



City Council of the City of Culver City Strategic Plan

**Retreat Summary and Strategic Plan
Draft, October 2018**

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City Council Culver City

Strategic Planning Retreat Executive Summary

Culver City Council Members and City staff met for a two-day planning retreat on Friday, May 18, 2018 and Saturday, May 19, 2018. The purpose of the retreat was to engage Council Members in:

- Considering a variety of issues currently impacting Culver City and to openly brainstorm critical questions to be answered that would help guide solutions.
- Identifying strategic priorities that provide a foundation for, or align with priorities to be identified in the general plan.
- Reviewing progress of the 2016-2021 strategic plan.
- Developing specific strategies and action steps for addressing strategic priorities.

During the two-day retreat, City Council Members discussed a variety of topics that focused on financial stability for the city, new sources of revenue, homelessness and housing, transportation, and a variety of other issues facing Culver City.

Through the discussion, Council Members established priorities and identified interim action steps. In addition, Council Members and staff reviewed progress of the 2016-2021 plan and identified areas where new priorities aligned with the prior plan and where modifications or changes were necessary.

At the end of the two-day retreat, members of the City Council identified the following strategic priorities:

- Ensure Long-term Financial Stability
- Enhance Mobility and Transportation
- Improve Housing and Homeless Services
- Revitalize Ballona Creek
- Transform the Inglewood Oil Field

PLANNING PRIORITIES

Ensure Long-Term
Financial Stability

Enhance Mobility and
Transportation

Improve Housing and
Homeless Services

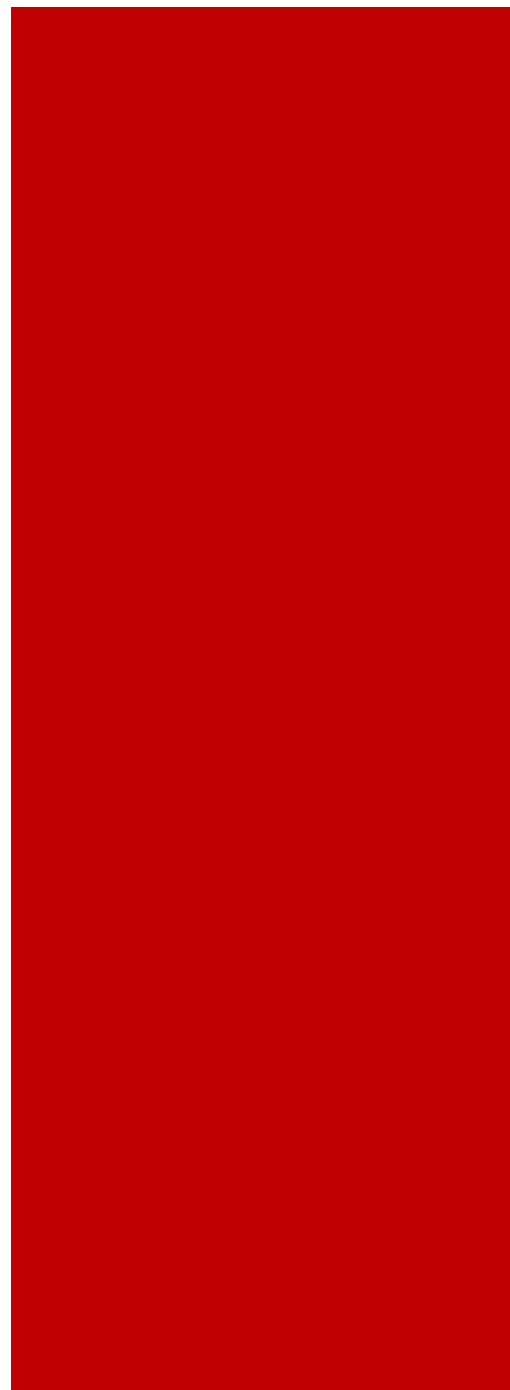
Revitalize Ballona
Creek

Transform Inglewood
Oil Field

Strategic Planning Retreat Summary



The priorities identified provide the foundation for Culver City's updated strategic plan to be developed in conjunction with staff and Council Members. The following report provides a summary of the strategic planning retreat.



