

WEST WASHINGTON BOULEVARD

REVITALIZATION

ACTION PLAN

Date: December 21, 2001

Approved by the Culver City Redevelopment Agency
On February 4, 2002

VISION STATEMENT FOR WEST WASHINGTON BOULEVARD

Our vision for West Washington Boulevard is that it becomes a beautiful, functional, pedestrian-friendly gateway to Culver City. It will be a thriving, people-friendly, green area with aesthetically pleasing architecture. Businesses will offer easily identifiable, upscale, clean shops. Pedestrians will feel welcome because of the pedestrian services, sidewalk activity and welcoming small-town Main Street atmosphere. It will have a vital economy and also remain sensitive to the adjoining residential neighborhoods. While linked to the entire city, it will have its own identity as a safe, creative, multi-cultural community with rich history, high quality of life and a lot of pride. Businesses and residents will work together to make it a place where residents and visitors can enjoy spending the day.

WEST WASHINGTON BOULEVARD REVITALIZATION ACTION PLAN

GOAL 1: Public Improvements / Physical and Visual Environment

West Washington Boulevard runs through the entire length of Culver City. Located in the Culver City Redevelopment Project Area, the section that is the subject of this Action Plan is a 2.3-mile long boulevard with a diverse mix of commercial, health care, institutional, manufacturing, mixed-use, office, residential and vehicle repair uses. The Boulevard is not straight; it has several noticeable curves that provide opportunities to create focal points, build identity and character, and differentiate the street into segments. It is an important community gateway and serves several residential neighborhoods. At the same time, the Boulevard lacks identity and seems divided and separate from the east side of Culver City. Long stretches can be monotonous without landscaping, vibrant activity or interesting features. Much of the strip appears unkempt and un-cared for. Areas seem to be devoted only to pavement and the automobile and consequently pedestrians are rare.

This goal seeks to capitalize on Washington Boulevard's features by segmenting it into sections, each that offers a different ambience and provides different functions for the community. Through streetscape, parking, pedestrian features, gateway, art and other public improvements, the segments of the Boulevard can set forth their individual identities while uniting with each other and the rest of the city. The nature of the improvements should reflect the future economic niche of the corridor.

(For background on this goal, see Workshop #1 Report, pages A1-A8, C3, C7-C9, D1-D2; and Workshop #2 Report, pages 3-6, A1-A2, A4-A5, ULI.3, ULI.5-ULI.7.)

GOAL 1. Public Improvements / Physical and Visual Environment: Create identity, sense of place and an atmosphere of quality by dividing West Washington Boulevard into three segments, and using public improvements to enhance the function of, and establish a desirable character for, each segment.

OBJECTIVE 1. PUBLIC IMPROVEMENTS MASTER PLAN:

Develop a master plan for implementing public improvements for the 2.3 mile-long West Washington Boulevard area. The plan will address streetscape elements that differentiate each segment while also uniting them to each other and to the rest of Culver City. The plan also will address way-finding signage and parking supply.

<p>Activity 1.1.1. Public Improvements Master Plan:</p> <p>The Master Plan should address the following elements:</p> <ul style="list-style-type: none"> o Naming and defining segments o Traffic calming to reduce and slow traffic without sacrificing existing street capacity o Landscaping to unify and differentiate segments at focal points o Street sculpture/furniture o Pedestrian improvements o Creation of distinct segments, transitions between segments o Bikeway options o Directional signage to "Culver West Park" o Gateway feature at Washington Bl / Del Rey / Walnut intersection o Identify pocket parks/open space opportunities o Identify public/private partnership opportunities to increase greenery of vacant/underutilized properties, including parking lots that could be enhanced with landscaping 	<p>Lead Organization: City of Culver City ("City") and Culver City Redevelopment Agency ("Agency")</p> <p>Partnering Organizations and Individuals: (To be formed) Business Assn. and Neighborhood Assn, Culver City Chamber of Commerce</p> <p>Champions: To be identified by Volunteer Stakeholders</p> <p>Listing/Description of Tasks and Participants:</p> <ol style="list-style-type: none"> 1. Define segments (see Objectives 1A, 1B, 1C below). Name segments as part of Activity 4.2.1. 2. Staff distributes a Request for Proposal (RFP) to solicit proposals from a consultant team that includes a civil engineer, traffic engineer, landscape architect, and parking consultant to develop a Public Improvements Master Plan for West Washington Blvd. 3. Staff reviews proposals submitted and performs reference checks. Staff and designated Stakeholder interviews most qualified Consultants and make a recommendation to the Agency. 4. Agency approves a contract with the consultant team. 5. Draft Plan prepared by consultant team. 6. Consultant team presents Draft Plan to the Stakeholder representatives. City staff discusses concept of creating a Street Lighting and Landscape Maintenance Assessment District to fund the on-going future maintenance of the proposed public improvements. 	<p>Estimated Time Frame to complete each Task and/or Activity:</p> <p>Task 1. Complete within one month.</p> <p>Task 2. Complete within one month.</p> <p>Task 3. Complete within two months.</p> <p>Task 4. Complete within one month.</p> <p>Task 5. Complete within four months.</p> <p>Task 6. Complete within two months.</p>	<p>Resource Allocation (Estimated Cost) and Potential Source of Funds (Public, Private, Grant funds, etc.):</p> <p>Total Estimated (Order of Magnitude) Cost: \$13-16 million</p> <p>of which:</p> <p>\$13-14 million is for Public Improvements implemented for Segments 1, 2, and 3; \$2.0 million is for parking improvements.</p> <p>Potential Source of Funds:</p>
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<ul style="list-style-type: none"> ○ Identify opportunities/sites to create additional off-street parking lots and on-street public parking spaces. ○ Create public transit linkages ○ Relate public improvements to economic niche. 	<ol style="list-style-type: none"> 7. Agency and City Council approve Streetscape/Public Improvement Master Plan. 8. Streetscape/Public Improvement Master Plan also includes a Phasing Plan based on the amount of funding/resources available for implementing the public improvements. 9. The Agency authorizes the design team to proceed to develop detailed Design Development Plans for the approved Phase 1 project. 10. Design Development Plans for the Phase 1 project are presented to the Stakeholder representatives prior to submitting to the Agency for approval. Creation of a Street Lighting and Landscape Maintenance Assessment District for the proposed Phase 1 project area is further discussed. Based on the approved Design Development Plans for the Phase 1 project, the design team prepares the construction plans and bid documents. A construction manager would be hired by the Agency or City to independently review the construction plans and bid documents for value engineering (recommend potential cost saving items) and for biddability/constructibility. 11. Agency/City Council would approve the construction plans and bid documents and authorize solicitation of bids. 12. City Council awards the construction contract to the lowest responsible and responsive bidder. 13. Process to initiate and adopt a Street Lighting and Landscape Maintenance Assessment District begins. 14. Construction of the Phase 1 streetscape project begins. 15. Construction of Phase 1 streetscape project is completed. 	<p>Task 7. Complete within two months.</p> <p>Task 8 through Task 15 should be complete within 36 months of the completion of Task 8.</p>	<p>Phase 1 project will be determined based upon available funding.</p>
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OBJECTIVE 1A. SEGMENT 1--RETAIL GATEWAY:		
Name and define the segment of West Washington Boulevard that runs from Del Rey / Walnut to Wade Street as a retail gateway to Culver City.		
<u>Coordinate with the following related activities:</u> <ul style="list-style-type: none"> o Special zoning and design regulations to facilitate appropriate businesses that support and enhance this Retail Gateway Segment (Please refer to Goal 2 Private Improvements of the Draft Revitalization Plan Activity 2.2.1) o Name segment o Building façade improvements 	<u>Potential Scope of Public Improvements:</u> <p>Streetscape Elements: Repave street, repair substandard sidewalks, curb, gutter; upgrade drainage facilities and street lighting, if necessary. Banner brackets. Improve substandard alleys, if any.</p> <p>Landscaping: o Infill new palm trees (<i>washingtonia robusta</i>) if there are existing gaps, install smaller scale trees to supplement the palm trees, to transition to the traditional Main Street segment</p> <p>Parking: o Assess existing parking demand, and identify parking deficiencies. Suggest strategy for maximizing on-street parking supply; and identify potential sites for new off-street parking lot.</p> <p>Portal: o Marker at Del Rey Ave./Washington (sculptural feature)</p>	<u>Estimated Order of Magnitude Costs for Segment 1:</u> <ul style="list-style-type: none"> o \$4.2 million o \$300,000 (portal sculptural element)
OBJECTIVE 1B. SEGMENT 2--TRADITIONAL MAIN STREET:		
Name and define the segment of Washington Boulevard that runs from Wade Street to Grandview Blvd. as a traditional Main Street district.		
<u>Coordinate with the following related activities:</u> <ul style="list-style-type: none"> o Special zoning and design regulations to facilitate appropriate businesses that support and enhance this Traditional Main Street Segment (Please refer to Goal 2 Private Improvements of the Draft Revitalization Plan Activity 2.2.1) o Name segment o Building façade improvements o Evaluate & introduce traffic calming 	<u>Potential Scope of Public Improvements:</u> <p>Streetscape Elements: Repave street, repair substandard sidewalks, curb, gutter; upgrade drainage facilities and street lighting, if necessary. Banner brackets. Improve substandard alleys, if any.</p> <p>Landscaping: o New canopy trees interspersed between existing palm trees and plant new palm trees where gaps exist.</p> <p>Pedestrian Improvements: o Street furniture o Widened sidewalks o Investigate appropriate locations for additional crosswalks w/controls.</p> <p>Parking: o Assess existing parking demand, and identify parking deficiencies. Suggest strategy for maximizing on-street parking supply, and identify potential sites for new off-street parking lot.</p> <p>Public Art: o Include a public art element that ties in with a Downtown landmark</p>	<u>Estimated Order of Magnitude Costs for Segment 2:</u> <ul style="list-style-type: none"> o \$3.9 million

