

DRAFT
EVENT TRANSPORTATION MANAGEMENT PLAN (TMP)
FOR THE
INGLEWOOD BASKETBALL AND ENTERTAINMENT CENTER

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1. INTRODUCTION

TMP PURPOSE

The purpose of the Event Transportation Management Plan (TMP) is to outline strategies to provide safe, convenient, and efficient access for all modes of travel to and from the proposed Inglewood Basketball and Entertainment Center (IBEC). It seeks to minimize conflicts between vehicles, pedestrians, bicycles, and transit providers, while providing access to the project via each of these travel modes.

The Draft EIR analyzed an arena that was assumed to consist of sold-out events comprised of 18,000 persons for an NBA basketball game and 18,500 persons for a concert. This TMP evaluates the transportation management strategies needed to accommodate this size of facility.

The TMP is intended to be a flexible document, which would be amended by the City of Inglewood and the IBEC operator as conditions change and based on experience and input from additional parties, including the City, the IBEC operator, police/fire, and local transit agencies. It is likely that this TMP will need to be updated in response to the following:

- Experience learned from operating the TMP.
- Coordination with the operators of the NFL Stadium Transportation Management and Operations Plan (TMOP) and The Forum.

ROLES AND RESPONSIBILITIES

Table 1 describes the roles and responsibilities for key agencies and entities that would play important roles in implementing the TMP. The Event TMP shall be subject to review and approval by the City Traffic Engineer.

Similar to other entertainment venues, it is expected that the IBEC operator will enter into agreement(s) with various agencies and/or vendors to provide the improvements and services necessary to implement this Event TMP. Since the City's Police and Public Works Departments are responsible for maintaining and operating the roadway system in the immediate project vicinity, they will have responsibility for collaboratively working with the IBEC operator to implement, operate, and/or oversee many of the recommended strategies contained in this TMP.

This document purposefully does not identify the specific entity which will carry out certain actions because the contractual, logistical, and other details have not yet been finalized. In many instances, responsibilities are assigned to the City or IBEC operator. This generalization reflects that a number of city departments, ranging from Police to Public Works, may have lead responsibility. Alternatively, the responsibility could be placed on the IBEC operator or a subcontractor hired by either the City or operator for a certain task.

TABLE 1: ROLES AND RESPONSIBILITIES

Agency or Entity	Roles and Responsibilities
IBEC Operator	The IBEC operator (the entity responsible for the operation and maintenance of the IBEC) is the project sponsor and is responsible, along with the City, for designing, developing, implementing, and updating the TMP and complying with its monitoring requirements and performance standards.
City of Inglewood Public Works Department	The City of Inglewood Public Works Department has jurisdiction over the City's public right-of-way (ROW), traffic operations, and parking. It manages all surface transportation infrastructure and systems in the City, including roads, sidewalks, bicycle lanes, parking, and traffic control. Recommendations related to physical or operational changes to the ROW and/or traffic operations or circulation have to be reviewed/approved by the Public Works Department. The City Traffic Engineer, within the Public Works Department, is responsible for reviewing and approving this TMP. The Department is also responsible for preparing and implementing traffic control plans, in collaboration with IPD and the Department of Parking and Enterprise Services.
City of Inglewood Department of Parking and Enterprise Services	The Department of Parking and Enterprise Services enforces parking regulations and, in collaboration with the IPD, provides traffic control services.
City of Inglewood Police Department (IPD)	The Inglewood Police Department is responsible for security, traffic control, emergency response, incident management, and coordination with the Los Angeles County Fire Department and the California Highway Patrol as needed. On occasion, the City utilizes officers from other departments or trained personnel from Serco, Inc. to help manage traffic during special events.
Los Angeles County Fire Department (LACoFD)	The Los Angeles County Fire Department provides fire suppression and emergency medical services to the residents, visitors, and workers within Inglewood.
Centinela Hospital Medical Center (CHMC)	The Centinela Hospital Medical Center, located at 555 East Hardy Street, provides hospital services including 24/7 emergency room services to Inglewood and the surrounding community.
California Department of Transportation (Caltrans)	Caltrans manages and maintains the freeway system serving the area. Recommendations related to traffic management on the freeway system have to be reviewed/approved by Caltrans.
Los Angeles County Metropolitan Transportation Authority (Metro)	Metro provides transit service to the Inglewood area with a combination of light rail transit (LRT) and bus routes. The Metro Green line LRT operates along the I-105 freeway approximately one mile south of the IBEC site. The Metro Crenshaw/LAX LRT is under construction in the north part of the city approximately 1.5 miles north of the IBEC site and will be operational by the time the IBEC opens. Recommendations related to physical or operational changes to transit facilities or operations must be approved by Metro.

REPORT ORGANIZATION

The remainder of this report consists of the following chapters, which have been ordered such that discussions in later chapters build upon data and findings from earlier chapters.

- Chapter 2 (Project Description) – Discusses the IBEC including its location, project site plan, anticipated annual activities, and general vehicular, transit, pedestrian, and bicycle access.
- Chapter 3 (Travel Characteristics of IBEC) – Discusses the expected use of bicycle, pedestrian, transit, and vehicular travel modes to access the IBEC for events.
- Chapter 4 (Transit Element) – Discusses existing and planned transit services during IBEC events.
- Chapter 5 (Bicycle Element) – Discusses existing and planned bicycle facilities that may be used to access the IBEC and on-site bicycle parking.
- Chapter 6 (Parking Element) – Presents the anticipated parking demand and supply under near-term and long-term conditions.
- Chapter 7 (Traffic, Parking, and Pedestrian Management) – Due to the complex inter-relationship between arriving traffic, parking, and techniques needed to manage the flow of traffic, this chapter simultaneously discusses these topics and presents recommendations.
- Chapter 8 (Neighborhood Traffic Management Element) – Discusses measures to protect local residential neighborhoods from cut-through traffic and on-street parking during events.
- Chapter 9 (Truck Element) – Discusses location and management of delivery and service vehicles and media/broadcast trucks.
- Chapter 10 (Local Hospital Access Plan) – Discusses the development of a Local Hospital Access Plan to ensure access to the Centinela Hospital Medical Center before and after major events.
- Chapter 11 (Concurrent Events at The Forum and/or the NFL Stadium) – Discusses the need for coordination between the City and the operators of the IBEC TMP, The Forum traffic management, and the NFL Stadium TMOP when concurrent or overlapping events at multiple venues are scheduled.
- Chapter 12 (Performance Standards and Monitoring) – This chapter presents a set of performance standards that describe the desired level of operating standards that should be achieved during IBEC events. It also discusses the mitigation monitoring plan that should be implemented once the IBEC is constructed and open to ensure that standards are met.