Background

The City Council provides overall policy directions which serve to maintain and improve the quality of life in the City of Culver City while being open and responsive to the changing needs, desires and interests of the citizenry. The five member elected City Council is the legislative body for the City of Culver City. As such, it is responsible for providing policy direction for the City. In its policy-making role, major activities of the City Council include identifying the needs of the community and translating them into programs and services; establishing general objectives for City program activities and service levels; reviewing and adopting the annual City budget, as well as ordinances and resolutions; approving major purchases and contracts; and serving as the governing body of the Culver City Parking Authority, and the Culver City Housing Authority. All members of the City Council serve on a part-time basis and are responsible for appointing the City Manager, City Attorney, Fire Chief and Police Chief.

As part of its charge to respond to changing needs, desires and interests of the residents of Culver City, the City Council met to discuss challenges and opportunities facing the City, and to identify and recommend solutions and initiatives on which to focus attention and resources over the next five years. Recognizing and building on activities of the prior strategic plan, the City Council Members re-established or set new priorities for the City.

The report that follows provides a summary of a two-day retreat with City Council Members and City staff, presents the outcomes of the retreat and a draft of the updated Strategic Plan.

Planning Retreat Overview

Culver City Council Members met on Friday, May 18 and Saturday, May 19, 2018 for a strategic planning retreat. The retreat was designed to engage the City Council Members in identifying critical issues facing Culver City that require immediate attention, learning from best practices in shaping city priorities, and considering creative approaches to aligning the vision for the city's future with maintaining its integrity and uniqueness. The strategic planning retreat:

- Created an environment for open, honest dialogue about the challenges facing Culver City.
- Provided an opportunity for Council Members to brainstorm a vision for Culver City's future.
- Encouraged Council Members to assess the City's readiness for addressing identified issues.

In addition, the two-day retreat offered time for Council Members to consider a variety of issues currently impacting Culver City and openly brainstorm critical questions to be answered to help guide solutions. Council Members reviewed the progress of the current (2016-2021) Strategic Plan to assess where sufficient progress had been made and to identify strategic priorities that provide a foundation for or align with priorities to be identified in the city's

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General Plan. Council Members also discussed with City staff specific strategies and action steps for addressing the new strategic priorities.

To ensure that Council Members addressed issues they felt pertinent to the planning discussion, each was asked to provide a list of discussion topics prior to the retreat. There were several topics that emerged as priorities for many of the Council Members. These topics were organized into the following broad categories:

- Long-term financial stability/new sources of revenue
- Inglewood Oil Field
- Revitalization of Ballona Creek
- Enhanced Mobility/Transportation
- Homeless Services
- Sustainability

Individual Council Members also wanted to discuss an amnesty program for garage Accessory Dwelling Units (ADU) conversions, nonprofit incubators, beverage taxes, the Mayme Clayton Museum, the Jazz Bakery and the Veterans Memorial Building.

Over the two-day period, City Council Members and members of the City staff engaged in discussions about challenges and opportunities that would impact the City's future. The report that follows summarizes the outcomes of the retreat.

Retreat Summary

The Culver City strategic planning retreat began with a welcome and overview by Mayor Thomas Small who outlined the objectives for the two-day meeting. The election of two new members to the City Council offered an opportunity for teambuilding and collaboration. Among the priorities for the retreat were an opportunity to engage in deep discussion about major issues facing the city and to collectively identify a new set of directions to guide the city into the future.

The retreat was facilitated by Dr. Yolanda Gorman, an organizational development and strategic planning consultant. Dr. Gorman offered an overview of the retreat agenda and asked both Council Members and City staff to identify their expectations for the two-day meeting. Retreat participants were interested in:

- Gaining insight and understanding of the goals and priorities of the City Council.
- Understanding the long-term financial outlook for the city.
- Considering opportunities for community engagement.

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- Understanding challenges facing the city.
- Addressing complex issues including traffic, transportation, housing, sustainability.
- Determining how resources will be applied to address the identified challenges.

Another part of the planning agenda was allocated to the Council Members' discussion about the charge and functions of City Council committees. New Council Members received an overview of standing and ad hoc committees, information on committee vacancies, and an opportunity to gauge committee interest prior to the next City Council meeting.

