



# WEST BOULEVARD

community linkages and revitalization plan

FEBRUARY 2012



This Page Intentionally Left Blank

## ACKNOWLEDGEMENTS

In collaboration with Los Angeles Neighborhood Initiative and METRO, the Project Steering Committee, Technical Advisory Committee, and community members have collectively participated in a community-driven planning and design process. Using LANI'S nationally recognized model for community based planning, the stakeholders established priorities for revitalization strategies and public streetscape improvements for the neighborhood surrounding the West Station of the Crenshaw/LAX light rail extension.

## ADMINISTERED BY

### **Los Angeles Neighborhood Initiative (LANI)**

Norma Fernandez, Program Manager

With Assistance from: Joyce Perkins Consulting

Neighborhood Improvement Projects

900 Wilshire Blvd., Suite 1128

Los Angeles, CA 90017

(213) 627-1822 x13

norma@lani.org

## FUNDED BY

**Environmental Justice: Context Sensitive Planning Grant** awarded by

the **California Department of Transportation**

to the Los Angeles County **Los Angeles County Metropolitan Transportation Authority**

## PROJECT STEERING COMMITTEE (PSC)

Daniel Tabor, City of Inglewood

Kim Moore, Crenshaw Corridor Urban Design Committee

Linda Ricks, Crenshaw-Slauson Community Advisory Committee (CAC)

Robert Marks, Resident of Inglewood

Ronnie Blackwell, Resident of Inglewood

Ted Thomas, Park Mesa Heights Community Council

Pamela Morgan, Resident of City of Los Angeles

Martina Guifoil, Resident of Inglewood

Danae Tapia, Chuco's Justice Center

## TECHNICAL ADVISORY COMMITTEE (TAC)

Patrice Jefferson, Office of Council member Bernard Park

Rueben Caldwell, City of Los Angeles Planning Department

Carolyn Hull, CRA/LA

Jeffrey Carpenter, CRA/LA

Keith Lockard, City of Inglewood Department of Public Works

Mawusi Watson, City of Inglewood

Linda Tatum, Department of Planning, City of Inglewood

Mindy Wilcox, Planning Department, City of Inglewood

Fanny Pan, Planning Department, Metro

Daniel Rosenfeld, Office of Supervisor Mark Ridley-Thomas, 2nd Supervisorial District

Fernando Ramirez, Office of Supervisor Mark Ridley-Thomas, 2nd Supervisorial District

This Page Intentionally Left Blank

|   |     |
|---|-----|
| EXECUTIVE SUMMARY   | 7   |
| PROJECT CONTEXT   | 8   |
| NEED FOR THIS STUDY & IMPROVEMENTS SUPPORTED BY THE COMMUNITY         | 10  |
| PROJECT TEAM MEMBERS AND COMMUNITY PARTNERS                           | 12  |
| DATA COLLECTION   | 13  |
| TECHNICAL PLANNING ANALYSIS   | 14  |
| MARKET DEMAND AND FUNDING OPPORTUNITIES                               | 17  |
| POTENTIAL FUNDING OPPORTUNITIES                                       | 24  |
| COMMUNITY INVOLVEMENT   | 27  |
| CONCEPT STREETScape PLANS   | 35  |
| OPPORTUNITY SITES   | 36  |
| DRAFT COMMUNITY LINKAGE AND REVITALIZATION PLAN                       | 37  |
| IMPLEMENTATION STRATEGY   | 39  |
| PROJECT BUDGET FORECAST   | 43  |
| SUMMARY OF COSTS  | 43  |
| APPENDIX A: PSC/TAC MEETING #1: PROJECT INTRODUCTION AND WALKING TOUR | A1  |
| APPENDIX B: PSC/TAC MEETING #2: PROJECT REVIEW AND INFORMATION        | A7  |
| APPENDIX C: PSC/TAC MEETING #3: FINAL PLAN REVIEW AND COMMENT         | A15 |
| APPENDIX D: COMMUNITY MEETING #2: DESIGN EXERCISE - "MY STREET"       | A27 |



This Page Intentionally Left Blank



## EXECUTIVE SUMMARY

Using a nationally recognized model for community engagement, Los Angeles Neighborhood Initiative (LANI) was selected by Metropolitan Transit Authority to provide community design services and outreach to this extremely challenged South Los Angeles neighborhood. Neglected for decades, this condition is about to change. Metro is extending the light rail network to include this community along the proposed Crenshaw/LAX line, connecting this community to Los Angeles International Airport and portions of the existing metro light rail train system, becoming the last link in establishing the east/west rail system in the LA basin.

Transit Oriented Development (TOD) principles; acknowledge that just adding a transit mode to an existing neighborhood does not create the desired benefits of a TOD neighborhood. It is necessary to assess existing built conditions and determine the necessary elements that would need to be created in the public realm to achieve the proper combination of physical features and community support for transforming this community to a true TOD neighborhood for the benefit of the community.

The design and outreach team was tasked with improving community connections to the future transit line, identifying public and private realm projects to revitalize, and to identify capital improvements to renew or

repurpose this neighborhood to better serve the diverse needs of the community. The plan developed thru the proven LANI model must serve community members needs first, and provide a framework to attain identified goals over time, through pursuit of a precise vision.

The consultant conducted a walking tour of the area, met on several occasions with advisory committees and the broader community to incorporate their input into the design response and create the design vision to support the coming changes that modern transit would bring to this community.

Key elements of the plan include:

- Streetscape revitalization including; lighting, site furnishings, landscape, public art, traffic calming design features, bike lanes/sharrows.
- Street-side plazitas to accommodate vendors, street musicians, and neighborhood identity through cultural design features.
- Recommend conversion to Mixed-use zoning in key areas to intensify residential density near the station area.
- Bus/Train connections and easy passenger pick up and drop off.

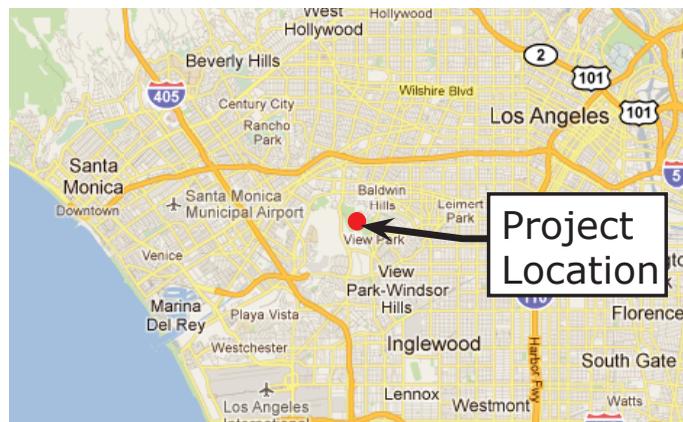
- Identification of candidate buildings for commercial, retail and multi-family façade renovation.
- Gateway identification and opportunities for creating a “neighborhood brand” to identify the area’s essence and place.
- Improve multi-modal accessibility for pedestrians, cyclists, and disabled commuters.
- Potential Opportunity Sites for catalytic development.
- Wayfinding signage to direct commuters and others to the station area, parking, and neighborhood amenities.
- Assessment of current market demand
- Implementation strategies, timeline, and capital budgets

The plan has benefitted from vigorous community outreach resulting in broad exposure to the community and provided opportunities for all neighborhood residents, stakeholders, and property owners to make their voices heard. This plan may be viewed as a reflection of this community’s hope, and conviction to provide positive change in the neighborhood.

## PROJECT CONTEXT

The West Boulevard Community Linkages and Revitalization Plan includes several blocks in close proximity to the proposed Crenshaw/LAX Light Rail Line Florence/West Station. The Crenshaw Line, is an 8.5-mile light rail transit corridor which will run from the Expo Line at Exposition Boulevard to the Green Line near Los Angeles International Airport.

The project area encompasses portions of the Cities of Los Angeles and Inglewood immediately adjacent to West Boulevard. Specific boundaries of the study area include 66th Street to the north, 74th Street to the south, Crenshaw Boulevard to the east and High Street on the west. West Boulevard, which runs North/South through the study area marks the boundary between the cities of Los Angeles and Inglewood.



Project Vicinity Map

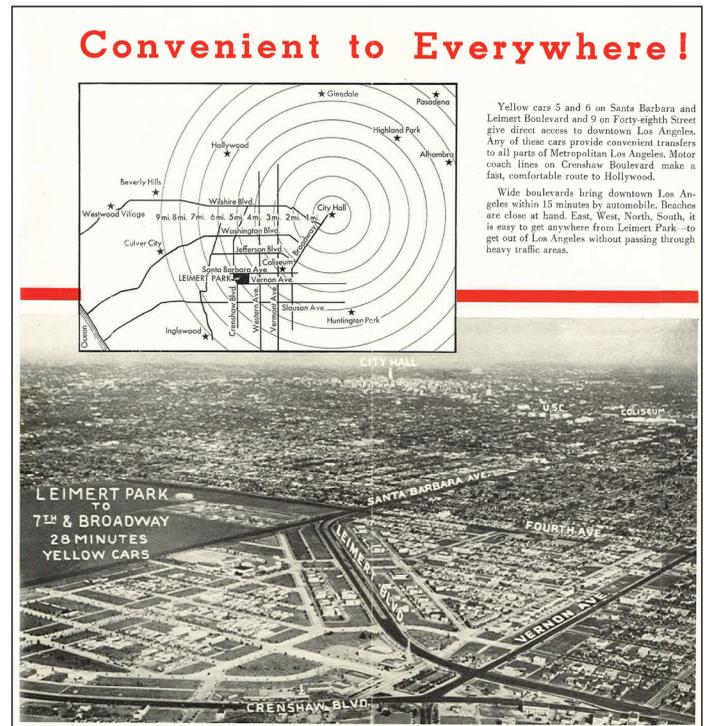
The area was originally developed between 1920 and 1940; this community was built in response to the need for affordable housing close to the job center of downtown Los Angeles. Then serviced by the Yellow Car #5 and #6 and advertised as “convenient to all parts of Metropolitan Los Angeles” and “28 minutes to 7th & Broadway”, these proclamations from an early 1940’s real estate advertisement will soon be revived, as efficient public transportation is reintroduced to the area via the Crenshaw/LAX Light Rail extension. While much has changed over the past 70 years, the basic needs of area residents are remarkably similar to those of the early 20th century.

Originally designed as a convenient suburb to downtown Los Angeles with adjacent access to rail and vehicular arteries, this community possesses several attributes most sought after in contemporary planned real estate developments.

The neighborhood surrounding West Station is adjacent to a major 50 acre park with both active and passive recreation opportunities. West Boulevard and E. Redondo Boulevard have existing neighborhood commercial corridors convenient to nearby residential, and the surrounding residential single family home exhibit Pride of Ownership. Lastly, this neighborhood possesses the quintessential attribute of location, location, location due to its equidistant locality within greater metropolitan area.



Typical home of the area, 1940's



1920's "New Deal" Home Buyer's Brochure

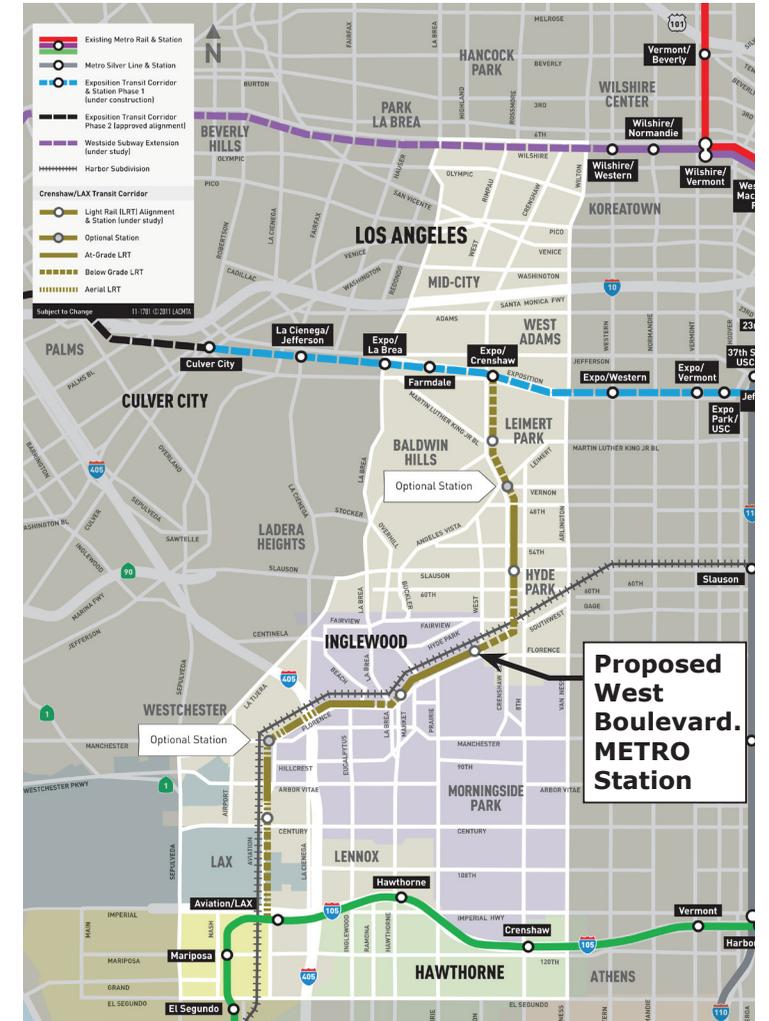


## NEED FOR THIS STUDY & IMPROVEMENTS SUPPORTED BY THE COMMUNITY

The intent of this planning study is to identify revitalization strategies such as: business attraction, retention, and expansion; potential development opportunities; and needed public realm improvements that will contribute to an overall economic revitalization surrounding the West Station area.

This plan identifies physical improvements to the station area intended to increase access and mobility, beautify the public realm and create a welcoming environment to the station area for nearby residents and transit riders. The planning document describes proposed improvements such as: sidewalk and streetscape improvements, urban design features, transit amenities, bike sharrows/bike lanes, and way-finding signage, for the purpose of demonstrating needed improvements for the health, safety and welfare of the community.

In support of the economic revitalization strategy, this plan provides an overview of the local real estate market surrounding the Florence/West Station study area. The importance of addressing the realities facing potential future development will establish realistic expectations to guide both public and private investment decisions. The resulting document will identify the revitalization strategies and the physical improvements necessary to achieve them. This document is intended to guide and supplement future planning initiatives, support grant applications and assist appropriation of capital funding. This document intends to provide a better understanding of the neighborhood interrelationship between the economic strategy, market demand and physical environment. The plan contains detailed conceptual drawings of key plan elements, opinions of probable cost, and recommendations for strategic implementation of the plan. The document may also be used by community groups and city agencies as a tool to maintain a focused approach over time through strategic implementation of plan elements.



Crenshaw/LAX Light Rail Line



*Existing Underutilized Buildings Along Redondo Boulevard*

**FEBRUARY 2012**

## PROJECT TEAM MEMBERS AND COMMUNITY PARTNERS

The West Boulevard study is administered by Los Angeles Neighborhood Initiative (LANI) under contract to METRO, utilizing an Economic Justice Grant from the California Department of Transportation (CALTRANS). A competitive Request for Qualifications (RFQ) was issued on February 3, 2011 resulting in the selection of the consultant team by members of the community, city and local agency representatives.

LANI has established a Project Steering Committee (PSC) and a Technical Advisory Committee (TAC) to offer insight, knowledge and awareness of key items important to the neighborhood and beneficial to the consultant team.

The PSC was comprised of area residents, members from other local councils, committees, and staff from Chuco's Justice Center. (representing local youth) The TAC was comprised of staff members from the cities of Los Angeles and Inglewood Planning Departments, representatives of CRA/LA, Area Council Office, and representatives of the 2nd Supervisorial District. The combination of local stakeholders, municipal staff members, council and supervisorial districts brings together a broad spectrum of individual and agency perspectives focused on transforming the neighborhood into a working transit district.



*PSC and TAC input and suggestions presented at meetings*



We wish to acknowledge the dedication of time and energy of each of the committee members for their invaluable contribution to the preparation of this study and to the future success of this community.

### DATA COLLECTION

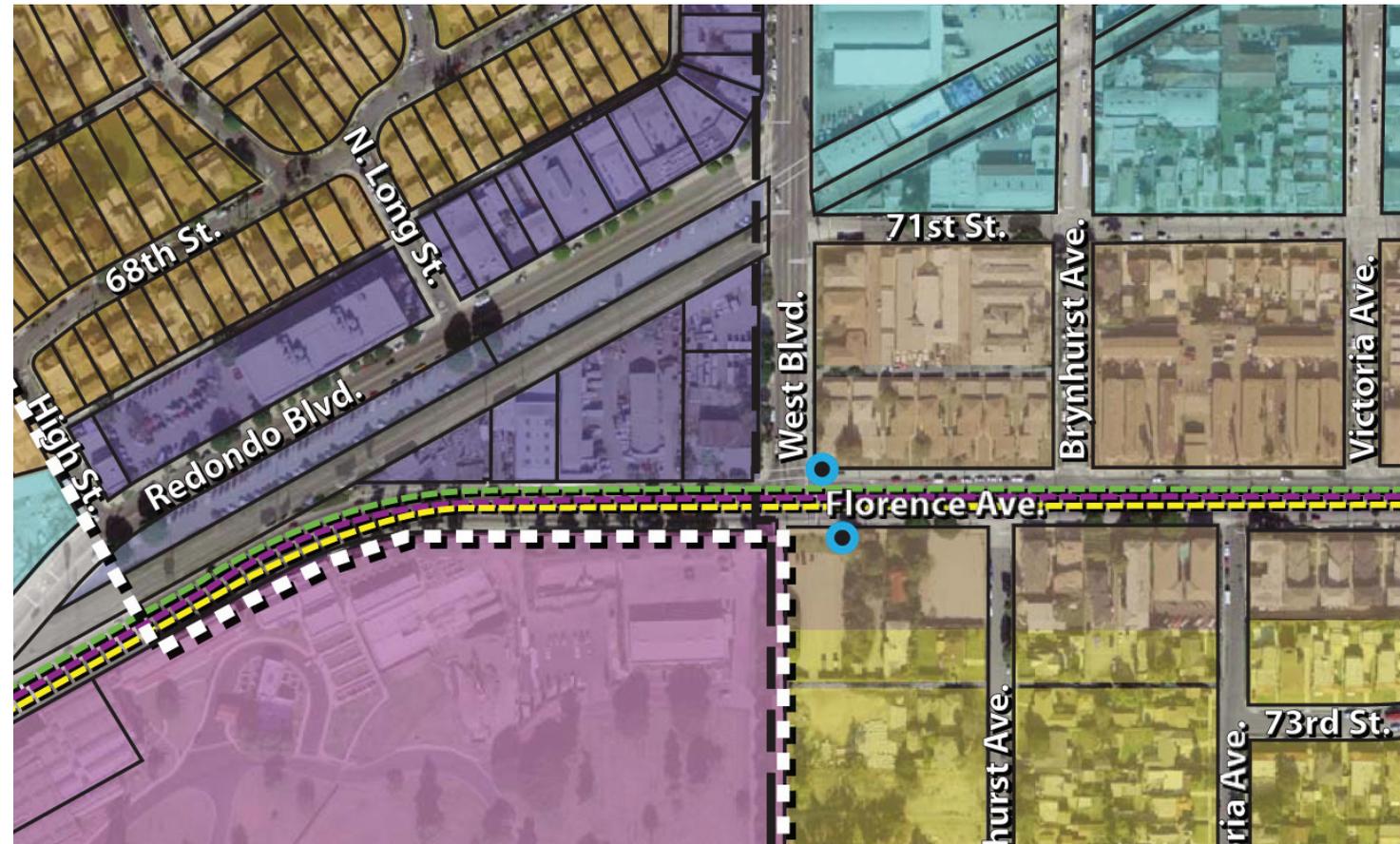
It was important for the consultant team to carefully understand the various planning policies affecting the study area. The consultant team reviewed relevant portions of the cities of Los Angeles and Inglewood General Plans, West Adams Community Plan and overlay zones, EIR/EIS for Crenshaw/LAX Transit Corridor, station area designs, and other relevant planning studies and documents to better understand the interrelationship among the many policies governing development of the study area.