This draft TMP purposefully does not address items such as communications protocols, financial responsibilities, and quantity/availability of special events staff. These topics, while clearly important, would require as yet unavailable detailed planning/operational information for the IBEC and input from agencies, the IBEC operator, and adjacent property owners (e.g., Hollywood Park). Subsequent updates to the TMP, including a comprehensive update prior to the IBEC's initial opening, will be necessary. This comprehensive update will be prepared not less than six months prior to the initial opening of the IBEC. This time frame is designed to provide the IBEC operator and City with sufficient time to ensure that the TMP is operational when it is needed. The TMP will be a living document that is updated over time as the IBEC operator and the City gain experience on traffic problems and solutions. The IBEC operator shall be responsible for the cost of developing and updating the TMP, subject to consultations with and approval of the City. The TMP will be updated on an as-needed basis; at a minimum, the IBEC operator and City will review the TMP on an annual basis for the first six years of IBEC operation.

2. PROJECT DESCRIPTION

PROJECT LOCATION

Figure 1 illustrates the location of the IBEC Site. The IBEC Site is located in the southern portion of the City of Inglewood, south of Century Boulevard on either side of Prairie Avenue. The Site is located immediately to the south of the Hollywood Park Specific Plan (HPSP) area. Within the HPSP area, a new National Football League (NFL) stadium, the future home of the Los Angeles Rams and Los Angeles Chargers teams, is under construction. The HPSP also authorizes development of retail, office, residential, special events venue, and parking development. The Forum, an approximately 17,500-seat entertainment venue, is located approximately three-quarters of a mile north of the Project Site, near the intersection of Prairie Avenue and Manchester Boulevard.

Primary access to the IBEC Site is provided by Century Boulevard, which borders the site to the north, and Prairie Avenue, which bisects the site. Century Boulevard is a major east-west commercial corridor within the City of Inglewood and provides connections to LAX and I-405 to the west and the City of Los Angeles and I-110 to the east. Located between the IBEC Arena Site to the east and the West Parking Garage Site to the west, Prairie Avenue is a major commercial corridor that provides north-south access through the City of Inglewood and provides connections to the City of Los Angeles to the north and I-105 and the City of Hawthorne to the south.

SITE PLAN AND ACCESS TO IBEC

Figure 2 shows the most recent project site plan provided by AECOM, the IBEC architect. Key aspects of it include the following:

- *Arena Site:* The central part of the Project Site. The features located on the Arena Site include the arena, privately owned outdoor plaza, community space, practice facility, sports medicine clinic, team offices, retail/restaurants, a parking structure directly south of the arena, and related ancillary development;
- *West Parking Garage Site:* The part of the Project Site west of the Arena Site, across Prairie Avenue. The features located on the West Parking Garage Site include a multi-level parking structure to serve patrons of the Arena Site;
- *East Transportation and Hotel Site:* The portion of the Project Site east of the Arena Site, across Doty Avenue. The East Transportation and Hotel Site includes a three story parking garage located on a portion of the site fronting Century Boulevard, along with a paved surface lot area on a portion of the site fronting 102nd Street. The ground floor of the parking garage and the surface lot area will serve as a transportation hub. The transportation hub includes a staging and parking area for coach buses and microtransit vehicles, a passenger loading area, and a staging/queuing area for transportation network company (TNC) vehicles such as Uber and Lyft vehicles, and

taxis serving the Arena Site.¹ The second and third floors of the garage would provide parking for patrons of the Arena Site. The east side of the East Transportation and Hotel Site would include a hotel and associated parking facilities.

Arena Site

The Arena Site is the central part of the Project Site and includes the proposed arena, plaza, stage, practice facility, offices, retail/restaurants, sports clinic, access pavilion, community space, and some parking including media and team parking. These project components are described below.

The Arena Structure would be a multi-level structure of approximately 915,000 square feet, providing 18,000 fixed seats for LA Clippers home games, and up to 500 additional temporary floor seats for various events including other sporting events, concerts, and community events.

The primary arena entrance for event attendees would be located on the ground level on the northern portion of the Arena Structure fronting the plaza. The northeast corner of the Arena Structure would include an employee access pavilion which would serve as the main entryway for employees entering the arena. Additional entrances would be located on the southern edge of the building from the parking garage that would be available for premium ticket holders, performers, players, the general public and certain employees.

The outdoor plaza would serve as a pedestrian-oriented activity and gathering area and queuing area before events at the Arena Structure. The outdoor plaza would be adjacent to ancillary structures programmed for restaurant and retail uses and a community space. The outdoor plaza will facilitate pedestrian movement to and from the arena before and after games, concerts, and private events. The outdoor plaza is anticipated to be utilized seven days per week with pedestrian flows associated with the commercial and community uses as well as other activities independent of events hosted within the arena. Retail, commercial, and restaurant uses surrounding the plaza would be built on two levels. A large escalator would connect the ground-level outdoor plaza to the upper-level ancillary uses, and ultimately to the pedestrian bridge that connects the outdoor plaza to the West Parking Garage across Prairie Avenue.

Vehicular Access and Parking

A parking garage for 650 spaces would be located immediately south of and connected to the Arena Structure. Parking for 100 LA Clippers' athletes, LA Clippers management employees and other persons, and 550 premium spaces for fans and other VIPs would be available in this 3-story, above-ground parking garage, with a direct entrance to the Arena Structure for employees and visitors.

¹ The East Transportation and Hotel Site would accommodate pick-ups and drop-offs of employees and attendees using private buses, charter buses, microtransit, TNCs, taxis, or other private vehicles. It would not be used as a connection point for public transportation options such as Metro buses.

Vehicular access to the South Parking Garage would be from Prairie Avenue. A speed ramp on the east side of the parking structure would provide vertical access to the parking garage. A drop-off area located immediately to the south of the Arena Structure would be available for office employees during weekday hours.

Pedestrian Access and Transit Connections

Pedestrians would access the Arena Site via sidewalks along Century Boulevard and Prairie Avenue. Pedestrians coming from the East Parking Garage would access the Arena Site via sidewalks along Century Boulevard. Pedestrians coming from the West Parking Garage would use the Prairie Avenue pedestrian bridge to access the Arena Site. Pedestrian access to the Arena Structure would be provided through doorways on the north side of the building, fronting the plaza. There would be no visitor pedestrian access to the Arena Structure or the plaza from 102nd Street east of the Arena Site. Employees may enter through the plaza or through an employee pavilion accessed from 102nd Street.

To accommodate shuttles that would transport people from nearby Metro light rail stations to the Project Site, a new shuttle drop-off cutout would be provided along the east side of Prairie Avenue near the entrance to the arena plaza. This shuttle stop would be primarily used for shuttles between Metro light rail stations and the arena. Means for prioritizing shuttle bus arrivals and departures are discussed in Chapter 4 (Transit Element).

West Parking Garage Site

The largest parking facility serving the Project Site would be a six-story parking structure that would include 3,110 spaces located along Century Boulevard west of Prairie Avenue. Vehicular access into the parking garage would be from Century Boulevard and Prairie Avenue. A southbound right-turn lane would be provided along Prairie Avenue leading to the Prairie Avenue driveway. A new public roadway would be constructed along the west side of the parking garage, connecting Century Boulevard to 101st and 102nd Streets. Approximately 300 linear feet of 101st Street would be vacated and developed as part of the parking structure. Both access points to the garage would be controlled by new, proposed traffic signals.