Planning Discussion

While the retreat was structured to guide the Council Members' process for exploring issues and identifying priorities, City staff participated to provide background, context and resources. Council Members were asked to consider the planning topics selected using the following guiding questions:

1. Is the issue important to address in the next three-five years?
 - a. Why or why not?
2. If we address the issue, how will we track success?
3. What factors need to be considered or issues resolved to achieve our vision of success?

Planning Topics

City Council Members identified planning topics they considered to be highest priority. The intention over the two-day period was to consider all of the topics submitted prior to the retreat, however the Council Members agreed to focus most of the time on the following priorities:

- Long-term Financial Stability
- Revitalization of Ballona Creek
- Housing
- Inglewood Oil Field
- Transportation

It should be noted that the order in which topics were discussed depended, in small part, on time-sensitive opportunities that might guide the discussion and facilitate decision-making. Following is a summary of the discussion of each topic, along with suggested next steps for Council Members or City staff.

Long-term Financial Stability/New Sources of Revenue

The planning retreat began with the topic of long-term financial stability and new sources of revenue. As Culver City faces a significant financial challenge over the next few years,

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Council Members considered strategies for generating new sources of revenue. They also contemplated approaches to maximize existing sources of revenue and discussed alternative sources of revenue for the City.

New Sources of Revenue

To ensure long-term financial stability for Culver City, Council Members discussed opportunities for new sources of revenue. One opportunity that emerged from the discussion was obtaining income from hotel taxes. To encourage hotel development in the City, Council Members debated changing height limits within specific areas. The Council Members weighed the pros and cons of raising the height limit and agreed that any decisions about changing height limits would require substantial community engagement and a ballot measure. Although there was not complete agreement on the timing for moving forward in the process (namely getting a ballot measure approved in time for November 2018 elections), the Council Members did agree to:

1. Collect additional information to determine where should or could height limits be changed.
2. Identify action steps necessary to engage community residents regarding a ballot measure or a special election to change height limits in specific areas.
3. Develop a timeline for implementation of action steps.

Existing Sources of Revenue

Although Council Members agreed that revenue from hotel room taxes provided the greatest source of new income, they agreed it was also important to consider ways to maximize existing sources of city revenue, namely business, sales and property taxes. These options, while important were not thought to generate sufficient revenue to address long-term financial stability for the city. Further, Council Members agreed the options (increasing sales, business, and property taxes) were not equally viable and that additional data were necessary to understand how to maximize revenue from each, as well as determine the implications of doing such. Of the three options identified, two that merited further discussion were increasing sales and business taxes.

Other Sources of Revenue

Council Members considered additional opportunities to diversify revenue streams. An important suggestion was to continue to develop public/private partnerships as a source of revenue. A second option was to take advantage of opportunities created through partnerships with the 2028 Olympics in Los Angeles. Council Members were reminded of the importance of maintaining the city's competitiveness for attracting and securing contracts and grants as an ongoing source of revenue.

Next Steps

To further understand the opportunities and implications of the revenue suggestions, Council Members and staff agreed on the next steps:

- Engage Members of the Community – Staff was encouraged to develop a strategy to engage community residents, particularly with respect to any ballot measure to

change the height limits. The approach should include a communication strategy to inform and engage residents. Council Members suggested charging the General Plan Update Committee with citizen engagement to ensure that residents are included in discussions about options for revenue growth and city development.

- Conduct Economic Assessment – Council Members recommended conducting an economic assessment to understand the impact of hotel rooms (taxes) on city revenue and quality of life for Culver City residents. The assessment was also suggested to help understand the implications of increasing sales, business and property taxes.

Revitalization of Ballona Creek

The Ballona Creek, an eight-mile waterway offers recreational opportunities for Culver City residents. Restoration and utilization of Ballona Creek were among the top priorities for discussion at the retreat. To facilitate the Council Members' consideration of options for Ballona Creek, they received a presentation from Todd Appell, Chief Operating Officer of Quantified Ventures regarding an opportunity to pursue an Environmental Impact Bond (EIB). Mr. Appell described how acquisition of an EIB could provide the necessary resources to support revitalization of Ballona Creek.

