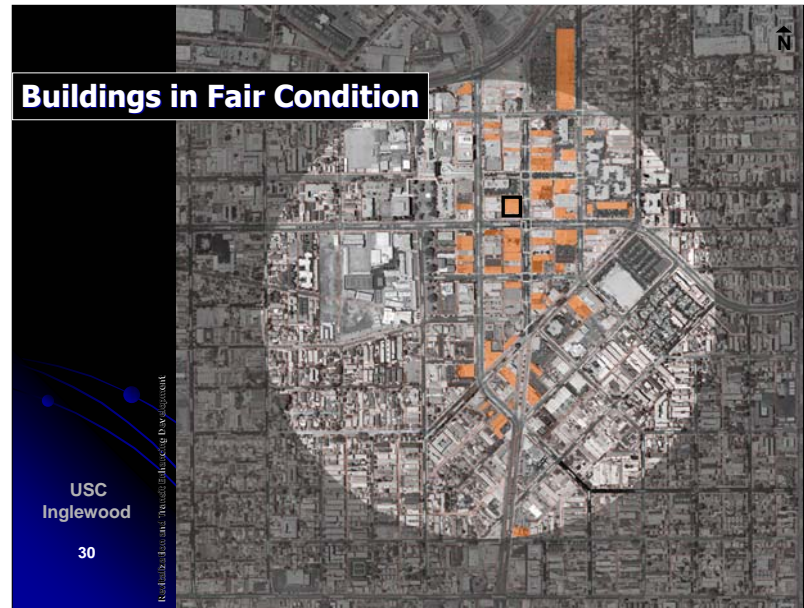
The figure above indicates spatial distribution of neglected buildings in the project area.

## Neglected Buildings

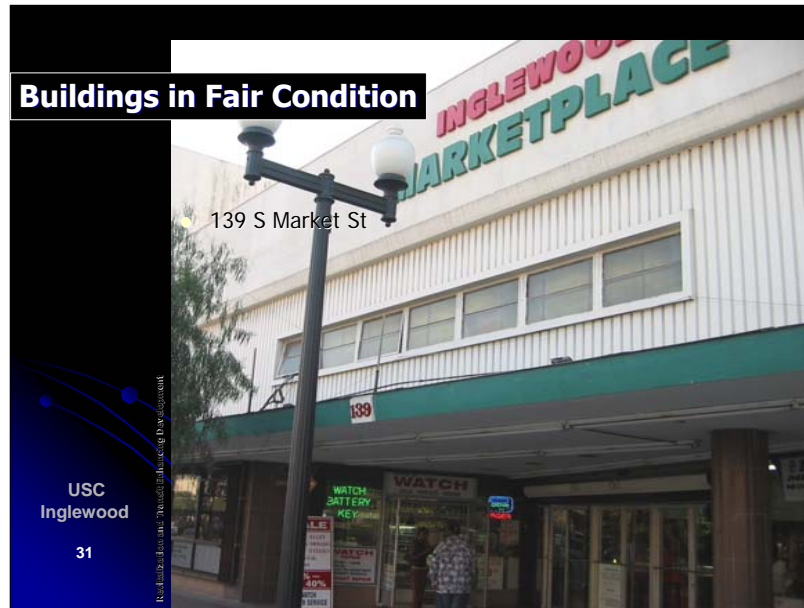
- 245 S Market St



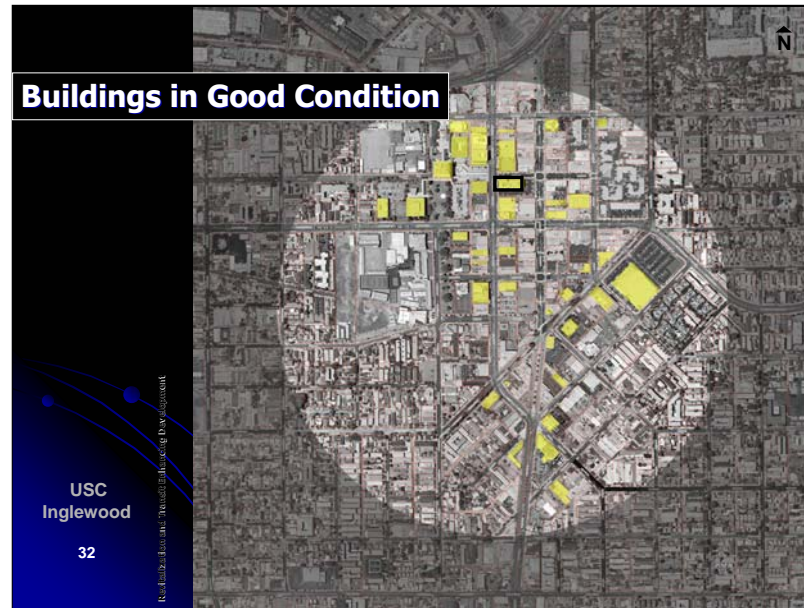
Here is an example of a neglected building that has been boarded up. Nearly 27 percent or 56 buildings were in need of significant improvements in the project area.



The figure above shows spatial distribution of buildings which are in fair condition.



Inglewood Marketplace located on 139 S. Market Street is an example of building in fair condition. Approximately 36 percent or 73 buildings in the project area were in fair condition.



The figure above shows spatial distribution of buildings which are in good condition.

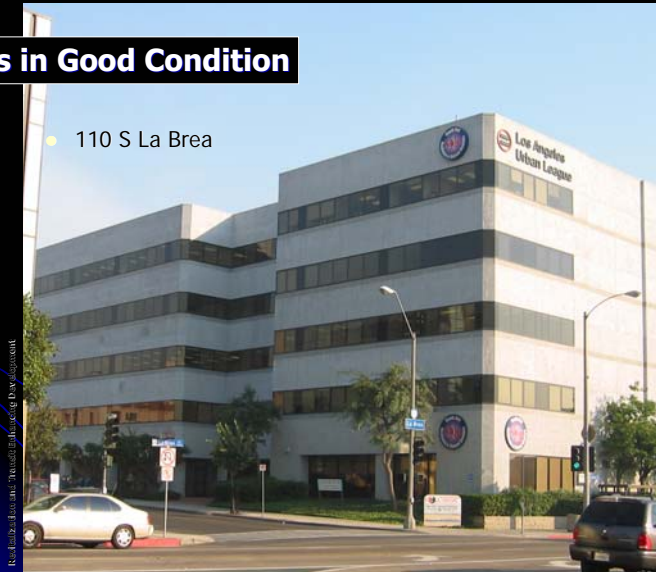


## Buildings in Good Condition

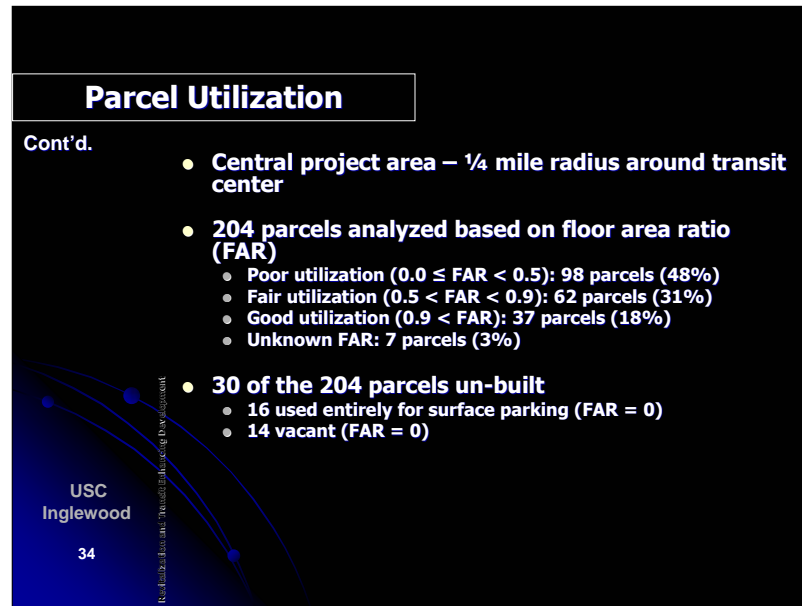
- 110 S La Brea

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The Los Angeles Urban League building on 110 S. La Brea is an example of a building in good condition. In the project area, nearly 30 percent or 61 buildings were in good condition.




We evaluated the parcel utilization for 204 non-residential sites within the central station area. We based our evaluation on the FAR of each site as well as on the aggregate FAR for all 204 sites. FAR indicates how well a given parcel of land is being utilized by comparing the overall surface acreage (or square footage) of a given parcel to the total floor area of buildings on that parcel.

Of the 204 parcels we examined, 48% are underutilized ( $\text{FAR} < 0.5$ ) while only 18% have an FAR greater than or equal to 1.0. A total of 30 of the 204 parcels analyzed are not built. Of these, 16 are used entirely for surface parking, and 14 are vacant. Compared to the calculated maximum allowable FAR of 6:1 prescribed by the City of Inglewood Building Code, the aggregate FAR for all 204 parcels examined for this study is just 0.53, or 1/12 what it could be. This indicates that there is a significant opportunity to increase density within the central station area without exceeding current standards.

## Parcel Utilization

- **C-1 Zone**
  - No maximum FAR or height restriction
  - Mixed-use (including residential) is permitted in C-1 areas
  - 3 storey minimum for new residential developmentSource: Inglewood Municipal Code Chapter 12, Article 6, Section 12-23
  
- **C-2 Zone**
  - Maximum allowable FAR 6:1
  - Maximum allowable height: 75 feet
  - Zero setbacks allowed
  - New residential use is currently not permittedSource: Inglewood Municipal Code Chapter 12, Article 7, Section 12-24.1, 12-24.5
  
- **Aggregate FAR for 204 parcels = 0.53 ~ 1/12<sup>th</sup>  
what is allowable under existing C-2 zone**
- **Implications**
  - Significant underutilization of existing land use
  - Opportunity to increase density throughout C-1 areas without violating existing codes

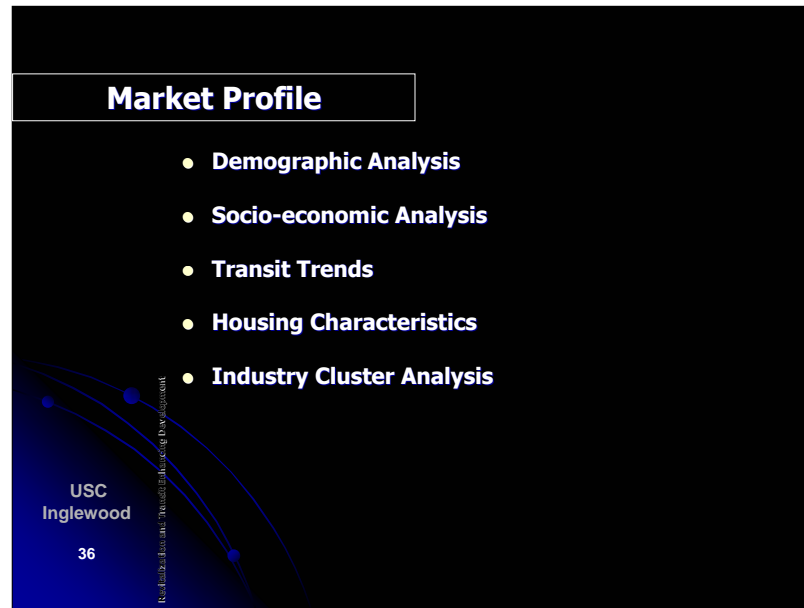
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According to Inglewood Municipal Code (Chapter 12, Article 6, Section 12-23), most of the area surrounding the transit center is zoned predominantly C-1. There is no maximum FAR or height restriction in this zone. Mixed use development, i.e. commercial retail or office and residential development is permitted in C-1 areas with a stipulation of a 3-storey minimum for new residential developments.

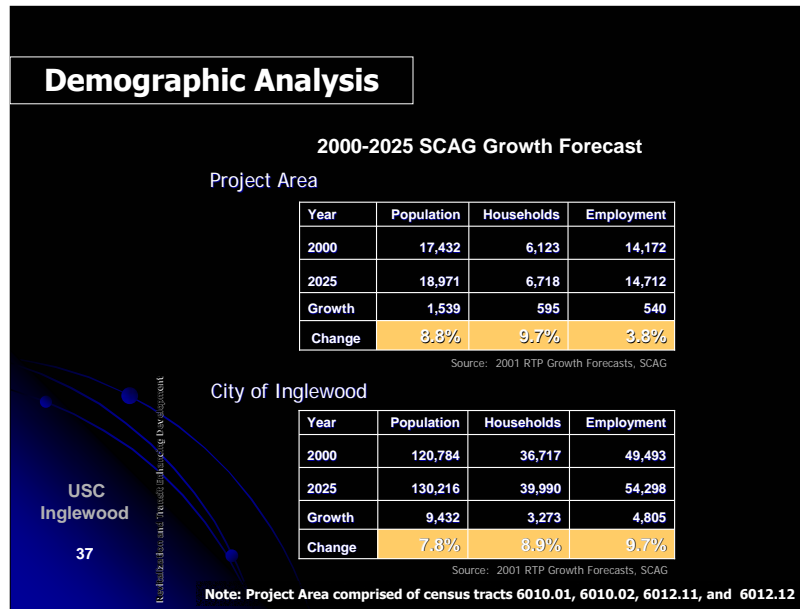
In the C-2 zone, zero setbacks are permitted and the maximum allowable height is 75 feet. New residential use, however, is not permitted in this zone.