The consultant team also collected electronic AutoCAD files and other available mapping data and created a composite map showing key points of information for both jurisdictions of Los Angeles and Inglewood. This composite map seeks to classify land use/zoning; depict current transportation resources; identify parcel and boundary information; and create a unified planning map to begin understanding the challenges in revitalizing this neighborhood

which spans between two cities, and is affected by multiple agencies having jurisdiction over it.

In addition to the data collection and review team members spent time walking, biking and driving the area to gain a real world

understanding of the streets, sidewalks, neighborhoods and community members affected by the Florence/West light rail station. This acquired community awareness will be central to the design process and will influence all designs and recommendations for the study area.



Station Area Zoning Designations

## TECHNICAL PLANNING ANALYSIS

Consultant team members reviewed planning documents, prepared study area base mapping, evaluated potential development parcels and analyzed other Metro station designs to gain a working knowledge of conditions affecting the proposed improvements for the project area.

The study area is comprised of predominantly residential parcels averaging 5,000 SF in both the northwestern section and in the southeast section of the study area. Multi-family parcels are clustered along the north side of Florence Avenue between Crenshaw Avenue and West Boulevard, and along the east side of West Boulevard. Single family residences are generally characterized as good condition showing pride of ownership. By contrast, many of the multi-family developments exhibit significant neglect and are in need of repairs and renovation.

The remaining portions of the study area are comprised of a small section of light industrial nestled between West Boulevard and Crenshaw Avenue just north of Florence Avenue. This use creates certain conflicts of incompatible uses; however the need for jobs seems to outweigh the conflicts.

Commercial/Retail uses are clustered along West Boulevard, E. Redondo Boulevard,

Florence Avenue, and Crenshaw Avenue. These represent a mix of low rise development (1 and 2 story) intermixed with low density multi-family apartments (less than 20/du/ac).

The buildings along the north side of Redondo Boulevard and the west side of West Boulevard were originally developed as office/commercial uses at a time in the past when these uses were in demand, subsequently, changes to the zoning in this area was converted to C-3 (Heavy Commercial) in the city of Inglewood, most likely in response to declining use of the original development type. No longer is the Heavy Industrial land use appropriate to this portion of the neighborhood, based on changing community goals. The draft Plan recommends residential-commercial mixed use development in the station area along West Boulevard, Redondo Boulevard, and Florence Avenue. It should be noted that to use these properties for mixed uses would require a rezoning, zoning code amendment, and a general plan amendment. Similarly, corresponding modifications on the Los Angeles portion of the planning area, should be concurrently processed (with Inglewood code modifications) to address the zoning code changes required to allow the uses identified in the plan. On the Los Angeles portion of the plan there are two zone designations (multi-family and commercial), that would need to be modified. Coordinated efforts on behalf of the

planning departments within each municipality are required to achieve Mixed Use in both jurisdictions.

While not prototypical mixed use, there exists a defacto mix of residential/commercial/retail which could become an asset as efforts begin to encourage true mixed-use in the study area, as existing residents are a ready market that would welcome a revitalized boulevard with new and renovated housing, a necessary component to a TOD neighborhood.

Crenshaw Boulevard has been a major vehicular and bus transit corridor since early 1920. It will remain as such and is the main north/south connector in South Los Angeles, and marks the eastern boundary of the study area. Florence is the major east/west connector, bisecting the study area and is the terminus of the southern end of West Boulevard, which runs parallel to Crenshaw Boulevard 1 block west. By contrast, West Boulevard carries significantly less traffic trips per day than the two other major streets. This lower traffic volume creates a more pedestrian-friendly neighborhood along West Boulevard that should be embraced as revitalization efforts continue.

Combining the preliminary information from the Data Collection and observations from review of existing mapping and on-site observations, the consultant prepared an opportunities



and constraints analysis that identified key opportunity sites (vacant and developed), vehicular and pedestrian circulation, and land use patterns. The plan resulting from the synthesis of this information represents preliminary sites to consider as catalyst development for:

- Revitalizing existing commercial/retail/ office
- Repurposing existing buildings for new uses
- New mixed use high density housing

When viewed in this combined context the consultant team began to consider how to enhance and support the catalyst development efforts with public plazas, streetscape and landscape amenities. Together these elements would become the conceptual community designs presented to the PSC/TAC and the community.

Following these preliminary assumptions and projections of revitalization and development initiatives, the consultant teams' economic consultant developed Market Demand and Funding Opportunities analysis. Testing these assumptions against current market conditions and the realities of this project in full market context yielded basic guidelines to follow when seeking investment or committing public funds towards the revitalization of the area surrounding the West Station.

FEBRUARY 2012



*Vacant lot on 67th St.*



*Vacant County Building - Opportunity Site*

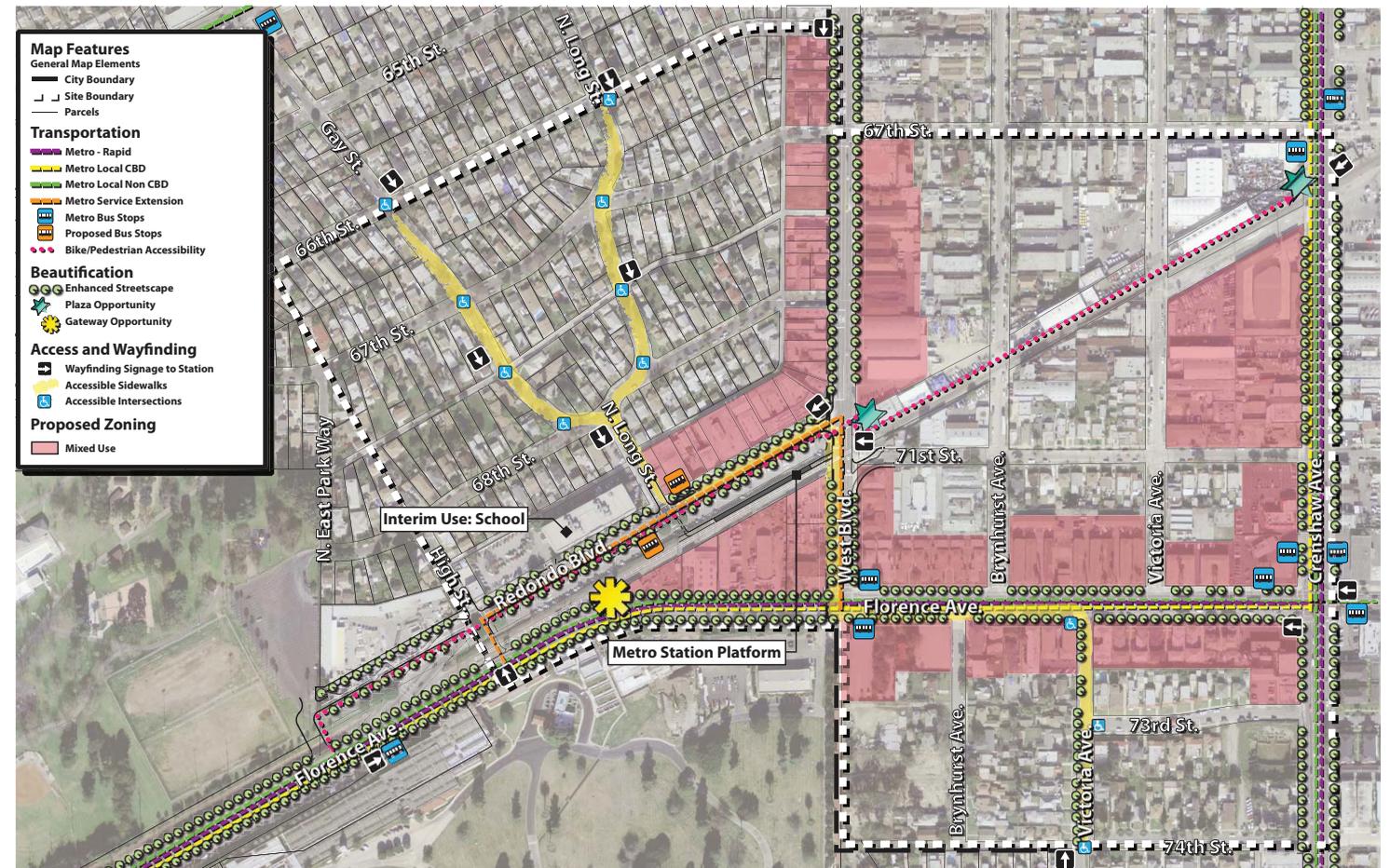
## MARKET DEMAND and FUNDING OPPORTUNITIES

The consultant team provided an overview summary of local real estate market surrounding the West Boulevard study area. The overview addressed the primary real estate product types in the area including commercial, industrial, and residential uses. The consultant team also assessed the market feasibility of project types proposed for opportunity sites.

At both the national and local level, real estate markets continue to face significant challenges brought about by the recent recession. In the Los Angeles area, residential and commercial real estate property values that peaked around 2007, experienced decreases in value in excess of 30% during the recession. Though some premium markets have begun to see steady increases in valuations, communities with lower median incomes such as the West Boulevard neighborhood Study Area have yet to see measurable increases. Limited access to debt financing has decreased demand for real estate acquisitions, which in turn keeps property values from seeing meaningful increases. Property values are likely to stay low for the foreseeable future and intensification of land uses spurred by the private market is unlikely until the economy sees significant improvement.

The West Boulevard neighborhood Study Area contains a wide variety of land use types, including single family residential, multifamily residential, retail, office, and industrial.

Following is a brief market summary for each of these land use types as well as discussion on the impact the completion of the new light rail line and station will have on them:



*Opportunities and Constraints Analysis*

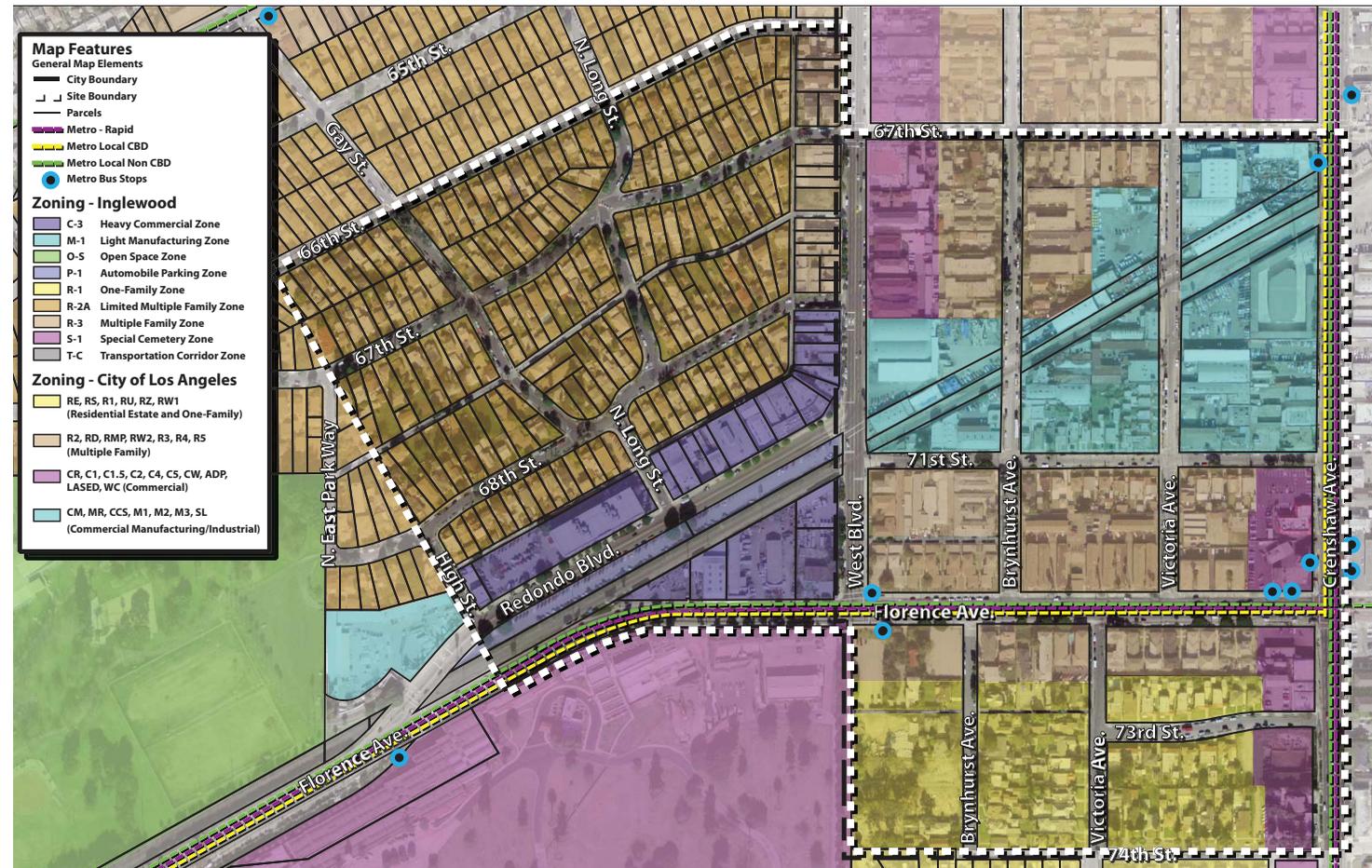
## Single Family Residential

Single family residential is primarily found in the northwestern corner of the Study Area, which is in the City of Inglewood. The neighborhood was originally developed in the 1920's and the homes are generally around 1,200 square feet in size with three bedrooms and two bathrooms. Recent sales in the neighborhood range from the low to mid \$200,000's. With the restrictive single family zoning that regulates how the properties can be redeveloped, it is unlikely that there will be significant changes to this portion of the Study Area following the construction of the light rail line.

The opening of the light rail line has the potential to increase the value of the homes in this neighborhood relative to other homes not adjacent to a light rail station. Occupants of these homes will have the ability to reduce transportation costs by relying on the new transportation line, particularly those that work at or near the Los Angeles International Airport as well those that work in downtown Los Angeles. These work centers will be accessible from the light rail system. This decrease in transportation costs can translate into an increased demand for these homes resulting in a higher value. In addition to general upkeep renovations that are likely to take place on the homes overtime, some owners may choose to construct "granny" units on the properties. The

ability to construct these accessory dwelling units is typically allowed by local ordinance on single family properties depending on the size of the lot. Requirements for designated on-site parking can sometimes restrict the

construction of such units. A policy to exempt on-site parking in the neighborhood in light of the transit station adjacent location could help to promote the creation of this housing opportunity.



Land Use and Zoning Map

## Multifamily Residential

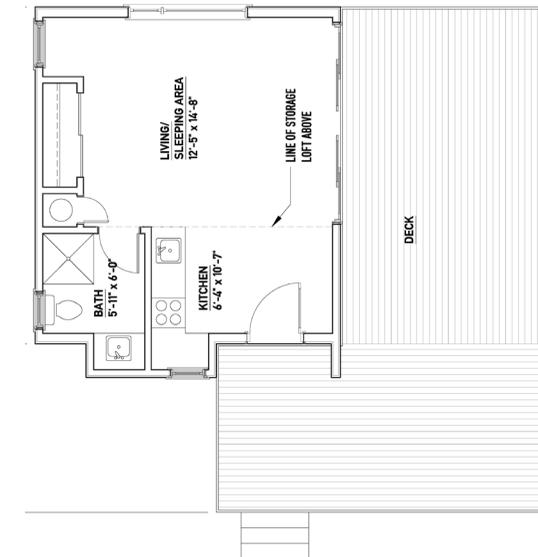
Multifamily residential uses exist in the northeast and southeast portion of the Study Area, which is in the City of Los Angeles. The two areas are bisected by industrial uses as well as the right-of-way that the new light rail line will be located on. These areas consist primarily of two-story wood frame apartment buildings that were constructed in the 1940's, 50's and 60's. Though these areas are zoned for multifamily uses, a few single family homes still remain alongside the apartment buildings that are dominants in the area. The apartment buildings appear to have high occupancy rates. This is likely the result of strong demand in the region for these low and moderately priced housing options. Many of the apartment buildings appear to have deferred maintenance, a potential sign of absentee owners. With the apartment buildings approaching 60 years in age, many of the buildings may be reaching their expected useful life.

The significant public funding being spent to construct the new light rail line will likely draw the attention of investors looking for acquisition opportunities along the new line. These investment dollars are likely to be spent on the acquisition of apartment buildings, as they tend to be the most stable of the commercial real estate types. Since the recession, a drop

in homeownership rates has increased the interest in apartment acquisition by private investors. They are attracted by the increase in renter demand which is likely to exist for the foreseeable future. Investors are likely to improve the properties after acquisition in order to ensure that long term viability of the asset and to achieve market rents. If policies are put into place to increase housing density and decrease parking requirements, investors may explore opportunities to replace outdated apartment buildings with newer projects that include a greater number of residential units.



*Example of an original neighborhood home in the area*



*Example of a Granny Unit - Elevation and Plan  
(Courtesy of Caron Architecture LLC, and the City of San Luis Obispo)*



## Commercial - Retail/Office

There are three regions in the Study Area that include commercial land use types, one is directly north of the planned station along the north side of Redondo Boulevard and the west side of West Boulevard in the City of Inglewood, another is directly south of the station, and the other is at the north and south side of Florence Avenue immediately west of Crenshaw Avenue in the City of Los Angeles. The area north of the station site includes a number of adjacent two-story buildings of varying size which are all built out to the lot lines. None of them are currently occupied by retail businesses. The uses appear to be office and

light manufacturing businesses. The building at the northwest corner of Redondo Boulevard and West Boulevard is currently occupied by the Chuco's Justice Center. According to its website, the Center is "a youth and community space, resource center and gathering place for organizers, artists, educators and organizations building a social justice movement in Los Angeles." It is also the home of a leadership high school for youth who are unable to attend local public schools for various reasons. A radio station and a church occupy commercial buildings north of the Chuco's Justice Center.

The commercial area south of the planned railway station, which is also in the City

of Inglewood, includes a landscaping and fertilizer business, a recycling business, and a gravestone engraving business. Unlike the commercial area north of the planned station, the improvements on these properties are likely under what the maximum limits of the existing commercial zoning allow.

The commercial portion that is in the City of Los Angeles includes a McDonald's restaurant, a gas station, and a new constructed cash checking business. This is the highest vehicle-trafficked intersection in the Study Area, as can be seen in the map of traffic counts, right.



1940's & 1950's era Garden Apartments complex



1960's & 1970's era Garden Apartments complex

Following the opening of the light rail line, retailers evaluating the area are likely to continue to be drawn to the corner of the Crenshaw Boulevard and Florence Boulevard which has significant vehicle traffic exceeding 35,000 trips per day along both thoroughfares. West Boulevard is considerably less at 17,000 trips per day, and Redondo Boulevard is the lowest at 5,000 trips per day. The low traffic counts along Redondo Boulevard make it unlikely to attract a significant number of retail businesses. There is the possibility a small amount of community serving retail businesses would locate along Redondo Boulevard and West Boulevard in the form of mom-and-pop

operated restaurants and services. Office, light manufacturing and community uses are likely to continue to be the dominant tenants as they do not rely on high vehicle traffic counts.

The underdeveloped commercial areas south of the planned station which front onto Florence Avenue have the potential to attract new retail. They have the benefit of strong traffic counts along Florence Avenue as well as the increased pedestrian traffic that will be derived from the opening of the new station. If assembled, these properties have the potential to be a prime site for a mixed-use development project that includes both

residential and retail uses. Its immediate adjacency to a light rail station increases the chances that such a project could secure public funding to support its development costs.