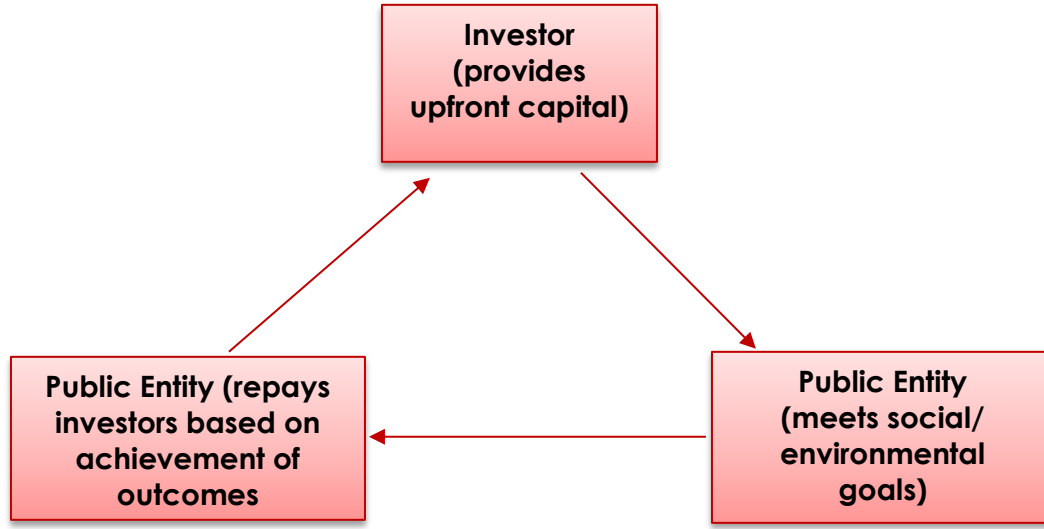
Quantified Ventures is a consulting firm that structures deals, aligns and coordinates stakeholders who are interested in investing with initiatives in health, environmental impact and education (K-12 charter schools and job placement). Quantified Ventures received a grant from the Rockefeller Foundation to select a city and assist it in obtaining an EIB.

Through the bond, investors provide upfront capital, and a public entity receives capital to meet social/environmental goals. The entity then repays investors based on successfully achieving its outcomes. The EIB helps entities mitigate risk of underperforming projects (Figure 1).

Investors look for projects that result in benefits that can be monetized. The bond provides an opportunity for projects that may be risky or large and have difficulty obtaining the necessary funding from traditional sources. In certain instances, the EIB is helpful in solving problems of coordination between partnering groups. The Rockefeller Foundation grant to Quantified Ventures provides resources to cover the cost of their services to provide consulting to interested projects.

Council Members discussed the possibility of working with Quantified Ventures to obtain an EIB. The Bond would be used to extend the bike path along Ballona Creek, improve mobility and provide access to the Los Angeles Metro Expo Line Station. The potential project would be a partnership between Culver City, the City of Los Angeles, the Baldwin Hills Conservancy, and Metro.

Figure 1 – Environmental Impact Bond



Council Members discussed their concerns about applying for the bond. The Members decided they needed to better understand whether expansion of the bike path for Ballona Creek was a project for which there was financial uncertainty, or for which there was an expectation that implementation of the project would likely perform below expectations. If either of these situations were likely, then obtaining an EIB was feasible.

Next Steps

Council Members agreed to add the item to the May 29, 2018 Council agenda and asked the staff to assess the feasibility and implications engaging Quantified Ventures to help obtain an Environmental Impact Bond.

Housing

Culver City staff is currently assessing opportunities and issues related to housing including constructing new units, rehabilitating existing units, providing incentives for homeowners and developers, and determining the number of city units required. In addition, the assessment is focusing on hotel reuse, manufactured housing, seasonal sheltering, and mixed-use developments. Staff is using the assessment to determine opportunities for housing growth, and to increase understanding about housing options available for lower-income residents.