Even though the project area is zoned for higher density and mixed use developments, there is significant underutilization of existing land use. Most of the buildings in the project are two-storey buildings with no residential developments. Clearly, there is an opportunity to develop new product types throughout the C-1 zone without violating existing zoning code.



In this section, we discuss the market profile of the project area and analyze key demographic and socio-economic trends, especially as they relate to population, housing, and employment. We have compared project area population, household, and employment data to those of the City of Inglewood to analyze and understand the market trends and demographic and socio-economic characteristics. We analyze growth forecasts, occupational profile, income characteristics, projected housing needs, and transit usage and vehicle ownership trends. We compare project area data to the City, and where necessary, compare City to other similar sized cities in the Southern California region to better understand market dynamics and project area potential. We also examine industry clusters and identify growth industries that might be a good fit for the project area.

We have used a variety of data sources in analyzing these trends. Demographic and socio-economic data for the project area and the City was purchased from Claritas, Inc., a private data and information marketing company. 2000-2025 Regional Forecast for population, housing, and employment was provided by Southern California Association of Governments (SCAG). The 2005 Regional Housing Needs Assessment (RHNA) was also provided by SCAG. We have relied on Kosmont Companies for their analysis on growth industries in Inglewood.



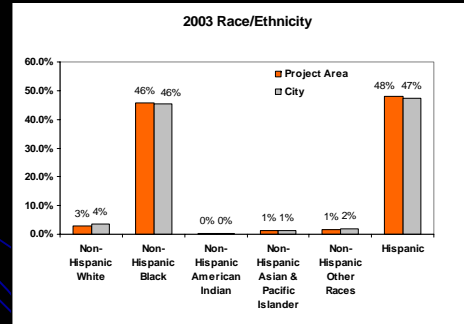
Population is an important indicator of consumer market size at a particular location. Population in the project area has grown more rapidly than in the City during the past ten years. According to Claritas, population for the project area grew at 8.3% between 1990 and 2000 which is more than three times the rate for the City (2.4%). The population in the project area is expected to grow from 17,432 to 18,971 between 2000 and 2025, at a rate of 8.8% (SCAG 2001 Regional Transportation Plan Growth Forecast). In comparison, the City is expected to grow by 7.8% during the same time period.

Corresponding to a higher population growth rate we observe a higher household growth rate for the Project Area. SCAG projects 9.7% increase in households for the project area compared to 8.9% for the City during 2000 to 2025. This trend of gradual population increase bodes well for transit enhancing development as demand for housing and services will continue to increase. The presence of a critical mass of residents will serve as an incentive to attract businesses to the project area. Higher population growth concentrated in the specific project area will also lead to higher population density that is attractive to retailers. Retailers are more likely to locate closer to growing and higher density market areas to capitalize on the market potential (aggregate purchasing power) and achieve economies of scale.

This growth trend, however, is not reflected in employment. According to SCAG 2000-2025 estimates, the employment growth rate for the project area is only 3.8% compared to 9.7% for the City. Transit enhanced development for the project area, therefore, is a good option to attract and establish retailers and offices that would provide much needed employment for the larger community. The type and mix of businesses should also be such so as to maximize available human resources.

## Demographic Analysis

### Race/Ethnicity



Source: Claritas, 2004

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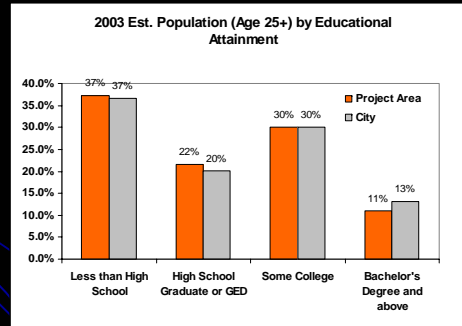
38

The race and ethnicity profile of the project area is almost similar to that of the City of Inglewood. It is predominantly a non-white area, almost equally divided among Blacks or African Americans and Hispanics or Latinos. As is clear from the figure above, the share of non-Hispanic Whites is 3% in the project area, while the share of non-Hispanic Blacks and Hispanics is 46% and 48% respectively.

In terms of age, the project area is quite similar to the City and has a relatively younger population. Nearly one-third of the project area population is less than 17 years old. Seniors (65 years and above) account for 8.4% for the population. Combined, these two groups represent a large proportion of the overall population and a potentially captive transit-dependent population. Efforts should be made to encourage transit use amongst both youth and seniors. In this regard, the transit center and its surrounding environment must attract these market segments through a variety of desirable activities and services.

## Socio-Economic Analysis

### Educational Attainment Level



Source: Claritas, 2004

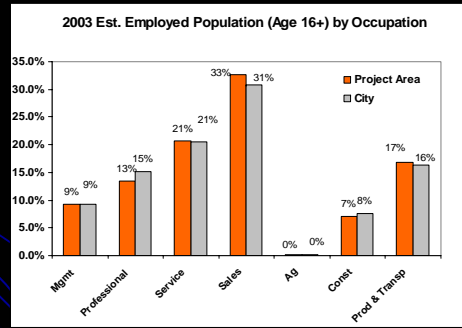
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Educational attainment is a good measure to assess and predict the occupation and income levels. The overall educational attainment level for the City is not very high. We can observe from the above figure that 58.9% of the population (age 25 and above) has education level equal to or less than high school. Those having at least one college degree make up just 11.1% of the population. Looking at these statistics from the perspective of jobs and job market, it can be assumed that the people might be working in low pay or low skill jobs. The City has lower household income and lower per capita income as compared to similar cities in Southern California that confirms this assumption.

## Socio-Economic Analysis

### Occupational Profile



Source: Claritas, 2004

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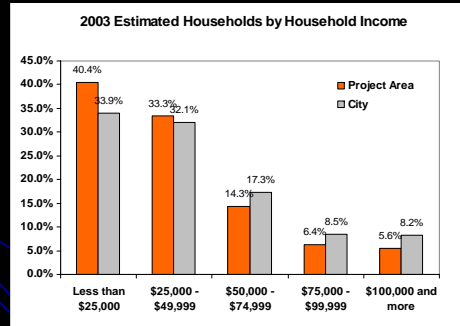
40

The occupational profile for the project area is almost similar to the rest of the City of Inglewood. Highest percentage of employed persons are involved in occupations related to sales and office (32.7%). This is followed by services (20.6%), production & transportation (16.8%) and professional services (13.5%). This gives an indication of the types of businesses that have a better chance of success in the project area. The project area has the desired human capital and resources needed for such businesses. Thus, it might be an attractive location option for new retail, office, service, and professional uses.



## Socio-Economic Analysis

### Household Income



Source: Claritas, 2004

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A measure of community's economic health is the income level of its residents. The project area is relatively poor as compared to the City. As is obvious from above figure, there is a higher concentration of low-income earners in the project area. Based on the 2003 median household income estimate, nearly 40% of the households in the project area earn less than \$25,000 compared to 33.9% for the City. As we move towards higher income brackets, there are only 5.6% households in the project area with an income of \$100,000 or more, as compared to 8.2% for the City. Clearly, lower educational attainment levels combined with lower-end service jobs equate to lower household incomes.

What does this suggest for the project area? It implies that the community has a lower income level and it might not be able to support higher-priced retail, but it would support basic retail and essential goods and services. Lower household income level translates into lower purchasing power for the residents of project area. Retail and/or entertainment related businesses might not prefer to locate in an area where there are few financial means to patronize them.

Although lower income level tend to make the project area less attractive for business investment, higher population density offsets this attribute and makes the project area a more desirable investment option when compared with the City. The question then is how do we go about redensifying downtown Inglewood without gentrifying the existing base?

## Socio-Economic Analysis

### Income Comparison by City

City	Inglewood	Culver City	Monrovia	Torrance
Median Household Income (2000)	<b>\$34,269</b>	<b>\$51,792</b>	<b>\$45,375</b>	<b>\$56,489</b>
Average Household Size (people)	<b>3.03</b>	<b>2.31</b>	<b>2.78</b>	<b>2.92</b>
Median Family Income (2000)	<b>\$36,541</b>	<b>\$61,451</b>	<b>\$49,703</b>	<b>\$67,098</b>
Per Capita Income (2000)	<b>\$14,776</b>	<b>\$29,025</b>	<b>\$21,686</b>	<b>\$28,144</b>

Source: U.S. Census Bureau

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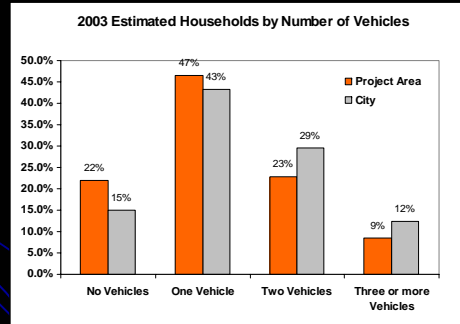
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Inglewood's income level is lower compared to similar cities like Culver City, Monrovia, and Torrance. According to 2000 Census, per capita income in the City is lower than Monrovia and nearly half of the neighboring cities of Culver City and Torrance. Even though the City's household size is larger than the comparative group of cities, the City trails in median household income and median family income across the board.

Lower incomes suggest lower purchasing power and consequently lower vehicle ownership per household. With fewer vehicles, there may be a propensity to take public transit. We examine both vehicle ownership patterns and public transit usage in the next section.

## Socio-Economic Analysis

### Vehicle Ownership



Source: Claritas, 2004

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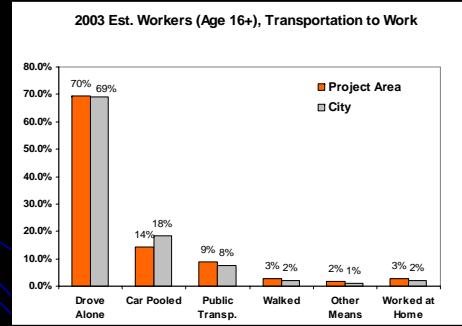
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Vehicle ownership is a surrogate measure for transit dependency. Nearly one quarter of all households do not own a private automobile in the project area, whereas there are 15% of such households in the City. The number of households with two and three or more vehicles is also lower in the project area compared to the City. Only the proportion of one vehicle households is marginally higher in the project area with respect to the City.

The high number of households without private autos suggests that either these households are carpooling with friends or relatives or taking advantage of public transit and/or walking to their destinations.

## Transit Trends

### Public Transit Usage

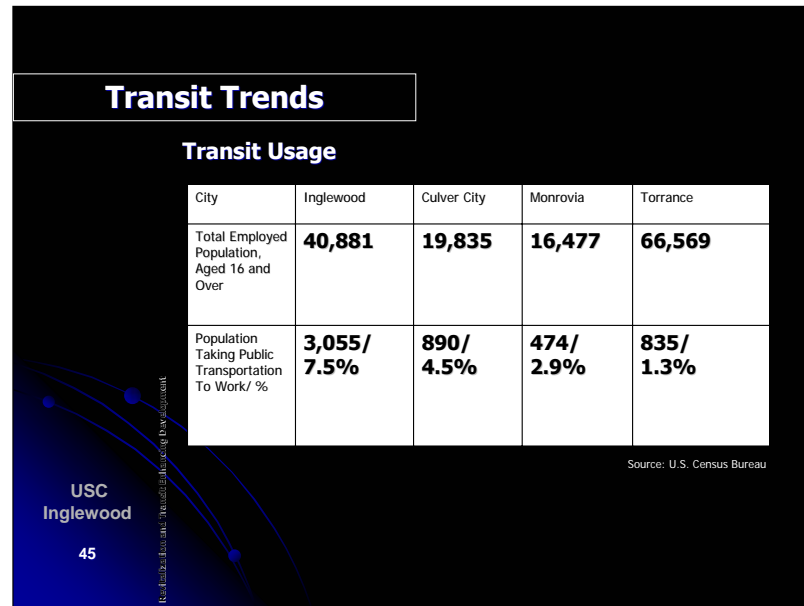


Source: Claritas, 2004

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Public transit usage is higher in the project area compared to the City. On average, 9% of the workers (age 16+ years) take public transit to work in the project area. This bodes well for the presence of transit station and transit oriented development in the project area. More people use public transportation for going to work and there are more households with no or fewer vehicles per household whose members will use public transportation for work and non-work related trips.