*Redondo Commercial*



*West Boulevard Commercial*



*Crenshaw Commercial*

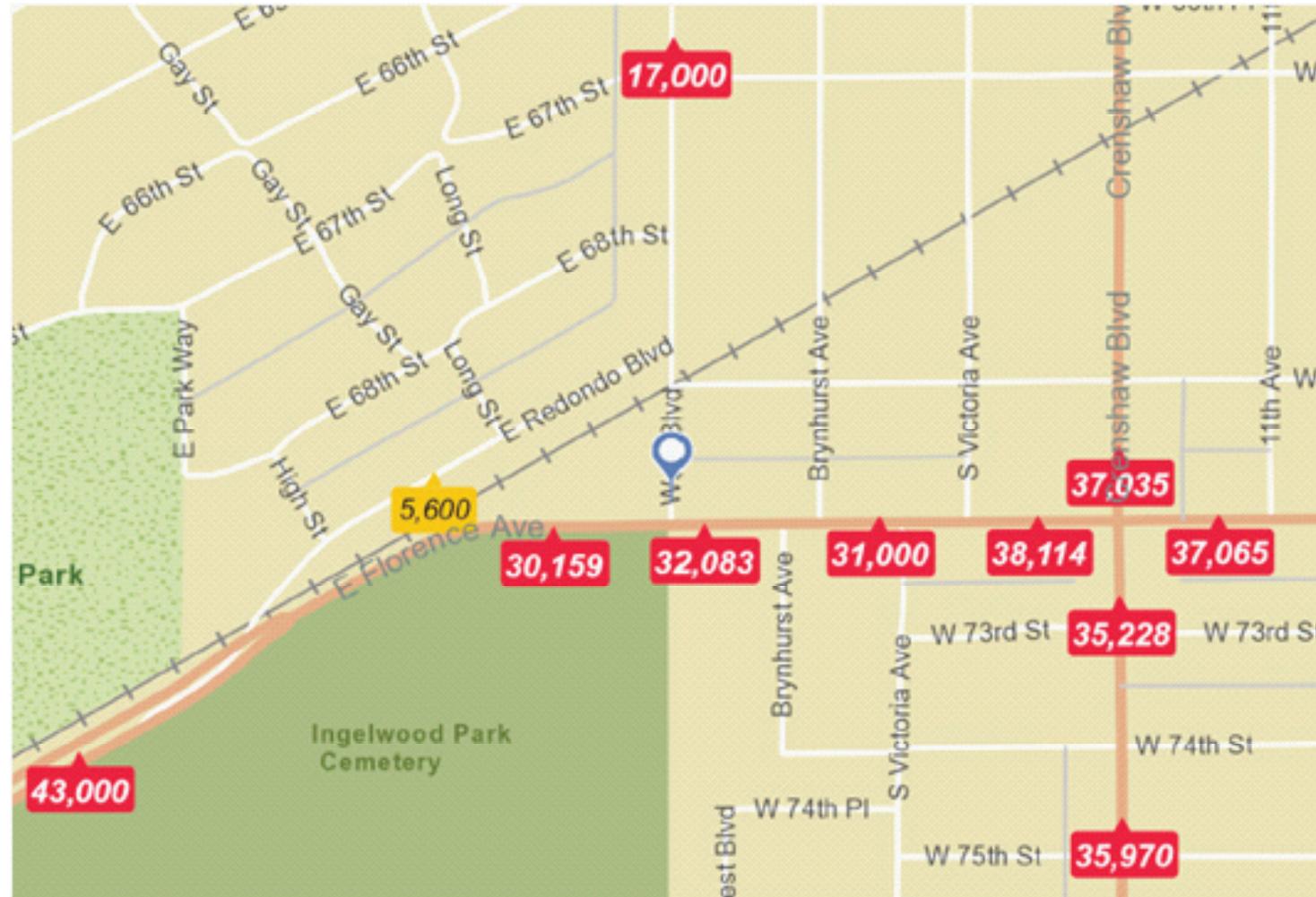
## Industrial

Industrial uses exist in the northwest corner of the Study Area in the City of Los Angeles and flank either side of the planned light rail line. Improvements on the properties date back to the 1940's while a number of properties have minimal improvements and appear to be used primarily as auto storage. Occupancy among the industrial properties appears to be high, which is reflective of the greater central Los Angeles industrial market. Aging building stock and smaller square footages keep rental rates low attracting smaller businesses which are priced out of higher price point industrial markets. Unfortunately the low rents also attract low intensive uses such as auto storage which do not provide significant employment. Business operating on the properties with improvements includes a floral distribution business company and a furniture manufacturer. The most recent development in the industrial area appears to be a self-storage facility which is located south of the planned light rail line on the west side of Crenshaw Boulevard.

Demand for the industrial properties is likely to remain strong following the opening of the planned light rail line. Redeveloping the properties into higher intensification industrial uses such as light manufacturing with higher employment rates will be difficult. Due to the typical small size of the lots and updated zoning regulations that require minimum

parking amounts, it is not financially feasible to construct the improvements required by higher intensity businesses. Policies that

promote the assemblage of lots in addition to reduced parking requirements in light of the nearby light rail station could help to foster



West Boulevard Station Adjacent Traffic Counts  
Source: ESRI, 2011

the intensification of the industrial area. In the meantime, auto related activities such as car customizations including diesel to bio-fuel conversions could provide needed jobs in the community in excess of the auto storage activities on many of the properties today.

## POTENTIAL FUNDING OPPORTUNITIES

The consultant team identified funding sources that can be pursued to implement the various planning initiatives identified. Funding sources examined included both public and private sources. Depending on the specific source, the funds can be dedicated to public or private uses. Following is a list of some the potential funding sources that might be available to improvement projects in the Study Area:



*Development Opportunity*



## Public Financing – General

### METRO CALL FOR PROJECTS

Metro is responsible for allocating discretionary federal, state, and local transportation funds to improve all modes of surface transportation. Every other year, Metro accepts Call for Projects applications.

[www.metro.net/projects/call\\_projects/](http://www.metro.net/projects/call_projects/)

### CAL FIRE URBAN AND COMMUNITY FORESTRY

Cal Fire manages the Urban and Community Forestry Program to expand and improve the management of trees and related vegetation throughout California. Grants are available to communities advancing sustainable principles for urban forestry.

[www.fire.ca.gov/resource\\_mgt\\_urbanforestry.php](http://www.fire.ca.gov/resource_mgt_urbanforestry.php)

### TAX EXEMPT BOND FINANCING

Cities can issue tax exempt bonds for improvements that are deemed to have a public purpose. These bonds carry lower interest rates as the buyers of the bonds do not have to pay income tax on the interest payments they receive while holding the bonds. Example uses include street and utility improvements as well as public parking facilities.

### CDBG / SECTION 108 LOANS

This is a federal loan program that is typically administered at the city level. The funds which are distributed annually to cities and counties can be used to support private projects that can show direct job creation as a result of utilizing the funds.

### NEW MARKET TAX CREDITS

This is a federal program that was established to spur new or increased investments into operating businesses and real estate projects located in low-income communities. The program allows individual and corporate investors to receive a tax credit against their Federal income tax return in exchange for making equity investments in approved entities in qualifying low-income communities. The credit total 39 percent of the original investment amount and can be claimed over a period of seven years.



*Auto Salvage*



*Auto Storage*

## Public Financing – Affordable Housing

Transit Oriented Development (TOD) Housing Program – under the program administered by the California Department of Housing and Community Development (HCD) low-interest loans are available as gap financing for rental housing developments that include affordable units, and as mortgage assistance for homeownership developments. In addition grants are available to cities, counties, and transit agencies for infrastructure improvements necessary for the development of specified housing developments, or to facilitate connections between these developments and the transit station.

Low Income Housing Tax Credits (LIHTC) Program – this is an indirect Federal subsidy used to finance the development of affordable rental housing for low-income households. The program is overseen by the U.S. Department of Housing and Urban Development.

80-20 Bonds – tax exempt bonds can be made available to residential developments in which at least 20% of the units are made available to people making 50% or less of the local area median income, adjusted for family size. Alternatively tax exempt bonds can be used when at least 40% of the units are made available to people making 60% or less of the local area median income, adjusted for family

size. The program is administered by the Federal Housing Authority (FHA).

Community Development Financial Institutions (CDFI) – provide credit and financial services to underserved markets and populations. They are certified by the Community Development Financial Institution Fund (CDFI Fund) at the U.S. Department of Treasury and also receive their funding from this source.

## Public Grants

EDA Public Works Grant – these grants provide strategic public investments to support the construction or rehabilitation of essential public infrastructure and facilities to help communities and regions leverage their resources and strengths to create new and better jobs, drive innovation, become centers of competition in the global economy, and ensure resilient economies. The program is overseen by the Economic Development Authority which is a part of the U.S. Department of Commerce.

Sustainable Communities Planning Grant Program - Community Challenge Grant (HUD) – this grant program was established to foster reform and reduce barriers to achieving affordable, economically vital, and sustainable communities. Funds may be used to amend or replace local master plans, zoning codes, and building codes, either on a jurisdiction-wide basis or in a specific neighborhood,



*Gold Line in Boyle Heights*



district, corridor, or sector to promote mixed-use development, affordable housing, the reuse of older buildings and structures for new purposes, and similar activities with the goal of promoting sustainability at the local or neighborhood level.

Tony Hawk Foundation Grant Program – grants in the amount of \$1,000 to \$25,000 are available for the construction of skateboard parks. Preference is given to projects that are in low income areas as well as those that have strong community support.

### Private Financing

#### SMALL BUSINESS ADMINISTRATION LOANS AND GRANTS

SBA offers a wide variety of small business assistance through loans and grants to eligible businesses.

[www.sba.gov/category/navigation-structure/loans-grants](http://www.sba.gov/category/navigation-structure/loans-grants)

#### PRIVATE EQUITY

Privately funded projects such as the acquisition of market rate apartments and the development of such apartments and as well as single and multifamily for-sale homes are typically funded by a mix of private equity and debt. Equity can come from a single investor

or a group of investors. Equity tends to be the first money into a project and fully at risk. Due to this risk aspect, equity investors expect higher rates for return than what is common for providers of debt.

#### PRIVATE BANKS

Most banks typically have real estate lending division focused on providing loans to those acquiring of development residential and commercial real estate. Since the recent recession, which was largely brought about by bank real estate lending, securing bank debt for real estate acquisitions and developments has become more difficult. Whereas in the past banks might lend as high as 80% of the value of a property, today this is much more likely to be in the range of 50-60%. This has increased the need for more costly equity financing. The Community Reinvestment Act (CRA) is a United States federal law designed to encourage commercial banks and savings associations to help meet the needs of borrowers in all segments of their communities, including low- and moderate-income neighborhoods. It was passed by Congress in 1977 to reduce discriminatory credit practices against low-income neighborhoods.

#### EB-5 IMMIGRANT INVESTOR PROGRAM

Provides a method for obtaining a green card to immigrant investors who invest \$1,000,000 into a private business that creates or retains at least 10 jobs. In the case of specially identified Targeted Employment Areas (a political boundary that has an unemployment rate that is 150% above the national average), the invest threshold is lowered to \$500,000 per investor.

### Other Funding Opportunities

#### CALIFORNIA FRESH WORKS FUND - CALIFORNIA ENDOWMENT

A public-private partnership loan fund created to bring grocery stores, markets that offer fresh produce and other innovative forms of healthy food retail and distribution to communities that do not have them.

#### FEDERAL QUALIFIED HEALTH CENTERS (FQHC)

A reimbursement designation in the United States, referring to several health programs funded under the Health Center Consolidation Act. FQHCs are community-based organizations that provide comprehensive primary care and preventative care, including health, oral, and mental health/substance abuse services to

persons of all ages, regardless of their ability to pay. In return for serving all patients regardless of ability to pay, FQHCs receive consideration from the federal government in the form of a cash grant, cost-based reimbursement for the Medicaid patients, and free malpractice coverage.

## COMMUNITY INVOLVEMENT

With the market and planning analyses complete, the consultant team was able to recommend to the community, adoption of certain principles to follow as choices are made in relationship to the Florence/West Station. These recommendations are presented in the form plans, renderings, photographs and written narrative to describe proposed improvements to the station area. This participatory design process is reliant upon community involvement as it is designed to factor community input into the design response and seek broad community support to advance proposed improvements.

The consultant team in cooperation with LANI staff and Joyce Perkins, Outreach Consultant, planned a series of meetings and community presentations to engage and inform the community about key aspects of the West Boulevard Community Linkages and Revitalization Plan. Each of these meetings generated comments from community members

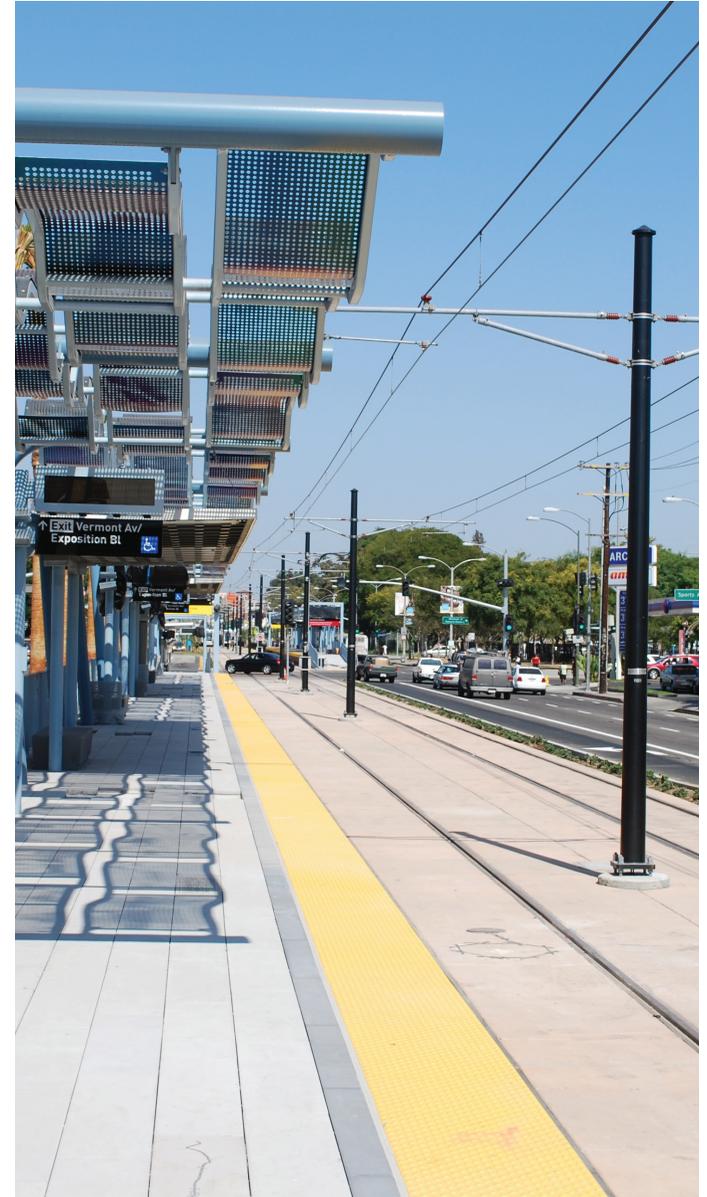
and stakeholders which were factored into the design response. Meetings and presentations were scheduled between May and November 2011 with the Project Steering Committee (PAC), Technical Advisory Committee (TAC), local community organizations, Area Residents and Property Owners. Following is a brief summary of each of the meetings.

### PSC/TAC Meeting #1: Project Introduction and Walking Tour

JUNE 8, 2011

The consultant team presented an overview of the planning area and scope of the revitalization and access plan, public planning process to be followed, and conducted a walking tour. To engage committee members in the design process participants were asked to provide observations and comments regarding the following topics:

1. Station Area: Imagine what a safe and vibrant Station Area would include, also note any obstacles, (physical, social, economic) you see that will need to be addressed.
2. West Blvd. Entry/Gateway: Identifying West Boulevard as a re-emerging neighborhood and retail district is essential; what special attributes should be highlighted?



*Expo Line Station*



3. Crenshaw and Florence: This busy thoroughfare offers both good and bad examples of commercial development. Share your thoughts.

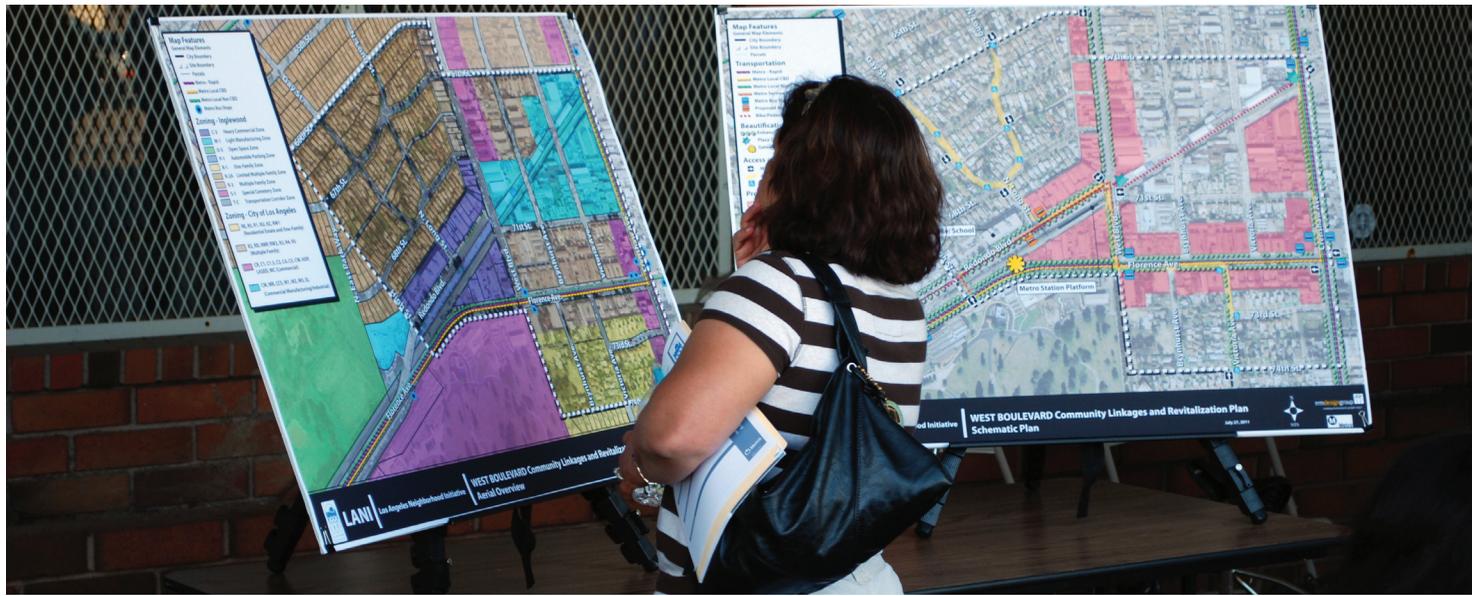
4. Opportunity Sites: What would you like to see happen along West Boulevard?

Participants were also asked to provide input in a project survey. The following questions were included:

1. List the top 5 results you anticipate will come from this project effort.
2. List opportunities that you observed along the tour.
3. List constraints that you observed along the tour.

*(A summary of observations and comments are contained in Appendix A)*

*(Samples of exhibits for PSC/TAC Meeting #1 are contained in Appendix A)*



## PSC/TAC Meeting #2: Project Review and Information

JULY 6, 2011

The consultant team presented research data and maps related to the study area and reviewed the results from the planning exercise from meeting #1. Team members held an open discussion with committee members about the many challenges facing the community with regard to attracting community investment. Historical prejudices remain strong among national chains when investing in this community; this fact requires an on-going vigilant effort to break down these obstacles created by economic prejudices, and attract the needed capital to fund private investment in the community. The consultant team recommends that a local community service entity such as, Crenshaw Leadership Council make this a priority initiative they will champion.

The consultant team presented the results from the June 8th meeting and facilitated a discussion among committee members. The summary of comments shows that members are focused on three key topics: Beautification, Transportation and Zoning/Land Use. Concerns

over safety and connecting bus lines to the future Metro Station were other dominant topics in the meeting. The meeting concluded with a description of the format for the upcoming Community Meeting on July 27th, 2011. Committee members were briefed on the meeting goals, details and location, which will take place outside along the sidewalk next to Redondo Blvd. Committee members, were asked to act as "Project Ambassadors" and make the community aware of their participation in the project outreach process.

*(A summary of comment sheets are contained in the appendix)*

*(Samples of exhibits for PSC/TAC Meeting #2 are contained in Appendix B)*



PSC/TAC Meeting #1 Walking Tour

## Community Meeting #1: Taking It To The Streets

JULY 27, 2011

The consultant team prepared exhibits of plan elements and an overview of past PSC/TAC meetings for the community’s review. The setting for this community event was literally on the street, with plans displayed showing the future location of the station platform (outlined across the street in bright yellow tape). Other plan elements included potential community improvements in the public realm such as streetscapes, corner plazas and modifications to parking. Participants were provided comment sheets to offer input about the plan. The street-side event was planned to demonstrate re-activation of the streets, which included a Food Truck to provide participants great local food and refreshments.