Council Members reminded staff conducting the housing assessment to pay particular attention to recommendations or actions that might result in displacement of residents or that might create or exacerbate homelessness. So important was this concern that Council Members recommended expanding the Homeless Committee to include housing. By combining the committees, discussions about housing opportunities would occur within the context of the growing challenge of homelessness.

Council Members discussed a variety of housing related issues including amnesty for Accessory Dwelling Units (ADU) and suggested developing an ADU Toolkit for residents. In addition, staff was asked to assess options for parking relief, opportunities for purchasing units, zoning implications, inclusionary ordinances and planned development in the Transit Oriented

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Development (TOD) District. Further, Council Members suggested addressing rental protections through the Landlord-Tenant Mediation Board and encouraging residents to become proactive advocates for their interests.

Next Steps

The Community Development Department will prepare an analysis of housing options for presentation that will include:

- Recommendations for Municipal Code amendments (within the next 6 months)
- Finding from housing studies (RFPs for studies distributed within the next 9 months)
- Suggestions for partnerships with nonprofit organizations that provide services and resources to homeless populations
- Identification of economic development strategies
- Creation of a communications strategy and fact sheet to inform Culver City residents of options for housing.

Inglewood Oil Field

Located within Culver City and the unincorporated area of Los Angeles County, the Inglewood Oil Field (IOF) is about 1,000 acres within both the City and County. The portion of the IOF within Culver City limits is approximately 78 acres. In 2014 Culver City adopted a resolution declaring its intention to create an IOF Specific Plan. In 2017, the City Council discussed a temporary hold on the IOF Specific Plan Project.

At the City Council Retreat, as Council Members discussed options related to the Inglewood Oil Field (IOF), Mayor Small discussed an opportunity available through TED that could be instrumental in helping to transform the IOF. The Audacious Project is a collaborative approach to funding ideas with the potential to create large scale change. The project aims to: 1) encourage the world's greatest change-agents to dream bigger; 2) shape the best ideas into viable multi-year plans; and 3) present those ideas in a compelling way to potential supporters. The Project looks for ideas that can become replicable models/paradigms with far reaching impact.

Council Members discussed how the Audacious Project might be a vehicle for Culver City to change the oil field from a gray infrastructure to a green infrastructure and transform it into a "Central Park of the West." Through the Audacious Project, Culver City would collaborate with the RAND Corporation, the Baldwin Hills Conservancy, the Leonardo DiCaprio Foundation and Mujeres de la Tierra to create a new future for the Inglewood Oil Field. Council Members ultimately agreed that the Audacious Project presented a unique opportunity to consider opportunities for the IOF.

On June 20, 2018, the City Council held a Special Community Meeting to receive an update and review the status of the Inglewood Oil Field (IOF) Specific Plan Project and the related Environmental Impact Report (EIR). After receiving public comment and discussing the status and options for moving forward with the Project, among other actions, the City Council

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placed completion of the 2017 IOF Specific Plan and EIR, including preparation of responses to comments received on the Draft EIR, on hold.

Next Steps

Council Members suggested adding the Audacious Project to the May 29, 2018 Council Agenda.

Transportation

As Culver City continues to attract business and residents, it must grapple with the impact of growth on traffic. Several Council Members identified challenges with the City's transportation infrastructure as an important topic for discussion during the planning retreat. One Council Member suggested finding ways to immediately build the bicycle infrastructure, and encouraged Council Members to consider creating small connections to support cyclists, or establishing protective bike lanes as a pilot to resolve some of the concerns for cyclists.

All Members of the Council agreed that Culver City was facing a transportation revolution that requires comprehensive strategies to accommodate pedestrians, automobiles, bicycles, busses, and motorcycles. Staff reported that several factors have contributed to transportation challenges, for example increases in the population density and changing demographics were among the issues cited. Staff commented that the environment in Culver City was evolving to include motorized scooters and stated that the transportation infrastructure is changing so rapidly it has been difficult for City staff to respond quickly enough to accommodate the competing needs without eliminating traffic lanes in congested areas. The infrastructure changes discussed by Council Members and staff also pose significant implications for vehicle codes.