Clearly, the City has an advantage with respect to higher transit ridership when compared to cities of similar type. According to 2000 Census, transit ridership in the City was 7.5%, significantly higher than Culver City (4.5%), Monrovia (2.9%), and Torrance (1.3%). It appears that the City’s large employment base may also be contributing to higher transit use. The City should reinforce higher transit ridership by improving service and physical environment in downtown Inglewood. In addition, incentives such as location efficient mortgage and transit passes should be provided to workers. Similarly, economic development incentives should be provided to businesses to locate and expand in the area. As such, the new transit center should be marketed as a community resource and a catalyst for improved service, connectivity, and station area development.

In the next section, we examine trends in housing and assess to what extent new residential development can play a role in redeveloping the station area.

## Housing Characteristics

- **Single Family vs. Multi-Family**
- **Comparison of Housing by City**
- **Projected Housing Need**

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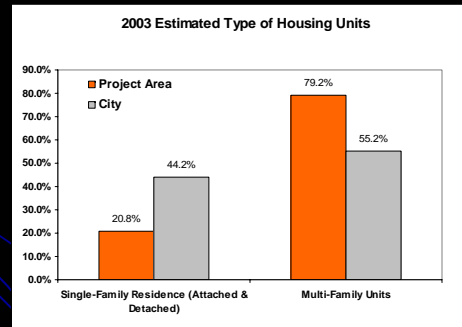
In this section, we analyze the composition of housing, the age of housing stock, compare housing amongst cities, and assess the projected housing need for the project area. Before we elaborate, it is worthwhile to explore some larger trends.

Based on a recent US Census Bureau report on in-migration to Los Angeles County during the 1990s, a conservative estimate suggests that the County needs about 47,000 new units annually to house these new immigrants. However, during the 1990s the County issued permits at the rate of 18,000 units per year. If these trends are to continue, it suggests an ongoing annual shortfall on the order of 30,000 units per year. This annual shortfall is one important why housing prices and rents have risen so rapidly and steadily over the past few years. Median home price in Los Angeles County has crossed \$405,000. Housing affordability and the availability of land are major issues. In response, cities like Long Beach, Los Angeles, and Pasadena have taken a centers-oriented approach and used it as a basis for policy on TOD by introducing transit centers and increasing the possibility of developing housing within walking distance in these centers. This approach seems feasible in Inglewood because residential areas are becoming more centers-oriented and are increasing in density and also because emerging job centers are becoming dense, meaning a transit alternative can be convenient.

TOD also provides a range of housing options and opportunities for revitalizing existing and/or new commercial retail and office developments. Chicago, Portland, San Francisco, Washington, and more recently Los Angeles are examples of metropolitan areas that have adopted TOD as a strategy for accommodating new growth and density. These cities have provided a variety of incentives to developers and residents to stimulate transit friendly developments.

## Housing Characteristics

### Single Family vs. Multi-Family



Source: Claritas, 2004

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There is a considerable difference between the project area and the City with respect to the type of housing units. Nearly 80% of the units in the project are multi-family units. Comparatively, there are only 55.2% of such units in the City of Inglewood. Single-family residences (attached and detached) account for only 20.8% of housing units, less than half of the City's average.

The project area is a majority renter community and the type of housing units reflect tenure trends. It has 81.4% renter-occupied units and 18.5% owner-occupied units. In comparison, nearly two-thirds of the units are renter-occupied and 36% owner-occupied in the City.

Housing stock in the project area is newer compared to the City. There are 13.1% housing units in the project area which were constructed from 1980 to 1989, as compared to the City which has only 9% of such units. The project area has only 17.1% structures from 1949 and earlier compared to 26.1% for the City. In general, newer housing stock suggests lower maintenance costs for the households and contributes to the overall attractiveness of the area.

## Housing Characteristics

### Comparison of Housing by City

City	Inglewood	Culver City	Monrovia	Torrance
Total Units (2000)	38,648	17,130	13,957	55,967
Housing Growth (1990-2000)	-0.16%	1.1%	0.01%	1.2%
Total Units (1990)	38,713	16,943	13,944	54,927
Owner Occupied / % (2000)	13,357 <b>36.3%</b>	9,034 <b>54.3%</b>	6,461 <b>47.8%</b>	30,533 <b>56.0%</b>
Renter Occupied / % (2000)	23,448 <b>63.7%</b>	7,577 <b>45.6%</b>	7,041 <b>52.1%</b>	24,009 <b>44.0%</b>

Source: U.S. Census Bureau

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The proportion of owner-occupied units in Culver City, Monrovia, and Torrance is near 50% or above. Given the nature and mix housing types in Inglewood, there may be an opportunity to increase ownership housing in downtown Inglewood. This could be in the form of new condominiums, live/work units, and lofts. In general, ownership housing is considered to contribute to neighborhood stability. New housing in the project area will not only provide neighborhood stability but also bring critical mass that patronizes downtown businesses and create opportunities for affordable ownership housing.



## Housing Characteristics

### 2005 Projected Housing Need

Income Category	Housing Units Needed <sup>1</sup> City of Inglewood	Housing Units Needed Project Area
Very Low Income	221	30
Low Income	141	20
Moderate Income	172	25
Above Moderate Income	317	46
<b>Total</b>	<b>852</b>	<b>121</b>

1. Adopted RHNA Construction Need, November 2000  
Source: SCAG RHNA 2000-05 Forecast

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The Regional Housing Needs Assessment (RHNA) prepared by SCAG quantifies the need for housing within each jurisdiction between 1998 to 2005. RHNA is not designed to encourage or promote growth, but it allows communities to anticipate growth, so that they can grow in ways that enhance the quality of life, improve access to jobs, transportation, and housing, and not adversely impact the environment.

According to RHNA forecast for 2000-2005, the need for new housing units would be 852 by 2005 for the City of Inglewood. Out of the 852 units, the projected need by income category is as follows: 221 for very low income, 141 for low income, 172 for moderate income, and 317 for above moderate-income units. Based on this forecast, we have calculated housing that could potentially be built in the project area.

According to 2003 Claritas population estimate for the project area was 14,191. Population estimate for the City for the same year was 115,571. This means that the population of the project area is approximately one-seventh of the total population of the City. Using simple multiplication factor, the fair share of housing with respect to housing types for the project area is calculated as shown in the table above. It shows a need of at least 121 housing units for the Project Area, of which 30 would be very low income units, 20 low income units, 25 moderate income units, and 46 above moderate income units.

Based on this simple projection, 121 units can be developed in the project area. Knowing that downtown Inglewood has significantly underutilized land and building assets, adequate zoning in place, and an equally hot Southern California housing market, it is not unforeseeable to have three to four times the number of projected housing units in the downtown area. By providing a diversity of housing types for different market and income segments, such a strategy will integrate housing with transit and create a vibrant place.

## Industry Cluster Analysis

High Growth  
Medium Growth  
Low Growth

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Real Estate Research & Development

In the following section, we identify industry clusters that have potential for high, medium, and low growth in the City of Inglewood. We also address the rationale for their growth and project area relevance. This analysis has been drawn from *South Bay 2002 Economic Digest* published by South Bay Economic Development Center.

## Industry Clusters: High Growth

Industry	Rationale for High Growth	Project Area Relevance
Aerospace	Will grow with defense spending	Offices
Bio-Science	Will increase with Harbor-UCLA Research and Education Institute expansion, industry growth, and increased spending on bio-terrorism	Labs, offices. Nine firms are currently located in Inglewood
Business Services	Growth will depend upon the extent firms can service their clients	Offices
Computer Services	Supports other high tech industries, there are only 3 firms in Inglewood	Offices, service centers
Food Stores	Will vary with residential base	Specialty and ethnic markets; mini-markets
Security	Growth will depend upon the extent firms can service their clients	Offices
Transportation	Build into cluster which exists in the western portion of the city	Offices, call centers, customer service centers
Wholesale Durable Goods	Will grow with Healthcare and Import/Export	Medical offices, import/export offices

Source: South Bay Economic Development Center Analysis 2001, published in the "South Bay 2002 Economic Digest"

The potential growth industries for the City include aerospace, bioscience, business services, computer services, food stores, security, transportation, and wholesale durable goods. The table above identifies why these industries are likely to grow rapidly in the near future. Inglewood is strategically located in the South Bay with close proximity to LAX which is the gateway to international trade, commerce, and tourism. While some of the aforementioned industries will grow due to Inglewood's strategic location, others will grow due to the macroeconomic environment including international, national, and regional trends. For example, war on terrorism and homeland security issues have led to renewed investments from the public sector in aerospace and bioscience. Inglewood is clearly positioned to take advantage of this new research and development opportunities, high tech employment, and equity investment in the region.

Downtown Inglewood should capitalize on this opportunity by creating new office space and labs that cater to this knowledge-based industry. Knowledge workers with higher disposable incomes support local retail and other business services. Besides the obvious positive multiplier effect (creation of secondary jobs in service sector), the City also strengthens its tax base and is able to provide much needed services.

The lack of quality retail and restaurants has been cited repeatedly in our discussions with residents, City staff, and Council alike. Clearly, with strong concentration of Hispanics and African-Americans, the project area is ripe for ethnic restaurants and specialty retail that not only draws locals but also people from the greater region to enjoy this unique diversity that is Inglewood.

## Industry Clusters: Medium Growth

Industry	Rationale for Medium Growth	Project Area Relevance
Apparel/Accessories	Need for more diverse selection	Shops
Communications	Experiencing rapid growth, research intensive, extremely profitable	Labs, offices
Entertainment; Eating and Drinking Places	Potential regional draw Will serve both residents and visitors	Restaurants, dinner theaters, cafes, jazz bars
Financial	May want to attract more firms to the area	Banks, credit unions, lenders, insurance, call and transaction centers, CDFIs
Hospitality	City must continue to form Hospitality linkages with LAX	Hotels, motels, tour operators
Medical	Proximity to Daniel Freeman, Kaiser, Prairie Medical Group, and Centinela Hospital	Medical businesses
Software	Supports other industries	Software development firms, support and sales centers

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Source: South Bay Economic Development Center Analysis 2001, published in the "South Bay 2002 Economic Digest"

Potential medium growth industries include apparel/accessories, communications, entertainment, eating and drinking places, financial services, hospitality, medical and software services. For example, the likelihood of attracting medical services in the project area is high due to the presence of a clustering of hospitals including Daniel Freeman, Kaiser Prairie Medical Group, and Centinela Hospital. Restaurants, theaters, cafes, jazz bars, and other entertainment venues are also likely to grow in the area because most of the residents go outside the City to enjoy these services. Bringing these uses to the project area will stem retail leakage and provide residents and potential workers with new choices.

The provision of quality office space that is equipped with fiber/high bandwidth or Wi-Fi is critical to attracting and incubating communications, financial, hospitality, medical, software, and other professional businesses.

## Industry Clusters: Low Growth

Industry	Rationale for Low Growth	Project Area Relevance
Automotive Dealers and Gasoline Service Stations	Cluster already exists north of Florence on La Brea and west of the I-405	Low
Building Materials, Hardware, Garden Supply, and Mobile Home	Suppliers already exist in or near the area	Low
Discount Stores	Suppliers already exist in or near the area	Low
General Merchandise Stores	Suppliers already exist in or near the area	Low
Horticulture	Lack of open space	Low
Home Furnishings, Furniture, and Equipment	Suppliers already exist in or near the area	Low
Wholesale Non-Durables	Not close to agriculture	Low

Source: South Bay Economic Development Center Analysis 2001, published in the "South Bay 2002 Economic Digest"

The following industries have a low growth potential for the project area: automotive and gasoline service dealers; building materials, hardware, garden supply; discount stores; general merchandise stores; horticulture; home furnishings, furniture, and equipment; and wholesale non-durables. These businesses are not a good fit because some of the businesses require large parcel sizes that are simply not available, while others have competitors or existing suppliers in or near the project area.

**Recommendations**

**Transit Enhanced Development (TED)**

- **Benefits**
- **Scenarios**
  - Residential
  - Retail + Entertainment
  - Office
- **Tools for Redevelopment**
- **Future Research**
- **Visualization**
  - Re-Imagining Downtown
  - Renderings – David Denton AIA, Architect

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Re-Imagining Downtown Inglewood

*“Transit Oriented Development (TOD) refers to residential and commercial areas designed to maximize access by transit and non-motorized transportation, and with other features to encourage transit ridership. A TOD neighborhood has a center with a rail or bus station, surrounded by relatively high-density development, with progressively lower-density spreading outwards.”*

After evaluating the assets and specific context of the City of Inglewood, the USC Center for Economic Development proposes a development strategy based on the principles of TOD. We call it the TED (Transit Enhancing Development). It is a slightly modified form of TOD. The aims of TED are essentially the same as those of TOD with one exception: whereas the principal goal of TOD is to increase bus and/or rail ridership within a defined station area by providing more convenient access to transit, TED seeks to provide current residents, downtown workers, and visitors – many of whom already use transit frequently – with additional housing options and more convenient access to local shops and services.