OBJECTIVE 1C. SEGMENT 3— PARKWAY / HEALTH CARE / INSTITUTIONAL / RESIDENTIAL MULTI-USE:

Name and define the segment of Washington Boulevard that runs from Grandview Blvd. to the 405 Freeway as a multiple-use parkway that emphasizes health care, institutional, and residential uses.

<p><u>Coordinate with the following related activities:</u></p> <ul style="list-style-type: none">○ Special zoning and design regulations to facilitate appropriate businesses that support and enhance this Parkway/Health care/Institutional/Residential Multi-Use Segment (Please refer to Goal 2 Private Improvements of the Draft Revitalization Plan Activity 2.2.1)○ Name segment○ Investigate open space opportunity at the "Sepulveda Channel"○ Investigate water element opportunity○ Building façade improvements○ Maintain and upgrade existing residential uses○ Analyze "sight lines" along Boulevard for the purpose of maintaining vistas to important features.	<p><u>Potential Scope of Public Improvements:</u></p> <p>Streetscape Elements: Repave street, repair substandard sidewalks, curb, gutter; upgrade drainage facilities and street lighting, if necessary. Banner brackets. Improve substandard alleys, if any.</p> <p>Landscaping:<ul style="list-style-type: none">○ Investigate creation of a "landscaped Oasis" @ Inglewood and other bends and at the Sepulveda Channel flood control wash; plant new palm trees where gaps exist.</p> <p>Pedestrian Improvements:<ul style="list-style-type: none">○ Street furniture</p> <p>Traffic Calming:<ul style="list-style-type: none">○ New raised landscaped medians with canopy trees○ Additional controlled pedestrian crossings</p> <p>Parking:<ul style="list-style-type: none">○ Assess existing parking demand and identify parking deficiencies. Suggest strategy for maximizing on-street parking supply, and identify potential sites for new off-street parking lot.</p>	<p>Estimated Order of Magnitude Costs for Segment 3:</p> <ul style="list-style-type: none">○ \$5.4 million
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WEST WASHINGTON BOULEVARD REVITALIZATION ACTION PLAN

GOAL 2: Private Improvements/Physical and Visual Environment

The overall physical and visual environment of the West Washington Boulevard corridor depends just as heavily on privately owned property as it does on public infrastructure. How well have property owners maintained their buildings and sites? Have they capitalized on the historic character and/or natural architectural assets of traditionally designed commercial buildings? Or, have important building features been obscured over the years with what architects and economists now consider inappropriate material and outdated, misguided façade design solutions? Are the building exteriors fresh, clean, interesting and inviting? Do businesses' windows present superior visual merchandising techniques? Do signs attract or repel potential customers? As for new buildings, do they address community needs and relate well to their neighbors? Residential property, of course, also has an important effect on the appearance and image of the area. Are homes and apartment buildings in good repair? Do they project pride in ownership?

Stakeholders found mixed answers to these questions and room for improvement. This goal and the objectives and activities that support it set forth plans to help private property and business and residential owners "put their better foot forward" in building community throughout the corridor.

(For background on this goal, see Workshop # 1 Report, pages A1-A5, A8, C1-C10, D1-D2; and Workshop #2 report, pages 3-4, A2, ULI.2, ULI.7.)

GOAL 2. Private Improvements/Physical and Visual Environment: Enhance the appearance of private property throughout West Washington Boulevard to project an image of a vibrant corridor full of quality, vitality, economic health and community pride.

OBJECTIVE 1. STOREFRONTS: STIMULATE THE IMPROVEMENT OF BUILDING FACADES AND BUILDING WALLS.			
<p>Activity 2.1.1 Create Design Guidelines. Create Design Guidelines for Rehabilitation and New Construction of commercial and mixed-use buildings along the Boulevard. The Design Guidelines are to encourage quality standards and appropriate and effective building design, massing and building heights consistent with the identified market niche without stifling creativity, and without dictating architectural style. The Design Guidelines should address the three segments of West Washington Boulevard and reinforce the character of these different segments and transitions between segments: Retail Gateway from Del Rey - Walnut to Wade; Traditional Main Street from Wade to Grandview; Health Care/Institutional/Multi-Use Parkway from Grandview to the 405 Freeway). The Design Guidelines should address creative business signage within the context of the City's Sign Ordinance.</p>	<p>Lead Organization: City of Culver City ("City") and Culver City Redevelopment Agency ("Agency") staff.</p> <p>Partnering Organizations and Individuals: (To be formed) Business Assn. and Neighborhood Assn, Culver City Chamber of Commerce</p> <p>Champions: To be identified by Volunteer Stakeholders</p> <p>Listing/Description of Tasks and Participants:</p> <ol style="list-style-type: none"> 1. Review existing Agency design guidelines and modify them as appropriate for West Washington. 2. Convene a Design Guidelines Workshop for business and property owners along the commercial corridor; notify the community of the event via the City's Web Page. Invite former participants in the Agency's existing Commercial Façade Programs to describe their experiences and the before/after condition of their properties. 3. After the community has reviewed the Design Guidelines, submit the Design Guidelines to the Planning Commission. 4. City Council considers the Planning Commission's recommendation and approves the Design Guidelines. 	<p>Estimated Time Frame to complete each Task and/or Activity:</p> <p>Task 1. Complete within two months of Agency approval of this Action Plan.</p> <p>Task 2. Complete within one month of Staff review and consensus of Design Guidelines.</p> <p>Task 3. Planning Commission consideration will occur within two months of consensus by community.</p> <p>Task 4. Complete within one month of Planning Commission action.</p>	<p>Resource Allocation (Estimated Cost) and Potential Source of Funds (Public, Private, Grant funds, etc.):</p> <p>Total Estimated Cost: \$15,000</p> <p>\$15,000 for Consultant service, mailing/printing</p> <p>Potential Source of Funds:</p>

Activity 2.1.2 <u>Develop Commercial Façade Improvement Program:</u>	Lead Organization: City of Culver City ("City") and Culver City Redevelopment Agency ("Agency") staff.	Estimated Time Frame to complete each Task and/or Activity	Resource Allocation (Estimated Cost) and Potential Source of Funds (Public, Private, Grant funds, etc.):
<p><i>Develop a Commercial Façade Improvement Grant Program for West Washington Boulevard that sets as a first priority financial assistance for rehabilitation within the Traditional Main Street segment, but also makes some financial assistance available to properties within the other two segments along the Boulevard.</i></p>	<p>Partnering Organizations and Individuals: <i>(To be formed) Business Assn. and Neighborhood Assn, Culver City Chamber of Commerce</i></p> <p>Champions: <i>To be identified by Volunteer Stakeholders</i></p> <p>Listing/Description of Tasks and Participants:</p> <ol style="list-style-type: none"> <i>1. At the Workshop described in Activity 2.1.1 above, staff will describe the proposed Commercial Façade Improvement Program financial standards and eligibility criteria.</i> <i>2. Staff will explore with local banks the conditions required for loan approval to private businesses and/or property owners to finance the privately financed portion of the rehabilitation project, and invite these participating lenders to the Workshop.</i> <i>3. Staff will develop eligibility criteria for participants in the Commercial Façade Program that are inclusive, regardless of legal non-conforming zoning status, and discuss the proposed eligibility criteria at the Workshop. Issues to be discussed may include whether Agency financial assistance will be provided to fast-food restaurants, non-profit organizations, and whether a maximum Agency participation limit will be set.</i> <i>4. The Commercial Façade Improvement Program will assist properties that are split between the jurisdiction of Los Angeles and Culver City, so long as the building is located within Culver City, and will define the formula for allocating financial assistance to the Culver City portion of the property.</i> <i>5. Staff will submit the proposed Commercial Façade Improvement Program Guidelines to the Redevelopment Agency in coordination with Council approval of the Design Guidelines described in Task 4 of Activity 2.1.1 above.</i> 	<p>Task 1: <i>Complete in time to present the information at the community workshop identified in Activity 2.1.1(2), above (within three months of Agency approval of this Action Plan).</i></p> <p>Task 2: <i>Within three months of approval of this Action Plan, in coordination with submittal of Design Guidelines, as described in Task 4 in Activity 2.1.1 above.</i></p> <p>Task 3: <i>Within three months of approval of this Action Plan in coordination with submittal of Design Guidelines, as described in Task 4 in Activity 2.1.1 above.</i></p> <p>Task 4: <i>Within three months of approval of this Action Plan in coordination with submittal of Design Guidelines, as described in Task 4 in Activity 1.1 above.</i></p> <p>Task 5: <i>Submit to Redevelopment Agency at the same time the City Council considers the Design Guidelines.</i></p>	<p>Total Estimated Cost: \$2,000,000</p>