The West Parking Garage would include 23 visitor bicycle parking spaces and potentially a bicycle valet.

The main pedestrian access from the West Parking Garage Site into the Arena Site would be from a 27-foot-wide second-level pedestrian bridge that would cross Prairie Avenue. The pedestrian bridge would provide a vertical clearance of approximately 14 feet 6 inches over Prairie Avenue. The pedestrian bridge would allow for easy pedestrian access between the second floor of the parking garage to the second floor of the westernmost building in the plaza, with escalators providing access into the plaza.

East Transportation and Hotel Site

This approximately 5.16-acre portion of the Project Site east of the Arena Site would include a transportation hub and a hotel. The site would consist of a parking garage and surface parking lot to accommodate private vehicle parking, private or charter bus staging, and TNC pick-up and drop-off.

The Proposed Project would include construction of a three-story parking garage on the northern portion of the East Transportation and Hotel Site, along Century Boulevard. The ground level of the parking garage would accommodate private or charter bus staging and TNC pick-up and drop-off, and would connect to the surface parking lot on the southern portion of the site. A driveway would be constructed as the southern leg of the Century Boulevard/Hollywood Park Casino Drive intersection to provide ingress and egress access to the ground level of the transportation hub for bus and TNC vehicles. The bus staging and TNC drop-off area would include spaces for approximately 182 TNC vehicles, taxis, or similar vehicles), 20 charter coach buses, and 23 mini-buses, microtransit, and paratransit vehicles.

Parking for private vehicles would be provided only on the second and third floors of the parking garage. Private vehicles would enter the site from 102nd Street and ramp up into the structure to park on the second and third floors of the parking garage. Vehicles would exit the parking structure similarly, ramping down and exiting onto 102nd Street. The parking garage would include parking for 365 private vehicles.

ARENA ACTIVITIES

Table 2 provides an overview of common event types to be held at the IBEC, including their general frequency and timing, and expected attendance. This does not represent a comprehensive list of all activities and events that would occur, but rather a selected list of the larger, more common events. In a given year, a total of 41 regular season NBA basketball games would be expected, along with pre- and post-season NBA games, 23 concerts, 20 family shows, 100 corporate/community events, and 35 other community events. An event would occur at the IBEC during 60 percent of days over a typical year. Basketball games and concerts would typically occur during evenings while other types of events could occur during the day or evenings.

ANALYSIS PERIODS

The Draft EIR analyzed the transportation effects of the following events at the IBEC: a weekday daytime community/corporate event, a weekday daytime other event, a weekday evening NBA basketball game and weekday evening concert starting at 7:00 PM, a weekend evening NBA basketball game starting at 6:00 PM, and a weekend evening concert starting at 7:00 PM.

CONCURRENT EVENTS AT THE FORUM AND/OR THE NFL STADIUM

The Draft EIR also analyzed the transportation effects of major events at the IBEC overlapping or concurrent with football games and other events at the NFL Stadium currently under construction approximately one-half mile north of the IBEC Site and concerts at The Forum approximately three-

quarters of a mile north of the IBEC Site. The anticipated frequency and types of major events at the NFL Stadium and at The Forum are also shown on Table 2.

TABLE 2: OVERVIEW OF COMMON EVENT TYPES, FREQUENCY, AND TIMING AT IBEC, NFL STADIUM, AND THE FORUM

Location	Common Event Types ¹	Event Characteristics				
		Time of Year	Day of Week	Frequency	Approx. Start/End Time	Attendance ⁶
IBEC	Clippers NBA Basketball Games (Regular)	Oct - April	Any	41 Regular Season	Typically Evening ²	18,000
	Clippers NBA Basketball Games (Pre & Post)	Oct & May/June	Any	Approx. 5 Pre-Season & 3 Post-Season	Typically Evening ²	18,000 ⁷
	Concerts (Large)	Throughout	Fri/Sat more likely	Approx. 5	Evening	18,500
	Concerts (Medium)	Throughout	Fri/Sat more likely	Approx. 8	Evening	14,500
	Concerts (Small)	Throughout	Fri/Sat more likely	Approx. 10	Evening	9,500
	Family Shows ³	Throughout	Any	Approx. 20	Varies	8,500
	Corporate/Community Events ⁴	Throughout	Any	Approx. 100	8 AM – 5 PM	2,000
	Other Event ⁵	Throughout	Any	Approx. 35	Varies	7,500
Plaza Events	Throughout	Any	Approx. 16	Varies	4,000	
NFL Stadium	NFL Football Games (Regular)	Sept - Dec	Mon, Thurs, Sat, and Sun	16 Regular Season	Mon & Thurs: 5:20 PM Sat: 5:20 PM Sun: 1:05, 1:25, or 5:20 PM	70,240
	NFL Football Games (Pre & Post)	Aug & Jan	Sat & Sun	2 Pre-Season & Up to 2 Post-Season	Varies	70,240 ⁷
	Mid-Sized Event	Throughout	Any	Up to 8	Typically Evening	25,000 ⁹
The Forum	Concerts	Throughout	Any	75 ⁸	Evening	17,500

Commented [DSG1]: Add 6,000 person performance venue.

Notes:

- ¹ Refer to Table 2-3 in Chapter 2.0 (Project Description) of the Draft EIR for a complete list of project activities.
 - ² Weekend games (especially Sunday) may start at 12:30 PM, 3 PM, 6 PM or 7 PM.
 - ³ Examples of event types include Disney on Ice, Harlem Globetrotters, etc.
 - ⁴ Examples of event types include small conventions, conferences, cultural/civic events.
 - ⁵ Could include college basketball, boxing, professional wrestling, graduations, speaking events, etc.
 - ⁶ Attendance values shown represent maximum unless specified otherwise.
 - ⁷ Pre-season games typically do not reach maximum attendance.
 - ⁸ Based on events at The Forum in 2016-2018 (source: <https://www.songkick.com/venues/16272-forum/gigography?page=1>).
 - ⁹ Because analysis of the Hollywood Park Stadium Alternative Project (February 2015) projected that the stadium would hold "events with attendance between 10,000 and 25,000 patrons", the upper end of this range was selected to provide a reasonably conservative basis for analysis of concurrent events that are not professional football games.
- SOURCE: Fehr & Peers, 2019.

IBEC Plus NFL Stadium

The NFL Stadium would host the home games for the NFL Rams and Chargers. They would each play eight home games and two preseason games. Playoff games could also occur. In addition to football games, this facility would also host other events, such as concerts or non-football sporting events. Data from other outdoor stadiums in the Los Angeles region indicates that other events at such facilities are relatively infrequent. This analysis assumes that the NFL Stadium will host up to eight mid-sized events

(25,000 persons) each year, which is consistent with analysis of the Hollywood Park Stadium Alternative Project prepared in 2015. The NFL Stadium also includes a performance venue that can accommodate up to 6,000 persons.