The goal of TED, then, is not increased ridership per se, but increased quality of life and economic vitality for residents and businesses within the station area using the transit center as a focal point. Accordingly, we recognize supportive land use policies, the promotion of high-density residential development within the established station area, a balance of commercial and mixed-use development, and pedestrian design elements as fundamental factors in the success of the current downtown Inglewood revitalization project.

**Transit Enhancing Development**

- **Benefits:**
  - 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

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R. A. Lab. Urban Transit Enhancing Development

The following general framework focuses on the benefits of TED and has three main outcomes, or goals for implementation:

- 1) Location efficiency – the ability to minimize automobile dependency and provide persons without automobiles convenient access to goods and services
- 2) Choice – the ability to provide options in mobility and shopping so that more daily needs can be fulfilled close to home, and to provide a range of housing types, from single-family houses to apartments, in order to accommodate diverse incomes and family structures, and
- 3) Value recapture/financial return – TED can create value for developers, communities, and households by eliminating costly parking in favor of higher yield mixed-use developments, and by lowering transportation and housing costs, thereby increasing residents' disposable incomes.

According to the Fall 2002 Statewide Transit-Oriented Development Study conducted by the California Department of Transportation's Business, Transportation and Housing Division, the benefits of TOD – and so too of TED – can be grouped into ten major categories:

1. Increased mobility options (i.e. alternatives to the automobile)
2. Increased public safety via more pedestrian activity on the street
3. Increased household disposable income
4. Increased housing affordability

## Transit Enhancing Development

- Other benefits of TED:
  - reduced automobile trips and consequent decline in auto congestion
  - steady stream of local day- and nighttime customers due to new office workers and residents
  - increased property values
  - increased property and sales tax
  - reduced crime and fear of crime due to increased "natural surveillance" by residents and visitors
  - more efficient use of space and infrastructure (roads, water and sewer lines)
  - increased sense of community and civic pride
  - recreational atmosphere due to increased pedestrian traffic, and new day- and nighttime entertainment venues

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Real Estate and Transit Enhancing Development

- 5.Reduced emissions and energy consumption
- 6.Reduced vehicle miles traveled (VMT) leading to less congestion
- 7.Reduced infrastructure costs
- 8.Conservation of open space
- 9.Urban revitalization and increased tax revenues
- 10.Increased ridership

Other benefits of TED are described in the slides above.

The greater Los Angeles Region is cited as one of the areas in California with the highest potential to attract new riders, and the potential to increase transit use among those who indicate they are likely to ride is most acute in urban areas with concentrated populations and a distinct downtown core, such as Inglewood. In order to make TED a reality in Inglewood, however, improvements need to take place both in the operations, performance, and marketing of the bus service that passes through Inglewood's Kelso/La Brea transit center and, more importantly, in the land use and physical character of the area immediately surrounding this transit center. In addition to residents, both transit dependent and current non-transit using populations from outside Inglewood could potentially choose downtown Inglewood as a destination/place of residence if improvements are made to existing service in direct response to rider preferences, and if housing and employment opportunities with convenient transit access are made available.



## Recommendations: Scenarios

### Three Development Scenarios

- **Preferred Scenario # 3**  
Less Residential/Retail + Entertainment/More Office

	Scenario 1	Scenario 2	Scenario 3
Residential	More Residential	Some Residential	Less Residential
Retail	Retail	Retail	Retail + Entertainment
Office	Less Office	Some Office	More Office

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Based on land use, demographic and socio-economic analysis, market trends, and locational attributes of the transit center in downtown Inglewood, we propose the following three scenarios of transit enhancing development:

- **Scenario 1: More Residential, Retail, Less Office**
- **Scenario 2: Some Residential, Retail, Some Office**
- **Scenario 3: Less Residential, Retail + Entertainment, More Office [Preferred Scenario]**

All three scenarios have merit and applicability with respect to transit center development. The common thread running through these scenarios is that the transit center is anchored by a mix of uses including new residential, retail, and office development. This centers-oriented approach towards downtown development presupposes the formation of a symbiotic relationship with the transit center. In that respect, the transit center instead of being a stand alone isolated development becomes a valuable amenity integral to the larger place and context. The only major difference among these scenarios is the varying share of space devoted to residential, retail, and office development.


In a conventional TOD, Scenario 1 or 2 is better suited with more residential and a mix of retail and office. However, based on our extensive discussions with City staff and Council, we recommend Scenario 3. Scenario 3 has less residential with a mix of retail and entertainment and more office space. Since, the project area is in the glide path of LAX air traffic, we have reduced the proportion of housing and are advocating for less residential. From our interviews and community meetings, it is abundantly clear that there is significant leakage of retail dollars from the community. The lack of quality entertainment also forces people to seek it outside the City. Clearly, the nature of retail is evolving with a blurring of the lines between retail, information, and entertainment. Hence, we strongly recommend a combination retail and entertainment district that caters to locals and has a regional draw. Office development is critical to the success of the transit center. The presence of daytime population will revitalize existing retail, bring new businesses to the project area, and create synergies among professional businesses and other uses. Moreover, skilled workforce will be an asset, and if they choose to live in the area, as envisioned, it will be a precursor to Market Street renaissance. In the next section, we elaborate on the residential, retail, and office development options for the project area.

## Options: Residential

- **Increase mixed-income multi-family housing (both for sale and for rent) within ¼ mile project area**
- **Increase homeownership opportunities by providing a range of housing types**
  - **Attract different market segments (young professionals, couples, singles, artists, seniors, etc.)**
  - **Provide a variety of housing types (apartments, condominiums, lofts, townhomes, live/work units) at different price points**
- **Link housing programs to transportation choice**
  - **Location Efficient Mortgage (LEM)**

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SCAG’s RHNA 2000-05 identified the need for new housing construction in the City. Based on our analysis, we propose medium to high density mixed income housing for the project area. The units should be available to all market segments including the transit dependent, such as senior citizens, students, and lower-income families. Residential units should be noise insulated especially since the project area is in the glide path of LAX air traffic.


We encourage a range of housing choices catering to various market segments at different price points. Increase in ownership housing should also be encouraged by providing variety and flexibility of choice in housing types such as lofts, townhomes, condominiums, and live/work units. This will help create a stable community. The City should adopt a live/work policy for Market Street in particular, encouraging entrepreneurs, creative artists, and others to combine living and working space. Live/work units contribute to the development of a dynamic urban environment, help minimize trips, and reduce the job-housing imbalance. Adaptive reuse of older buildings, conversion of older commercial buildings into live/work lofts, and infill with live/work units has been a catalyst for sustainable community economic development in many a communities. This policy would be a logical complement to stronger mixed-use policies for downtown Inglewood.

Affordable housing is a major issue in Los Angeles County. The City should consider linking some of its housing programs to the provision of greater transportation choices in TOD areas. In particular, the City might consider creating “Location-Efficient Mortgage” opportunities to first-time homebuyers who purchase residences within a TOD. “Location-Efficient Mortgages” give homebuyers financial credit in the mortgage qualification process for living close to transit centers. A household’s lower transportation cost – either by driving less or having fewer cars – is calculated into the size of the mortgage for which the household qualifies, thus freeing up more household dollars for a home mortgage.

## Options: Residential

- Pursue mixed-use development by increasing densities and developing up to allowable height limits
- Incentives:
  - Density bonuses
  - Lower parking ratios
  - Transfer of development rights (TDR)
- Market transit convenience and use, downtown activity, and clean air as valuable amenities

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The City should consider stronger mixed-use policies for older commercial strips such as La Brea and Manchester Avenue. Maturing urban areas have seen a growing interest in mixed-use development along commercial strips, which can reuse underutilized land, thus creating housing in close proximity to jobs. One example is the City of Los Angeles’ Residential Accessory Service (RAS) Zoning, which allows higher-density residential development with commercial on ground floor and residential above, or simply all residential. RAS Zone targets commercial corridors that are characterized by obsolete development, have marginal retail or are underutilized. Sites rezoned to RAS have an allowable FAR of 3:1, reduced setback requirements, and structures up to 50 feet in height. RAS Zone creates opportunities for adaptive reuse of existing structures and provides developers incentives of higher density and reduced zoning restrictions. It also serves to bring critical mass to commercial areas.

We encourage the use of incentives such as density bonuses, lower parking ratios, and transfer of development rights to develop new housing in the project area.

1. Density bonus provisions should be both strengthened and aggressively implemented, especially if rising land prices make it more difficult for the private market to deliver a variety of housing types. Density bonuses must provide a community benefit while at the same time providing increased profit for developers.
2. Reduced parking ratios in transit efficient locations reduce development costs and are an incentive to developers.
3. Transfer of Development Rights (TDRs) are currently used mostly to protect greenbelts in new developments. However, the TDR program could also be used to cluster higher densities near transit centers. The “greenbelt” sending areas would not change. However, developers could receive greater TDR credit – that is, more development rights -- for moving density near a transit stop, than into a lower-density residential area.

## Options: Retail

- Recruit a mix of retail and entertainment which complements public transit use
- Diversify retail offerings to appeal to as broad a clientele as possible and meet the needs of both current and new residents, workers, and visitors
- Attract day and night entertainment uses to complement retail such as theatres, jazz clubs, and art galleries

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Real Estate and Transit Center Development



Movie Theater and Specialty Retail, Alhambra, California

Retail on Market Street and La Brea Avenue should reflect the needs of the neighborhood and potential new residents. This means that it should offer a diverse range of goods and services and appeal to consumers of different income levels. It is further recommended that retail businesses with promise of high growth, as identified earlier, should be located in the project area. The retail offerings should be diversified to appeal to all, both present and future residents and visitors.

Retail should be clustered so that shoppers will make multiple stops within a pedestrian friendly environment. Complementary clusters may include pharmacies near markets, women's clothing near women's shoes, or a gym near a health supplement store. Transit supportive uses include those that cater to convenience goods and service needs of residents, employees, and transit stop users alike. These can include food markets, restaurants, salons, dry cleaners, newsstands, bookstores, hardware stores, and other retail uses. While "big box" stores have been tastefully and viably integrated into numerous downtown contexts, they are not appropriate for downtown Inglewood and should not be located there. However, nearby big box stores (for example Costco and Target) should be linked directly to downtown Inglewood via bus service that passes through the transit center at Kelso and La Brea in order for downtown residents/shoppers to have the option to take transit to such destinations.

Entertainment use of the following type are all transit supportive and should be considered:

- Pure entertainment, like movies or professional theatres
- Uses that create activity on the street, such as sidewalk cafes
- Use that attract day and night activity, such as restaurants

Pure entertainment venues are likely to be most heavily used in the evening, so other supportive uses such as restaurants and bars should be located nearby and open in the evenings. In the example above, an Edwards movie theatre is complemented by art and fountains in an open space, as well as restaurants and a number of specialty retail shops.

## Options: Retail + Entertainment

- **Merchandise real estate to potential businesses and lease proactively (BID mechanism)**
  - Address street safety in a coordinated and holistic manner using pedestrian and bicycle police officers, security cameras, and night lighting
- **Create parking structure/district rather than site-by-site parking requirements in order to improve efficiency and reduce costs**
- **Develop places to play and interact – pocket parks**

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Real Estate Division - Strategic Planning & Development



Parking Structure, Alhambra, California



Pocket Park, Alhambra, California

We recommend a Business Improvement District (BID) for downtown Inglewood. BIDs are a type of assessment district in which business owners choose to be assessed a fee, which is collected on their behalf by the City, for use in promoting and improving the business of the area. A BID provides a business area with the resources to develop marketing campaigns, increase awareness and lobbying efforts, secure additional funding and enhance public improvement and beautification projects in partnership with the City. BIDs have developed a variety of successful marketing activities that generate business for the districts. These activities range from special events such as restaurant tours, block parties, weekly farmers markets and holiday festivals to developing public relations and marketing materials. BID are also able to address issues related to business attraction and retention and safety and security.

Parking should be created with the convenience and safety of the patron in mind. At the same time, parking should not interfere with either the urban face or density of a given development. Parking structures, behind building parking, and parking above retail or other uses are examples of efficient parking in terms of use of space. The example above shows a large parking structure, which downplays its function, above ground floor retail. Other prototype of behind-building parking featuring a “back façade” to greet customers is also appropriate for Inglewood.