<p>Activity 2.1.3. <u>Promote/Market the Commercial Façade Improvement Program.</u></p> <p>Market the Commercial Façade Improvement Program to encourage participation at the program's outset. Include Design Education as part of the marketing process, to demonstrate how implementation of design guidelines can improve property values and commercial viability of the business use.</p>	<p>Lead Organization: City of Culver City ("City") and Culver City Redevelopment Agency ("Agency") staff.</p> <p>Partnering Organizations and Individuals: (To be formed) Business Assn. and Neighborhood Assn., Culver City Chamber of Commerce</p> <p>Champions: To be identified by Volunteer Stakeholders.</p> <p>Participants in previous Agency Commercial Façade Program.</p> <p>Listing/Description of Tasks and Participants:</p> <ol style="list-style-type: none"> 1. Staff to notify property and business owners of the proposed Commercial Façade Improvement Program when the Design Guidelines and financial/programmatic aspects of the Program are discussed by the community at the Workshop, before the Planning Commission action and before the City Council/Redevelopment Agency actions. Use the e-mail list developed for this effort, post notices of meetings on the City's Home Page, notify community groups and when appropriate, take out display advertisements in the newspaper of general circulation. 2. Convene workshops, beginning in the Traditional Main Street area, to explain the Program and encourage participation. 3. Provide property and business owners with a copy of the Design Guidelines and Commercial Façade Improvement Program Guidelines. 4. Encourage community stakeholders to contact property and business owners and advise them of the Program. 5. Provide property and business owners with the names of contractors and architects who have previously participated in the Agency's Commercial Façade Program. 	<p>Tasks 1-5: This effort will begin immediately upon Council/Agency adoption of the Design Guidelines and Commercial Façade Program and will be brought forward to the Redevelopment Agency in coordination with the Design Guidelines, described in Activity 2.1.1, above.</p>	<p>Total Estimated Cost:</p> <p>\$150,000 for consultant services to administer the Commercial Façade Program over a three-year period.</p>
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GOAL 2. Private Improvements/Physical and Visual Environment: Enhance the appearance of private property throughout West Washington Boulevard to project an image of a vibrant corridor full of quality, vitality, economic health and community pride.

OBJECTIVE 2: PROMOTE ATTRACTIVE, SMALLER-SCALE, PEDESTRIAN-ORIENTED BUILDINGS			
<p>Activity 2.2.1. Review and Modify City Regulations to promote and attract smaller scale, pedestrian-oriented buildings and to achieve the character and types of uses desired for each of the three segments.</p> <p>Evaluate the Culver City Zoning Code and make modifications as necessary through adoption of a Special Overlay Zone or other appropriate techniques.</p>	<p>Lead Organization: City of Culver City ("City") and Culver City Redevelopment Agency ("Agency") staff.</p> <p>Partnering Organizations and Individuals: A seven to nine member ad hoc committee consisting of representatives of Washington Boulevard businesses, property owners, residents and neighboring residents should be formed to work with City staff.</p> <p>Champions: To be identified by Volunteer Stakeholders.</p> <p>Listing/Description of Tasks and Participants:</p> <ol style="list-style-type: none"> 1. Evaluate the Commercial Setback Overlay Zone to determine whether it provides sufficient flexibility to the City Planner to approve exceptions to the zero-setback requirement in order to accommodate pedestrian amenities or whether requirements similar to the East Washington Overlay Zone or other modifications to the Zoning Ordinance are necessary. 2. Evaluate the C-3 permitted uses and determine if an Overlay Zone which includes a list of uses that are permitted, prohibited or preferred is necessary. 3. Evaluate the C-3 zone requirements that regulate mixed-use developments and residential uses and recommend changes as necessary to encourage mixed use and residential developments where appropriate. 	<p>Estimated Time Frame to complete each Task and/or Activity:</p> <p>Tasks 1-3: A planner will be assigned to this task in year 2, the process will take one year to complete preparation of zoning code amendments, stakeholder meetings, Planning Commission and Council approval.</p>	<p>Resource Allocation (Estimated Cost) and Potential Source of Funds (Public, Private, Grant funds, etc.):</p> <p>A contract Planner will need to be retained to review the Zoning Code in light of the West Washington Blvd. issues, and to make recommendations.</p> <p>Total Estimated Cost:</p> <p>\$30,000 (assuming 350 hours @ \$75/hour)</p>

	<p>4. Once staff identifies all potential issues and recommended solutions, convene a workshop with representatives of all stakeholder interests to review those issues, and other issues which the workshop participants deem appropriate, to review staff's recommendations and identify other recommendations for Planning Commission consideration.</p> <p>5. Submit the proposed Zoning Code Amendments to the Planning Commission and City Council for consideration and adoption.</p>	<p>Task 4: After the Planner's recommendations have been reviewed by staff, two additional months will be needed for community input and discussion of the recommendations.</p> <p>Task 5: Following appropriate notice, Planning Commission review will be scheduled in about two months after receiving community consensus, followed by Council consideration two months later.</p>	
<p>Activity 2.2.2 <u>Parking Supply.</u></p> <p>Identify potential properties that might accommodate off-street parking and evaluate opportunities to maximize the supply of curbside parking for each of the three segments. (Also see Goal 1, Activity 1.1.1 Development of a Public Improvements Master Plan.)</p>	<p>Lead Organization: City of Culver City ("City") and Culver City Redevelopment Agency ("Agency") staff.</p> <p>Partnering Organizations and Individuals: (To be formed) Business Assn. and Neighborhood Assn., Culver City Chamber of Commerce</p> <p>Champions: To be identified by Volunteer Stakeholders</p> <p>Listing/Description of Tasks and Participants:</p> <ol style="list-style-type: none"> 1. As part of the Public Improvements Master Plan, prepare a Parking Strategy that maximizes the available supply of on-street parking and creates new off-street parking for the corridor. 2. Staff will identify properties that are for sale, and prepare a cost/benefit analysis to determine the cost for acquisition and improvement of the property for public parking in relation to the number of spaces to be created and the area that the off-street parking lot will serve. 	<p>Task 1: See Goal 1 Objective 1, Activity 1.1.1 and Objectives 1A, 1B, and 1C of this Plan.</p> <p>Task 2: To be completed within Year Two of the Action Plan.</p>	<p>Resource Allocation (Estimated Cost) and Potential Source of Funds (Public, Private, Grant funds, etc.):</p> <p>Total Estimated Cost:</p> <p>\$2,000,000 for property acquisition and development of up to three surface parking lots (one parking lot for each of the three segments).</p> <p>Note: This cost has been included in the Total Estimated Cost for Goal 1, Objective 1, Activity 1.1.1 of this Action Plan.</p>

GOAL 2. Private Improvements/Physical and Visual Environment: Enhance the appearance of private property throughout West Washington Boulevard to project an image of a vibrant corridor full of quality, vitality, economic health and community pride.