The degree of overlap of NFL Rams/Chargers and NBA Clippers games was studied for the 2016-2018 seasons. This study was performed in order to determine the frequency with which traffic from these two events would overlap. The analysis also considered when “peak” traffic occurs before or after such events. An NBA Clippers game overlapped with an NFL Rams/Chargers game once per season in 2016 and 2017, twice during the 2018 season. However, those overlapping events occurred at different venues that were not adjacent to one another.

On May 16, 2019, NBA Game Schedule Management personnel submitted a letter to the LA Clippers organization regarding the NBA’s scheduling process. The letter provided an overview of the process NBA franchises can take to identify unavailable home dates (due to commitments for other events) or priority requests for certain dates. The letter states that three NBA franchises (Golden State Warriors, Philadelphia 76ers, and New Orleans Pelicans) currently play their home games in arenas close to NFL stadiums. The letter states that there have been no regular season NBA games scheduled on the same day as an NFL game played in these three markets over the last ten years. The letter concludes by stating that the NBA intends to continue using this scheduling process moving forward.

Based on this information, evaluation of an NFL football game and Clippers game occurring on the same day is not warranted. Instead, the following overlapping scenarios are considered more likely:

- An NFL game that begins at 1:25 PM on a weekend followed by an 18,500-person concert at the IBEC that begins at 7 PM.
- An evening mid-sized, 25,000-person (non-football) event at the stadium that overlaps with a major event at the IBEC.

IBEC Plus The Forum

In order to determine whether, and to what extent, events at The Forum have the potential to overlap with those at the IBEC, the following information was obtained. Between 2016 and 2018, The Forum hosted an average of approximately 75 concerts per year. During peak concert season, there may be as many as 9 to 10 concerts a month. Therefore, a scenario in which both The Forum and the IBEC are hosting large events on the same evening is considered likely.

IBEC Plus NFL Stadium Plus The Forum

The analysis also considered the extent to which an event at the IBEC may overlap with simultaneous events also being held at both the NFL Stadium and The Forum. It is reasonable to expect that a major event at the IBEC could overlap on the same evening with a mid-sized, 25,000-person (non-football) event at the NFL Stadium and with a concert hosting 17,500 persons at The Forum.

Based on review of the scheduling for all three venues on days during which there would be an NFL Rams/Chargers football game, it is concluded that such an overlapping event would be extremely rare. However, although considered to be very infrequent, it is possible that an NFL football game could begin on a Sunday at 1:25 PM with concerts at both the IBEC and The Forum that same evening.

APPLICABILITY OF TMP FOR DIFFERENT EVENTS

This TMP is recommended to be fully implemented for all NBA basketball games, as well as all concerts or other events at IBEC that draw 10,000 or more attendees.

For concerts, family events, community/corporate events, and other events in the 2,000-person to 10,000-person attendance range, it is anticipated that portions (but not all elements) of the TMP would need to be implemented (assuming no overlapping events are occurring at either The Forum or NFL Stadium). For instance, while traffic control officers (TCOs) would likely need to be situated at some intersections, they may not be necessary at others (due to reduced parking, traffic, and pedestrian demands). Each such event will require a review of expected attendance, attendee travel characteristics, event start/end time, mode split, and parking demand to determine which elements of the TMP should be implemented.

Planning efforts for concurrent events at the IBEC and either/both the NFL Stadium or The Forum should consider the total number of attendees at both venues. There is not a singular attendee threshold that would apply because conditions/operations are dependent on event start/end times, attendee travel behaviors, day of the week, and other factors. But as a general rule, full deployment of the TMP is recommended if:

- Concurrent events would have overlapping start/end times within two hours of each other; and
- The anticipated combined attendance of such events is relatively balanced between the venues and expected to exceed 12,000 persons.

Figure 1: Project Location

Figure 2: Conceptual Site Plan

3. TRAVEL CHARACTERISTICS OF IBEC ATTENDEES

This chapter describes the anticipated travel modes to be used by IBEC event attendees. It also discusses expected vehicular travel routes and the spatial distribution of parking utilization surrounding the stadium.

MODE SPLIT

Table 3 displays the projected travel modes for attendees at weekday and weekend NBA games and concerts at the IBEC. Refer to Chapter 3.14 of the Draft EIR for supporting details.

TABLE 3: PROPOSED PROJECT MAJOR EVENT ATTENDEE MODE SPLIT

Mode of Travel	NBA Game		Concert	
	Weekday Evening	Weekend Evening	Weekday Evening	Weekend Evening
Private Vehicle	84%	83%	85%	84%
TNC (e.g., Uber, Lyft, etc.)	10%	10%	10%	10%
Light rail	5%	6%	4%	5%
Bus	1%	1%	1%	1%
Bicycle	< 1%	< 1%	<1%	< 1%
Walk	< 1%	< 1%	<1%	< 1%
Total	100%	100%	100%	100%

SOURCE: Fehr & Peers, 2019.

VEHICULAR TRIPS AND DIRECTIONAL DISTRIBUTION

As is discussed in Chapter 3.14 of the Draft EIR, major sold-out events at the IBEC are estimated to generate approximately 5,800, 8,200, and 5,700 trips during the weekday pre-event, weekday post-event, and weekend pre-event peak hours, respectively. Larger daytime events are estimated to generate approximately 3,600 trips during the post-event hour.

Freeway access to the IBEC would be provided via Interstate 105 interchanges at Prairie Avenue and Crenshaw Boulevard, Interstate 405 interchanges at Century Boulevard and Manchester Boulevard, and Interstate 110 interchanges at Century Boulevard and Manchester Boulevard. Street access to the on-site parking garages would be provided via Century Boulevard, Prairie Avenue, and 102nd Street. Street access to parking areas at the NFL Stadium in the HPSP area that will be utilized by IBEC event attendees would be provided via Century Boulevard, Prairie Avenue, and Pincay Drive.

Figures 3 and 4 display expected trip distribution percentages for pre-event inbound and post-event outbound travel, respectively. These percentages consider not only the origin and destination of each trip, but also traffic management techniques (described in the following subsection) for each peak hour and permitted garage ingress/egress movements. Figure 3 indicates that 35 percent of project trips are

expected on northbound Prairie Avenue approaching the Proposed Project. Another 24 percent originate from the west (i.e., travel eastbound) along Century Boulevard. The direction of outbound travel after events is generally similar.

The distribution patterns for NBA games were developed based on anonymous mobile source data (“big data”) records that show origins and destinations of fans attending Clippers games at Staples Center, modified to reflect the change in location of the venue to Inglewood. The distribution patterns for concerts were developed based on anonymous mobile source data for events at The Forum. Concert trip distribution also considered intersection vehicle counts collected in Fall/Winter 2018 at nine intersections near The Forum during dates that had concerts and dates when The Forum was not in use. The difference in volumes between ‘no event’ and ‘with concert’ was used to inform distribution to and from The Forum.