Open space in the form of public furniture, sidewalk cafes, pocket parks, small plazas and other forms are important in creating a sense of place, and they are an amenity for the public. Residents and downtown shoppers will use them to rest, eat, read, play, interact with friends, or just people watch. They are also important for transit users as safe, comfortable places to wait for their bus. These open spaces need to be easily and openly accessible to all, and created with safety in mind. The example above illustrates a pocket park set behind street-facing buildings, near a parking structure. Because of its location, it serves as both a pocket park and a green pedestrian path to and from parking.

## Options: Office

- **Market the strategic location, low to medium lease/rental rates, and new amenity mix (new services, transit, etc.) to attract businesses, entrepreneurs, and employers to downtown and jumpstart daytime retail**
- **Take advantage of Inglewood's industry clusters and employment growth opportunities**
  - **Attract professional service tenants such as doctors, architects, and lawyers to attract visitors, employ office staff, and serve the neighborhood residents**

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Real Estate & Planning Department



Office Above Night Club, Alhambra



Office Above Retail, Culver City

- **Capitalize on market advantage of Inglewood's proximity and transit links to LAX**

The inclusion of office space on Market Street and La Brea Avenue would provide a stream of office workers as customers to restaurants, other retailers, and professional business services. Provided the right mix of retail, professionals such as doctors, lawyers, architects, etc. would increase daytime and early evening sales in the downtown area while providing valuable services to residents and drawing customers from outside the downtown area. Offices may be built on the ground floor or above retail or entertainment uses. In the image above, offices are located above a nightclub. Although nightclubs create noise, the noise is created after office business hours, making nighttime entertainment venues and daytime office spaces highly compatible neighbors.

The City should take advantage of Inglewood's industry clusters and employment growth opportunities in aerospace, bioscience, business services, computer services, food stores, security, transportation, and wholesale durable goods. As mentioned earlier, downtown Inglewood should capitalize on this opportunity by creating new office space and labs that cater to this knowledge-based industry. Knowledge workers with higher disposable incomes support local retail and other business services. Besides the obvious positive multiplier effect (creation of secondary jobs in service sector), the City also strengthens its tax base and is able to provide much needed services.

## Tools for Redevelopment

Cont'd.

- **Redevelopment Agency**
  - TIF, Bond Financing
- **Public-Private Partnerships**
- **Brownfields Redevelopment**
- **Non-profit**
  - LANI Model of Revitalization
  - Faith-Based Initiatives

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Real Estate and Planning Department

In the following section, we discuss tools that can be instrumental in developing and enhancing the transit center area. The U.S. Department of Housing and Urban Development (HUD), the Economic Development Administration (EDA), Small Business Administration (SBA), and a number of other federal and local agencies, including universities have documented successful examples of neighborhood revitalization and best practices. In most instances, at the core of this effort is a successful public-private partnership. Southern California has many examples of public-private partnerships, especially in a redevelopment context.

The City of Pasadena was instrumental in revitalizing One Colorado by bringing in quality retail developments in its commercial corridor. Pasadena jump started retail by providing much needed parking structures which were developed with redevelopment agency money and tax-increment finance (TIF) bonds. Now, Pasadena is a retail and entertainment destination with mixed-use high density transit-oriented developments. The City has not only managed to leverage private sector investments, attract quality retail, and create new office space but also been able to develop affordable housing and residential options for a range of incomes. Another example is the City of Long Beach which has created housing and retail options in downtown Long Beach. These mixed-use developments have revitalized existing retail and reduced the jobs-housing imbalance and created a live-work environment. Suburban community like the City of Brea has created lofts in the middle of downtown to provide housing options for young adults on top of specialty retail. Brea's redevelopment agency has created a pedestrian friendly atmosphere for residents and shoppers alike and created new ownership and rental housing around the commercial district. The City of Emeryville has taken advantage of Environmental Protection Agency (EPA), redevelopment agency, and private sector funds to clean up contaminated sites and develop high quality retail, office, hotel, and residential developments. There are lessons to be learned from this and the aforementioned examples of urban infill and redevelopment which are apropos for downtown Inglewood.

## Tools for Redevelopment

- **Redevelopment Agency**
  - TIF, Bond Financing
- **Public-Private Partnerships**
- **Brownfields Redevelopment**
- **Business Improvement Districts (BIDs)**
- **Non-profit**
  - LANI Model of Revitalization
  - Faith-Based Initiatives

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Real Estate and Community Development

Another example of neighborhood revitalization that may have application for the project area is the Los Angeles Neighborhood Initiative (LANI) program. A non-profit organization established in 1994, LANI strives to restore a sense of community ownership and identity to neighborhood main streets located along transportation corridors. Now replicated across the City of Los Angeles and the nation, LANI is based on unprecedented community decision-making and public-private partnerships. It is a catalytic program designed to jump-start neighborhood revitalization in transit-dependent urban neighborhoods. LANI achieves this by providing designated communities with (1) Seed funding for improvement projects, (2) Hands-on training in project planning and implementation, and (3) Technical assistance in the development and support of sustainable community organizations.

Business Improvement District (BID) is another tool that has been widely used throughout the nation to revitalize communities. Los Angeles, Philadelphia, and New York are prime examples where BIDs have been successful in business retention and attraction, improving physical and economic environment, providing security, façade rehab, marketing, and the like.

Nonprofits, community development corporations, and faith-based organizations play a vital role in transforming the economic landscape of distressed communities. They can not only provide community services where essentially the market has failed but also bridge the gap by providing affordable housing, family-wage jobs, educational/business seminars and job training, homeless shelters, and social services. An example of such an organization is FAME Renaissance, an economic development initiative of The First African Methodist Episcopal (FAME) Church, located in Los Angeles. Established in 1992, FAME Renaissance operates several social and business development programs including a business incubator designed to create wealth and jobs in impoverished communities within Los Angeles County.



## Recommendations: Further Research

- **Examine transit service levels and how connectivity with regional destinations can be improved**
- **Investigate whether additional subsidies are needed to make transit use efficient or economically viable**
- **Investigate the relationship between density and transit ridership**
- **Communicate with the developer community to understand impediments to mixed-use and transit enhancing development**

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Our analysis suggests the need for further research in the following general areas:

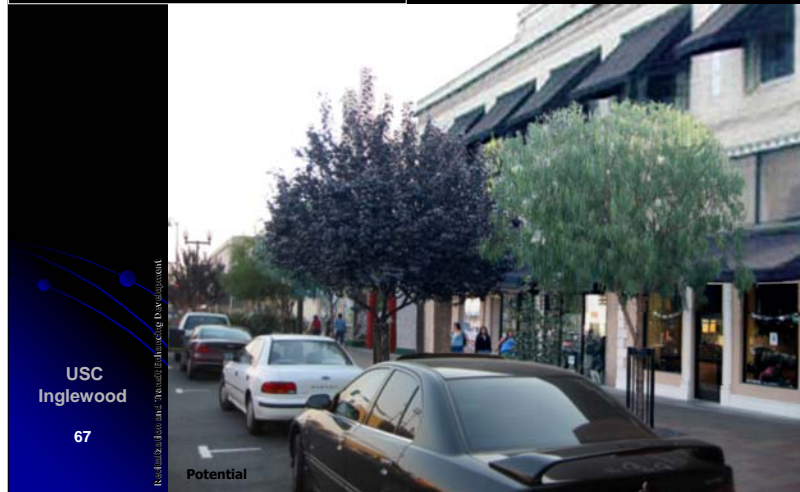
- Examine transit service levels and how connectivity with regional destinations can be improved
- Investigate whether additional subsidies are needed to make transit use efficient or economically viable
- Investigate the relationship between density and transit ridership
- Communicate with the developer community to understand impediments to mixed-use and transit enhancing development

## Re-imagining Downtown



View of Market Street - Existing

## Re-imagining Downtown



View of Market Street - Transformed

## Re-imagining Downtown



View of Market Street - Existing

## Re-imagining Downtown



View of Market Street - Transformed

## Re-imagining Downtown



View of Market Street - Existing

## Re-imagining Downtown



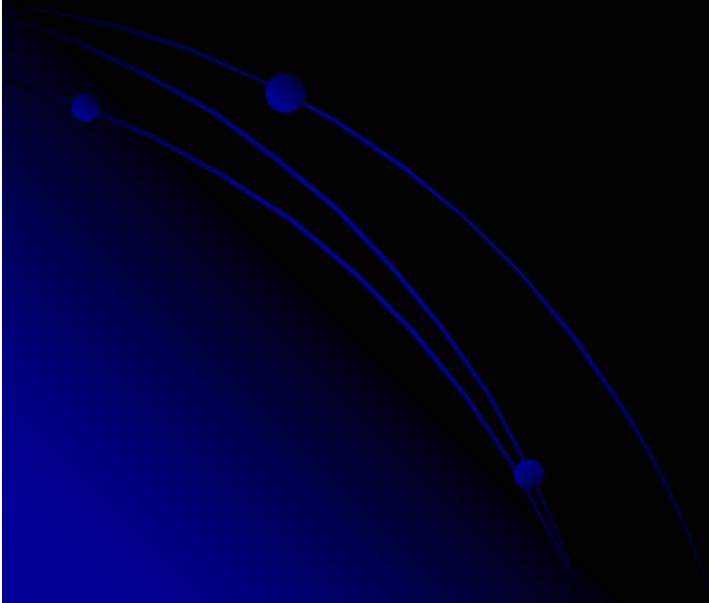
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Re-imagining Downtown