OBJECTIVE 3. PRESERVE AND ENHANCE THE EXISTING SUPPLY OF AFFORDABLE HOUSING IN THE WEST WASHINGTON BOULEVARD AREA.			
<p>Activity 2.3.1. <u>Implement the residential rehabilitation incentive program.</u></p> <p><i>Implement the existing Residential Rehabilitation Program, and if modifications are needed to encourage owner participation, develop a revised residential rehabilitation incentive program to encourage property owners to make needed repairs and upgrade their properties.</i></p>	<p>Lead Organization: Culver City Redevelopment Agency Housing Division.</p> <p>Partnering Organizations and Individuals: (To be formed) Business Assn. and Neighborhood Assn., Culver City Chamber of Commerce</p> <p>Champions: To be identified by Volunteer Stakeholders. Participants in previous Agency Residential Rehabilitation Programs.</p> <p>Listing/Description of Tasks and Participants:</p> <ol style="list-style-type: none"> 1. Housing staff will implement the Residential Rehabilitation Program. If modifications are necessary, staff will review the existing Agency rehabilitation program guidelines for multi-family projects regarding amount of assistance per unit, affordability requirements, type of covenants and duration of covenants, etc. 2. Staff to identify all multi-family residential properties along West Washington Boulevard and develop a database. 3. Housing staff to convene a Workshop with targeted property owners to explain the program's guidelines and benefits. 4. If a modified Program is recommended, Housing staff to submit the proposed revised West Washington Blvd. Housing Rehabilitation Program Guidelines to the Culver City Redevelopment Agency for approval. 5. Staff will market the Housing Rehabilitation Program Guidelines in coordination with Code Enforcement efforts (Activity 2.4.1 below). Outreach will be conducted as part of the activities in Goal 3 Economy and Goal 4 Image and Identity. 	<p>Estimated Time Frame to complete each Task and/or Activity:</p> <p>Tasks 1-2. This work will require about two months.</p> <p>Task 3: The Workshop can be held one month from the time Staff has completed its evaluation of the existing Housing Programs and prepared explanatory materials.</p> <p>Task 4: The Agency will be asked to adopt the Housing Rehabilitation Guidelines within one month of receiving community consensus on the proposed revised Program.</p> <p>Task 5: Marketing the Housing Rehabilitation Program can begin within one month of Agency approval of the Program.</p>	<p>Resource Allocation (Estimated Cost) and Potential Source of Funds (Public, Private, Grant funds, etc.):</p> <p>The Culver City Redevelopment Agency's Housing Budget for FY 2001-02 includes \$750,000 (plus \$1,000,000 to be allocated in future fiscal years) for West Culver City Rehabilitation. Of this amount, approximately \$100,000 will be needed for a Program Coordinator for two years to write the guidelines, obtain community review/input, obtain Agency approval, market the program, review construction plans, and oversee the rehabilitation projects.</p> <p>Additional funding from the Agency's Housing Budget will be required to continue the residential rehabilitation program in future years.</p>

GOAL 2. Private Improvements/Physical and Visual Environment: Enhance the appearance of private property throughout West Washington Boulevard to project an image of a vibrant corridor full of quality, vitality, economic health and community pride.

OBJECTIVE 4. CODE ENFORCEMENT. ENFORCE THE COMMUNITY'S BUILDING CODES FOR THEIR EFFECTS ON THE CORRIDOR'S APPEARANCE AND PEOPLE'S HEALTH AND SAFETY			
Activity 2.4.1 <u>Target Code Enforcement.</u> <i>Review the West Washington Boulevard Area for significant code violations, establish a priority list of code violations and address those priorities.</i>	Lead Organization: <i>City of Culver City, City Attorney's Office, Culver City Police Department, Sanitation Division of Public Works Department</i> Partnering Organizations and Individuals: <i>(To be formed) Business Assn. and Neighborhood Assn, CC Chamber of Commerce</i> Champions: <i>To be identified by Volunteer Stakeholders</i> <i>Participants in previous Agency Commercial Façade Program</i> Listing/Description of Tasks and Participants: <ol style="list-style-type: none"> 1. Administer the Department of Justice, Bureau of Justice Assistance, Community Prosecution Grant, which runs from September 2001 through September 2002 and provides for a ¾ person in the City Attorney's Office and contract legal assistance. 2. In cooperation with the Culver City Police Department, organize meetings for the three sub-area business and property owners, approximately one meeting per month, to advise them of property standard issues, safe business practices, and neighborhood issues. (Coordinate this effort with the activities set forth in the Economy, Image and Identity, and Partnership Goals.) 3. In cooperation with Code Enforcement, identify properties with the most flagrant code violators, meet with the property or business owners, encourage their participation in the Commercial Façade Improvement Program and/or Residential Rehabilitation Program, and if no compliance, pursue the City's prosecutorial powers to ensure compliance. 4. Establish a West Washington Web Page and e-mail address on the City's Home Page, to encourage communication among West Washington Stakeholders. 	Estimated Time Frame to complete each Task and/or Activity: Tasks 1-4 will occur between September 2001- September 2002.	Total Estimated Costs: \$192,000 <i>Department of Justice, Bureau of Justice Assistance, Community Prosecution Grant to the City of Culver City, \$192,000</i> <i>Note: The Community Prosecution Grant includes three target areas: the W. Washington Blvd. area, Blair Hills area, and East Culver City area.</i>

WEST WASHINGTON BOULEVARD REVITALIZATION ACTION PLAN

GOAL 3: Economy

West Washington Boulevard runs through stable neighborhoods with strong collective buying power. Development in nearby areas, including areas outside the city's limits such as Playa Vista and Marina del Rey, is strengthening the Boulevard's location advantages. In addition to local markets, the corridor also is accessible to expansive regional consumer markets with impressive demographics. It is an important route to and from the beach. The Boulevard economy, however, is not fully capitalizing on its strengths and opportunities. While its establishments provide a great variety of goods and services to consumers and include several notable leading businesses, West Washington Boulevard in general is under-performing in relation to its economic potential.

The physical characteristics of the Boulevard, particularly the limited lot depths and lack of many available large development parcels, warrant an incremental revitalization approach rather than a large-scale new development approach. Such an incremental approach focuses on strengthening existing businesses, attracting new businesses to bring old buildings back to life, and encouraging small in-fill commercial development on vacant or underutilized parcels. "Mixed use and residential development" may be appropriate for in-fill development opportunities. While those smaller, business-by-business and building-by-building achievements would be the focus; the approach would not preclude larger-scale new development where opportunity sites exist.

(For background on this goal, see Workshop #1 Report, pages A1-A4, A6-A8, C4, C6-C9, D1-D2; and Workshop #2 Report, pages 4-6, A1-A5, ULI.2-ULI.8.)

GOAL 3. Economy: Build the West Washington Boulevard's economy incrementally by enhancing existing businesses, attracting new businesses to locate in existing buildings, and recruiting new development and tenants for key parcels. Capitalize on the Boulevard's proximity to strong local and regional consumer markets.

OBJECTIVE 1. UNDERSTAND THE MARKET: Achieve a strategic understanding of the market opportunities that West Washington Boulevard faces.			
Activity 3.1.1. Market Information: <i>Compile information on the local and regional trade areas for the Boulevard's diverse existing and potential businesses.</i>	Lead Organization: Culver City Redevelopment Agency Partnering Organizations and Individuals: Culver City Chamber of Commerce Champions: Property and business owners organized as part of Activity 2.4.1(2). Listing/Description of Tasks and Participants: 1. Conduct Market Analysis (e.g., collect demographic information about market area, review business license and sales tax patterns, conduct surveys/interviews) and prepare Market Profile 2. Identify businesses by sectors, understand their customer base 3. Identify needs/desires of neighboring residents as they will be customers for the businesses	Estimated Time Frame to complete each Task and/or Activity: Time Frame: 3-6 months Task 1. Complete within two months. Task 2. Complete within two months. Task 3. Complete within three months.	Resource Allocation (Estimated Cost) and Potential Source of Funds (Public, Private, Grant funds, etc.): Total Estimated Cost: \$30,000 Potential Source of Funds:
Activity 3.1.2. Commercial Market Analysis: <i>Convene workshops to share market information, and to analyze and develop strategies to address the market data.</i>	Lead Organization: Culver City Redevelopment Agency Partnering Organizations and Individuals: Business Association and Chamber of Commerce Champions: Property and business owners Listing/Description of Tasks and Participants: 1. Determine workshop themes that match the business needs based on market profiles developed in Activity 3.1.1 above. 2. Develop a market-based plan based on gathered data	Time Frame: (After Activity 3.1.1 is completed) 6 mos. – 1 yr Task 1. Complete within two months. Task 2. Complete within four months.	Total Estimated Cost: \$30,000 for speakers, consultant services. Potential Source of Funds:

<p>Activity 3.1.3. <u>Housing Market Analysis:</u></p> <p>Evaluate the market for residential development in Segment 3.</p>	<p>Lead Organization: <i>Culver City Housing Division and Culver City Planning Division</i></p> <p>Partnering Organizations and Individuals: <i>Culver City Chamber of Commerce</i></p> <p>Champions:</p> <p>Listing/Description of Tasks and Participants:</p> <ol style="list-style-type: none"> 1. <i>Conduct Residential Market Analysis and prepare Market Profile</i> 2. <i>Modify Zoning Code to provide criteria for mixed use development</i> 3. <i>Create incentives that encourage mixed use and residential developments and retain residential units.</i> 	<p>Time Frame: <i>(After Activity 3.1.1 is completed) 6 mos. – 1 yr</i></p> <p>Task 1. <i>Complete within two months.</i></p> <p>Task 2. <i>Complete within six months of Task 1.</i></p> <p>Task 3. <i>Complete within six months of Task 2.</i></p>	<p>Total Estimated Cost: \$30,000 for planning consultant retained for mixed use zoning code amendment. (assuming 250 hrs @ \$75/hr)</p> <p><i>Potential Source of Funds:</i></p>
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OBJECTIVE 2. ENHANCE BUSINESS PRACTICES: Assist business owners to enhance their operating practices so that they offer attractive, competitive enterprises with high levels of customer service.			
Activity 3.2.1. A <u>Business Enhancement Workshops</u> <i>A business association can do much to educate its members about marketing. Discussion about forming and association is included in Goal 5 Activity 5.2.2.</i> <i>A business improvement association can formalize its funding structure by establishing a Business Improvement District (see Goal 5 Activity 5.2.3). One of the activities an Association or District can undertake is to offer Business Enhancement workshops.</i>	Lead Organization: <i>Business Association</i> Partnering Organizations and Individuals: <i>Culver City Redevelopment Agency and Culver City Chamber of Commerce, Culver City City Attorney's Office, Culver City Police Department.</i> Champions: <i>Business owners</i> Listing/Description of Tasks and Participants: 1. <i>Produce workshops for business owners and their employees to address security and lighting concerns and to help them stay on top of the current tools and techniques of dynamic businesses. Topics would include customer service, marketing and advertising, visual merchandising, personnel management and training, computerized systems, and Internet sales.</i>	Time Frame: To be developed by Business Association	

OBJECTIVE 3. ATTRACT NEW BUSINESSES: Attract new businesses to West Washington Boulevard that fill market gaps and adaptively reuse existing buildings.			
Activity 3.3.1. <u>Business Recruitment Program:</u> <i>Develop a business recruitment program to attract desirable new businesses to the Boulevard.</i>	Lead Organization: <i>Culver City Redevelopment Agency and Business Association</i> Partnering Organizations and Individuals: <i>Culver City Chamber of Commerce</i> Champions: <i>Business owners</i> Listing/Description of Tasks and Participants: <ol style="list-style-type: none"> 1. <i>Using Information derived from Activity 3.1.2, Commercial Market Analysis, develop a list of the kinds of businesses to be attracted to the corridor.</i> 2. <i>Develop an Economic Development Incentive Program to provide financial assistance to preferred new businesses that complement existing businesses. Market the Program to attract preferred/new businesses and/or to assist in the expansion of existing preferred businesses. (coordinate with Private Development Goal 2 Activity 2.2.1)</i> 3. <i>Use information in the Real Estate Advisory Bulletin to identify properties for sale or lease as potential development opportunities.</i> 4. <i>Develop a parking strategy and program for the entire boulevard. (Coordinate with the Public Improvements Master Plan Goal and Private Development Goal.)</i> 	Time Frame: <i>Ongoing</i> Task 1. <i>Year 2.</i> Task 2. <i>Year 2.</i> Task 3. <i>Year 2</i> Task 4. <i>Year 2</i>	Total Estimated Cost: <i>\$750,000 for Economic Development Incentive Program.</i> Potential Source of Funds:

OBJECTIVE 4. RECRUIT NEW DEVELOPMENT: Recruit new development and tenants to capitalize on key opportunity sites.			
Activity 3.4.1. Redevelopment Resources: <i>Reserve some Redevelopment Agency funds to assemble selected parcels for redevelopment projects.</i>	Lead Organization: <i>Culver City Redevelopment Agency</i> Partnering Organizations and Individuals: <i>City Planning Division staff, Business Assn, Chamber of Commerce, and property and business owners</i> Champions: <i>Property and business owners</i> Listing/Description of Tasks and Participants: <ol style="list-style-type: none"> <i>Determine potential development sites or locations.</i> <i>Acquire parcels for development and/or for the creation of new public parking lots in support of achieving desirable new development projects. (Coordinate with the Public Improvements Master Plan Goal 1 and the Private Improvements Goal 2 Activity 2.2.2 of this Plan.)</i> <i>Use market analysis created with Activity 3.1.2 and 3.1.3 to determine desirable projects and implement a strategy for achieving these desirable projects.</i> 	Estimated Time Frame to complete each Task and/or Activity: Time Frame: <i>As opportunities arise.</i> Task 1. <i>Ongoing.</i> Task 2. <i>Ongoing (Based on parking strategy and available parcels)</i> Task 3. <i>Ongoing.</i>	Resource Allocation (Estimated Cost) and Potential Source of Funds (Public, Private, Grant funds, etc.): Total Estimated Cost: <i>\$1,000,000.</i>

WEST WASHINGTON BOULEVARD REVITALIZATION ACTION PLAN

GOAL 4: Image and Identity

West Washington Boulevard's image needs improvement. It has been called boring, declining, cluttered, neglected, shabby, unattractive, uninviting, unfriendly, and even embarrassing! Some note that it is hard to find, or at least hard to differentiate the area from a large neighboring jurisdiction (city of Los Angeles). It lacks continuity, landscape and character. It lacks identity. The "identity crisis" is compounded by residents and businesses being coerced into using a Los Angeles, 90066, address if they wish to receive their mail even though in their hearts, and physically, they live and work in a Culver City location!*

The physical and economic changes discussed in Goals 1-3 will address the Boulevard's needs for image and identity improvements. But, it is not enough to quietly make the positive changes. The community must get the word out in order to change perceptions throughout the City and the region. Without a corresponding positive change in people's perceptions about West Washington Boulevard, the necessary customer base and new investment cannot be attracted. In the business of commercial area revitalization, image is perception, and perception is reality.

Realizing that it is just as crucial to target image campaigning to the Boulevard's internal players as to the external public, this goal includes business "open houses" for other businesses and area residents, as well as efforts to garner visibility and attract customers.

(For background on this goal, see Workshop #1 Report, pages A1-A8, C3, C7-C10, D1-D2; and Workshop #2 Report, pages A2-A3, ULI.3, ULI.6.)

**These unkind words were said by the Boulevard's friends, the stakeholders who participated in Workshop #1. One can only imagine what strangers are saying about West Washington! Fortunately, the stakeholders also recognize the area's many great traits, and are able to enthusiastically envision its potential.*

GOAL 4. Image and Identity: Build and project a positive image and strong identity for West Washington Boulevard. Capitalize on physical improvements, proactive initiatives and changing attitudes by celebrating them and communicating them to the public. Make accomplishments visible to signal that West Washington Boulevard is a great place in which to live, work, shop, run a business, do business, obtain services, invest, eat, drink, relax, and socialize.

OBJECTIVE 1. ESTABLISH KICK-OFF: Conduct visible activities that demonstrate that the community has successfully initiated a revitalization process for West Washington Boulevard.