Refer to Chapter 6 for use of specific parking garages and Chapter 7 for anticipated pre-event peak hour pedestrian flows.

Figure 3: Inbound Trip Distribution for Major Event

Figure 4: Outbound Trip Distribution for Major Event

4. TRANSIT ELEMENT

EXISTING AND PROJECTED TRANSIT SERVICE

The IBEC Site is less than one mile from the Los Angeles County Metropolitan Transportation Authority (Metro) Green Line's Hawthorne/Lennox Station. The Metro Green Line provides light rail service between Redondo Beach and Norwalk. The route also serves the communities of El Segundo, Hawthorne, South Los Angeles, Lynwood, and Downey.

Currently under construction, the Metro Crenshaw/LAX Line will provide a new light rail connection between the existing Metro Exposition Line and the Metro Green Line. The Crenshaw/LAX Line will serve the cities of Los Angeles, Inglewood, Hawthorne, and El Segundo, and portions of unincorporated Los Angeles County. The Crenshaw/LAX Line will also provide light rail service to LAX via an automated people mover currently under construction by Los Angeles World Airports as part of its LAX Landside Modernization Program. Construction of the Metro Crenshaw/LAX Line is currently underway, and is estimated to be completed in 2020.

The IBEC Site is also served by multiple Metro bus lines including bus lines 117 and 212/312.

LRT STATION ACCESS

The IBEC operator proposes to provide shuttle service between the IBEC Site and the Metro Green Line's Hawthorne/Lennox Station, the Metro Crenshaw/LAX Line's Downtown Inglewood Station (at La Brea Avenue and Florence Avenue), and possibly the Metro Crenshaw/LAX Line's Aviation/Century Station before and after LA Clippers basketball games and other large events. The shuttle service would drop off and pick up attendees at the proposed shuttle drop-off/pick-up pull-out on the east side of Prairie Avenue, immediately adjacent to the IBEC arena and plaza. The shuttles would follow looped routes to and from the rail stations and the Project Site. For events with shuttle service, shuttle vehicles providing service to the La Brea/Florence Station would use the internal access road to enter the Arena Site from 102nd Street and exit onto Prairie Avenue before stopping at the shuttle drop-off and pick-up zone.

SHUTTLE SERVICE OPERATIONS

The Proposed Project would provide a bus pull-out along Prairie Avenue. A major event at the Proposed Project would generate 16 pre-event peak hour shuttle buses that would use this turnout. During the post-event peak hour, 20 shuttles would need to arrive and depart in less than one hour as attendees exit the concert and wait for the shuttle bus to be transported to a light rail station.

The Draft EIR contains Mitigation Measure 3.14-3(f), which would construct a dedicated northbound right-turn lane that would extend from the bus pull-out on the east side of Prairie Avenue to Century Boulevard. TCOs would be present at the merge point between the bus pull-out and the right-turn lane to prioritize exiting buses (i.e., by holding oncoming right-turning vehicles). TCOs would also be positioned at the Prairie Avenue/Century Boulevard intersection to give right-of-way priority to northbound buses

(particularly during the post-event peak hour) who are traveling toward the Metro Crenshaw/LAX Line Downtown Inglewood Station to the north. This design essentially amounts to a bus queue jump lane.

Draft EIR Mitigation Measure 3.14-2(b) provides that the IBEC operator will provide sufficient shuttles to ensure that there is successful and convenient connectivity with short wait times to these light rail stations. To this end, the IBEC operator will monitor the number of people using shuttles to travel between the above light rail stations and the IBEC. If the monitoring shows that peak wait times before or after major events exceeds 15 minutes, then the IBEC operator must add sufficient additional shuttle runs to reduce wait times to meet this target. The aim is to require increased shuttle runs as necessary to make sure that demand is accommodated within a reasonable amount of time and to encourage use of transit.

The above physical and management practices would encourage patrons to the IBEC Site to use shuttle buses to access light rail. There would be no direct cost to attendees to use the shuttle buses before and after major events.

5. BICYCLE ELEMENT

Table 3 indicates that less than one percent of IBEC event attendees are expected to ride a bike to the IBEC.

The Project would provide the following features to enhance access for bicyclists:

- Bicycle parking in excess of applicable code requirements. The project site would provide 60 employee bike parking spaces and 23 attendee bike parking spaces.
- Showers and lockers for employees.
- A bike valet service would be implemented if needed to accommodate bike parking space needs.
- Bicycle fix-it station: a bicycle repair station where bicycle maintenance tools and supplies are readily available on a permanent basis and offered in good condition.
- Coordinate bike pools.
- Sidewalks or other designated pathways and signage directing bicyclists along safe routes to the bicycle parking facilities.

The spectator bike parking spaces would be located within the West Parking Garage, and would be accessed via Century Boulevard or Prairie Avenue. Employee bike parking would be located on the project site to the east of the arena and would be accessed via the driveway on 102nd Street west of Doty Avenue.

There are no existing or proposed bike lanes or facilities on streets surrounding the IBEC site. Bicyclists would be able to access the IBEC on city streets.

6. PARKING ELEMENT

EXPECTED PARKING DEMAND AND PROPOSED SUPPLY

The Draft EIR determined that a sold-out weekday basketball game would generate a parking demand by attendees and employees of approximately 7,700 spaces and that a sold-out concert would result in a parking demand of approximately 8,100 spaces. These totals exclude additional parking required for players, officials, and charter buses, service/delivery vehicles, etc. For events held at the IBEC when there is no overlapping event at the NFL Stadium, vehicles would be expected to be parked at the following off-street locations in the following quantities (based on their proposed supply):

- 3,110 vehicles would be parked in the project's West Parking Garage.
- 365 vehicles would be parked in the project's East Parking Garage.
- 650 vehicles would be parked in the project's South Parking Garage (with 100 of those spaces being reserved for players and key team employees).
- Between 3,700 and 4,100 vehicles would be parked in parking lots or structures within the Hollywood Park Specific Plan including new parking lots or structures to be constructed for the NFL Stadium and the Hollywood Park Casino garage (located north of Century Boulevard and east of Prairie Avenue).

Hollywood Park and the Hollywood Park Casino are the most convenient off-site locations to accommodate the parking needs of IBEC attendees and employees. Hollywood Park and the Hollywood Park Casino will offer the easiest pedestrian connections to the IBEC Site, given their close proximity. Further, the large supply of parking at these locations will ensure that parking is available, as compared to smaller lots which may fill up. Based on information from the Hollywood Park Casino owners and City of Inglewood staff, 575 spaces would be available for use by IBEC attendees for a typical major event. About 9,000 spaces at the NFL Stadium within Hollywood Park would be available for use by Proposed Project attendees on typical days when there is not an overlapping event in the stadium.