## PSC/TAC Meeting #3: Final Plan Review and Comment

AUGUST 31, 2011

The consultant team prepared draft plan documents for committee members to review and provide comments and suggested alterations. The consultant team reviewed the on-going planning process and recent opportunities facing this project such as; President Obama’s identification of this

project as a ‘Fast Track’ project for regulatory approvals. This action ensures that this project is a top priority and will not be delayed.

Staff from the Chuco’s Justice Center voiced concerns about gentrification, and potential displacement of local residents and community

services such as Chuco’s. The consultant team suggested that the exhibits from the meeting be reviewed by students from the Free LA High School (located at Chuco’s) for their input and recommendations at a future meeting.

*(Examples of Workshop Results in Appendix C)*



PSC/TAC Meeting #2

## Community Presentation #1: Crenshaw/ Slauson Community Advisory Council (CAC)

SEPTEMBER 22, 2011

The consultant team presented progress update to the Crenshaw Slauson Community Advisory Council (CAC). The CAC was briefed

on the scope of the project, public outreach process, and project location. Examples of proposed streetscape improvements and recommended station area amenities were shown to council members for comment. In concluding the presentation, council members were advised how this document would be used to identify community needs, improve access to the station area, and revitalize the

nearby commercial/retail and industrial areas. The CAC asked several questions regarding safety, the council did not voice any specific directive to the consultant team and thanked LANI representative for the presentation.



Community Meeting #1



Community Meeting #1



Community Meeting #1



## Community Meeting #2: Design Exercise – “My Street”

SEPTEMBER 29, 2011

Following PSC/TAC Meeting #3 the consultant team sought to address the concerns voiced about potential displacement and get committee members to begin thinking LOCAL as a solution to revitalization.

The consultant team created “My Street”, a planning exercise crafted to empower residents to “Think Local First”. This exercise asked residents to re-populate a group of buildings at the intersection of West Boulevard and East Redondo Boulevard with their favorite business they would like to see revitalize the area. This resulted in identifying community-serving uses and private business that are desired by participants.

*(Examples of Workshop Results in Appendix D)*

## Community Meeting #3

NOVEMBER 17, 2011

The consultant team reviewed the scope of the project and the intended use of the finished document . A overview of the Market Demand and Funding Opportunities was presented. The presentation addresses the current condition of

local real estate market, realities of attracting future investment and identification of potential private and public funding sources. Following the presentation attendees were invited to review the presentation materials and direct questions to consultant team members present.

It should be noted that the meeting was attended by representatives of one of the potential design-build teams planning on submitting a proposal for the final construction bid package.

There was an announcement from staff of the Chuco’s Justice Center, regarding a craft and food market planned on the traditional “Black Friday” (November 25th). This grassroots initiative is in the spirit of local-first as a preferred method to revitalize the community. This initial action generated solely by the students and staff of Chuco’s Justice Center is an inspiration to the community-driven revitalization efforts this project seeks to promote. We hope many other similar events continue to reinvigorate this community as it transforms.



*Community Meeting #3*

## CONCEPT STREETScape PLANS

The consultant team prepared conceptual streetscape studies for West Boulevard, East Redondo Boulevard, and Florence Avenue. Potential improvements were based on information collected from PSC/TAC input, a desire to unify the visual image of the community, and create a setting to foster active use by community members in public spaces. Sidewalks along West Boulevard and East Redondo Boulevard are of adequate width to support active use. Parking along Redondo has been changed from parallel to angle. Paved bump-outs have been added with suggestions for streetscape amenities such as: benches, trash cans (solar compacting), bike racks, pedestrian lighting, raised planters, accent landscaping and decorative paving accents with cultural context designs. In select locations bus stops and passenger drop off areas have been included to facilitate light rail passengers, and transit connections between transportation modes. The conceptual streetscape studies developed are sufficient to prepare probable cost data, and to determine any needed changes to current planning policies and ordinances to implement the proposed designs.



Existing Redondo Boulevard. Streetscape Collage



## OPPORTUNITY SITES

The commercial corridors in the study area have pockets of active business serving the study area and beyond. There is however a significant number of vacant and underutilized parcels and buildings throughout the study area that could benefit from revitalization arising from the proposed light rail station. Potential opportunity sites have been identified based on several criteria such as: prospective market demand; location, existing vacancy or perceived opportunity. The primary opportunity this study has identified is located at the corner of Florence Avenue and West Boulevard, extending to the rail ROW forming a triangle of approximately 2.2 acres comprised of 5 parcels. Due to the location, adjacent to the future station area and Florence Avenue, these parcels which are currently utilized as light industrial uses show potential for mixed use development. This would be defined as residential uses in upper floors and commercial or live/work uses on street level. For these reasons the RRM team has identified this opportunity site for redevelopment. Ultimately the choice whether or not to redevelop is left to the property owners.



*Redondo Boulevard./Long Street Intersection Concept  
(Above design dated August 2011. See Metro Station Plans,  
dated November, 2011, for most current parking lot layout.)*

The buildings along East Redondo Boulevard are identified as opportunity sites, most notably the County Department of Education building. This building is a prime candidate for a school or technical training center. The County has indicated it is open to proposals from the community in this regard. The other buildings along Redondo do not appear to be utilized to their fullest potential and should be considered an under-utilized resource for the area. Local business interests or community-serving organizations could capitalize on this location by recognizing the future potential of this resource. With the arrival of the Metro station this area will likely see a significant change in the daily activity in the area. The need for a variety of services and retail establishment to meet the needs of transit riders is likely.

There are undeveloped land parcels within the study area, primarily along West Boulevard that are also opportunity sites, though they would not likely initiate development in the near-term as a strong market demand has yet been determined. Their location along West Boulevard and their current undeveloped condition are the prime criteria for identifying them as opportunity sites if they could be acquired at current market value.



*Development Opportunity*



## DRAFT COMMUNITY LINKAGES AND REVITALIZATION PLAN

Based on research by consultant team members, and input from committee members, community members and LANI, the consultant team prepared the Community Linkages and Revitalization Plan. The Draft Plan relies on five essential elements:

- Design for Safety and Security (Crime Prevention Thru Environmental Design)
- Neighborhood beautification (streetscape, lighting, street furniture, façade improvements, neighborhood branding/identity)
- Encourage mixed use residential density along West Boulevard, East Redondo Boulevard and Florence Avenue.
- Facilitate access and ease of use to the Light Rail (Bus/Rail connections, bicycle access, passenger drop off/pick up area, signage, safety, lighting)
- Support for local entrepreneurship and jobs (business incubator, job training, neighborhood services)

West Boulevard has real potential to grow into a transit-oriented development (TOD), in part because of its existing urban fabric consisting of the traditional elements associated with TOD neighborhoods and in part because of the proposed changes to density, land use and streetscape. TOD neighborhoods are typically defined by a central area with a transit station in close proximity to relatively high density development transitioning to lower density development away from the center. The conceptual plan seeks to transform this area into a TOD neighborhood.

The plan is defined by mixed-use residential and revitalized commercial areas along the major corridors, with enhanced streets and optimized parking, intended to maximize pedestrian and bicycle access to and from public transportation. An added asset to this neighborhood is the 50 acre park located ½ mile west, a recreation amenity with a full complement of active sports fields, sports courts, and a swimming pool. These amenities, combined with the physical urban fabric currently existing, suggest that with strategic improvements this neighborhood would be able to capitalize on the benefits afforded by the proposed light rail station and become a true transit oriented community.



*Vacant building on Redondo Boulevard*



*Vacant lots on West Boulevard*

Key details of the plan include:

- Conversion of E. Redondo Boulevard to a Main Street environment with angled parking, local neighborhood-serving businesses that encourage street-side activity such as outside sidewalk dining, sidewalk-sales, or friendly neighborhood conversation.
- Accessibility Improvements would be provided along all major access routes to the station area, these would include sidewalk modifications and corner ramp improvements. Providing pedestrian accessibility to the station area increases use by persons of all ages and mobility.
- Enhanced Streetscapes would include; bike sharrows, uniform trees, trash receptacles, pedestrian lighting, bike racks, benches and opportunities to express culture in public art. Active streetscapes require street furnishings to support changing use patterns and encourage use by residents and transit riders.
- Plazita's (Spanish for little plaza) would occur at areas of surplus land created as a result of the construction of the light rail and at street bump-outs. The Plazitas

are opportunities to create neighborhood identity. On occasion they can be curb-side venues for local artist, street musicians or performance, reflecting the neighborhoods culture and character.

- Gateway Identity would occur along Florence Avenue at a strategic location (west of West Blvd near the bend in the road), to visually identify this location as a "place" not as just a station stop.
- Façade Enhancements would be planned for existing commercial buildings and select multi-family residential buildings along West Boulevard to compliment the enhanced streetscape. Many of the buildings in the area have a characteristic 1940's to 1960's architectural style worth enhancing and preserving.
- Wayfinding Signage would be strategically located to identify the locale as a transit center and provide direction to the station and to the central business area.

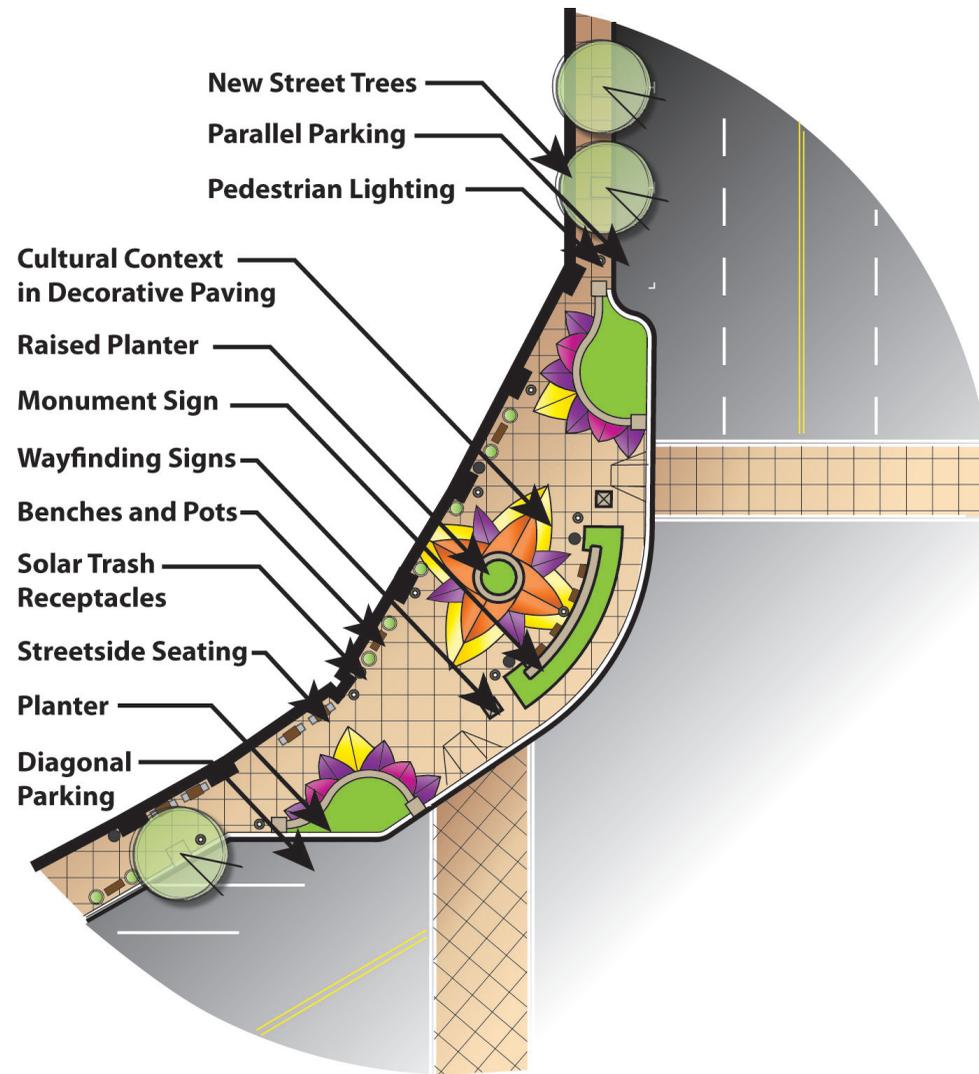
## IMPLEMENTATION STRATEGY

It is acknowledge that the proposed improvements would need to be implemented in phases, though certain components are mandatory to be in place when West Station is placed in service. Others would follow the station opening as funding becomes available, and still others could commence immediately, as these are community action items that do not require large amounts of funding. The following identifies which improvements should precede others to achieve the desired revitalization.

### Now

Waiting for city action is not necessary, residents of surrounding neighborhoods should start now to organize community activities to occur on a regular basis. By making community activities a regular activity that brings community together in the streets and parking lot currently existing at the future station site. These events could be art markets, food truck gatherings, or fund raising events. These should occur monthly, be sponsored by multiple community organizations, and encourage attendance by a broad spectrum of the neighborhood.

Currently, Chuco's Justice Center (located immediately across from the proposed West Station), serves as a community center providing a meeting place, learning center, and access to social services. This organization is well positioned to grow its mission to include job training and job creation. Other organizations such as Homeboy Industries, a gang diversion organization, have successfully combined job training and job creation to offer local youth alternatives to gang affiliation. One example is the Homegirl Café, a successful restaurant that provides skilled job training to ex-offenders and former gang members. Chuco's Justice Center could serve this community in a similar manner and could benefit from the changing local economic environment.



*West Boulevard/Redondo Boulevard. Plaza Concept*

## Near Term Phase 1-5 Years

Florence/West Station is proposed to be complete by 2018, six years from the writing of this document. During this Near Term Phase major efforts should focus on planning and organizational activities to ready the area for new development and begin to attract potential business to the area. Following are key initiatives to commence in the Near Term Phase:

*(See Appendix for example of timeline)*

- Apply for Design Grants – The area along E. Redondo Boulevard from High Street to the intersection of West Boulevard should have streetscape improvement plans and façade improvement plans consistent with the design intent identified in this study completed and ready to bid in the next 2-4 years.
- Necessary changes to zoning and land use ordinances should commence immediately and be completed to be consistent with the changes proposed in this plan. The draft Plan recommends residential-commercial mixed use development in the station area along West Boulevard, Redondo Boulevard, and Florence Avenue. It should be noted that these areas are currently zoned C-3 (Heavy Commercial) and do not allow residential land uses. To use these

properties for mixed uses would require a rezoning, zoning code amendment, and a general plan amendment. This process can be lengthy and should commence soon to ready properties for their preferred uses.

- Formation of a Business Improvement Association should commence immediately. The form of organization should be considered, whether or not this entity is a formal Business Improvement District, voting to self tax property owners and direct tax revenues towards promotional initiatives or the organization is informal at this time is a decision not a part of this study but best addressed by area stakeholders. It is however an essential organizational effort that is necessary to advance business interests of the West Station area.
- Targeted streetscape and façade improvements along E. Redondo Boulevard should be commenced and completed in concert with the West Station completion. Recommended commencement in 2016.



## Mid Term Phase 6-15 Years

Florence/West Station is now operational in 2018. Changes in the areas use patterns will be immediately noticeable. With the improvements along E. Redondo Boulevard now in place the neighborhood is undergoing significant change, though much of the physical environment away from the station remains as it was before the arrival of the light rail. In the Mid Term Phase Key initiatives would focus on building an awareness of “place, and attracting new business to take advantage of emerging opportunities.

- Many thousands of rail passengers will now be passing by West Station, some of the established community events could become regular events advertised to transit riders to boost attendance. Attracting a broader community to experience the unique essence of the community surrounding West Station is essential and should be carefully considered to offer a welcoming message and an interesting experience to visitors.
- Business attraction and retention strategies should be an initiative embraced by the Business Improvement Association. This initiative should be focused on attracting local businesses that offer the “right mix” of services to catalyze the neighborhood retail/commercial along E. Redondo and along West Boulevard. Determining the “Right

Mix’ would be best accomplished through the services of a consultant responding to an RFP for determining this formula.

- Adaptive Re-use of existing buildings should be considered when feasible. The County Education building at XXXX West Boulevard is a candidate for a school, community center or other public use. A strong anchor use at this site further strengthens the area as a well and balanced neighborhood. Other buildings may be candidates for adaptive re-use, however, careful consideration of the new use must consider more than just the building in this evaluation.
- The reuse of light industrial sites along Redondo Boulevard and West Boulevard with mixed-uses will require the provision of additional parking. The sites along West Boulevard and Redondo Boulevard between West Boulevard and Long Street are entirely built out with structures and contain minimal to zero on-site parking. To allow commercial or other uses that require a greater amount of parking than the existing light industrial uses will require the provision of additional parking, or relaxing of existing parking standards in response to transit access and the potential of reduced reliance on automobiles. Modification of local zoning requirements would be necessary to address these conflicts.

- With the completion of West Station and the on-going transformation to a Transit Oriented Development (TOD), a broad-based promotion of the neighborhood and marketing of amenities will benefit both business and residential interests. It is important to recast this community as an area with many positive attributes and as a desirable location to live. It is also important to retain a balance of housing types from affordable to market rate. Both ends of the marketplace should be embraced and promoted. A balanced approach to housing should be actively pursued in this phase of the neighborhood transformation.
- Plan for another bad economy. Construction of the West Station has occurred in the midst of a severe recession, times will undoubtedly improve, however, stakeholders should plan for the return of difficult economic times in the future and be prepared to take measures to offset these impacts to maintain the area’s vigor through a future recession. These efforts can take the form of promotions and events designed to attract limited consumer dollars. A recent event hosted by Chuco’s Justice Center featured local artist and home made goods for sale as an alternative to Black Friday shopping. This is an excellent example of innovative promotional thinking.

- Identification of funding for new construction of affordable and market rate residential units should be pursued. With increasing demand there exists a new market for these units. Currently the multi family in the area consists of 1 and 2 story development. New development would replace the existing relatively low density with higher densities, improved security, increase amenities, and improved function of the residential housing type. Cooperation with The Redevelopment Agency of the City of Los Angeles and the City of Inglewood on funding and entitlements approval will provide necessary assistance to create a balanced housing mix for the community.



## Long Term Phase 15 Years Plus

At this point the West Station has been functioning for almost a decade, significant changes should be evident, most should be positive and any negative changes should be clearly “on the radar” of both community stakeholders and city departments monitoring this neighborhood transition. Efforts from here forward should focus on improving the balance of jobs and housing, creating improved conditions for business and refining the direction chosen by area stakeholders for their community.

- Certain undeveloped parcels are likely to remain in public ownership. To gain the highest quality design and development outcome, these parcels should be subjects of a design/development competition, with the award going to the proposal that best addresses the need for affordability, community context, site amenities, and neighborhood enhancing attributes. Secure and affordable housing is essential to the complete success of the West Station neighborhood revitalization.
- Formation of a formal Business Improvement District should be in place at this time. It is anticipated that significant improvements to the frequency and number of business patrons has steadily increased as successful businesses populate the streets of E.

Redondo and West Boulevard. At this step in the revitalization process BID should assess the market for attraction of major restaurants and retailers to the area. The BID should retain a qualified consultant to assess the metrics required to attract the business interest and the availability of existing facilities or the requirements of new development to support such business interests. The outcome of such a study should be the basis for attraction and retention of these national retailers.

- On-going business promotions are essential to any established shopping district and they will be to West Station Area. Promotions should focus on: Branding and Business Attraction. Promotions should be advertised locally for community support but should also take advantage of advertisement to transit riders on all commuter trains since all are potential patrons of the unique and businesses envisioned for the West Station area.
- Redevelopment of outdated buildings will occur as owners recognize the need for modernization, adaptive re-use, or new construction. Each case will be unique and will require the careful consideration of the respective cities, agencies, and committees having jurisdiction over them. As redevelopment activity occurs it should be consistent with creating a true Transit Oriented Neighborhood.

- Change to this community will occur as a result of re-introducing convenient light rail transportation. It is the goal of this document to guide such change so that it benefits the broad community and creates the context for a balanced community. It is incumbent upon community members to remain involved and promote their community to a broad spectrum of visitors, transit riders, and future patrons. Key to this goal is a significant reduction in the crime in the area. A consolidated effort comprised of local residents, business organizations, NGO’s, and city representatives must make this a top priority. Increased police presence is not the recommended solution. Rather, job training and employment is a preferred solution to address this vexing problem. Cooperation and vigilance among these parties can create a national example for transforming an underserved community and providing options for local youth instead of gang affiliation.