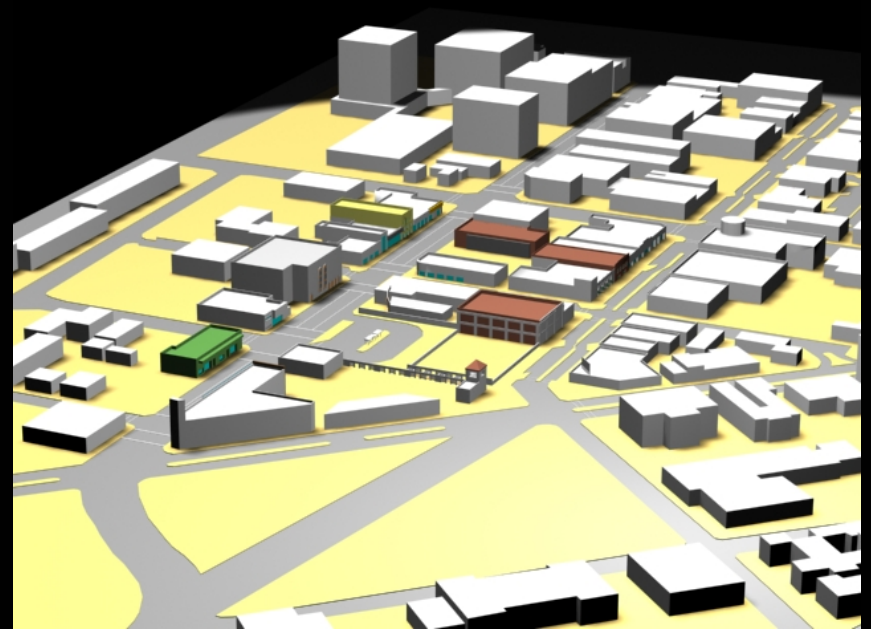
View of Market Street - Transformed

# Visualization

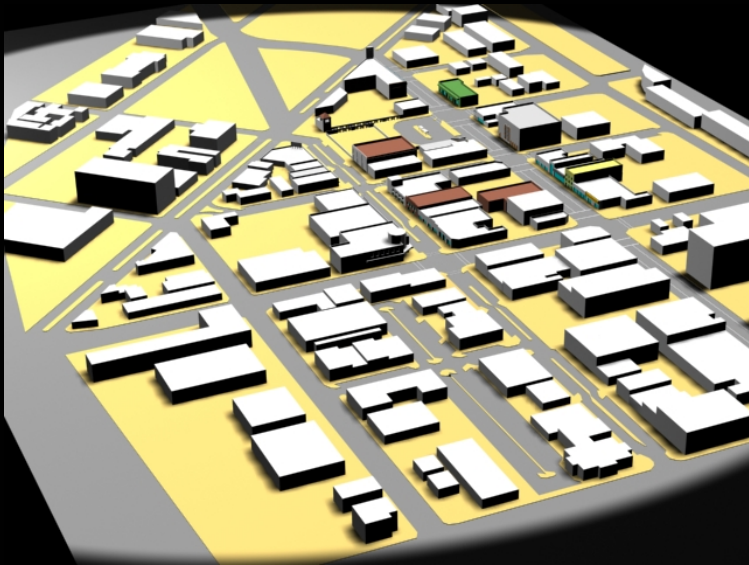




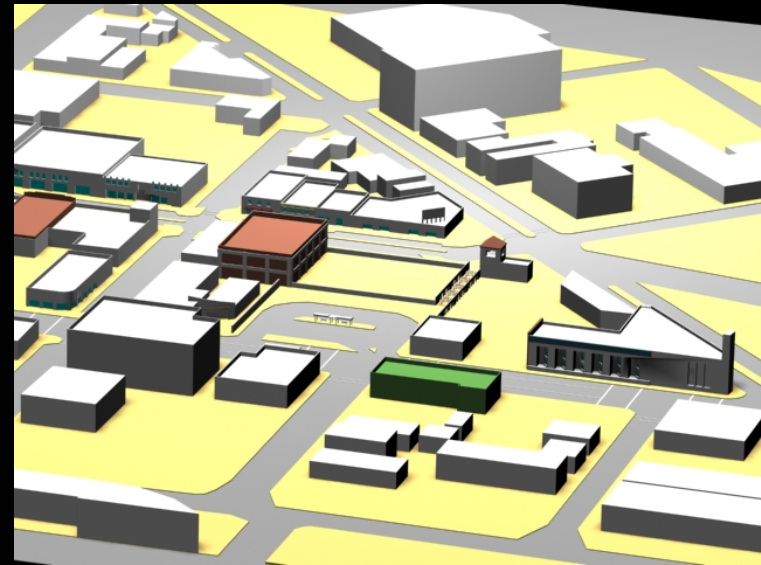
# Existing Urban Form



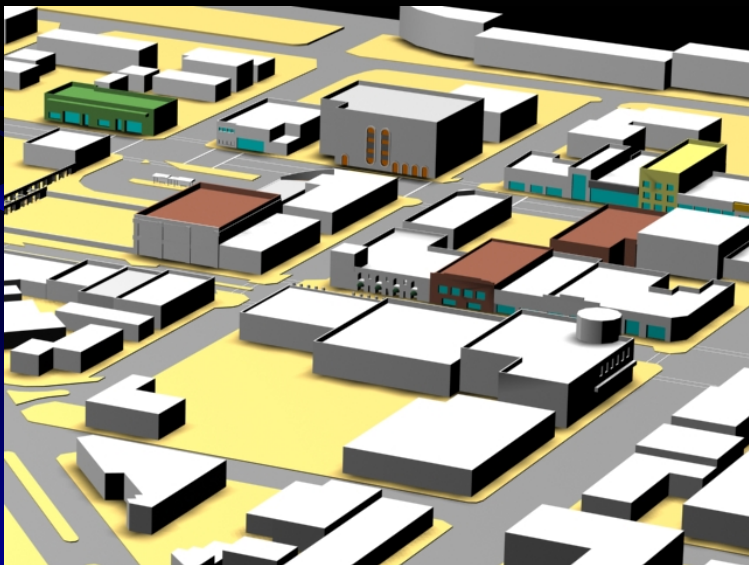
- Understanding the existing potential
- Constructing a vision for the place
- Setting objectives
- Developing scenarios
- Design guidelines



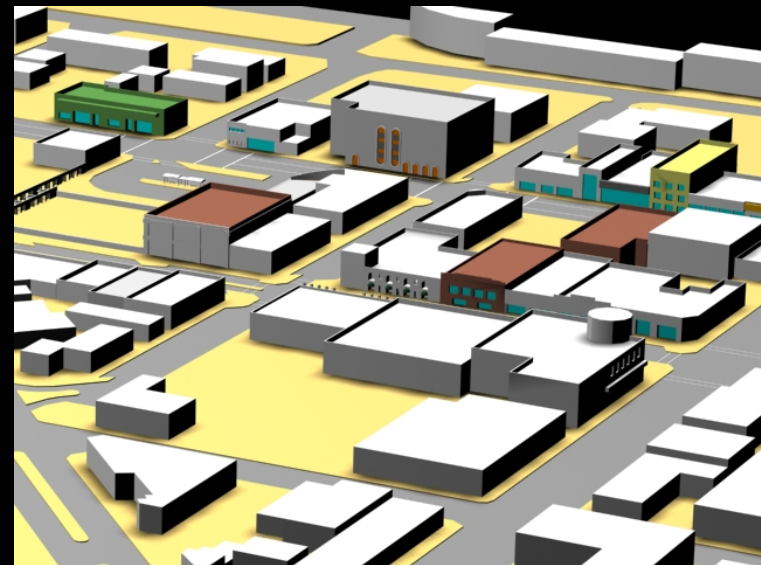
- Understand the potential along La Brea



- Connecting La Brea with Market Street



- Creating a pedestrian friendly commercial district



- Creating a series of infill open public places

# Scenario (A)

This scenario proposes initiating the development in the study area by introducing a [huge scale development](#) which will act as a catalyst that will encourage developers to invest in the area by developing medium and small size projects that will complete the proposed vision for the place.

- The focus of this scenario will be to increase the density on Market Street by introducing residential projects with retail and recreational activities on the ground level.



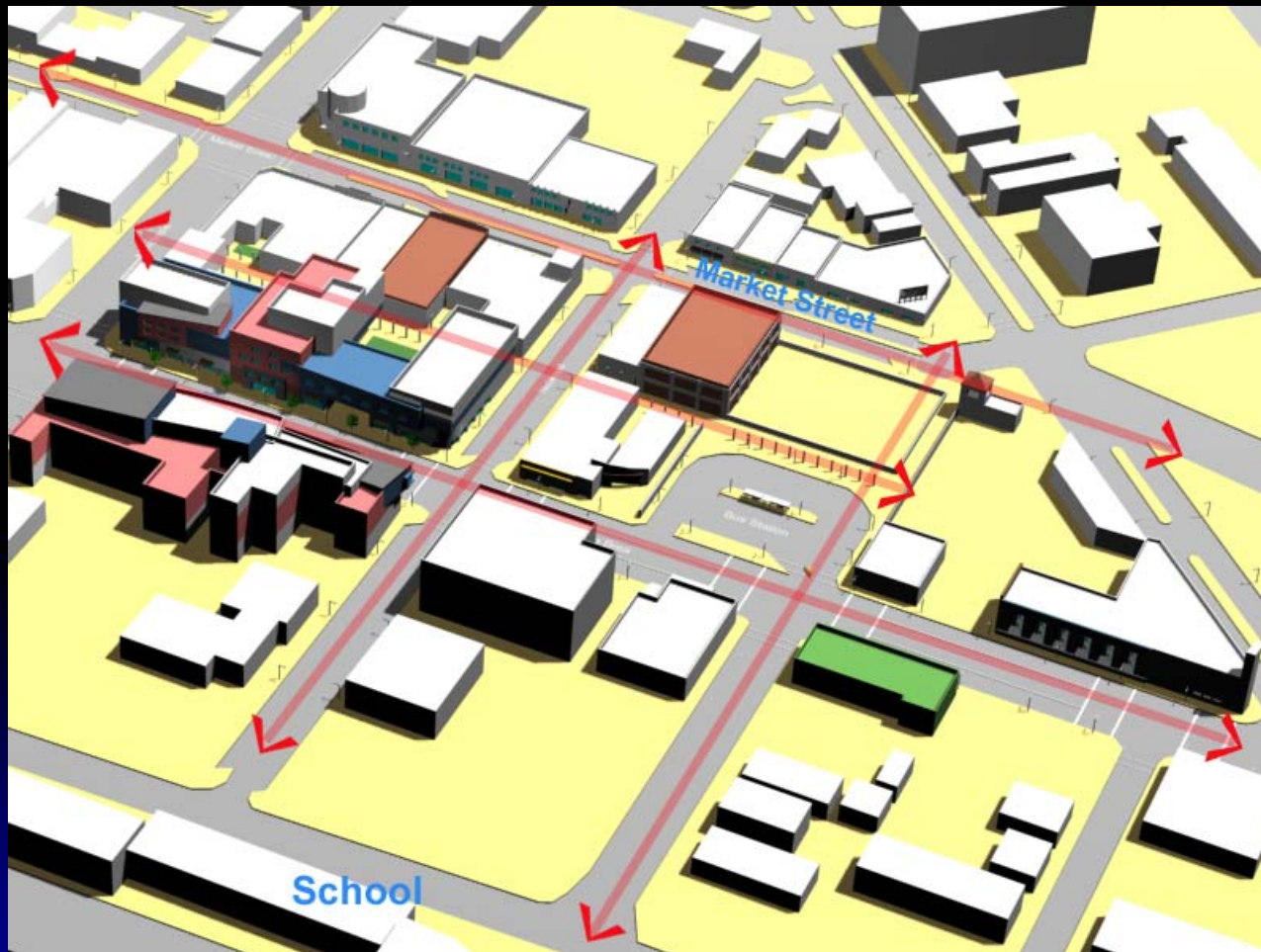
# Scenario (B)

This scenario proposes [a series of small developments](#) along La Brea that will support the rise of another commercial- residential spine parallel to Market Street. This could be followed by a larger size development that identify the southern entrance of the study area.

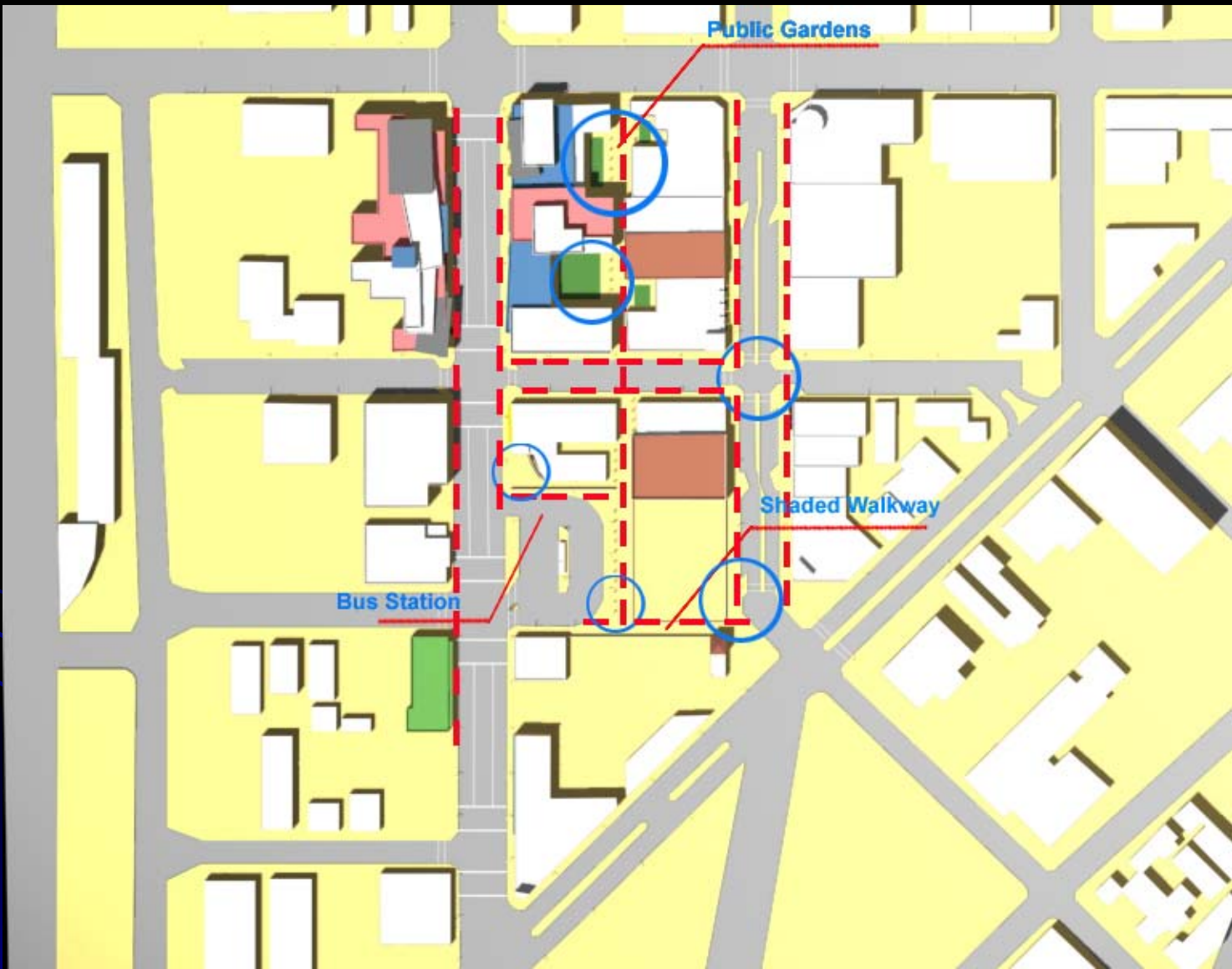
This scenario will focus on connecting La Brea with Market Street providing an interesting pedestrian network.