The majority of off-street parking to be constructed in conjunction with the Proposed Project would be pre-paid during major events, particularly the South Parking Garage, and often the West Parking Garage. The types and size of activities would dictate when parking would be paid versus first-come, first-served. The east parking garage may offer both pre-paid and first-come, first-served parking. All three parking garages are being designed to include entry lanes and associated technologies that minimize the likelihood of inbound traffic spilling back onto public streets. It is anticipated that attendees would arrive consistently to all available parking locations (i.e., versus filling all on-site spaces first and then directing drivers to off-site spaces).

The supply of parking in the three parking garages and at Hollywood Park and the Hollywood Park Casino is more than adequate to accommodate attendee and employee parking demands during major events at the Proposed Project (so long as an overlapping event at the NFL Stadium is not occurring). Parking on adjacent neighborhood streets would primarily be due to attendees searching for free and/or closer parking, and not the result of inadequate overall off-street supply.

PARKING SUPPLY DURING CONCURRENT EVENTS AT NFL STADIUM

A concurrent event at the NFL Stadium would result in all parking in the NFL Stadium parking facilities being fully utilized by NFL Stadium event attendees and employees. Thus, a major event at the IBEC would require between 3,100 and 3,500 vehicles that would have otherwise parked at stadium parking facilities within HPSP to be parked in various other off-site locations. The following potential off-site parking locations were identified in the Draft EIR:

- 575 spaces at Hollywood Park Casino.
- Approximately 1,050 spaces located 1 mile or less from the Arena site (located on school campuses and at office/administrative buildings with available parking in evening and weekend hours). Many attendees parking in these areas would be expected to walk to/from the Arena site.
- The Los Angeles Gateway Area (located between I-405 and LAX, 1.6 miles from the IBEC Site) and Southwest College with ample reserve overflow parking (i.e., nearly 12,000 spaces). Shuttles would be provided by the IBEC operator to transport attendees parking in these areas to/from the IBEC Site. The Los Angeles Gateway Area would also be used for employee parking during concurrent events, with shuttles provided by the IBEC operator to transport the employees to/from the IBEC Site.

Figure 5 illustrates the locations of these off-site parking facilities relative to the IBEC Site.

PARKING MANAGEMENT STRATEGIES

The main parking garages serving the IBEC would be located in close proximity to the IBEC and therefore would have unique ingress/egress challenges during events. Chapter 7 discusses how these parking garages would be accessed and managed.

A parking reservation and wayfinding system should be developed as the IBEC nears an opening date. Development of reservation system details (e.g., premium ticketholder parking, pre-paid parking, real-time parking availability, desired level of parking garage occupancy, pricing, etc.) is premature at this time due to various uncertainties. However, the general wayfinding premise is to encourage attendees who travel from the north to park to the north of the IBEC, and so forth. Likewise, post-event traffic management would direct the majority of these motorists away from IBEC, thereby avoiding unnecessary mixing of traffic and high traffic flows on streets adjacent to the IBEC prior to and after events.

Figure 5: off-site parking during concurrent events

7. TRAFFIC, PARKING, AND PEDESTRIAN MANAGEMENT

An integrated approach for managing vehicular traffic, pedestrians, transit, and parking is necessary within the IBEC vicinity. A series of meetings were held in Spring/Summer 2019 with the IBEC applicant and design team, City of Inglewood, and the EIR consulting team to discuss strategies for managing large volumes of pedestrians and vehicles, parking in close proximity to the arena, transit vehicles, and other special-event conditions. The recommendations contained in this chapter are derived from those meetings, and subsequent technical analysis.

ROADWAY INFRASTRUCTURE REQUIREMENTS

Under IBEC conditions without any mitigation measures in place, severe traffic congestion and gridlock would occur during the pre-event and post-event peak hours. To address these significant impacts, a series of mitigation measures were recommended in the Draft EIR.

Figure 6 shows the recommended (roadway-related only) mitigation measures for opening day conditions. They consist of physical intersection improvements, freeway off-ramp widening, signal coordination and optimization for event conditions, and placement of TCOs at select locations. However, to operate the entire system in an efficient manner, management of the heavy pedestrian flows and parking lot ingress/egress points are also necessary to complement the infrastructure improvements.

The City of Inglewood is implementing a city-wide Intelligent Transportation Systems (ITS) program on key corridors. The program is to enable intersections to operate as part of a coordinated system, to allow for remote intersection monitoring from the City's Traffic Management Center (TMC), and to provide flexibility to remotely change signal timings from the TMC in response to changes in traffic flows or incidents. Mitigation Measure 3.14-2(o) in the Draft EIR provides that the IBEC operator will make a financial contribution towards this program.

PRAIRIE AVENUE EAST PEDESTRIAN CROSSWALK ACROSS CENTURY BOULEVARD

Figure 7 graphically displays the projected pedestrian flows and associated LOS on key pedestrian facilities in the immediate vicinity of the IBEC for post-event peak hour conditions. The selected sidewalks and crosswalks are those that are most proximate to the arena, and provide access between the arena and transit and parking facilities in the vicinity. The data shown is for an 18,500-person concert because that is the event that would generate the largest number of pedestrians. In addition, the analysis focuses on post-event conditions because hourly pedestrian volumes are higher after an event rather than before the event (i.e., flows are more concentrated after the event, when attendees tend to leave en masse when the event concludes; before an event, by contrast, attendees arrive more gradually, over a longer period of time). Volumes would be slightly lower for the post-event peak hour for an NBA basketball game due to slightly lower venue capacity.

Figure 6: Intersection Mitigation Measures for Major Event

Figure 7: Pedestrian volumes

Impact 3.14-13 of the Draft EIR identifies a pedestrian impact on the east leg crosswalk across Century Boulevard at Prairie Avenue. During the pre- and post-event periods for major events at the IBEC, this crosswalk is projected to carry a high volume of pedestrians (e.g., approximately 3,500 pedestrians per hour during the post-event hour) as they walk to and from HPSP parking lots and garages and retail and food and drink businesses. This volume of pedestrian traffic cannot be accommodated within the current 12-foot crosswalk. Hence, Mitigation Measure 3.14-13 recommends that this crosswalk be widened to 20 feet. The widened crosswalk would also encourage more pedestrians destined to/from HPSP parking areas to use the north sidewalk along Century Boulevard rather than the south sidewalk, which would improve conditions for pedestrians using the eight-foot sidewalk along the south side of Century Boulevard to walk to/from the East Transportation Center and Garage.

Approximately 400 vehicles are anticipated to turn right from northbound Prairie Avenue onto eastbound Century Boulevard during peak hours with a major event. Pedestrian traffic on the east leg of the crosswalk at the Prairie Avenue/Century Boulevard intersection would conflict with and constrain this turning movement, regardless of the width of the crosswalk. Therefore, the TCO placement recommended later in this chapter includes personnel at this location to manage the interaction vehicular and pedestrian flows.