## PROJECT BUDGET FORECAST

Conceptual designs of proposed improvements have been developed as high level planning estimates have been prepared. These estimates are intended to evaluate the anticipated construction costs for public realm improvements and are intended for pursuing grants and allocating capitol budgets. The estimates have been prepared in 2011 dollars and do not account for cost escalation over time. They are intended as a planning tool to demonstrate potential funding requirements.

**COMMERCIAL STREETScape CONCEPTUAL COST ESTIMATE**

**West Boulevard, Los Angeles / Inglewood, CA**

| <b>WIDTH OF RIGHT OF WAY:</b> |                            | <b>60</b>                 | <b>LINEAR FEET</b> |                                       |  |
|-------------------------------|----------------------------|---------------------------|--------------------|---------------------------------------|--|
| <b>LENGTH OF PROJECT:</b>     |                            | <b>1326</b>               | <b>LINEAR FEET</b> | <b>DATE: 12/13/2011</b>               |  |
| <b>ITEM DESCRIPTION</b>       | <b>UNIT COSTS PER L.F.</b> | <b>UNIT=1 LINEAR FOOT</b> | <b>TOTAL COSTS</b> | <b>ASSUMPTIONS AND CLARIFICATIONS</b> |  |
| 1                             | MOBILIZATION               | NA                        | NA                 | \$69,748                              | BASED ON 5% OF TOTAL CONSTRUCTION COSTS                            |
| 1                             | BEST MANAGEMENT/SWPPP      | \$25                      | 1326               | 33,150                                | EROSION CONTROLS/BMP MAINTENANCE                                   |
| 1                             | TRAFFIC CONTROL            | \$50                      | 1326               | 66,300                                | TRAFFIC AND PEDESTRIAN CONTROLS                                    |
| 1                             | DEMOLITION/EARTHWORK       | \$110                     | 1326               | 145,860                               | CURBS, GUTTERS, SIDEWALKS AND 2' WIDE ASPHALT BOTH SIDES OF STREET |
|                               | STORM DRAIN MAINS 100' ROW | \$200                     | 1326               | 0                                     | ALLOWANCE FOR 36" MAIN AND 350' OF 18" LATERALS PER 300' BLK.      |
|                               | STORM DRAIN MAINS 85' ROW  | \$180                     | 1326               | 0                                     | ALLOWANCE FOR 36" MAIN AND 300' 18" LATERALS PER 300' BLK.         |
|                               | STORM DRAIN MAINS 60' ROW  | \$150                     | 1326               | 0                                     | ALLOWANCE FOR 36" MAIN AND 200' 18" LATERALS PER 300' BLK.         |
| 1                             | STORM DRAIN CURB INLETS    | \$75                      | 1326               | 99,450                                | ALLOWANCE FOR 4EA. 6' WIDE CURB INLET PER 300' BLOCK               |
|                               | INFILTRATION BASINS        | \$50                      | 1326               | 0                                     | ALLOWANCE FOR 4 EACH 36" CATCH BASINS WITH INFILTRATION GALLERIES  |
| 1                             | CURBS AND GUTTERS          | \$50                      | 1326               | 66,300                                | BOTH SIDES OF ROADWAY  |
| 1                             | BULBOUT CURBS              | \$50                      | 1326               | 66,300                                | INCLUDES ADDITIONAL WORK AS NEEDED FOR BULBOUTS                    |
|                               | SIDEWALKS 10' BOTH SIDES   | \$100                     | 1326               | 0                                     | GRAY ONLY BOTH SIDES OF STREET                                     |
| 1                             | COLORED STAMPED SIDEWALKS  | \$150                     | 1326               | 198,900                               | 10' WIDE COLORED STAMPED CONCRETE BOTH SIDES OF STREETS            |
|                               | DRIVE APPROACH             | \$100                     | 1326               | 0                                     | ASSUMED 5 EA. 25' WIDE ON BOTH SIDES OF STREET                     |
| 1                             | ASPHALT GRINDING           | \$15                      | 1326               | 19,890                                | ASSUMES FULL WIDTH OF ROADWAY                                      |
|                               | ASPHALT RECLAMATION        | \$35                      | 1326               | 0                                     | ASSUMES 8" TOTAL DEPTH   |
|                               | ASPHALT PATCHING           | \$36                      | 1326               | 0                                     | INCLUDES 2' PATCHBACK TO CURB/GUTTER BOTH SIDES OF ROADWAY         |
| 1                             | ASPHALT OVERLAY            | \$50                      | 1326               | 66,300                                | ASSUMES 2" OVERLAY ENTIRE WIDTH OF ROADWAY                         |
|                               | ASPHALT PAVING             | \$100                     | 1326               | 0                                     | ASSUMES 4" DEEP WITH TWO LIFTS                                     |
|                               | SLURRY COATING             | \$15                      | 1326               | 0                                     | ALLOWANCE  |
|                               | MEDIAN CURBS               | \$50                      | 1326               | 0                                     | INCLUDES GRADING AND CURBS   |
| 1                             | ADJUST UTILITIES TO GRADE  | \$25                      | 1326               | 33,150                                | ALLOWANCE  |
| 1                             | STRIPING                   | \$2                       | 1326               | 2,652                                 | ASSUMES THERMOPLASTIC  |
| 1                             | SIGNAGE                    | \$10                      | 1326               | 13,260                                | ASSUMES 6 EA. PER 300' BLOCK                                       |
|                               | 25% CONCRETE PAVERS        | \$50                      | 1326               | 0                                     | ASSUMES 75% OF SIDEWALKS TO BE CONCRETE                            |
|                               | 100% CONCRETE PAVERS       | \$300                     | 1326               | 0                                     | INCLUDES 10' WIDE ON BOTH SIDES OF STREET                          |
|                               | LIGHTED CROSSWALKS         | \$150                     | 1326               | 0                                     | ASSUMES 2 EA. AT EACH INTERSECTION                                 |
| 1                             | DECORATIVE CROSSWALKS      | \$50                      | 1326               | 66,300                                | ASSUMES 2 EA. AT EACH INTERSECTION                                 |
| 1                             | LANDSCAPING                | \$150                     | 1326               | 198,900                               | ALLOWANCE FOR IRRIGATION AND PLANTINGS                             |
| 1                             | SITE FURNISHINGS           | \$65                      | 1326               | 86,190                                | ALLOWANCE FOR BENCHES, TRASH CONTAINERS, TREE RINGS ECT.           |
| 1                             | SITE LIGHTING              | \$175                     | 1326               | 232,050                               | INCLUDES LIGHTS AND POWER SUPPLY AS                                |
| <b>SUBTOTAL:</b>              |                            |                           |                    | <b>1,394,952</b>                      |  |

**CONSTRUCTION SOFT COSTS:**

|                         |   |         |
|-------------------------|---|---------|
| CIVIL ENGINEERING       | BASED ON 10% OF CIVIL CONST. COSTS:     | 104,356 |
| LANDSCAPE ARCHITECTURE  | BASED ON 10% OF LANDSCAPE CONST. COSTS: | 35,139  |
| CONSTRUCTION SURVEY     | BASED ON 2% OF CONST. COSTS:            | 27,899  |
| CONSTRUCTION ADMIN      | BASED ON 5% OF CONST. COSTS             | 69,748  |
| CONSTRUCTION MANAGEMENT | BASED ON 5% OF CONST. COSTS             | 69,748  |

**SUBTOTAL: \$1,771,589**

**CONTINGENCY 50%: \$885,795**

**TOTAL: \$2,657,384**

**THIS ESTIMATE WAS PREPARED USING STANDARD COST AND/OR QUANTITY ESTIMATE PRACTICES. IT IS UNDERSTOOD AND AGREED THAT THIS IS AN ESTIMATE ONLY, AND THAT ENGINEER SHALL NOT BE LIABLE TO THE OWNER OR TO A THIRD PARTY FOR ANY FAILURE TO ACCURATELY ESTIMATE THE COST AND/OR QUANTITIES.**

**COMMERCIAL STREETSCAPE CONCEPTUAL COST ESTIMATE**

**East Redondo Boulevard, Inglewood, Ca**

|                               |             |                    |
|-------------------------------|-------------|--------------------|
| <b>WIDTH OF RIGHT OF WAY:</b> | <b>60</b>   | <b>LINEAR FEET</b> |
| <b>LENGTH OF PROJECT:</b>     | <b>1206</b> | <b>LINEAR FEET</b> |

DATE: 12/12/2011

|                  | ITEM DESCRIPTION           | UNIT COSTS PER L.F. | UNIT=1 LINEAR FOOT | TOTAL COSTS      | ASSUMPTIONS AND CLARIFICATIONS                                     |
|------------------|----------------------------|---------------------|--------------------|------------------|--|
| 1                | MOBILIZATION               | NA                  | NA                 | \$68,320         | BASED ON 5% OF TOTAL CONSTRUCTION COSTS                            |
| 1                | BEST MANAGEMENT/SWPPP      | \$25                | 1206               | 30,150           | EROSION CONTROLS/BMP MAINTENANCE                                   |
| 1                | TRAFFIC CONTROL            | \$50                | 1206               | 60,300           | TRAFFIC AND PEDESTRIAN CONTROLS                                    |
| 1                | DEMOLITON/EARTHWORK        | \$110               | 1206               | 132,660          | CURBS, GUTTERS, SIDEWALKS AND 2' WIDE ASPHALT BOTH SIDES OF STREET |
|                  | STORM DRAIN MAINS 100' ROW | \$200               | 1206               | 0                | ALLOWANCE FOR 36" MAIN AND 350' OF 18" LATERALS PER 300' BLK.      |
|                  | STORM DRAIN MAINS 85' ROW  | \$180               | 1206               | 0                | ALLOWANCE FOR 36" MAIN AND 300' 18" LATERALS PER 300' BLK.         |
|                  | STORM DRAIN MAINS 60' ROW  | \$150               | 1206               | 0                | ALLOWANCE FOR 36" MAIN AND 200' 18" LATERALS PER 300' BLK.         |
| 1                | STORM DRAIN CURB INLETS    | \$75                | 1206               | 90,450           | ALLOWANCE FOR 4EA. 6' WIDE CURB INLET PER 300' BLOCK               |
|                  | INFILTRATION BASINS        | \$50                | 1206               | 0                | ALLOWANCE FOR 4 EACH 36" CATCH BASINS WITH INFILTRATION GALLERIES  |
| 1                | CURBS AND GUTTERS          | \$50                | 1206               | 60,300           | BOTH SIDES OF ROADWAY  |
| 1                | BULBOUT CURBS              | \$50                | 1206               | 60,300           | INCLUDES ADDITIONAL WORK AS NEEDED FOR BULBOUTS                    |
|                  | SIDEWALKS 10' BOTH SIDES   | \$100               | 1206               | 0                | GRAY ONLY BOTH SIDES OF STREET                                     |
| 1                | COLORED STAMPED SIDEWALKS  | \$150               | 1206               | 180,900          | 10' WIDE CORORED STAMPED CONCRETE BOTH SIDES OF STREES             |
|                  | DRIVE APPROACH             | \$100               | 1206               | 0                | ASSUMED 5 EA. 25' WIDE ON BOTH SIDES OF STREET                     |
| 1                | ASPHALT GRINDING           | \$15                | 1206               | 18,090           | ASSUMES FULL WIDTH OF ROADWAY                                      |
|                  | ASPHALT RECLAMATION        | \$35                | 1206               | 0                | ASSUMES 8" TOTAL DEPTH   |
| 1                | ASPHALT PATCHING           | \$36                | 1206               | 43,416           | INCLUDES 2' PATCHBACK TO CURB/GUTTER BOTH SIDES OF ROADWAY         |
| 1                | ASPPHALT OVERALY           | \$50                | 1206               | 60,300           | ASSUMES 2" OVERLAY ENTIRE WIDTH OF ROADWAY                         |
|                  | ASPHALT PAVING             | \$100               | 1206               | 0                | ASSUMES 4" DEEP WITH TWO LIFTS                                     |
|                  | SLURRY COATING             | \$15                | 1206               | 0                | ALLOWANCE  |
|                  | MEDIAN CURBS               | \$50                | 1206               | 0                | INCLUDES GRADING AND CURBS   |
| 1                | ADJUST UTILITIES TO GRADE  | \$20                | 1206               | 24,120           | ALLOWNACE  |
| 1                | STRIPING                   | \$2                 | 1206               | 2,412            | ASSUMES THERMOPLASTIC  |
| 1                | SIGNAGE                    | \$10                | 1206               | 12,060           | ASSUMES 6 EA. PER 300' BLOCK                                       |
| 1                | 25% CONCRETE PAVERS        | \$50                | 1206               | 60,300           | ASSUMES 75% OF SIDEWALKS TO BE CONCRETE                            |
|                  | 100% CONCRETE PAVERS       | \$300               | 1206               | 0                | INCLUDES 10' WIDE ON BOTH SIDES OF STREET                          |
|                  | LIGHTED CROSSWALKS         | \$150               | 1206               | 0                | ASSUMES 2 EA. AT EACH INTERSECTION                                 |
| 1                | DECORATIVE CROSSWALKS      | \$50                | 1206               | 60,300           | ASSUMES 2 EA. AT EACH INTERSECTION                                 |
| 1                | LANDSCAPING                | \$150               | 1206               | 180,900          | ALLOWANCE FOR IRRIGATION AND PLANTINGS                             |
| 1                | SITE FURNISHINGS           | \$65                | 1206               | 78,390           | ALLOWANCE FOR BENCHES, TRASH CONTAINERS, TREE RINGS ECT.           |
| 1                | SITE LIGHTING              | \$175               | 1206               | 211,050          | INCLUDES LIGHTS AND POWER SUPPLY FOR 5 EACH LIGHTS PER 300' BLOCK  |
| <b>SUBTOTAL:</b> |                            |                     |                    | <b>1,366,398</b> |  |

**CONSTRUCTION SOFT COSTS:**

|                         |                                      |         |
|-------------------------|--------------------------------------|---------|
| CIVIL ENGINEERING       | BASED ON 10% OF CIVIL CONST. COSTS:  | 104,681 |
| LANSCAPE ARCHITECTURE   | BASED ON 10% OF LNDSCP CONST. COSTS: | 31,959  |
| CONSTRUCTION SURVEY     | BASED ON 2% OF CONST. COSTS:         | 27,328  |
| CONSTRUCTION ADMIN      | BASED ON 5% OF CONST. COSTS          | 68,320  |
| CONSTRUCTION MANAGEMENT | BASED ON 5% OF CONST. COSTS          | 68,320  |

**SUBTOTAL: \$1,735,325**

**CONTINGENCY 50%: \$867,663**

**TOTAL: \$2,602,988**

**THIS ESTIMATE WAS PREPARED USING STANDARD COST AND/OR QUANTITY ESTIMATE PRACTICES. IT IS UNDERSTOOD AND AGREED THAT THIS IS AN ESTIMATE ONLY, AND THAT ENGINEER SHALL NOT BE LIABLE TO THE OWNER OR TO A THIRD PARTY FOR ANY FAILURE TO ACCURATELY ESTIMATE THE COST AND/OR QUANTITIES.**

**COMMERCIAL STREETScape CONCEPTUAL COST ESTIMATE**

Florence Avenue, Inglewood/Los Angeles, Ca

| WIDTH OF RIGHT OF WAY: |                            | 85                  | LINEAR FEET        |                  | DATE: 12/13/2011   |
|------------------------|----------------------------|---------------------|--------------------|------------------|--|
| LENGTH OF PROJECT:     |                            | 3272                | LINEAR FEET        |                  |  |
|                        | ITEM DESCRIPTION           | UNIT COSTS PER L.F. | UNIT=1 LINEAR FOOT | TOTAL COSTS      | ASSUMPTIONS AND CLARIFICATIONS                                     |
| 1                      | MOBILIZATION               | NA                  | NA                 | \$185,522        | BASED ON 5% OF TOTAL CONSTRUCTION COSTS                            |
| 1                      | BEST MANAGEMENT/SWPPP      | \$25                | 3272               | 81,800           | EROSION CONTROLS/BMP MAINTENANCE                                   |
| 1                      | TRAFFIC CONTROL            | \$65                | 3272               | 212,680          | TRAFFIC AND PEDESTRIAN CONTROLS                                    |
| 1                      | DEMOLITION/EARTHWORK       | \$135               | 3272               | 441,720          | CURBS, GUTTERS, SIDEWALKS AND 2' WIDE ASPHALT BOTH SIDES OF STREET |
|                        | STORM DRAIN MAINS 100' ROW | \$200               | 3272               | 0                | ALLOWANCE FOR 36" MAIN AND 350' OF 18" LATERALS PER 300' BLK.      |
|                        | STORM DRAIN MAINS 85' ROW  | \$180               | 3272               | 0                | ALLOWANCE FOR 36" MAIN AND 300' 18" LATERALS PER 300' BLK.         |
|                        | STORM DRAIN MAINS 60' ROW  | \$150               | 3272               | 0                | ALLOWANCE FOR 36" MAIN AND 200' 18" LATERALS PER 300' BLK.         |
| 1                      | STORM DRAIN CURB INLETS    | \$75                | 3272               | 245,400          | ALLOWANCE FOR 4EA. 6' WIDE CURB INLET PER 300' BLOCK               |
|                        | INFILTRATION BASINS        | \$50                | 3272               | 0                | ALLOWANCE FOR 4 EACH 36" CATCH BASINS WITH INFILTRATION GALLERIES  |
| 1                      | CURBS AND GUTTERS          | \$50                | 3272               | 163,600          | BOTH SIDES OF ROADWAY  |
| 1                      | BULBOUT CURBS              | \$50                | 3272               | 163,600          | INCLUDES ADDITIONAL WORK AS NEEDED FOR BULBOUTS                    |
| 1                      | SIDEWALKS 10' BOTH SIDES   | \$100               | 3272               | 327,200          | GRAY ONLY BOTH SIDES OF STREET                                     |
|                        | COLOR STAMPED SIDEWALKS    | \$150               | 3272               | 0                | 10' WIDE COLORED STAMPED CONCRETE BOTH SIDES OF STREETS            |
|                        | DRIVE APPROACH             | \$65                | 3272               | 0                | ASSUMED 5 EA. 25' WIDE ON BOTH SIDES OF STREET                     |
| 1                      | ASPHALT GRINDING           | \$25                | 3272               | 81,800           | ASSUMES FULL WIDTH OF ROADWAY                                      |
|                        | ASPHALT RECLAMATION        | \$50                | 3272               | 0                | ASSUMES 8" TOTAL DEPTH   |
|                        | ASPHALT PATCHING           | \$65                | 3272               | 0                | INCLUDES 2' PATCHBACK TO CURB/GUTTER BOTH SIDES OF ROADWAY         |
| 1                      | ASPHALT OVERLAY            | \$80                | 3272               | 261,760          | ASSUMES 2" OVERLAY ENTIRE WIDTH OF ROADWAY                         |
|                        | ASPHALT PAVING             | \$160               | 3272               | 0                | ASSUMES 4" DEEP WITH TWO LIFTS                                     |
|                        | SLURRY COATING             | \$18                | 3272               | 0                | ALLOWANCE  |
| 1                      | MEDIAN CURBS               | \$50                | 3272               | 163,600          | INCLUDES GRADING AND CURBS   |
| 1                      | ADJUST UTILITIES TO GRADE  | \$25                | 3272               | 81,800           | ALLOWANCE  |
| 1                      | STRIPING                   | \$4                 | 3272               | 13,088           | ASSUMES THERMOPLASTIC  |
| 1                      | SIGNAGE                    | \$10                | 3272               | 32,720           | ASSUMES 6 EA. PER 300' BLOCK                                       |
|                        | 25% CONCRETE PAVERS        | \$50                | 3272               | 0                | ASSUMES 75% OF SIDEWALKS TO BE CONCRETE                            |
|                        | 100% CONCRETE PAVERS       | \$300               | 3272               | 0                | INCLUDES 10' WIDE ON BOTH SIDES OF STREET                          |
|                        | LIGHTED CROSSWALKS         | \$150               | 3272               | 0                | ASSUMES 2 EA. AT EACH INTERSECTION                                 |
|                        | DECORATIVE CROSSWALKS      | \$70                | 3272               | 0                | ASSUMES 2 EA. AT EACH INTERSECTION                                 |
| 1                      | LANDSCAPING                | \$200               | 3272               | 654,400          | ALLOWANCE FOR IRRIGATION AND PLANTINGS                             |
| 1                      | SITE FURNISHINGS           | \$65                | 3272               | 212,680          | ALLOWANCE FOR BENCHES, TRASH CONTAINERS, TREE RINGS ECT.           |
| 1                      | SITE LIGHTING              | \$175               | 3272               | 572,600          | INCLUDES LIGHTS AND POWER SUPPLY AS                                |
| <b>SUBTOTAL:</b>       |                            |                     |                    | <b>3,710,448</b> |  |

**CONSTRUCTION SOFT COSTS:**

|                         |   |                    |
|-------------------------|---|--------------------|
| CIVIL ENGINEERING       | BASED ON 10% OF CIVIL CONST. COSTS:     | 284,337            |
| LANDSCAPE ARCHITECTURE  | BASED ON 10% OF LANDSCAPE CONST. COSTS: | 86,708             |
| CONSTRUCTION SURVEY     | BASED ON 2% OF CONST. COSTS:            | 74,209             |
| CONSTRUCTION ADMIN      | BASED ON 5% OF CONST. COSTS             | 185,522            |
| CONSTRUCTION MANAGEMENT | BASED ON 5% OF CONST. COSTS             | 185,522            |
| <b>SUBTOTAL:</b>        |   | <b>\$4,712,269</b> |
| <b>CONTINGENCY 50%:</b> |   | <b>\$2,356,134</b> |
| <b>TOTAL:</b>           |   | <b>\$7,068,403</b> |

THIS ESTIMATE WAS PREPARED USING STANDARD COST AND/OR QUANTITY ESTIMATE PRACTICES. IT IS UNDERSTOOD AND AGREED THAT THIS IS AN ESTIMATE ONLY, AND THAT ENGINEER SHALL NOT BE LIABLE TO THE OWNER OR TO A THIRD PARTY FOR ANY FAILURE TO ACCURATELY ESTIMATE THE COST AND/OR QUANTITIES.