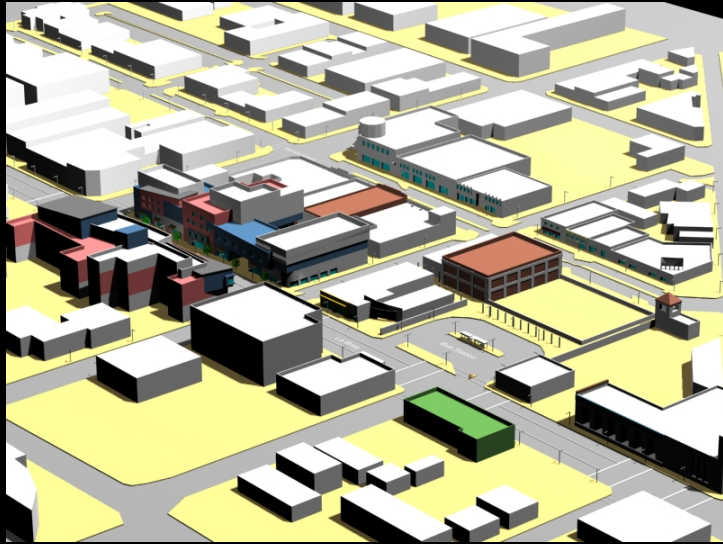


# Design Guidelines



- Creating a pedestrian network
- Extending development to the streets connecting La Brea with Market Street
- Creating public spaces in the middle of the building blocks that can also work as pedestrian walkways
- Connecting the bus station with Market Street





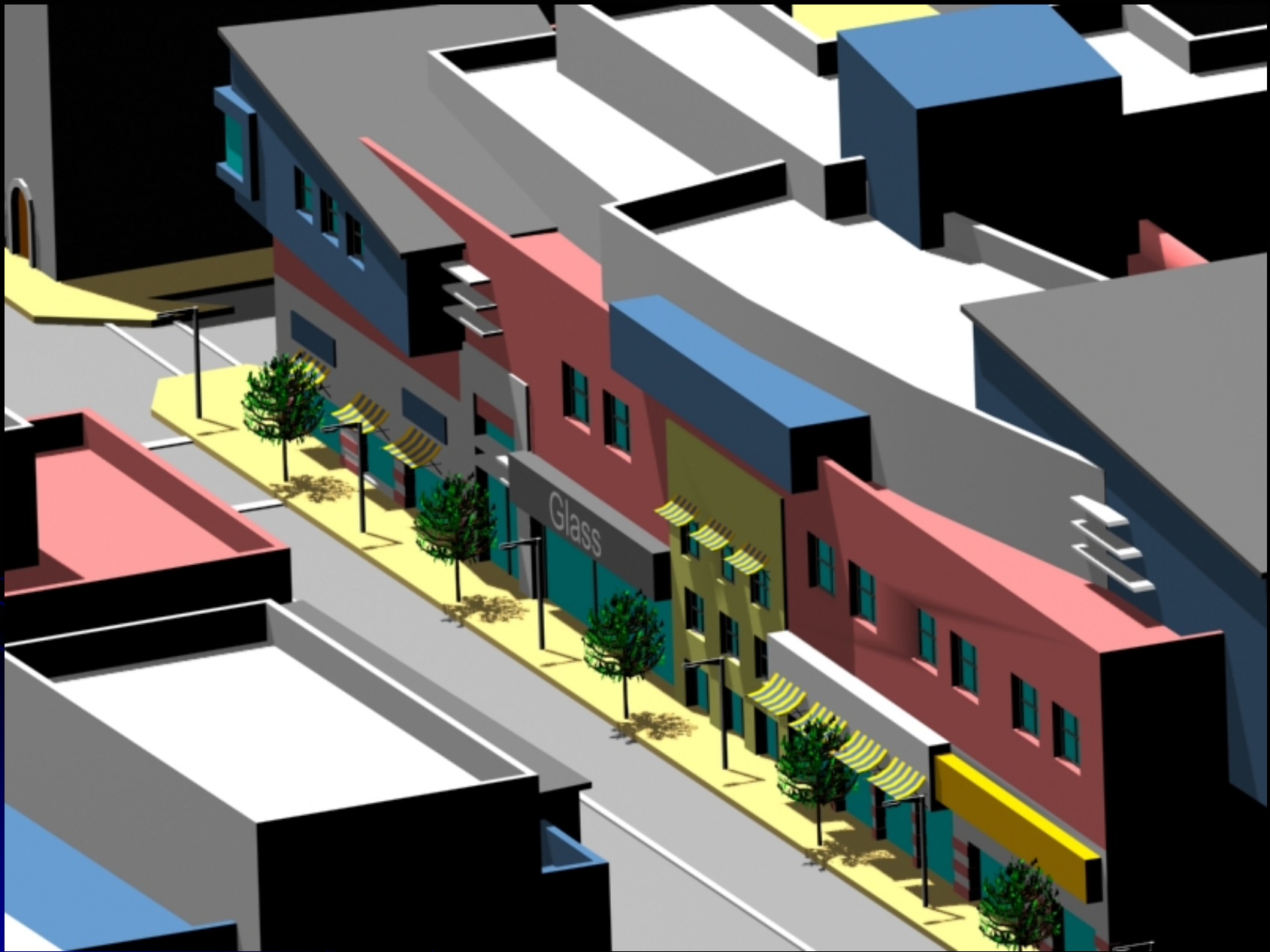


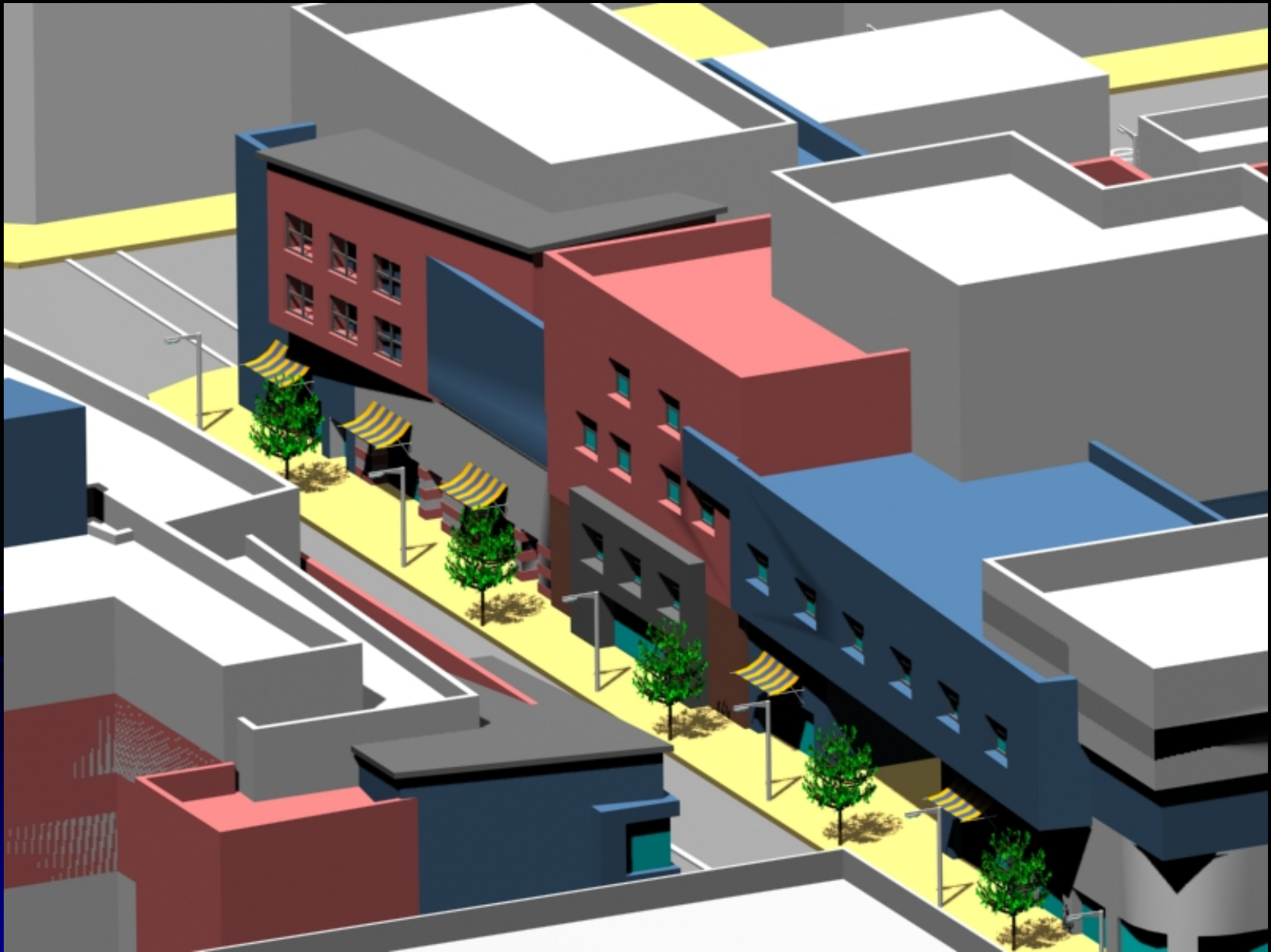




















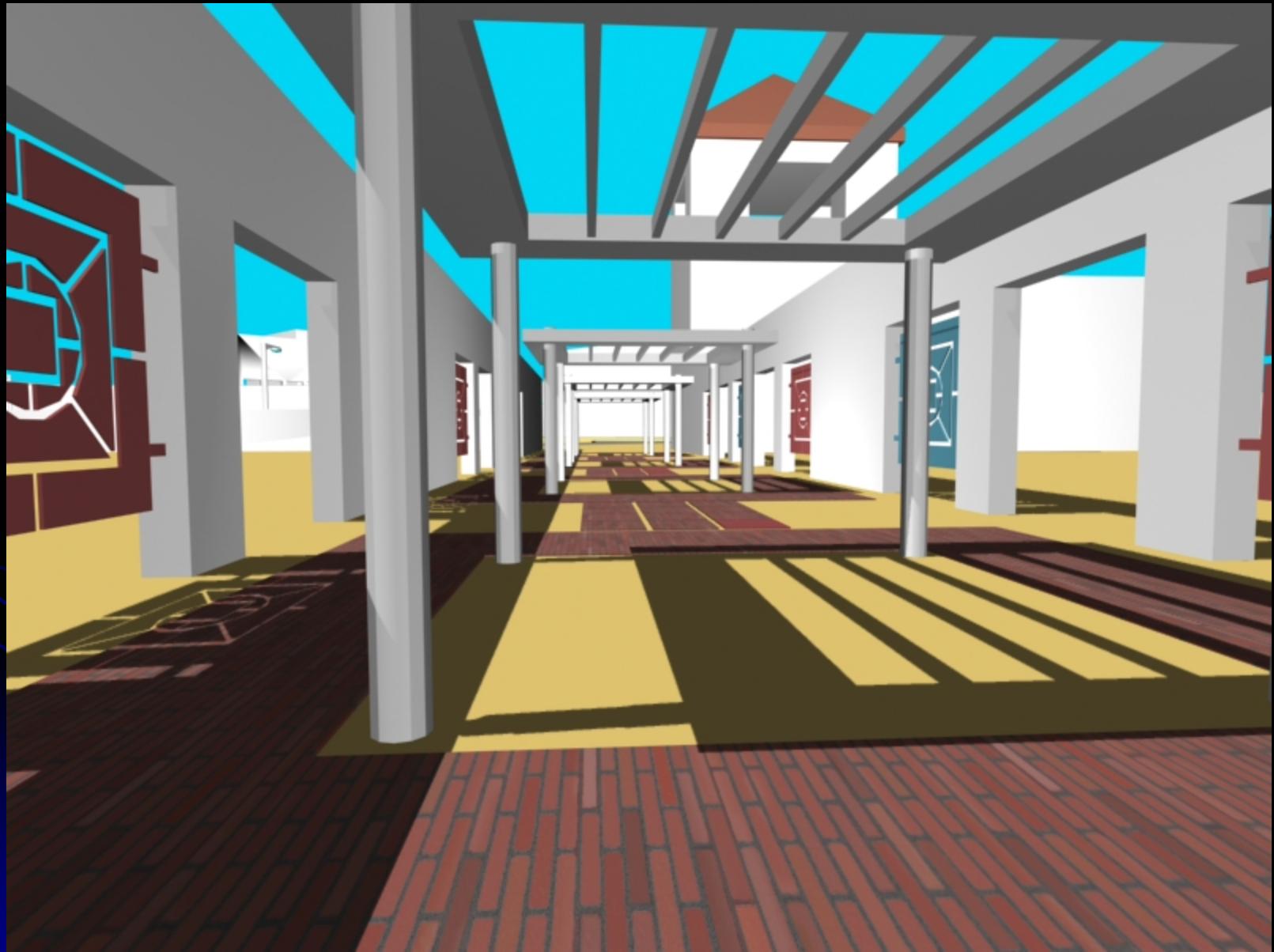
# Connecting the Bus Station with Market Street