The recommended construction of a northbound right-turn lane on Prairie Avenue at Century Boulevard (Mitigation Measure 3.14-3(f)) would require the reduction of the sidewalk width along the project's frontage of Prairie Avenue from 20 to 8 feet. An 8-foot sidewalk is still capable of carrying very large numbers of pedestrians. Table 3.14-38 of the Draft EIR indicates that 5,000 pedestrians per hour could be accommodated without spilling onto the street. Nonetheless, it is recommended that the majority of IBEC patrons, upon exiting the venue, be directed northerly through the much wider Arena Plaza versus this sidewalk. This can be accomplished through wayfinding within the Arena Plaza.

The Century Pedestrian Bridge Variant would add a pedestrian bridge across Century Boulevard (east of Prairie Avenue), providing pedestrians an alternate path to cross between the Project Site and the HPSP area to the north. The addition of the Century Pedestrian Bridge would reduce use of the east crosswalk across Century Boulevard at Prairie Avenue and would reduce use of the south sidewalk along Century Boulevard. If the pedestrian bridge is constructed, at-grade pedestrian crossings across Century Boulevard on the east side of Prairie Avenue should be prohibited during pre- and post-event periods.

TRANSPORTATION NETWORK COMPANIES

For pre-event conditions, it is expected that some attendees traveling to the venue via a TNC (or taxi) would request to be dropped off near the public plaza, versus in the designated East Parking Garage's Transportation Hub, or would exit their vehicle at other locations along the curb (or from a travel lane) once the vehicle encounters heavy congestion. Observations from other urban arenas indicate that TNC drop-offs tend to occur adjacent to the venue unless precluded by physical barriers and/or enforcement. An active enforcement program is necessary to minimize unwanted drop-offs along the project frontages. As was discussed above, this will need to be accomplished by multiple TCOs or non-sworn event staff, as well as potentially the strategic placement of barriers at critical locations.

For post-event conditions, the arena will be placed within a ‘geofenced area’ in which attendees requesting a TNC are directed/required to meet the vehicle at the East Parking Garage. Thus, all post-event TNC pick-up activity would occur in this garage (or at a location further from the IBEC Site that is beyond the geofence boundary and would require a longer walk). The use of a geofence has been shown to be an effective means of controlling the location where TNC pick-ups can occur.

PARKING GARAGE ACCESS AND TRAFFIC MANAGEMENT DURING MAJOR EVENTS

Figures 8 and 9 show the recommended opening day major event pre-event and post-event peak hour management plans, respectively, to accommodate traffic, parking, and pedestrians in the immediate IBEC vicinity. Figure 8 also shows the permitted movements and lane configurations planned during the pre-event peak hour at the West and South Parking Garages for a major event. This figure also displays other traffic management elements (e.g., lane closures, barricades, cones, TCOs) assumed during the pre-event period. Figure 9 shows similar information for the post-event peak hour.

During the pre-event period, lanes along Prairie Avenue would be temporarily modified to enable simultaneous dual left-turns and dual right-turns to enter the West Parking Garage driveway from Prairie Avenue. The pedestrian crosswalk across Prairie Avenue at the West Parking Garage signalized driveway would be temporarily closed during the pre-event period because it would create conflicts with inbound traffic.

During the post-event period, the permitted turning movements at the West Parking Garage driveways are intended to empty that garage as quickly as possible while minimizing cross flows (i.e., motorists are pushed away from the arena toward streets that otherwise have capacity). To accomplish this, the following egress is planned for post-event conditions (see Figure 8):

- The West Parking Garage driveway on Century Boulevard would consist of three exiting lanes, all of which would turn left onto westbound Century Boulevard. This signalized intersection would operate with special traffic signal timings such that operations along Century Boulevard at Prairie Avenue and the garage driveway are coordinated.
- The West Parking Garage driveway on Prairie Avenue would be configured so that two lanes turn right onto southbound Prairie Avenue. By virtue of lane closures upstream on Prairie Avenue, these exiting lanes would be fed directly into the outside and middle southbound travel lanes on Prairie Avenue. One continuous southbound travel lane would be provided from Century Boulevard through the West Parking Garage driveway intersection. The pedestrian crosswalk across Prairie Avenue at the West Parking Garage driveway would be temporarily closed during the post-event period.

Figure 8: Pre-Event Garage Access and Traffic Management

Figure 9: Post-Event Garage Access and Traffic Management

TRAFFIC CONTROL OFFICERS AND SPECIAL EVENTS STAFF

The number of available TCOs (generally defined as sworn peace officers who are able to manipulate traffic signals in the field, control pedestrian flows, and assign vehicular right-of-way) is not known at this time. Further, the number of TCOs will likely fluctuate depending on whether concurrent events are being held at either The Forum or NFL Stadium. For these reasons, TCO placements are prioritized below (based on the general premise that public safety/security is of higher value than delay experienced by attendees in vehicles). In addition to TCOs, the following describes the extent to which special events staff (uniformed personnel, but not sworn peace officers) will also play important roles in high priority locations.

The deployment of TCOs can be costly and dependent on the number of available TCOs. Since these costs would presumably be borne by the IBEC operator, they may wish to consider more permanent solutions in the form of electronic changeable message signs (CMS) and/or blank-out signs (depending on location and the nature of the message). Experience from other venues has determined that it is preferable to evaluate the combined effectiveness of temporary CMS trailers, TCO positioning/roles, and special event staff deployment before deciding, in consultation with the City Traffic Engineer, whether permanent electronic signs would be effective and economical.

High Priority Locations

The highest priority TCO locations are described below:

- Multiple TCOs should be situated at the Prairie Avenue/Century Boulevard intersection. Duties include:
 - Deploying and removing temporary traffic control devices within the street right-of-way.
 - Waving through shuttle buses (particularly during post-event conditions) on northbound Prairie Avenue.
 - Controlling northbound right-turn vehicle conflicts and pedestrian flows at the east leg crosswalk.
 - Being a physical presence to deter unlawful behaviors.
- Multiple TCOs should be situated on Prairie Avenue along the project frontage at the bus turnout and northbound right-turn lane. Duties include:
 - Deploying and removing temporary traffic control devices within the street right-of-way.
 - Temporarily stopping vehicles desiring to enter the right-turn lane when shuttle buses are present, and instead providing priority access to shuttle buses.
 - Deterring undesirable TNC drop-off activity along the project's frontage on Prairie Avenue.

- Multiple TCOs should be situated on Prairie Avenue at the West Parking Garage driveway to assign right-of-way into or out of the West Parking Garage driveway.