This Page Intentionally Left Blank



APPENDIX A: PSC/TAC MEETING #1:  
PROJECT INTRODUCTION & WALKING TOUR

This Page Intentionally Left Blank





APPENDIX A: PSC/TAC Meeting #1: project introduction & walking tour

Table of Community Input

| COLOR KEY - COMMENTS CLASSIFICATION   |
|---|
| Transportation related  |
| Zoning, Land Use, Commercial, Industrial, Residential related   |
| Streetscape, Way finding, Beautification, Pedestrian related  |
| General subjects, very broad topics   |
| <b>WEST BLVD WORKSHOP #1 WALKING TOUR</b>   |
| <b>1. STATION AREA</b>  |
| Theme light industrial retail supporting the industrial area & rail passengers.   |
| Get rid of the recycling plant.   |
| An area that is revitalized with good wage industrial jobs that can easily commute to.  |
| Giving business a presence (retail) facing station.   |
| Charter school use in old County building.  |
| Revitalize industry along tracks.   |
| Concern about industrial scheduling RJ Gardeners.   |
| Too much, many industrial want mixed use.   |
| Expand Delta Floral   |
| Educational facility in County building   |
| Area needs services: dry cleaners, pharmacy, etc.   |
| Should support retail   |
| Hayden Tract in Culver City is a good example to look at.   |
| Recycling center is a concern.  |
| Opportunity for light manufacturing.  |
| TOD = Florence development and access.  |
| Create a theme color palette for wayfinding signage.  |
| Streetscape (ped lighting, crosswalks, etc.) and landscaping that can be installed at station and along streets leading to station. |
| Wayfinding Florence & Crenshaw.   |
| Shade trees - no ficus or other trees that tear up sidewalks, also no palms.  |
| Night time activity - eyes on the street  |
| Brand neighborhood. Name station after area not "streets".  |
| Improve streetscape.  |
| Moving and connecting Pedestrians.  |
| Block off Redondo to car traffic and pedestrians only down to County building.  |
| Wider sidewalks on West or landscaping bump-outs  |
| Pay attention to Redondo, Ped-oriented is critical.   |
| Street frontages have presence to station.  |
| Timing of signals for pedestrians.  |
| Greater exposure from Florence.   |
| Station should have drop off area.  |
| Add bike trail to Manchester.   |
| Will this be a park and ride?   |

|  |
|--|
| Involve Chuco's Justice center Students.   |
| An active and vibrant multi-use/multi-modal station area.  |
| Good opportunity for jurisdictions to collaborate.   |
| <b>2. WEST BLVD GATEWAY</b>  |
| Need destinations in addition to retail - educational, entertainment, recreational.                            |
| Intensify and create opportunities for mixed-use in underutilized residential areas.                           |
| Combination retail and housing.  |
| TOD with secure subterranean parking.  |
| Remove greenwaste.   |
| Coffee shops/public art.   |
| Res re-hab program (CRA) on 71st, Paint houses, new fencing, create safer more aesthetic env. to station area. |
| Buildings along West have architectural character.   |
| Parking of Florence.   |
| Inglewood sidewalk should be widened.  |
| Coordinate street tree species along West.   |
| Gateway Signage.   |
| Coordinated streetscape & landscape, wayfinding, improve sidewalks.  |
| Art that is tall and visible (like Watts Towers).  |
| West Blvd a forgotten street.  |
| Safe, beautiful pedestrian crossings, linkages.  |
| Parking lot across from Brynhurst & Florence owned by cemetery.  |
| Park the station from Florence.  |
| Inglewood sidewalk too narrow.   |
| Bus corridor.  |
| Transit Village.   |
| Dash or other transit from Florence to station.  |
| Dash line, no trees.   |
| Utilize bus stops to connect to Florence.  |
| Re-route busses: West to Redondo to Florence.  |
| Transit Overlay like Pasadena.   |
| Fairview Heights Neighborhood.   |
| Grassy Knoll.  |
| Keep open for visibility.  |
| Oversaturated with people in buildings.  |
| <b>3. CRENSHAW &amp; FLORENCE</b>  |
| Transit neighborhood Overlay.  |
| New Housing.   |
| Upgrade housing, build mixed use   |
| Too much clutter on Crenshaw   |
| S/W corner of Crenshaw/Florence is a good place for community services   |
| No more check cashing businesses!  |
| North side of Florence needs additional investment   |
| Increase density and provide redevelopment opportunity   |

APPENDIX A: PSC/TAC Meeting #1: project introduction & walking tour

Table of Community Input

|   |
|---|
| Crenshaw and Florence look cluttered, should regulate illegal signs.                                    |
| Replace fencing Brynhurst to Victoria.  |
| Street Lighting District.   |
| SLO traffic on Florence   |
| Crenshaw & Florence streetscape improvements.   |
| Colors & design, wayfinding at station w/ Florence.   |
| Potted Plants.  |
| Brynhurst and Florence community garden.  |
| Streetscape, Landscape, Shrubbery, wider sidewalks.   |
| need more greenery at intersection  |
| Trees at entry  |
| Streetscaper program on Florence.   |
| Florence preferred route, so side better - stepped housing - street trees.                              |
| Pedestrian friendly intersection.   |
| Brynhurst between Crenshaw to West Blvd has a safe feel.  |
| 71st St is a direct link to to station, but need improvement, also safety concerns.                     |
| Make area walkable  |
| Bus Transit hub - coordinate signage etc with station area way finding signage painting to station area |
| Dash or trolly from florence to station area.   |
| Re-route Florence (111 & 113) busses to station area.   |
| Need to create a Land Trust.  |
| Capri Capital - 300 units +   |
| Use eminent domain (not supported by council office representative)                                     |
| Start with realistic doable projects.   |
|   |
|   |
| <b>4. OPPORTUNITY SITES</b>   |
| Need internet café on West Blvd.  |
| Mixed-use residential w/ institutional or light commercial.   |
| Skate Park/Child care/ Pre-school.  |
| Turn County building into charter school.   |
| Remove recycling plant.   |
| Redondo Block little village.   |
| Brynhurst cul-de-sac Job center   |
| More public recreation opportunities like a skate park.   |
| Unified appearance along West Blvd.   |
| 67th and West Blvd Skate Park on S/E corner.  |
| Sidewalks repaired.   |
| Farmer's market at Redondo lot/ Flower market across street   |
| Sidewalk repair   |
| Tree size and type are important  |
| Provide jobs and housing around station.  |
| Brynhurst cul-de-sac = Light industrial - new home of RJ.   |
| Vacant lots at 67th and West Blvd may be owned by church.   |
|   |
| <b>TOP 5 RESULTS FROM THIS PROJECT EFFORT</b>   |
| Nice and safe station.  |

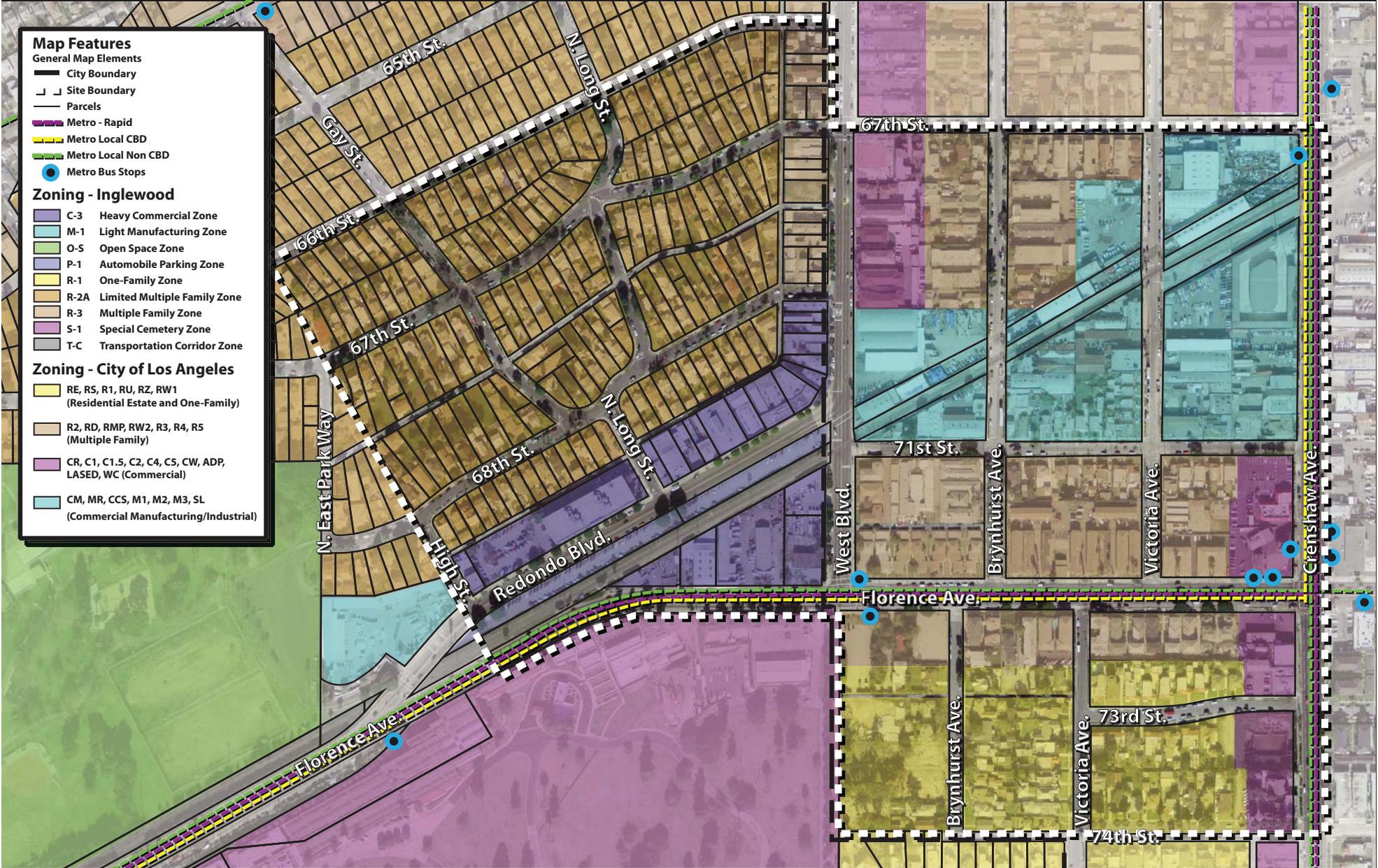
|   |
|---|
| Revitalize Redondo & West Blvd  |
| Auto Parking and Access   |
| Station focused on pedestrian Village   |
| Strategic land used redevelopment between Florence east of West Blvd.                                     |
| Industrial rehab programon 71st and other industrial areas.   |
| Mayors Office Business Team - Outreach to entice businesses to area (retail + light industrial).          |
| Housing development around station area.  |
| Landscaping.  |
| Safe pedestrian linkages.   |
| Landscaping along West Blvd.  |
| Gateway to identify and distinguish area  |
| Promotion of safety and comfort thru lighting, streetscape, continuity                                    |
| Dominant pedestrian zone & linkages   |
| Streetscape elements funded thru Prop 40 (state funded & Metro call for projects).                        |
| Linkages to unite the community with the station.   |
| Safer neighborhood for residents  |
| More jobs in the area   |
| Affordable housing for current area residents   |
| Economic revitalization.  |
| Convenient transit use  |
|   |
|   |
| <b>OPPORTUNITIES</b>  |
| Transit Village on Redondo around station w/ weekly Farmers Market to eventually attract other businesses |
| Possible development site opportunities N/W of Florence & Crenshaw  |
| Mixed-use, Charter school, light industrial   |
| Food Market like Ralphs or similar  |
| More green areas  |
| A dog park  |
| Focal point at West Blvd and Florence   |
|   |
| <b>CONSTRAINTS</b>  |
| Difficult to unite city of Inglewood and LA into one West Blvd vision                                     |
| Noise, dust, smell and trucks at waste recycling  |
| BNSF operations   |
| LRT trackway transition e/o West Blvd   |
| Land use transitions next to tracks e/o West that could lead to to dangerous and anti-social spaces       |
|   |



APPENDIX B: PSC/TAC MEETING #2:  
PROJECT REVIEW & INFORMATION

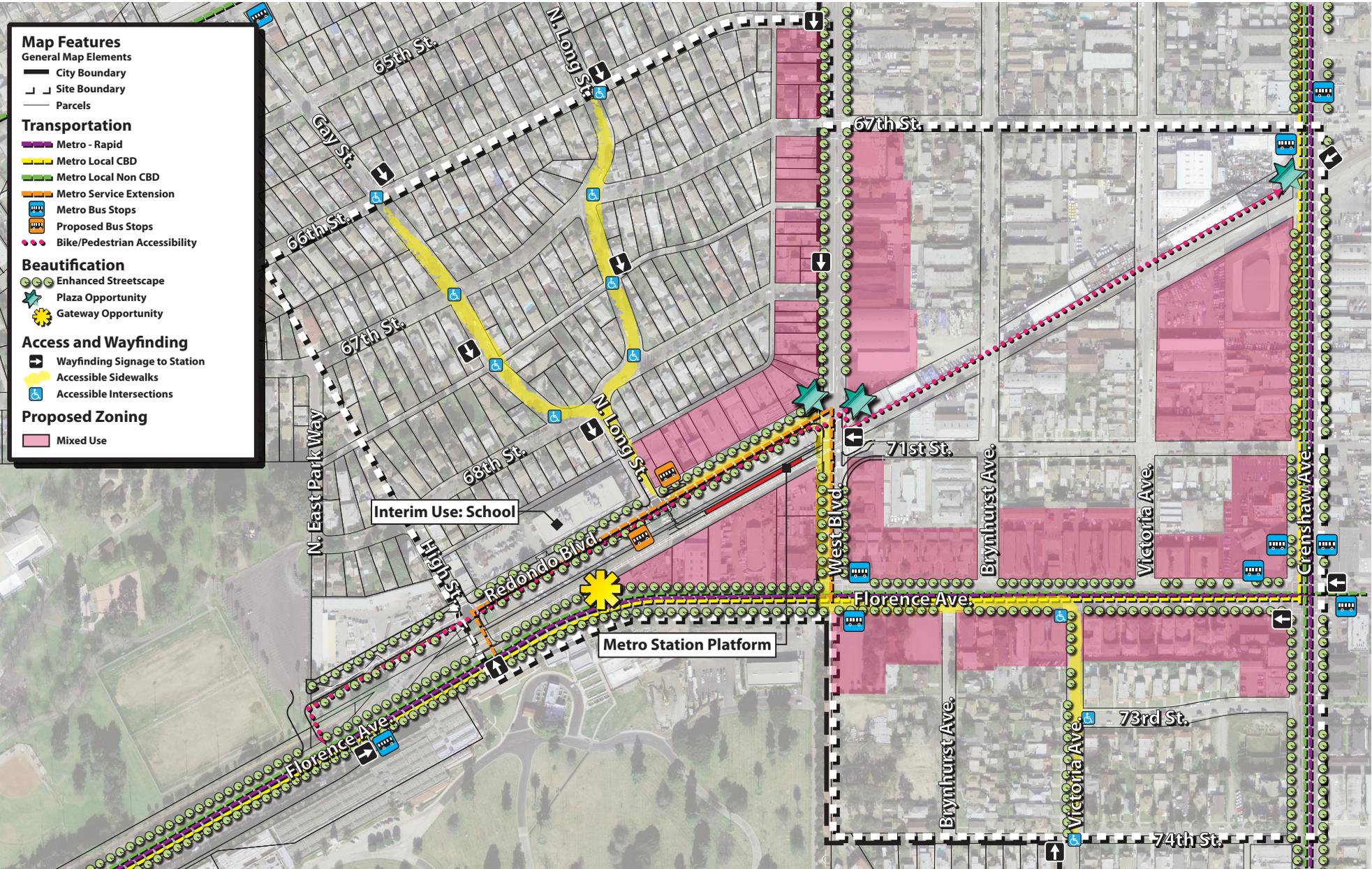
This Page Intentionally Left Blank

Existing Zoning and Transit Stops



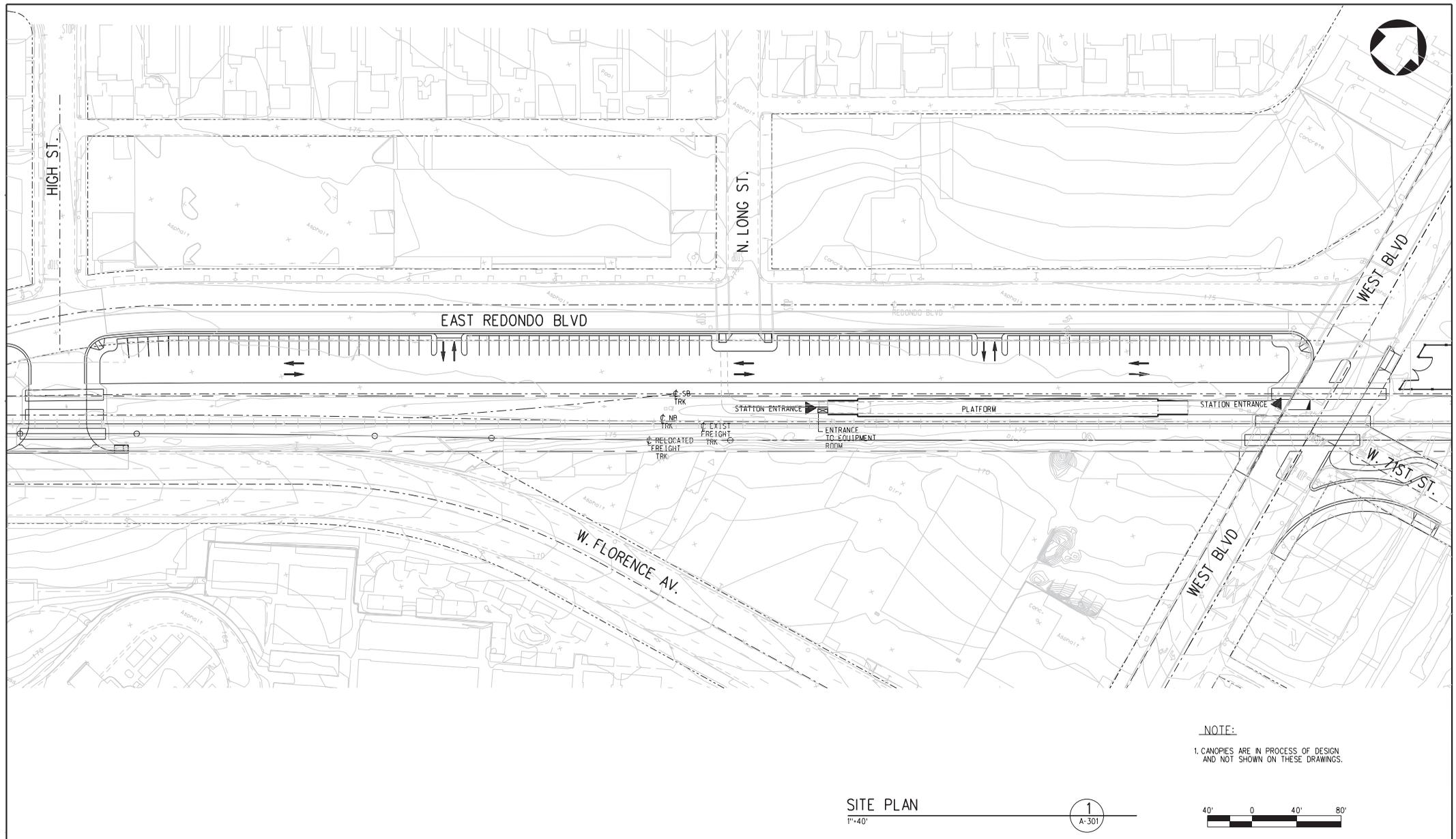


Opportunities and Constraints Analysis



APPENDIX B: PSC/TAC Meeting #2: project review & information

Engineering  
Plans For  
Station



NOTE:  
1. CANOPIES ARE IN PROCESS OF DESIGN  
AND NOT SHOWN ON THESE DRAWINGS.