Although there are actions underway to address bicycle access, the planning discussion highlighted the need for a more comprehensive analysis of transportation challenges and needs. Council Members agreed that any transportation planning must engage community residents and suggested that staff conduct a study that assesses both bicycle access and opportunities for microtransit.

Next Steps

Staff will issue an RFP for a consultant to assess microtransit and bike access (within the next 6-7 months). The study will include:

- Findings from the assessment along with TOD visioning to provide a framework for recommendations for changes to the transportation infrastructure
- A community summit to present issues, options and recommendations
- Incorporation of Vision Zero resolution into the planning
- Information/findings from the Traffic Demand Forecast Study

Homeless Services

City Council Members discussed the growing problem of homelessness, and the continued need for services for individuals and families. To help address the concern, Council Members

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suggested that the Homeless Subcommittee be expanded to include housing and recommended:

- Identifying a consultant to create a homeless plan.
- Considering how Measure H funding could support efforts to reduce homelessness.
- Using the Upward Bound model to repurpose motels including Public/Private Partnerships to implement Upward Bound for families, and considering partnering with nonprofits to provide wraparound services.
- Exploring the option of temporary or seasonal structures to reduce homelessness during peak periods, and coordinating with neighboring cities to provide temporary housing.
- Investigating partnerships with Safe Parking (security/services) to provide safe options for people living in vehicles.
- Conducting a study for space in City Hall that might include the co-location of resources/programs that address homelessness.
- Developing a partnership with academic departments at UCLA (e.g. Public Affairs, Social Welfare) to conduct research on strategies to address homelessness and to provide additional information on resources.

Next Steps

Council Members suggested that staff discuss recommendations for homeless services with the Committee on Homelessness and with the School District Liaison Committee. The discussion will offer opportunities for collaboration. One Member suggested that the School District Liaison Committee learn more about Culver City Unified School District's (CCUSD) school/community partnership model that brings housing services onto school district property.

Sustainability

The City maintains a commitment to sustainability and to understanding long-term impacts to Culver City residents. During the planning retreat, Council Members agreed that there are several aspects of the City's sustainability efforts that will require ongoing attention. For example, one Council Member suggested partnering with the CCUSD Board to pool/share resources to enhance City sustainability efforts. Further, the Council Members suggested learning more about the relationship between current sustainability activities and the Climate Action Plan.

Other sustainability topics Council Members identified for continued focus were adding solar panels to city buildings, building partnerships with the Clean Power Alliance, and considering strategies for storm water capture for new housing developments.

One Council Member raised concerns about waste stream management and asked colleagues to consider the systems necessary for waste stream management; whether there should be communal collection points; and the best mechanism to separate waste streams. Although there was not enough time to discuss all of the concerns related to sustainability,

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Council Members did suggest implementing a waste reduction/zero waste plan for City Hall, to serve as a model for city residents and businesses.

Other Topics

Council Members briefly addressed additional issues of importance. Although no immediate actions were considered, the main point of the discussion was to identify topics on which Council Members should remain informed, and for which future action may be required. Some of the topics included:

- Working with the School District Liaison Committee on equity, sustainability and information sharing.
- Developing an amnesty program for Garage ADU conversions and charging the Housing subcommittee with developing a method for dealing with such conversions
- Creating an incubator for start-up nonprofit organizations and possibly creating opportunities to co-locate nonprofit organizations that provide services in support of the General Plan.
- Implementing a Beverage "Soda" Tax, modeled after the Philadelphia beverage tax that uses revenue to make investments in pre-K and community schools, parks, recreation centers and libraries. Council Members asked if the Finance Advisory Committee could review the Philadelphia model and report on the benefits and challenges of implementing a beverage tax in Culver City.
- Considering coffee concessions in select areas of the City, particularly near parks or other public venues.
- Developing a partnership between the Mayme Clayton Library and Museum and The Wende Museum.
- Identifying financial support for development and operation of the Jazz Bakery.
- Preparing a presentation on the options/plans-to-date to turn the Veterans Memorial Building into a cultural/entertainment complex.