<p>Activity 4.1.1. Clean Up Days:</p> <p><i>Produce clean-up day events that result in areas free of trash, graffiti, weeds, and dirty store windows, and garner media coverage.</i></p> <p><i>(Coordinate this effort with the Private Improvements Goal 2 Objective 4 Code enforcement efforts and Partnership Goal 5.)</i></p>	<p>Lead Organization: <i>(To be formed) Business Association</i></p> <p>Partnering Organizations and Individuals: <i>City staff (including City Attorney's Office, Public Works, Public Arts Coordinator)</i> <i>Culver City High School student volunteers</i> <i>Court referrals</i> <i>Boy Scouts</i> <i>Herbert Street Neighborhood Association</i></p> <p>Champions: <i>Culver City Chamber of Commerce</i></p> <p>Listing/Description of Tasks and Participants:</p> <ol style="list-style-type: none"> <i>1. Implement Clean-up day events for area businesses</i> <i>2. Adopt-a-block program</i> <i>3. Explore the use of artwork, possibly murals, to enhance blank building facades (if eligible, projects may compete and qualify for City public art funding). If appropriate, coordinate with the Commercial Façade Rehabilitation Program in the Private Improvements Goal 2 Activity 2:1.3.</i> <i>4. Window decals to identify/acknowledge participating businesses</i> 	<p>Estimated Time Frame to complete each Task and/or Activity:</p> <p><i>Tasks 1 – 4: Plan and implement clean-up day events and other programs within six months.</i></p>	<p>Resource Allocation (Estimated Cost) and Potential Source of Funds (Public, Private, Grant funds, etc.):</p> <p>Total Estimated Cost: \$7,500</p> <p>Potential Source of Funds:</p>
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<p>Activity 4.1.2. Business "Open Houses":</p> <p>Convene "open houses" at area businesses to build business-to-business and business-to-residents relationships.</p>	<p>Lead Organization: (To be formed) Business Association, Culver City Chamber of Commerce</p> <p>Partnering Organizations and Individuals: Designated Stakeholders (including Stephanie Wattenberg, Wayne Higashi, and Pat Duncan)</p> <p>Champions: Health Care facility operators in the West Washington Blvd. area</p> <p>Listing/Description of Tasks and Participants:</p> <ol style="list-style-type: none"> 1. Form a business association (See Goal 5 Activity 5.2.2 of this Plan.) 2. Plan and conduct a Health Fair that promotes the various health care facilities and services available on West Washington Blvd. Also see Activity 4.3.1. (Coordinate with the Culver City Chamber of Commerce Health Fair event.) 3. In coordination with other business associations, create a signature event that will attract customers and introduce them to this area. 	<p>Task 1. Begin after Target Code Enforcement Stakeholder meetings convened as per Activity 2.4.1.</p> <p>Task 2. Planning the health fair event should begin six months prior to the event. Allow sufficient time to publicize the event through available media: banners, news releases, City web page; CC Chamber of Commerce newsletter.</p> <p>Task 3. To be determined by the Stakeholder Volunteers or the business association.</p>	<p>Total Estimated Cost: \$10,000</p> <p>of which;</p> <p>\$8,000 for health fair, \$2,000 (Assume \$250 per participating business for refreshments and promotional literature)</p> <p>Potential Source of Funds:</p>
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OBJECTIVE 2. MEDIA VISIBILITY: Generate consistent visibility in the media to project a positive image for West Washington Boulevard.			
Activity 4.2.1. Advertising: Purchase image advertising for the Boulevard and its segments. <ul style="list-style-type: none"> ○ Create names for each segment in coordination with Goal 1. ○ Create visible and uniform signs that identify the Business district and Culver West Park ○ Create newsletter to distribute among the businesses ○ Create banners with distinctive designs for this area. Local merchants can sponsor a banner 	Lead Organization: <i>(To be formed) Business Association or Designated Stakeholder Volunteers</i> Partnering Organizations and Individuals: Culver City Chamber of Commerce and Culver City Redevelopment Agency Champions: Listing/Description of Tasks and Participants: 1. Develop a strategy for advertising special events or activities underway that take advantage of the following media: <ul style="list-style-type: none"> ○ Chamber newsletter ○ Produce ads for merchant events ○ Cable TV ○ Cable crawlers – City website ○ Business publications 	Task 1. To be outgrowth of Stakeholder meetings 2.4.1 on ongoing basis.	Total Estimated Cost: \$12,500 of which: \$10,000/yr for general advertising \$2,500 for a banner program Potential Source of Funds:
Activity 4.2.2. Public Relations: Produce press releases and media events to generate timely coverage of Boulevard success stories, including completed commercial façade rehabilitation projects. <ul style="list-style-type: none"> ○ Advertise Culver City Police Dept. public relations events 	Lead Organization: <i>(To be formed) Business Association</i> Partnering Organizations and Individuals: Culver City Chamber of Commerce, Culver City Police Department (Crime Prevention and Media Relations); Culver City Redevelopment Agency, City's Public Information Officer Champions: Listing/Description of Tasks and Participants: 1. Prepare and issue press releases	Task 1. On a regular, ongoing basis as projects are completed or when special events are scheduled.	Total Estimated Cost: \$1,000 (@ \$100 per event for 10 events) Potential Source of Funds:

OBJECTIVE 3. ATTRACT CUSTOMERS: Attract greater levels of consumers from the local and regional trade areas to become customers of West Washington Boulevard businesses.			
Activity 4.3.1. Advertising and Promotions: Conduct advertising and promotions to attract customers to area businesses. These promotions would feature the area's key businesses and major business clusters. Signature events should be agreed to by Business and/or Neighborhood Associations after consultation with other community groups to avoid scheduling conflicts or overlap.	Lead Organization: (To be formed) Business Association or Designated Stakeholder Volunteers Partnering Organizations and Individuals: Culver City Chamber of Commerce Champions: Listing/Description of Tasks and Participants: 1. Plan and schedule various promotional events, such as the following: <ul style="list-style-type: none"> o Sidewalk sale o Health fair o Events at Culver West Park o Boulevard 10K run event o Winter Holiday event 2. Encourage the Culver City Cultural Affairs Commission to target cultural performances at the Culver West Park.	Task 1 & 2. To be completed as part of the work program developed by the Business Association (Goal 5 Activities 5.2.2 and 5.2.3)	Total Estimated Cost: to be determined. Costs could be from as low as \$10,000 to \$60,000, depending on the type and scope of the promotional events. Sidewalk sale and scavenger hunts could be produced for little more than the cost of printing flyers and buying decorations; \$500 per event. Health Fair cost of \$8,000 is included in Activity 2.4.1 of Goal 2 Private Improvements of this Plan. Cultural Performances at Culver West Park: \$4,000
Activity 4.3.2. Business Directory: Publish a directory of Boulevard businesses so that potential customers can learn the array of goods and services that the area offers.	Lead Organization: (To be formed) Business Association Partnering Organizations and Individuals: Culver City Chamber of Commerce Champions: Listing/Description of Tasks and Participants: 1. Prepare and disseminate a directory of Boulevard businesses and services with business license information provided by City staff and other appropriate information provided by the Culver City Chamber of Commerce.	Task 1. To be completed by the Business Association.	Total Estimated Cost: \$10-15,000 Potential Source of Funds:

<p>Activity 4.3.3. Events:</p> <p><i>Produce events that generate customer awareness of the area so that event attendees will return at a later date to patronize area establishments.</i></p>	<p>Lead Organization: <i>(To be formed) Business Association</i></p> <p>Partnering Organizations and Individuals: Stephanie Wattenberg</p> <p>Champions:</p> <p>Listing/Description of Tasks and Participants: See Activity 4.3.1 of Goal 4 Image and Identity Objective 3</p> <ol style="list-style-type: none"> 1. Health fair 2. Plan an event to promote various area businesses and offer free give-away prizes. Include the City's Fire and Police Department staff at the event to provide information about various programs like CERT. 	<p>Task 1. <i>(To be coordinated with the activities in the Partnership Goal 5)</i></p>	<p>Total Estimated Cost: \$25,000 @ \$5,000 per event</p> <p>Potential Source of Funds:</p>
<p>OBJECTIVE 4. POLICE PRESENCE: Achieve greater visibility of the Culver City Police Department along West Washington Boulevard.</p>			
<p>Activity 4.1. Schedule Visibility:</p> <p><i>Schedule deployment of Culver City Police Department personnel in ways that enhance the Department's visibility in the West Washington Boulevard area.</i></p> <p><i>Need traffic enforcement @ Herbert St.</i></p> <ul style="list-style-type: none"> o Herbert St. Neighborhood Watch 	<p>Lead Organization: Culver City Police Dept. (CCPD)</p> <p>Partnering Organizations and Individuals: CCPD Lt. Dave Tankenson, media Herbert St. Assn. (Joseph Rosendo) <i>(To be formed) Business Association</i></p> <p>Champions:</p> <p>Listing/Description of Tasks and Participants:</p> <ol style="list-style-type: none"> 1. CCPD staff and City Attorney's office staff to assist the area residents and businesses in forming Neighborhood Watch and Business Watch Programs 2. Implement business safety inspection visits. 	<p>Estimated Time Frame to complete each Task and/or Activity:</p> <p>Task 1. <i>Undertake as part of Goal 2 Activity 2.4.1, implementation of Dept of Justice Community Prosecution Grant and coordinate with the Business Association (Goal 5 Activity 5.2.2)</i></p> <p>Task 2. <i>Ongoing program – inspections are made on a business request basis.</i></p>	<p>Resource Allocation (Estimated Cost) and Potential Source of Funds (Public, Private, Grant funds, etc.):</p> <p>Total Estimated Cost: <i>No additional cost to the City for home and business inspections, which are part of the Police Department's Crime Prevention/Community Awareness Program (per Culver City Police Dept.). Continuous CCPD patrol and enforcement by CCPD motor officers and parking enforcement officers is ongoing.</i></p>