SITE PLAN  
1/40' 1 A-301



PSC/TAC  
Input

STATION AREA

|  |
|--|
| <b>ZONING, LAND USE, COMMERCIAL, INDUSTRIAL, RESIDENTIAL RELATED</b>   |
| Theme light industrial retail supporting the industrial area & rail passengers.  |
| Get rid of the recycling plant.  |
| An area that is revitalized with good wage industrial jobs that can easily commute to.   |
| Giving business a presence (retail) facing station.  |
| Charter school use in old County building.   |
| Revitalize industry along tracks.  |
| Concern about industrial scheduling RJ Gardeners.  |
| Too much, many industrial want mixed use.  |
| Expand Delta Floral  |
| Educational facility in County building  |
| Area needs services: dry cleaners, pharmacy, etc.  |
| Should support retail  |
| Hayden Tract in Culver City is a good example to look at.  |
| Recycling center is a concern.   |
| Opportunity for light manufacturing.   |
| <b>STREETSCAPE, WAY-FINDING, BEAUTIFICATION, PEDESTRIAN RELATED</b>  |
| TOD = Florence development and access  |
| Create a theme color palette for way finding signage   |
| Streetscape (ped lighting, crosswalks, etc.) and landscaping that can be installed at station and along streets leading to station |
| Way finding Florence & Crenshaw  |
| Shade trees - no ficus or other trees that tear up sidewalks, also no palms  |
| Night time activity - eyes on the street   |
| Brand neighborhood. Name station after area not "streets"  |
| Improve streetscape  |
| Moving and connecting Pedestrians  |
| Block off Redondo to car traffic and pedestrians only down to County building  |
| Wider sidewalks on West or landscaping bump-outs   |
| Pay attention to Redondo, Ped-oriented is critical   |
| Street frontages have presence to station  |
| Timing of signals for pedestrians  |
| Greater exposure from Florence   |
| <b>TRANSPORTATION RELATED</b>  |
| Station should have drop off area.   |
| Add bike trail to Manchester.  |
| Will this be a park and ride?  |
| <b>GENERAL SUBJECTS, VERY BROAD TOPICS</b>   |
| Involve Chuco's Justice center Students.   |
| An active and vibrant multi-use/multi-modal station area.  |
| Good opportunity for jurisdictions to collaborate.   |

WEST BLVD. GATEWAY

|  |
|--|
| <b>ZONING, LAND USE, COMMERCIAL, INDUSTRIAL, RESIDENTIAL RELATED</b>   |
| Need destinations in addition to retail - educational, entertainment, recreational.                            |
| Intensify and create opportunities for mixed-use in underutilized residential areas.                           |
| Combination retail and housing.  |
| TOD with secure subterranean parking.  |
| Remove green waste.  |
| Coffee shops/public art.   |
| Res re-hab program (CRA) on 71st, Paint houses, new fencing, create safer more aesthetic env. to station area. |
| <b>STREETSCAPE, WAY-FINDING, BEAUTIFICATION, PEDESTRIAN RELATED</b>  |
| Parking of Florence.   |
| Inglewood sidewalk should be widened.  |
| Coordinate street tree species along West.   |
| Gateway Signage.   |
| Coordinated streetscape & landscape, way finding, improve sidewalks.   |
| Art that is tall and visible (like Watts Towers).  |
| West Blvd. a forgotten street.   |
| Safe, beautiful pedestrian crossings, linkages.  |
| Parking lot across from Brynhurst & Florence owned by cemetery.  |
| Park the station from Florence.  |
| Inglewood sidewalk too narrow.   |
| <b>TRANSPORTATION RELATED</b>  |
| Bus corridor.  |
| Transit Village.   |
| Dash or other transit from Florence to station.  |
| Dash line, no trees.   |
| Utilize bus stops to connect to Florence.  |
| Re-route busses: West to Redondo to Florence.  |
| Transit Overlay like Pasadena.   |
| <b>GENERAL SUBJECTS, VERY BROAD TOPICS</b>   |
| Fairview Heights Neighborhood.   |
| Grassy Knoll.  |
| Keep open for visibility.  |
| Oversaturated with people in buildings.  |

CRENSHAW & FLORENCE

|   |
|---|
| <b>ZONING, LAND USE, COMMERCIAL, INDUSTRIAL, RESIDENTIAL RELATED</b>                                    |
| Transit neighborhood Overlay.   |
| New Housing.  |
| Upgrade housing, build mixed use  |
| Too much clutter on Crenshaw  |
| S./W. corner of Crenshaw/Florence is a good place for community services                                |
| No more check cashing businesses!   |
| North side of Florence needs additional investment  |
| Increase density and provide redevelopment opportunity  |
| <b>STREETSCAPE, WAY-FINDING, BEAUTIFICATION, PEDESTRIAN RELATED</b>                                     |
| Replace fencing Brynhurst to Victoria.  |
| Street Lighting District.   |
| SLOW traffic on Florence  |
| Crenshaw & Florence streetscape improvements.   |
| Colors & design, way finding at station W/ Florence.  |
| Potted Plants.  |
| Brynhurst and Florence community garden.  |
| Streetscape, Landscape, Shrubbery, wider sidewalks.   |
| Need more greenery at intersection  |
| Trees at entry  |
| Streetscaper program on Florence.   |
| Florence preferred route, so side better - stepped housing - street trees.                              |
| Pedestrian friendly intersection.   |
| Brynhurst between Crenshaw to West Blvd. has a safe feel.   |
| 71st St. is a direct link to station, but need improvement, also safety concerns.                       |
| Make area walkable  |
| <b>TRANSPORTATION RELATED</b>   |
| Bus Transit hub - coordinate signage etc with station area way finding signage painting to station area |
| Dash or trolly from Florence to station area.   |
| Re-route Florence (111 & 113) busses to station area.   |
| <b>GENERAL SUBJECTS, VERY BROAD TOPICS</b>  |
| Need to create a Land Trust.  |
| Capri Capital - 300 units +   |
| Use eminent domain (not supported by council office representative)                                     |
| Start with realistic doable projects.   |

APPENDIX B: PSC/TAC Meeting #2: project review & information

PSC/  
TAC  
Input

TOP 5 RESULTS FROM THIS PROJECT EFFORT

| ZONING, LAND USE, COMMERCIAL, INDUSTRIAL, RESIDENTIAL RELATED                                     |
|---|
| Nice and safe station.  |
| Revitalize Redondo and West Blvd.   |
| Auto parking and access.  |
| Station focused on pedestrian village.  |
| Strategic land use redevelopment between Florence east of West Blvd.                              |
| Industrial rehab program on 71st and other industrial areas.                                      |
| Mayor's office business team - outreach to entice businesses to area (retail + light industrial). |
| Housing development around station area.  |
| <b>STREETSCAPE, WAY-FINDING, BEAUTIFICATION, PEDESTRIAN RELATED</b>                               |
| Landscaping.  |
| Safe pedestrian linkages.   |
| Landscaping along West Blvd.  |
| Gateway to identify and distinguish area  |
| Promotion of safety and comfort through lighting, streetscape continuity                          |
| Dominant pedestrian zone and linkages   |
| Streetscape elements funded through Prop 40 (State funded & Metro call for projects).             |
| Linkages to unite the community with the station.   |
| <b>TRANSPORTATION RELATED</b>   |
| Convenient transit use  |
| <b>GENERAL SUBJECTS, VERY BROAD TOPICS</b>  |
| Safer neighborhood for residents.   |
| More jobs in the area.  |
| Affordable housing for current area residents.  |
| Economic revitalization.  |

OPPORTUNITY SITES

| ZONING, LAND USE, COMMERCIAL, INDUSTRIAL, RESIDENTIAL RELATED       |
|---|
| Need internet café on West Blvd.                                    |
| Mixed-use residential w/ institutional or light commercial.         |
| Skate Park/Child care/ Pre-school.                                  |
| Turn County building into charter school.                           |
| Remove recycling plant.   |
| Redondo Block little village.                                       |
| Brynhurst cul-de-sac Job center                                     |
| <b>STREETSCAPE, WAY-FINDING, BEAUTIFICATION, PEDESTRIAN RELATED</b> |
| More public recreation opportunities like a skate park.             |
| Unified appearance along West Blvd.                                 |
| 67th and West Blvd Skate Park on S/E corner.                        |
| Sidewalks repaired.   |
| Farmer's market at Redondo lot/ Flower market across street         |
| Sidewalk repair   |
| <b>GENERAL SUBJECTS, VERY BROAD TOPICS</b>                          |
| Provide jobs and housing around station.                            |
| Brynhurst cul-de-sac = Light industrial - new home of RJ.           |
| Vacant lots at 67th and West Blvd. may be owned by church.          |

OPPORTUNITIES

| ZONING, LAND USE, COMMERCIAL, INDUSTRIAL, RESIDENTIAL RELATED  |
|--|
| Possible development site opportunities N/W of Florence & Crenshaw   |
| Mixed-Use, Charter school, light industrial  |
| Food Market like Ralph's or similar  |
| <b>STREETSCAPE, WAY-FINDING, BEAUTIFICATION, PEDESTRIAN RELATED</b>  |
| More green areas.  |
| A dog park.  |
| Focal point at West Blvd. and Florence.  |
| <b>TRANSPORTATION RELATED</b>  |
| Transit Village on Redondo around station with weekly Farmer's Market to eventually attract other businesses |

CONSTRAINTS

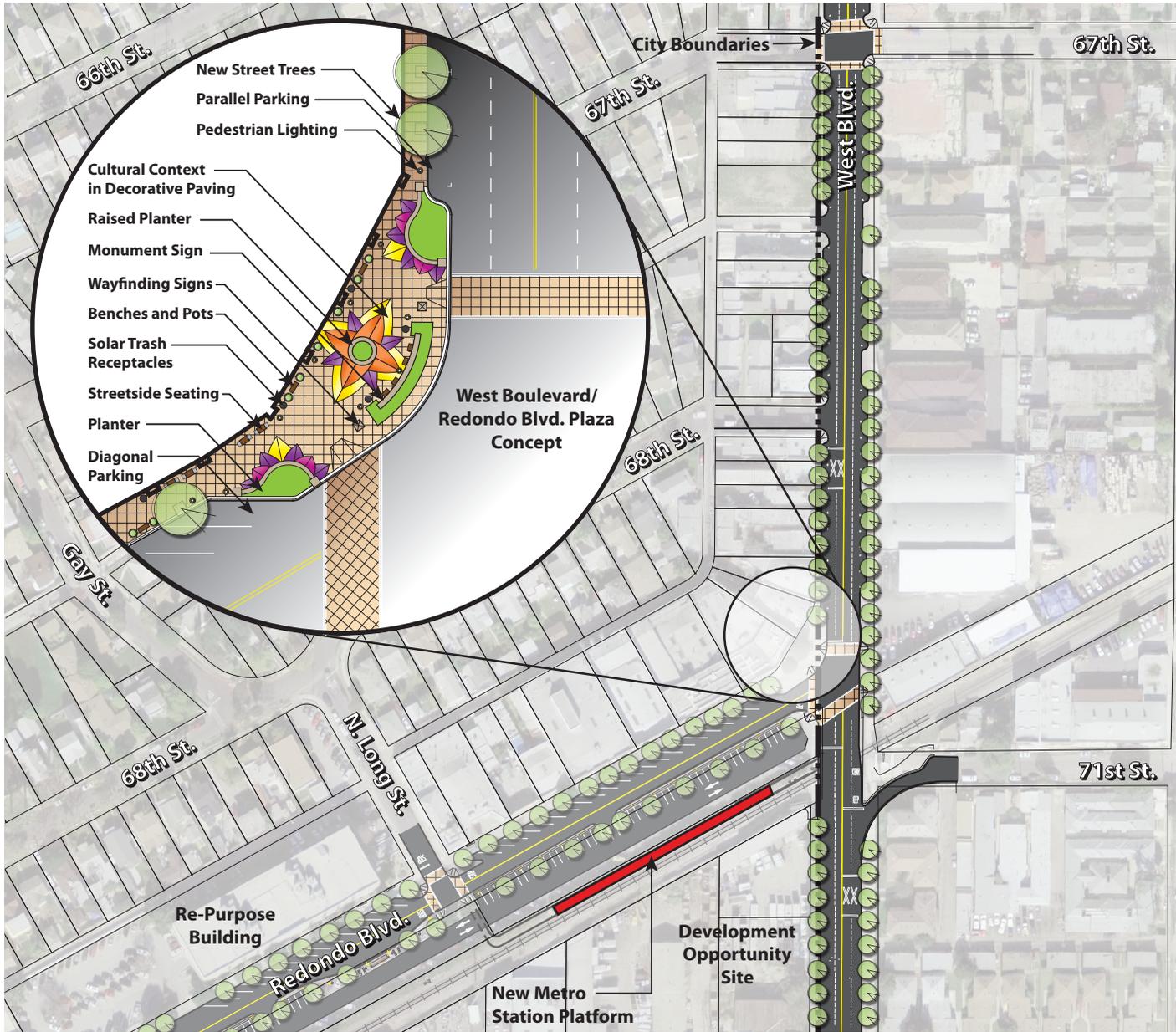
| ZONING, LAND USE, COMMERCIAL, INDUSTRIAL, RESIDENTIAL RELATED   |
|---|
| Noise, dust, smell and trucks at waste recycling  |
| BNSF operations   |
| LRT trackway transition e/o West Blvd..   |
| Land use transitions next to tracks e/o West Blvd. that could lead to too dangerous and anti-social spaces. |
| <b>GENERAL SUBJECTS, VERY BROAD TOPICS</b>  |
| Difficult to unite City of Inglewood and LA into one West Blvd. vision                                      |



APPENDIX C: PSC/TAC MEETING #3:  
FINAL PLAN REVIEW & COMMENT

This Page Intentionally Left Blank

West Boulevard  
Concept Plan

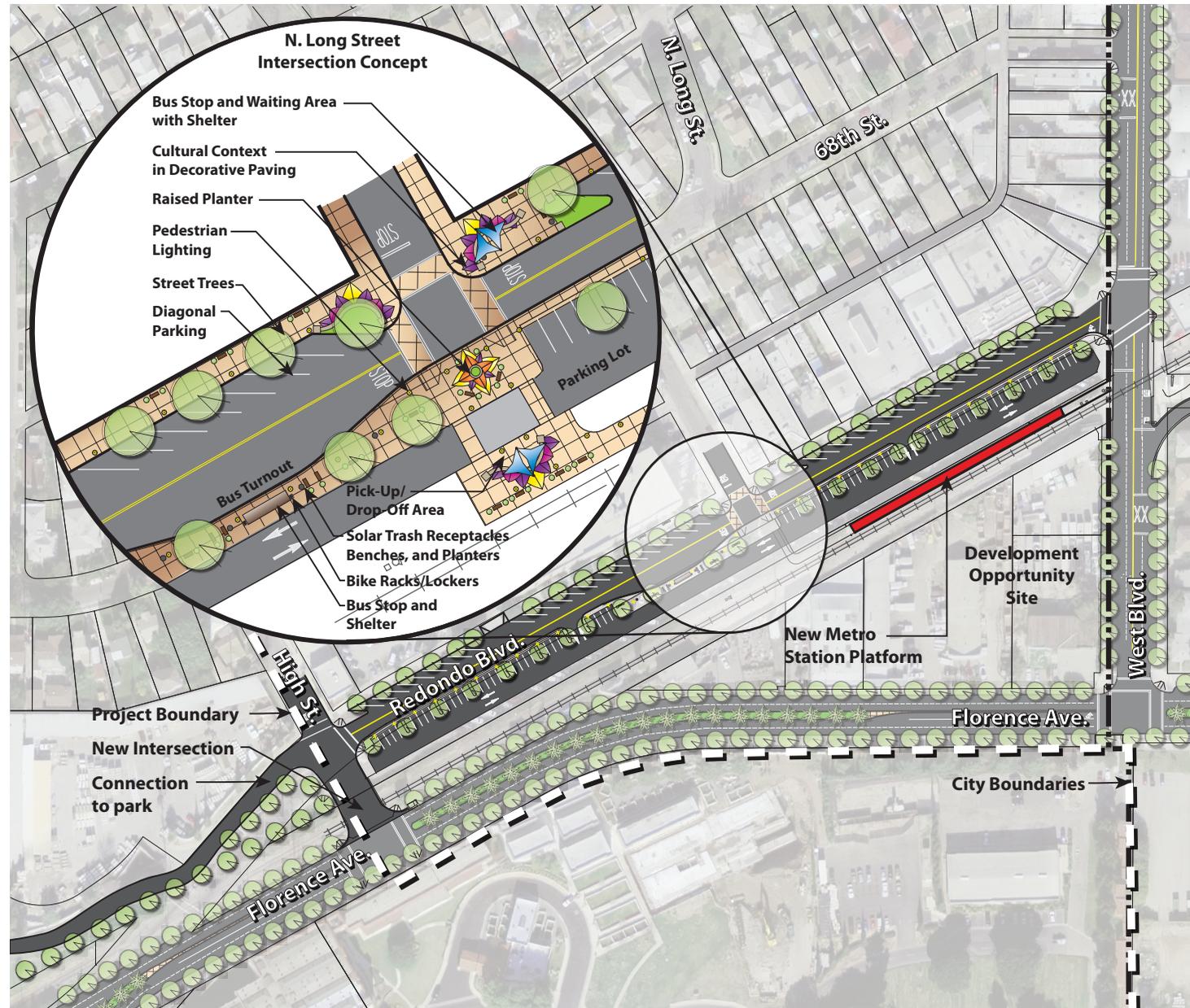


- WEST BOULEVARD STREETSCAPE IMPROVEMENTS**
- New Street Treatment**  
(Bulb-Outs for Pedestrian Refuge and Traffic Calming)
  - Trees**  
(Consistency between Inglewood and City of LA)
  - Benches/Chairs**  
(Branded with Neighborhood Logo)
  - Trash Receptacles**  
(Solar Compacting "BigBelly")
  - Pots, Flowers, and Landscaping**  
(Adopt a Planter Program)
  - Bike Racks/Lockers**
  - Station Wayfinding Signs**  
(Vehicular and Pedestrian with Neighborhood Logo)
  - Pedestrian Lights**  
(Along West Blvd. and Redondo Blvd.)
  - Street Lights**  
(with Branded Medallion)
  - Sidewalk Repair** (As Needed)
  - Bike Sharrows**  
(Pavement Marking along West Blvd. and Redondo Blvd.)
  - Cross-Walks and Signals**  
(Enhanced Paving)
  - Accessible Ramps at Corners**

Brynhurst Ave.