Review and Alignment of 2016-2021 Strategic Plan with 2018 Priorities

Council Members reviewed progress on the 2016-2021 plan and identified priorities that remained relevant to, or aligned with priorities identified for the 2018-2023 Plan. The table below compares the 2016-2021 strategic priorities with the priorities identified during the planning retreat. The table provides suggestions for eliminating or integrating 2016 priorities

City of Culver Strategic Plan Priorities

2016-2021 Strategic Priorities	2018-2023 Strategic Priorities	Proposed Alignment/Changes for 2018-2023
Civic Engagement • Participation with/in city government • Participation in nonprofit organizations/service clubs • Voter participation	Civic engagement is central to the strategic priorities identified on the plan, and should be identified as a hallmark of the plan.	Commit to civic/community engagement for all aspects of the plan's implementation
Restoration/ Utilization of Ballona Creek • More walkable, bikeable and connected • Recreational attraction	Revitalization of Ballona Creek • Environmental Impact Bond for extension of the Bike Path • Build partnership between LA City, Baldwin Hills Conservancy and LA Metro	Consider the Environmental Impact Bond as a mechanism to extend the bike path to help make Ballona Creek more connected
Transportation Circulation and Reduce Traffic Congestion • No overall growth in Average Daily Traffic Citywide/ Enhancing safety	Enhance Mobility/Transportation • Improve circulation by providing alternatives modes of transportation	Focus on bicycles, motorized scooters, pedestrians, automobiles/busses and microtransit
Workforce Diversity and Development • Workforce development and succession planning • Diversity in the workplace		Eliminate as a stand-alone priority and incorporate issues of diversity and equity into all aspects of the updated Plan
Revenue Sources to Maintain Financial Stability • Retail marijuana excise Tax • Transient Occupancy Tax to short-term rentals • Expansion of funding alternatives	Long-Term Financial Stability • Hotel rooms/hotel tax ◦ Changes to height limit • Business Tax • Sales Tax • Property Tax • Public/Private Partnerships	Retail marijuana excise tax enacted; transient occupancy tax for Short Term rentals (in progress) can be eliminated from the Plan Updated plan will focus on additional opportunities

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	• Olympics • Grants	identified to build financial stability
Reputation as a City of Kindness • Define “City of Kindness” • Implement kindness strategy • Outreach about kindness • Become a city of kindness		Eliminate as a stand-alone priority. While it is important to continue to build Culver City’s reputation as a “City of Kindness,” sufficient progress has been made to continue work without it remaining a strategic priority in the 2018-2023 Plan.
	Housing and Homelessness • Conduct assessment of housing options • Consider implication of housing options on displacement • Expand Homeless subcommittee to include housing	Include as a new priority in the 2018-2023 Plan
	Inglewood Oil Field • Partner with the RAND Corporation to apply for the Audacious Project to transform the Inglewood Oil Field	Include as a new priority in the 2018-2023 Plan
	Sustainability • Develop partnerships with CCUSD to share sustainability resources • Continue partnership with Clean Power Alliance • Develop strategies for waste stream management • Consider implementing a waste reduction/zero waste program at City Hall	Although identified as important, issues of sustainability will be incorporated as part of the General Plan update, rather than as a part of the 2018-2023 Strategic Plan.

2018 Strategic Priorities

After reviewing the 2016-2021 plan, City Council Members identified the following strategic priorities to serve as the foundation for the 2018-2023 Plan:

- Ensure Long-term Financial Stability
- Enhance Mobility and Transportation
- Improve Housing and Homeless Services
- Revitalize Ballona Creek
- Transform Inglewood Oil Field

Next Steps

This section provides recommendations to the City Council for next steps in preparing the strategic plan. It also includes interim steps identified during the planning retreat.

Interim Steps

A number of interim action steps were identified during the planning retreat, these actions to be accomplished as soon as feasible, provide a foundation for creating initiatives of the Strategic Plan. To restate the action steps:

1. Engage community residents in conversations about new sources of revenue including changing the height limits through a ballot measure or special election.
2. Incorporate citizen engagement as an integral part of the Strategic Plan implementation and through the activities of the General Plan Update Committee
3. Conduct an economic assessment to understand the implications of increasing hotel, sales, and business taxes.
4. Add a discussion of the Environmental Impact Bond to May 29, 2018 City Council Agenda.
5. Complete the Community Development Department analysis and presentation to include: Code amendments, studies, partnerships with nonprofits, economic development strategies, and communications strategy/fact sheet.
6. Add a discussion of the Audacious Project to the May 29, 2018 City Council Agenda.
7. Issue an RFP for a consultant to assess microtransit and bike access.
8. Ask the Finance Advisory Committee to review the Philadelphia beverage tax model and report on the benefits and challenges of assessing a beverage tax in Culver City.