OBJECTIVE 5. POSTAL IDENTITY: Change Culver City resident and business addresses that are now Los Angeles, 90066, to a Culver City postal address. Change the way the United States Postal Service operates so that it will be able to deliver mail correctly to the new postal addresses.			
Activity 4.5.1. Research: <i>Conduct research to determine if this is a possible and desirable goal. Would the change result in the intended objective of building Culver City identity or would unintended consequences make the change undesirable?</i> o Pursue CC 90066 in place of LA 90066	Lead Organization: Stakeholder Volunteers (Scott Malsin, Paul Struhl, Bob Pine) Partnering Organizations and Individuals: Russ Nolan, Postmaster CAO's office Champions: Listing/Description of Tasks and Participants: 1. Stakeholder Volunteers should conduct research for successful cases where the Postal Service approved changes in zip codes, such as checking a LA Times article about the zip code change for the San Fernando Valley. 2. Stakeholders should survey area businesses to determine if there is support for or opposition to a change in the postal zip code address. 3. Stakeholders may consider arranging a meeting with Russ Nolan, Postmaster, regarding the neighborhood's concerns and explore whether the Postal Service would consider changing the zip code.	Estimated Time Frame to complete each Task and/or Activity: Task 1. To be determined by the Stakeholder Volunteers. Task 2. To be determined by the Stakeholder Volunteers. Task 3. To be determined by the Stakeholder Volunteers.	Resource Allocation (Estimated Cost) and Potential Source of Funds (Public, Private, Grant funds, etc.): Total Estimated Cost: \$ unknown. Potential Source of Funds:
Activity 4.5.2. Post Master and Federal Legislators: <i>Meet with the Post Master and federal representatives to receive assistance in determining the process for making the desired changes.</i>	Lead Organization: Stakeholder Volunteers (Scott Malsin, Paul Struhl, Bob Pine) Partnering Organizations and Individuals: Albert Vera, former City Council member Champions: Congresswoman Diane Watson Listing/Description of Tasks and Participants: To be determined by Stakeholder Volunteers.		Total Estimated Cost: \$ unknown. Potential Source of Funds:

WEST WASHINGTON BOULEVARD REVITALIZATION ACTION PLAN

GOAL 5: Partnerships

Participating stakeholders felt that the series of Community Visioning Workshops for West Washington Boulevard was a good beginning for a city-residents-businesses-property owners partnership. It is only a beginning. The strategic goals and activities in this Plan will require years and years of implementation. Most of the partnerships required for implementing this plan will be long-term in nature. Several will, for all practical purposes, be permanent. The business community will always need to be in communication and coordination with the residential community. Business owners and managers will always need to join forces with other businesses. Residents need to speak with a unified voice to City Hall and unite with other sectors to become part of the effective coalitions. City government cannot accomplish many community-building goals without strong partnerships with all of the various community sectors.

Several of the activities or projects identified in this Plan, such as streetscape improvements, involve full detailed plans of their own, with important decisions that necessitate multiple-stakeholder input. That type of activity calls for community-participation forums. The community also needs on-going implementation organizations such as business improvement districts, a Main Street program, and area associations to carry out the "fine-grain" day-to-day revitalization and management work and to initiate new projects and programs as opportunities and needs arise.

(For background on this goal, see Workshop #1 Report, pages A1-A4, A6, A8, C3; and Workshop #2 Report, pages 6, A1, ULI.6-ULI.7.)

GOAL 5. Partnerships: Build and sustain long-term public-private partnerships that can develop and deliver ambitious revitalization programs over time. Continue to bring West Washington Boulevard stakeholders together in community forums to plan specific projects and activities. Develop organizational mechanisms such as business improvement districts, a Main Street program, and area associations to keep multiple partners working together permanently.

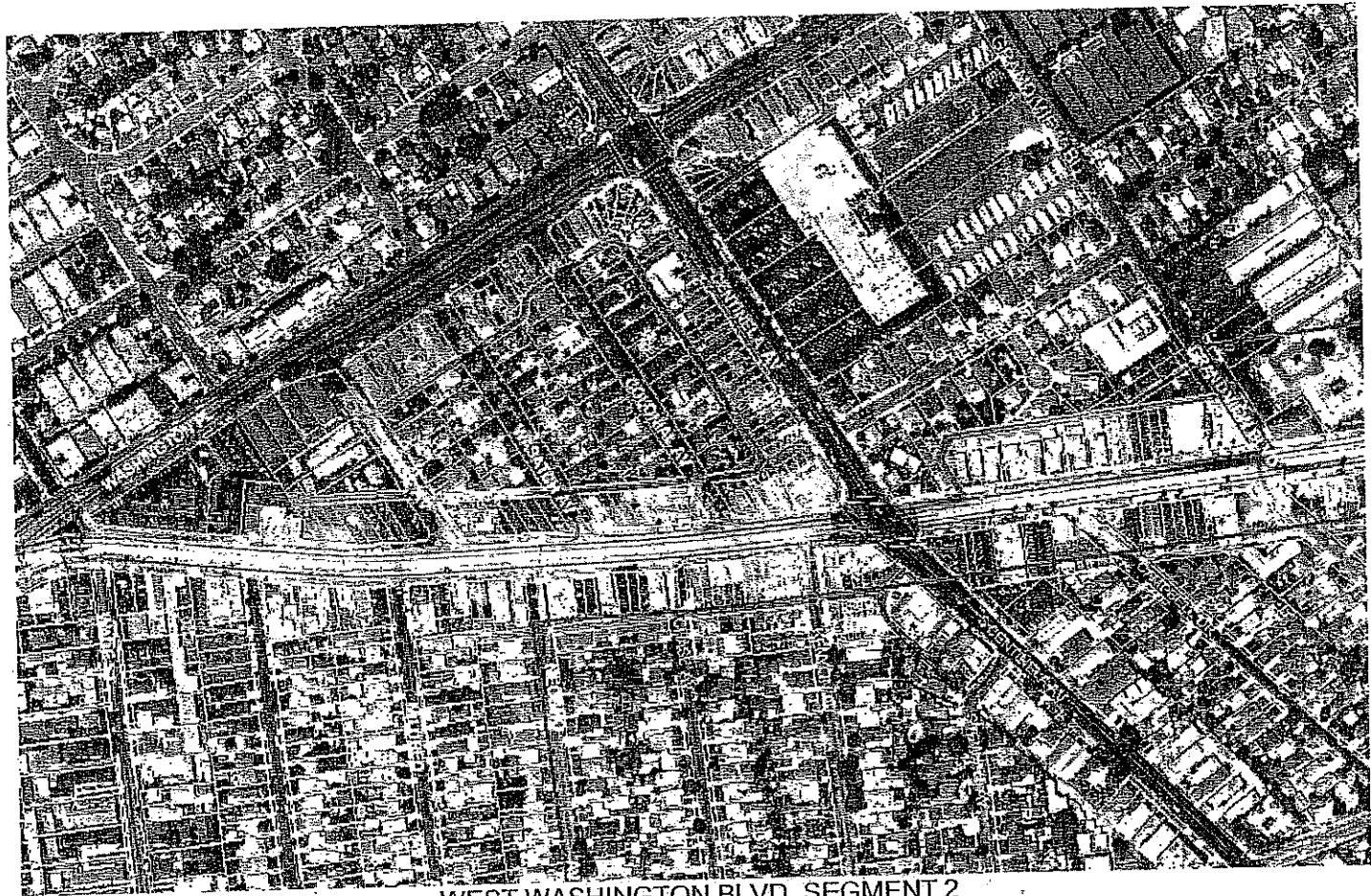
OBJECTIVE 1. BRING STAKEHOLDERS TOGETHER: Bring West Washington Boulevard's business owners, property owners, residents, city government, and other stakeholders together to work on revitalization programs, projects, and activities that can only be effective through creative and committed partnerships. (Select the individuals)			
Activity 5.1.1. Community Forums: <i>For the activities that will be identified as the highest priority activities in this Action Plan, convene community forums that provide stakeholders the opportunity to accomplish the necessary work together.</i>	Lead Organization: CCRA Redevelopment and Housing Divisions Partnering Organizations and Individuals: Private developers, real estate brokers, City, residents/Neighborhood Associations, Business Associations. Champions: Designated Stakeholder Volunteers Listing/Description of Tasks and Participants: 1. "Spread the word" (establish an outreach "grassroots" effort to inform residents and businesses about the Agency's/City's revitalization efforts) 2. Identify central communication point (Champions identified above will act as the central points of communication) 3. Collect contact information (business). Champions will create a database of business contact information. 4. Identify area contact and resident contact for all three segments. 5. Agency to provide database of business and property owners and workshop participants.	Estimated Time Frame to complete each Task and/or Activity: Tasks 1-5: Complete in coordination with Stakeholder meetings and workshops convened to implement Goals 1 and 2 regarding community input on streetscape master plan, Commercial Rehab Design Guidelines and Housing Rehab Program and Code Enforcement Stakeholder meetings.	Resource Allocation (Estimated Cost) and Potential Source of Funds (Public, Private, Grant funds, etc.): Total Estimated Cost: \$10,000 is for the Outreach Effort (for consultants, graphics, mailings, web page, etc.) Potential Source of Funds:

OBJECTIVE 2. ONGOING ORGANIZATIONAL MECHANISMS: Create community-based organizations for West Washington Boulevard that provide the implementation framework for creative public-private partnerships to develop and deliver ambitious revitalization programs in the many years ahead. (Select the vehicle)			
Activity 5.2.1. Explore Organizational Mechanisms: Explore the applicability and appropriateness of various organizational frameworks and funding mechanisms for long-term revitalization organizations in each of the Boulevard's segments. Candidate organizational models include a Main Street program, business-based and property-based Business Improvement Districts (BIDs), neighborhood / resident / business / property owner associations, Chamber of Commerce committees and task forces, and City task forces. This will be an outgrowth of 3.2.1 (A), (Form Business Association) which may evolve into other models.	Lead Organization: To be formed Business Association. Partnering Organizations and Individuals: City, Culver City Chamber of Commerce, Consultant/Advisor Champions: Listing/Description of Tasks and Participants: 1. Form a group or groups of organizational members for each segment of the Boulevard. Staff to assist the Champions with identifying potential members. 2. Determine the appropriate organizations. Staff to assist the Champions with identifying what opportunities they have and what the appropriate organization might be. 3. Develop a mission statement (goals and objectives). Staff to work with each group organization to develop a mission statement or statements. Each segment of the Boulevard may have a sub-area vision statement in addition to the Vision Statement for the overall Boulevard	Task 1. Complete within one year. Tasks 2 and 3 will occur after the Business Association(s) has experience with the needs of their organization.	Total Estimated Cost: \$70,000 Potential Source of Funds:

Activity 5.2.2 <u>Form Business Association</u>	Lead Organization: <i>Business Association</i> Partnering Organizations and Individuals: <i>Culver City Redevelopment Agency and Culver City Chamber of Commerce, Culver City City Attorney's Office, Culver City Police Department.</i> Champions: <i>Business owners</i> Listing/Description of Tasks and Participants: 1. <i>Form a Business Association as an outgrowth of efforts to be undertaken as part of Activity 2.4.1(2).</i> 2. <i>Explore whether there is interest/support to form a Business Improvement District (BID).</i> 3. <i>Create marketing alliances</i> 4. <i>If there is support, proceed with formation of a BID.</i>	Time Frame: <i>6 mos. to 1 yr. from the completion of Activity 3.1.2 to show an enhancement in business practices</i> Task 1. <i>Complete within one year.</i> Tasks 2-4 <i>should occur in Year 2 of Business Associations formation.</i>	Total Estimated Cost: <i>(Included in Activity 5.2.1)</i> Potential Source of Funds:
Activity 5.2.3 <u>Create a Business Improvement District</u>	Lead Organization: <i>Business Association</i> Partnering Organizations and Individuals: <i>Culver City Redevelopment Agency and Culver City Chamber of Commerce</i> Listing/Description of Tasks and Participants: 1. <i>Business Association will initiate the BID formation with the assistance of the City and Redevelopment Agency staff.</i>	Time Frame: <i>Following Year 2 of Business Association</i> Task 1. <i>To be determined by the Business Association.</i>	Total Estimated Cost: <i>(Included in Activity 5.2.1)</i>



WEST WASHINGTON BLVD. SEGMENT 1
Del Rey/Walnut to Wade Street
Not to scale



WEST WASHINGTON BLVD. SEGMENT 2
Wade Street to Grandview Boulevard
Not to scale



WEST WASHINGTON BLVD. SEGMENT 3
Grandview Boulevard to 405 Freeway
Not to scale

WEST WASHINGTON BOULEVARD REVITALIZATION PLAN

SUMMARY OF ESTIMATED COSTS

Cost Items		Est. Cost	Public	Private
GOAL 1: Public Improvements (includes public right-of-way and off-street parking lot improvements)				
Preferred Scope of PI for all three segments (incl. Soft and hard costs):				
Portal/Gateway sculptural element for Segment 1	\$300,000		\$300,000	
Retail Gateway (Segment 1)	\$4,200,000		\$4,200,000	
Traditional Main St. (Segment 2)	\$3,900,000		\$3,900,000	
Health Care/Infill/Residential Parkway (Segment 3)	\$5,400,000		\$5,400,000	
Subtotal for street improvements	\$13,800,000		\$13,800,000	
Acquisition and development of possibly three surface parking lots	\$2,000,000		\$2,000,000	
Consultant cost for Conceptual PI Master Plan	\$60,000		\$60,000	
On-going maintenance costs of future public streetscape improvements	To be determined		To be determined	
Total Est. Cost for Goal 1:	\$15,860,000		\$15,860,000	0

GOAL 2: Private Improvements				
Creable Design Guidelines	\$15,000		\$15,000	
Commercial Facade Rehab Prog (50% Private funds, 50% Agency funds)	\$2,000,000		\$1,000,000	\$1,000,000
Consult. Services for Rehab Prog Admin. Over a three-year period	\$150,000		\$150,000	
Review/Modify Zoning/Regul. to achieve Vision; Hire Contract Planner	\$30,000		\$30,000	
Housing Rehab Program in OCRA FY01-02 Budget	\$750,000		\$750,000	
Housing Rehab Program (future fiscal year)	\$1,000,000		\$1,000,000	
Target Code Enforcement (Culver City FY 01-02 Budget Dept. of Justice Grant)	\$192,000		\$192,000	
Total Est. Cost for Goal 2:	\$4,137,000		\$3,137,000	\$1,000,000

GOAL 3: Economy				
Market Information	\$30,000		\$30,000	
Commercial Market Analysis	\$30,000		\$30,000	
Housing Market Analysis	\$30,000		\$30,000	
Bus. Recruitment/Econ. Dev. Incentive Program	\$750,000		\$750,000	
New Development Opportunities (potential land assembly)	\$1,000,000		\$1,000,000	
Total Est. Cost for Goal 3:	\$1,840,000		\$1,840,000	0

GOAL 4: Image and Identity				
Clean-up Day Events	\$7,500		\$3,750	\$3,750
Business Open Houses (\$250/particip. Business for refreshments & promotional lit)	\$10,000			\$10,000
Media - Advertising	\$10,000			\$10,000
Banner program	\$2,500			\$2,500
Media - Public Relations @ \$125/press x 8	\$1,000		\$1,000	
Adv & Promotions (From \$10,000 to \$50,000 depending on type/scope of promotions)	To be determined		To be determined	
Health Fair	\$8,000			\$8,000
Culver West Park - Perf. Arts Fund if awarded for performance in the Park	\$4,000		\$4,000	
Business Directory	\$15,000			\$15,000
Seasonal Events @ \$5,000/event	\$25,000			\$25,000
Postal Identity/Change	Unknown		Unknown	
Total Est. Cost for Goal 4:	\$83,000		\$8,750	\$74,250

GOAL 5: Partnerships				
Community Forums/Stakeholders	\$10,000			\$10,000
Form Business Association, Hold Workshops	\$70,000		\$35,000	\$35,000
Total Est. Cost for Goal 5:	\$80,000		\$35,000	\$45,000
SUMMARY TOTAL ESTIMATED COST FOR GOALS 1 - 5	\$22,000,000		\$20,880,750	\$1,119,250

SUMMARY TOTAL OF POTENTIAL FUNDING SOURCES:				
Culver City Redevelopment Agency Funds (Five-Year Cash Flow, including FY01-02 Budgeted funds)	\$3,316,000		\$3,316,000	
Culver City Redevelopment Agency Housing Funds (including FY01-02 Budgeted funds)	\$1,750,000		\$1,750,000	
Dept. of Justice Grant Funds (FY01-02 Budgeted funds) awarded to City of Culver City for three target areas, including West Washington Blvd. area.	\$192,000		\$192,000	
Proposed City of Culver City Public Art Funds	\$300,000		\$300,000	
Other City of Culver City Funds	To be identified		To be identified	
Private Funds (such as Private Contributions, Private Matching funds from Agency Rehab Project Participants, Fees collected from a Business Improvement Assessment District (if established), etc)	To be identified		To be identified	
Fees collected from St. Light/Inlandsc. Maintenance Assessment District (if established)	To be determined		To be determined	
TOTAL AMOUNT OF POTENTIAL FUNDING AVAILABLE if approved by City Council/Agency:	\$5,558,000		\$5,558,000	To be determined
GAP BETWEEN SUMMARY TOTAL ESTIMATED COST AND TOTAL POTENTIAL FUNDING:	(\$16,442,000)		(\$15,322,750)	To be determined