- Create an open public place
- Provide recreational services for the station



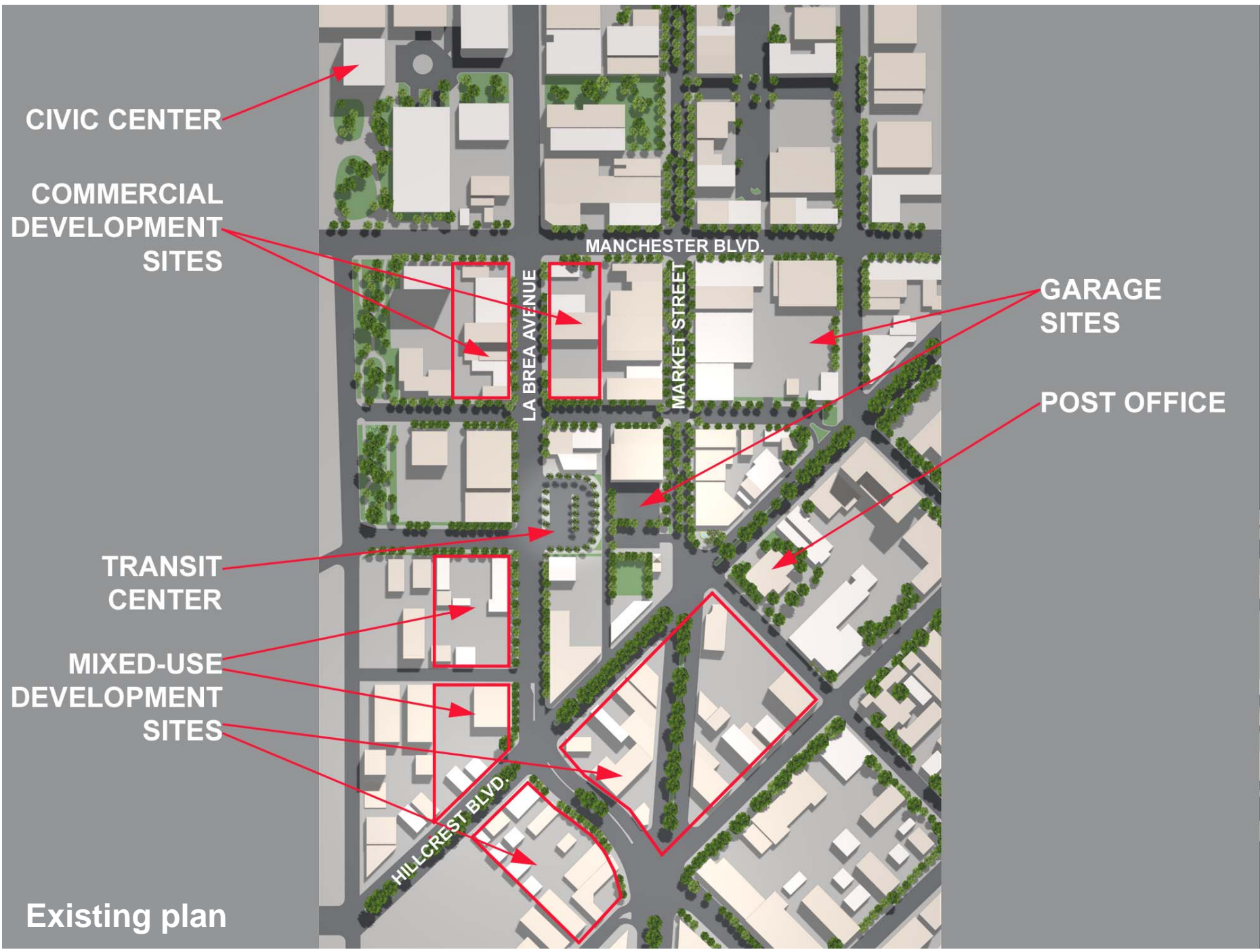
- A market for flowers, newspaper and Ice-cream
- Attract people to move between La Brea and Market Street





**David Denton AIA, Architect**

Inglewood Transit Center Renderings



CIVIC CENTER

COMMERCIAL  
DEVELOPMENT  
SITES

TRANSIT  
CENTER

MIXED-USE  
DEVELOPMENT  
SITES

Existing plan

MANCHESTER BLVD.

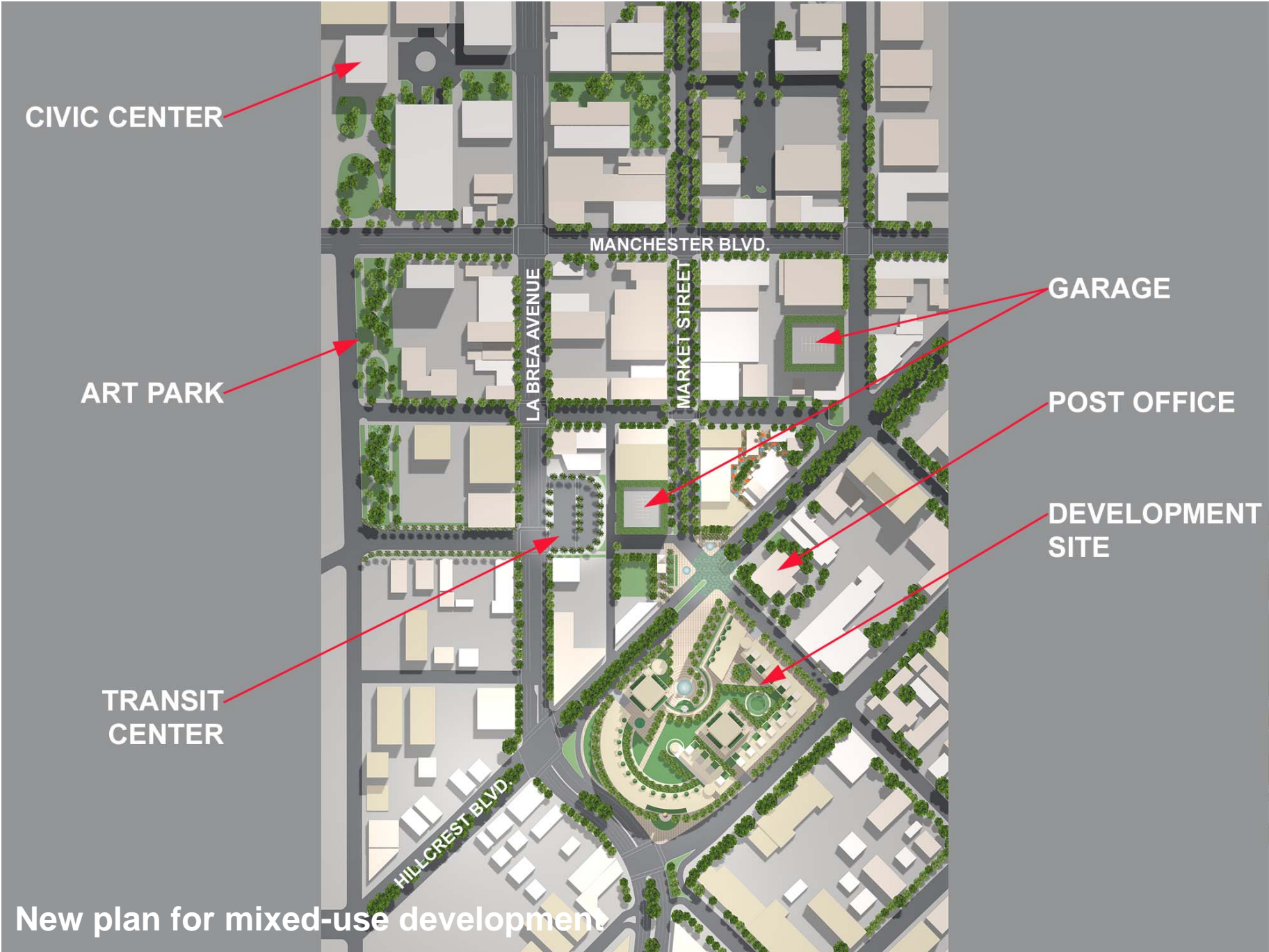
LA BREA AVENUE

MARKET STREET

HILLCREST BLVD.

GARAGE  
SITES

POST OFFICE



CIVIC CENTER

ART PARK

TRANSIT CENTER

MANCHESTER BLVD

LA BREA AVENUE

MARKET STREET

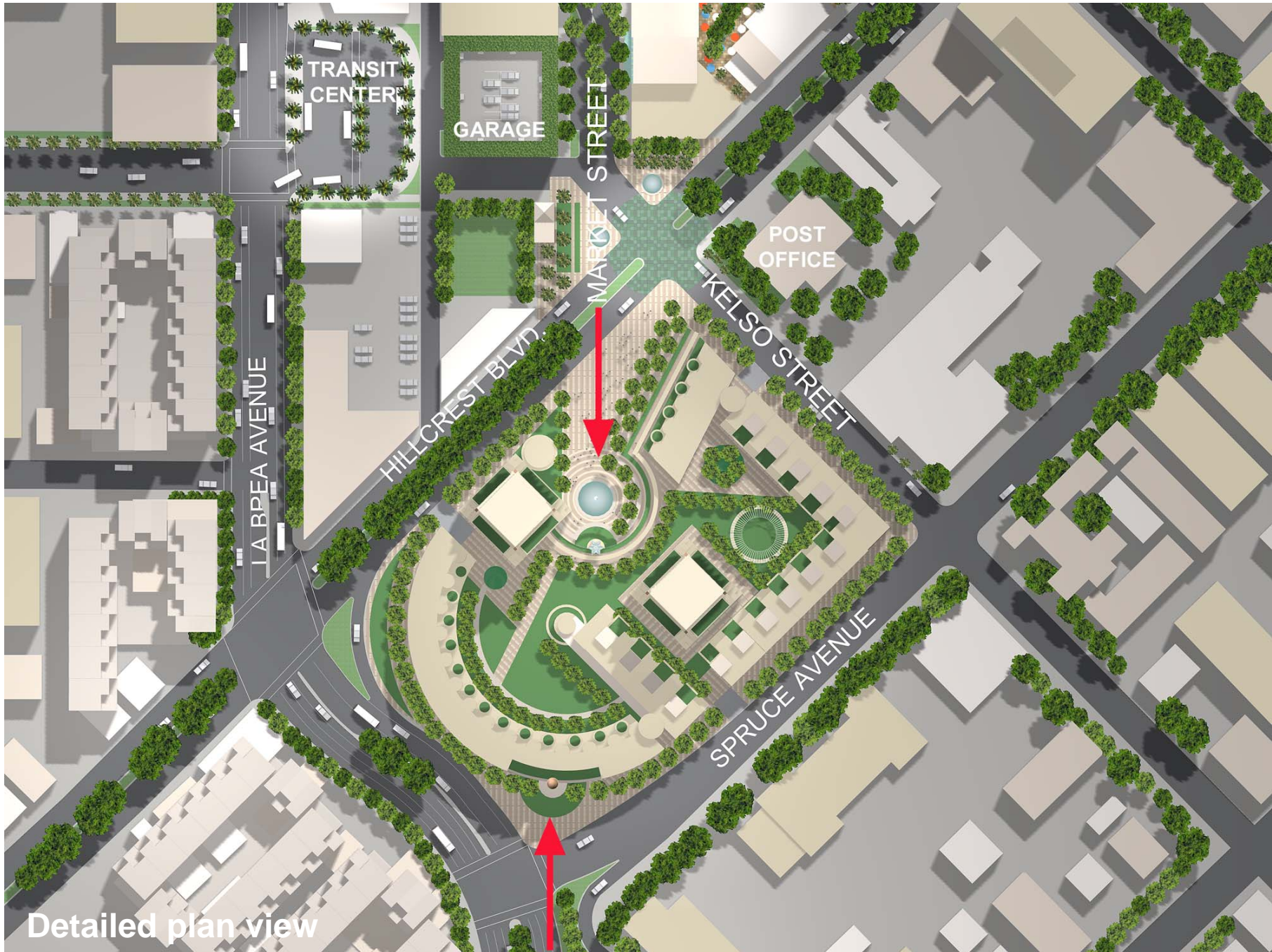
HILLCREST BLVD

GARAGE

POST OFFICE

DEVELOPMENT SITE

New plan for mixed-use development



Detailed plan view



Aerial view of mixed-use development around transit center





Aerial view of mixed-use development around transit center



Existing view of Market Street



Market Street redesigned



Detailed view of Market Street



View of La Brea Avenue



View from redesigned La Brea Avenue