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9. Prepare a presentation on options/plans-to-date regarding the Veterans Cultural Center.

Draft Strategic Plan

Subsequent meetings were held with the Mayor and City staff. Using the recommendations from the planning retreat and outcomes from City Council meetings, a draft plan was created and is provided in the attachment.

It is important to note that Members of the City Council emphasized their commitment to community engagement. Communication strategies that encourage transparent and consistent dialogue will be an integral part of implementing the Strategic Plan's initiatives.

Attachment 1: Culver City Strategic Plan

Fiscal Year 2018-2019 – 2023-2023

GOAL	OBJECTIVE	INITIATIVE(S)	ACTION STEPS	INDICATORS
Ensure Long-term Financial Stability	<i>Identify new revenue sources to maintain financial stability</i>	• Attract major hotel development • Revise Business Tax Structure • Explore opportunities for Public/Private Partnerships • Maximize opportunities for partnerships with 2028 Olympics	• Conduct study to change height limit in transit districts • Conduct economic assessment	• Ballot measure to change height limit in transit district • Revenue increases from changes in Business Tax structure • Public/private partnerships increased • Partnership for 2028 Olympics created
	<i>Maximize existing sources of revenue</i>	• Increase Sales Tax by ¼ cent	• Add increased Sales Tax Measure to November 2018 ballot	• Revenue increases through changes in Sales Tax
Enhance Mobility and Transportation	<i>Improve transportation infrastructure</i>	• Improve circulation by creating alternative modes of transportation • Reduce traffic congestion through recommendations from TOD visioning and microtransit	• Conduct an assessment of microtransit and bike access along with TOD visioning • Conduct Traffic Demand Forecast Study • Conduct community summit to present issues, options and recommendations	• Data from assessments and studies collected and analyzed • Community is informed of challenges, opportunities and recommendations

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		studies of the main corridor		
Revitalize Ballona Creek	<i>Increase utilization of Ballona Creek</i>	Extend Ballona Creek bike path to improve mobility and provide greater access to the Metro	Partner with LA City, LA Metro and Baldwin Hills Conservancy to obtain an Environmental Impact Bond	- Culver City and partners receive Environmental Impact Bond - Planning for bike path extension conducted
Enhance Housing and Homeless Services	<i>Increase options for affordable housing</i>	- Implement Community Development Housing Plan in partnership with LA County - Work with private developers to increase affordable housing	- Conduct housing Studies - Amend codes - Develop partnerships with nonprofit organizations - Identify economic development strategies	- Housing options for lower-income residents will be identified - Support services for families identified through partnerships
	<i>Decrease homelessness</i>	Increase transitional housing for homeless families	- Replicate the Upward Bound House model for homeless families - Develop partnerships with neighboring cities to increase transitional housing	- More temporary housing options for homeless families - Decreased numbers of homeless families
Transform Inglewood Oil Field	<i>Create a vision for future use of the Inglewood Oil Field</i>	Conduct Amortization Study	Retain expert to study and recommend potential amortization of oil-related activities	Recommendations regarding future land uses for the Inglewood Oil Field

Next Steps for Strategic Plan

To complete the strategic planning process the following recommendations are offered:

Council Members

1. Review strategic priorities to determine if the priorities identified during the planning retreat remain the most important.
2. Identify goals for each of the strategic priorities.

City Staff

As part of the annual City Council-Adopted Work Plan:

1. Identify short-term (1 year) objectives for each of the strategic goals.
2. Develop strategies/action steps to accomplish each of the objectives.
3. Identify human and financial resources necessary to accomplish each of the strategies/action steps.
4. Identify timeframe for completion of each action step.
5. Develop benchmarks/indicators for success and an action plan for tracking progress.