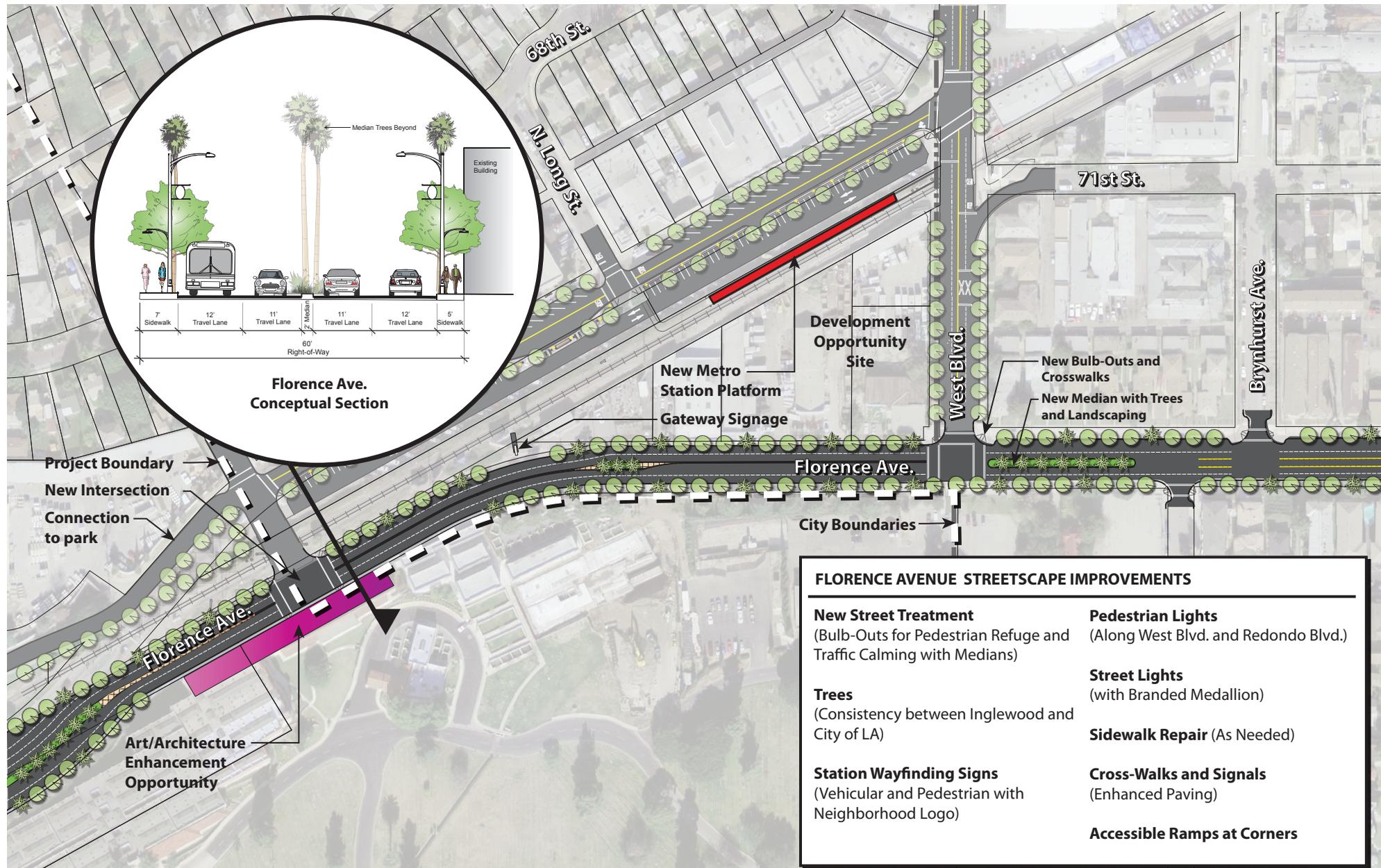
*Redondo Boulevard  
Concept Plan*

*(Featured design dated  
August 2011. See  
Metro Station Plans,  
dated November,  
2011, for most current  
parking lot layout.)*



- REDONDO BOULEVARD  
STREETScape IMPROVEMENTS**
- New Street Treatment**  
(Bulb-Outs for Pedestrian Refuge and Traffic Calming with Diagonal Parking)
  - Trees**  
(Consistency between Inglewood and City of LA)
  - Benches/Chairs**  
(Branded with Neighborhood Logo)
  - Trash Receptacles**  
(Solar Compacting "BigBelly")
  - Pots, Flowers, and Landscaping**  
(Adopt a Planter Program)
  - Bike Racks/Lockers**
  - Station Wayfinding Signs**  
(Vehicular and Pedestrian with Neighborhood Logo)
  - Pedestrian Lights**  
(Along West Blvd. and Redondo Blvd.)
  - Street Lights**  
(with Branded Medallion)
  - Sidewalk Repair** (As Needed)
  - Bike Sharrows**  
(Pavement Marking along West Blvd. and Redondo Blvd.)
  - Cross-Walks and Signals**  
(Enhanced Paving)
  - Accessible Ramps at Corners**

Florence Avenue Concept Plan



| FLORENCE AVENUE STREETScape IMPROVEMENTS  |  |
|---|--|
| <b>New Street Treatment</b><br>(Bulb-Outs for Pedestrian Refuge and Traffic Calming with Medians) | <b>Pedestrian Lights</b><br>(Along West Blvd. and Redondo Blvd.) |
| <b>Trees</b><br>(Consistency between Inglewood and City of LA)                                    | <b>Street Lights</b><br>(with Branded Medallion)                 |
| <b>Station Wayfinding Signs</b><br>(Vehicular and Pedestrian with Neighborhood Logo)              | <b>Sidewalk Repair</b> (As Needed)                               |
|   | <b>Cross-Walks and Signals</b><br>(Enhanced Paving)              |
|   | <b>Accessible Ramps at Corners</b>                               |

APPENDIX C: PSC/TAC MEETING #3: final plan review & comment

Station Amenities



- Furnishings -**
- Pedestrian lighting
  - Benches for seating
  - Public art
  - Trash
  - Wayfinding and Maps
  - Landscaping



- Safety -**
- Pedestrian lighting
  - Station lighting
  - Fencing



- Station Signage
- Re-purpose of County Building
- New Street Treatments
- Development Opportunity
- New Station Platform
- Station Parking
- Additional Street Parking
- Facade Improvements



- Platforms -**
- Provide shade, cover, and protection
  - Become branding opportunities
  - Neighborhood identifiers





Station Signage



Directional Signage

Wayfinding and Signage

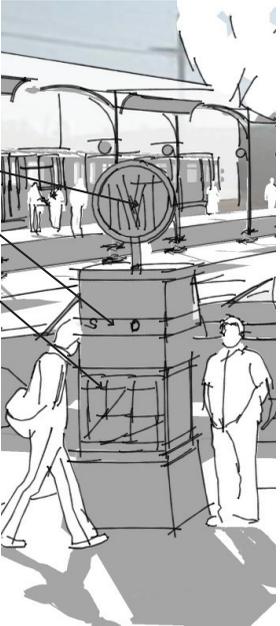


Platform Signage

Neighborhood Branding Logo  
"Depot Location" or  
"Parking" Message  
Map



Maps and Kiosks



WAYFINDING

APPENDIX C: PSC/TAC MEETING #3: final plan review & comment

Facade Improvements



Existing building in North Hollywood



Proposed facade improvements



Existing building in Los Angeles



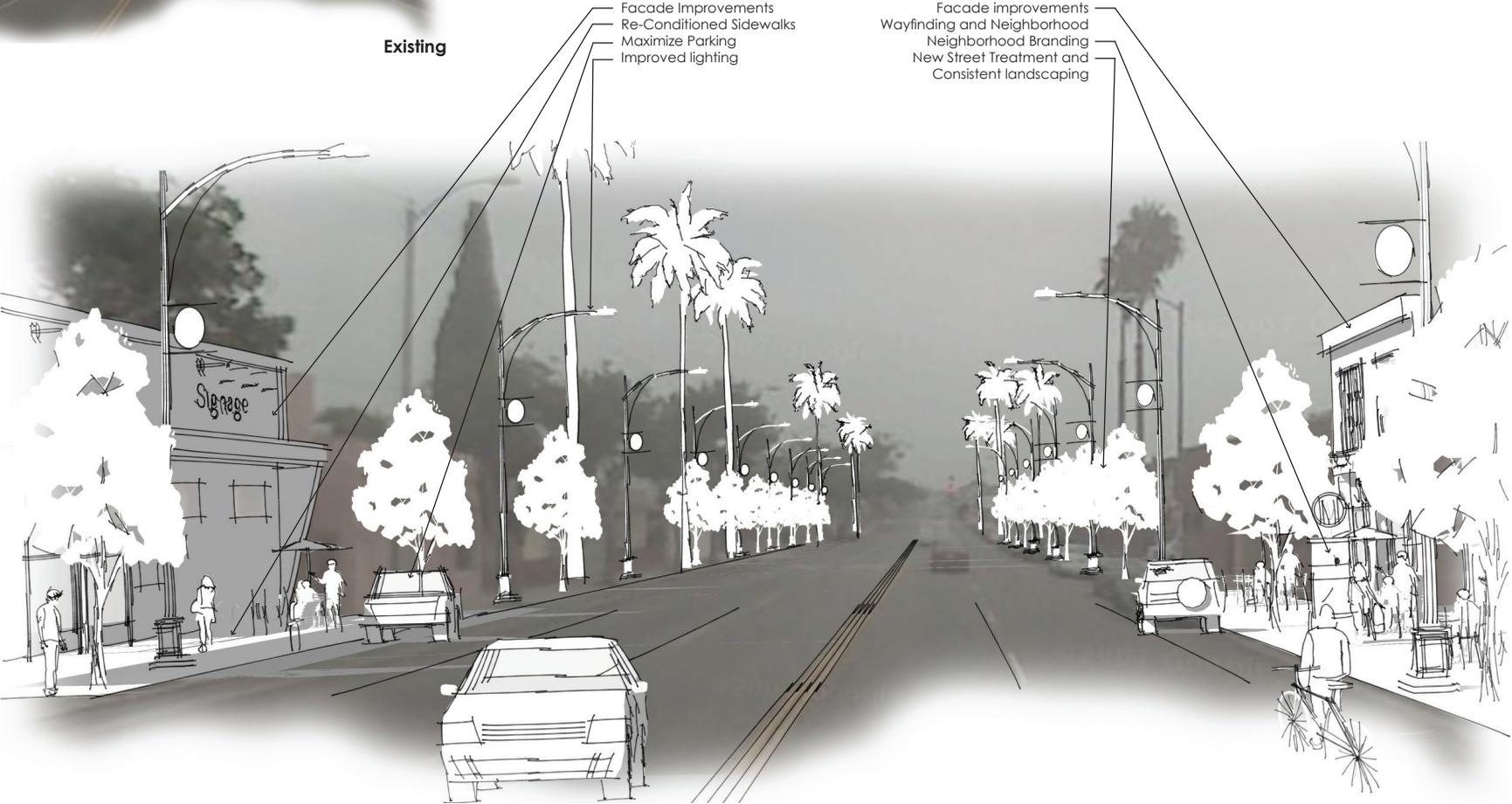
- Vibrant Designs
- Re-Discovered Architectural Detail
- Additional Lighting
- Improved Signage
- Durable Materials
- Enhanced Street Presence and Activity



*West Boulevard.  
Streetscape  
Improvements*



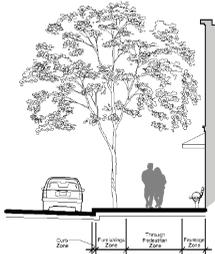
Existing



Facade Improvements  
Re-Conditioned Sidewalks  
Maximize Parking  
Improved lighting

Facade improvements  
Wayfinding and Neighborhood  
Neighborhood Branding  
New Street Treatment and  
Consistent landscaping

- Potential Amenities**
- Benches
  - Bike Racks
  - Potted Plants
  - Trash Receptacles
  - Pedestrian Lights



- Furnishing Zone**
- Signs
  - Benches
  - Bike Racks
  - Potted Plants
  - Trash Receptacles
  - Pedestrian Lights

- Frontage Zone**
- Sales
  - Benches
  - Potted Plants
  - Trash Receptacles
  - Building Lights
  - Outdoor Dining

Future

APPENDIX C: PSC/TAC MEETING #3: final plan review & comment

*Redondo Boulevard, and Station Improvements*



Existing



- Station Signage
- Re-purpose of County Building
- New Street Treatments
- Development Opportunity
- New Station Platform
- Station Parking
- Additional Street Parking
- Facade Improvements

Future

Redondo Boulevard.  
Streetscape  
Improvements



Existing

- Area Branding
- Station Platform
- Wayfinding
- Landscaping
- Lighting
- Station Parking

- New Street Treatment and landscaping
- Facade improvements
- Angled Street Parking



Future

This Page Intentionally Left Blank

APPENDIX D: COMMUNITY MEETING #2:  
DESIGN EXERCISE- "My Street"

This Page Intentionally Left Blank

"Think Local First"  
 Exercise Provided  
 Opportunity to Discuss  
 Desirable Businesses



APPENDIX D: COMMUNITY MEETING #2: design exercise - "my street"

The map shows an aerial view of a neighborhood with streets including 68th St, M. Long St, Redondo Blvd, and West Blvd. Handwritten annotations in blue ink are present on the map, including 'Church', 'Library', 'Bigger Chucos And make it like library. have 3000 sq ft pool', 'Basically Built houses', 'Homeboys', 'chucos', 'church', 'Apartments', and 'Radro station'. A 'City Boundaries' line is marked with an arrow. A 'NOTES' box on the right contains the following text:

Chucos  
 extend chucos  
 bigger  
 • build a library  
 • on the right side  
 of chucos have pool  
 to keep it re send  
 we have apartments  
 with family just dirty cov'  
 afford rent

At the bottom of the map, there are logos for LANI (Los Angeles Neighborhood Initiative), WEST BOULEVARD Community Linkages and Revitalization Plan Business Development, a north arrow, and logos for rrm design group and Metro.



APPENDIX D: COMMUNITY MEETING #2: design exercise - "my street"



**LANI** | Los Angeles Neighborhood Initiative

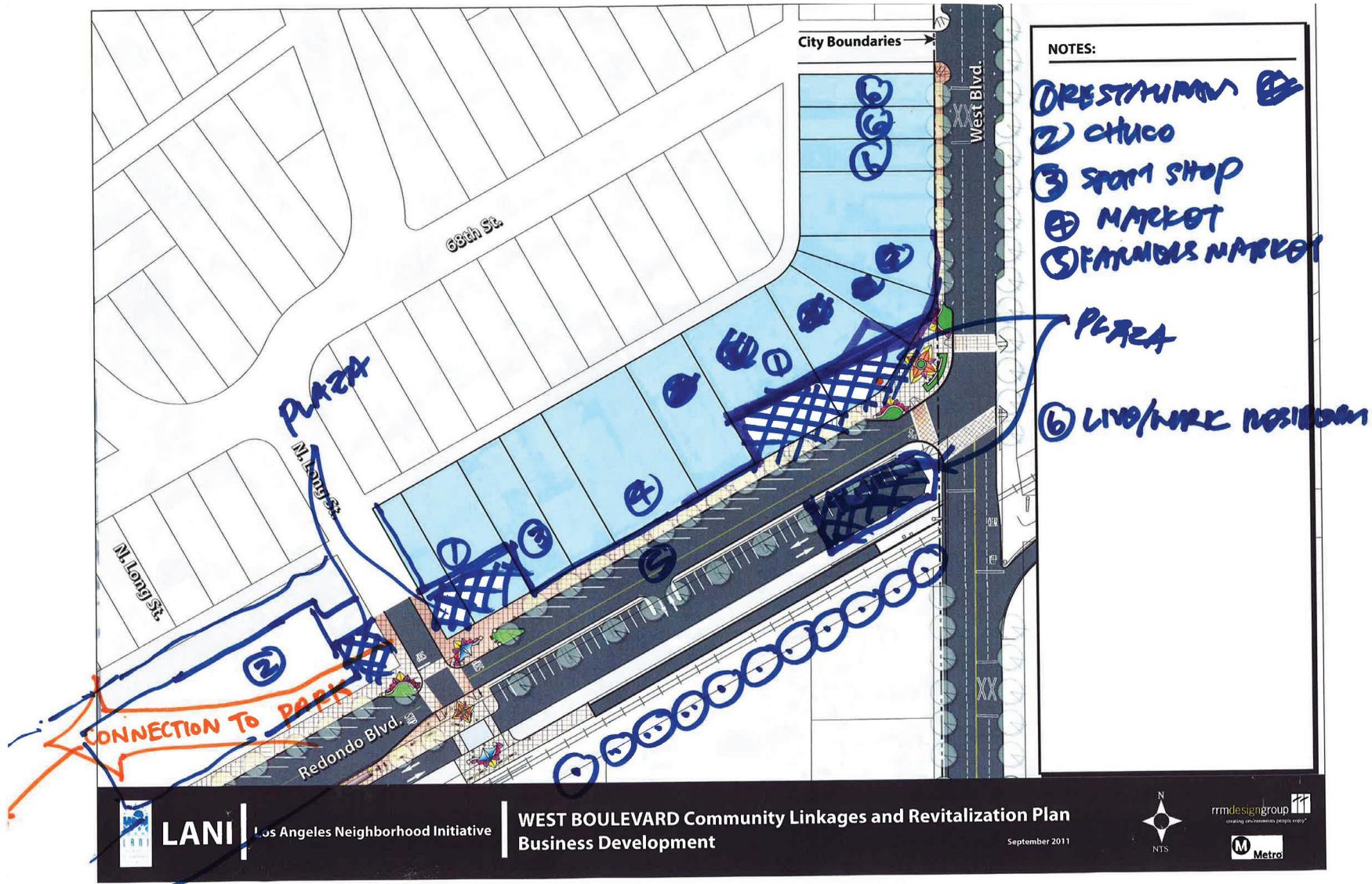
**WEST BOULEVARD Community Linkages and Revitalization Plan Business Development**

September 2011

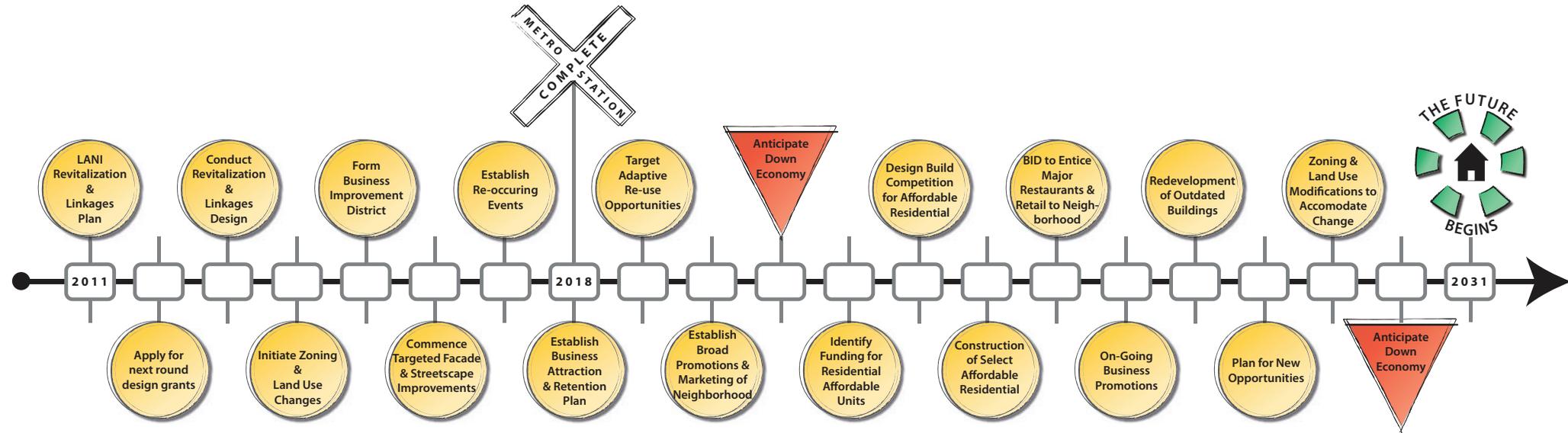


rrm design group





# PLANNING FOR THE FUTURE



**PREPARED BY:**

RRM Design Group

December 2011

**WITH ASSISTANCE FROM:**

Terry A. Hayes Associates Inc.

McKissack & McKissack

Kosmont Companies