The highest priority placement of special events staff and parking garage attendants would be:

- Positioned along the Century Boulevard project frontage (on sidewalk) to deter undesirable TNC drop-off activity and mid-block pedestrian crossings. This would primarily be a pre-event need, as post-event conditions would rely upon a geofence such that these types of pick-ups are not possible.
- Positioned at the West Garage Driveway on Prairie Avenue to control the frequency of pedestrians crossing the garage entrance (and thereby slowing the flow of inbound traffic). This is often accomplished by use of stanchions, temporary gates, and the equivalent. This is primarily a pre-event role in which the pedestrian flow could otherwise conflict with inbound traffic; under post-event conditions, the majority outbound flow would be controlled by a TCO and/or traffic signal and would not conflict with crossing traffic (unless unlawfully occurring).
- Positioned at the West Garage Driveway on Century Boulevard to control the frequency of pedestrians crossing the garage entrance. Similar to the West Garage Driveway on Prairie Avenue, this would primarily be a pre-event duty.
- Positioned at the South Garage Driveway on Prairie Avenue to control the frequency of pedestrians crossing the garage entrance.

Lower Priority Locations

Lower priority TCO locations are described below:

- TCO positioned on Prairie Avenue at 102nd Street to facilitate right-turning traffic from eastbound 102nd Street to southbound Prairie by providing occasional breaks in southbound through traffic to allow these vehicles to merge (the Draft EIR identified extensive delays to this traffic movement without such TCO actions).
- TCO positioned at the East Garage driveway on Century Boulevard to deter undesirable behaviors, and be a physical presence.
- Remote locations as described in the Draft EIR to better facilitate traffic flow at selected intersections:
 - Hawthorne Boulevard and Century Boulevard – During the pre-event period, position a TCO to operate the northbound Hawthorne Boulevard approach with two through lanes and two dedicated right-turn lanes instead of three through lanes and one right-turn lane.
 - Crenshaw Boulevard/120th Street – During the post-event period, position a TCO to operate the southbound Crenshaw Boulevard approach with two through lanes and two right-turn lanes instead of three through lanes and one right-turn lane.

- Century Boulevard/I-405 northbound on-ramp – During the post-event period, position a TCO to operate the westbound Century Boulevard approach as two through lanes and one dedicated right-turn lane.

CHANGEABLE MESSAGE SIGNS/BLANK-OUT SIGNS

Changeable message signs are recommended along the Prairie Avenue and Century Boulevard corridors approaching the IBEC Site to provide motorists (both project-related and background) with actionable information such as available parking locations, ridehailing drop-off directions, congestion ahead/alternative routes, etc. Specific locations for their placement will be determined prior to IBEC opening day based on review of strategic points to provide such information and detailed inspections of suitable placement options within each street. Similarly, information to be displayed at each location will also be determined at that time.

The leasing and deployment of CMS boards can be costly. Since these costs would be borne by the IBEC operator, they may wish to consider a more permanent solution in the form of a set of permanent electronic blank-out signs. Experience from other venues has determined that it is preferable to evaluate the effectiveness of temporary CMS signs (including preferred location, messaging, etc.) before deciding, in consultation with the City Traffic Engineer, upon permanent locations and design.

8. NEIGHBORHOOD TRAFFIC MANAGEMENT ELEMENT

The Draft EIR determined that major events and ancillary uses at the IBEC could have significant impacts on several local or collector streets in the vicinity of the IBEC, including portions of Yukon Avenue (collector street) south of 102nd Street and south of 104th Street, 109th Street (local street) between Yukon Avenue and Lemoli Avenue, 104th Street east of Prairie Avenue, and Flower Street (local street) north of Century Boulevard.

Measures implemented at these locations could include deployment of signs to manage traffic affecting neighborhoods, traffic calming devices, barricades, and non-sworn officers to discourage and reduce event-related cut-through traffic and undesired parking on neighborhood streets, while maintaining access for residents and their guests. Broad public outreach and stakeholder consensus will be required to implement these measures. The following presents the process that will be followed to identify and implement measures to protect neighborhoods from traffic and parking effects associated with major events at the IBEC. As noted in the Draft EIR, the impacts on neighborhood streets are significant and unavoidable and the City cannot assure that impacts can be reduced to less than significant even with the implementation of mitigation measures. Reducing traffic volumes on one local or collector street could increase volumes on nearby local or collector streets. Moreover, the city's ability to implement specific traffic calming devices in various locations along neighborhood streets cannot be determined at this time.

NEIGHBORHOOD TRAFFIC MANAGEMENT PLAN

As discussed in the Draft EIR, temporary closure of Yukon Avenue before and after events at the IBEC is not considered feasible given its importance in the hierarchy of streets within the City and the fact that it serves many adjacent land uses as well as through traffic. Neighborhood traffic management measures, however, could be implemented.

This neighborhood traffic management plan (NTMP) has been developed in response to significant neighborhood street impacts associated with the IBEC project as well as the location/driveways of parking garages that would serve the IBEC. As shown in **Figure 10**, the NTMP covers areas southwest, southeast, and northwest of the IBEC.

The goals and the requirements of the NTMP are to: 1) Reduce traffic volumes on local and collector street segments identified in the EIR as having a significant impact without causing a significant impact on other local collector street segments; 2) Discourage and reduce event-related cut-through traffic while maintaining access for residents and their guests; and 3) Incorporate and address the input from the public and other stakeholders. The NTMP will outline the specific process by which the IBEC operator and City will engage neighborhood groups, businesses, and stakeholders to develop a plan that has broad consensus and protects the neighborhood from unwanted traffic intrusion during events at the IBEC meets these goals and requirements.

It was not possible for the Draft EIR to identify a solution with broad consensus among stakeholders that would fully address and mitigate the traffic levels expected on the impacted streets. Such an effort would require extensive public outreach, as well as a systematic approach for identifying suitable traffic management devices and evaluating their effects on various local and collector streets. ~~detailed study of how various specific traffic management devices could be implemented to reduce volumes on street segments identified as having significant street impacts without causing additional impacts on nearby streets.~~ The following four steps ~~should~~ will be taken to develop the NTMP:

Figure 10: Neighborhood Traffic Management Plan (NTMP) Study Area

- *Step 1 (Existing Conditions)*

The Draft EIR included an extensive neighborhood street segment study area encompassing over 25 distinct neighborhood streets situated southeast, southwest, and northeast of the Proposed Arena. Selected neighborhood streets included both collector and local streets that may be used by project trips. This step expands the documentation of existing traffic volumes to include other local and collector streets within the NTMP study area. This expanded area would cover those facilities, which otherwise would not likely be used by the Proposed Project, but which could potentially be affected by the traffic management strategies to be deployed. Peak period turning movement counts and origin-destination surveys may also be necessary to better understand existing travel behavior (i.e., routes, level of local versus cut-through traffic).

- *Step 2 (Identification and Analysis of Potential Neighborhood Traffic Management Devices)*

Traffic management devices may consist of devices aimed at diverting or controlling traffic. A less intrusive set of devices are intended to reduce vehicle speeds as a means of discouraging cut-through traffic. Examples of these devices are speed tables, humps, traffic circles, bulb-outs, etc. A more intensive treatment that would reduce traffic volumes on a given roadway (and shift it to another) may consist of diverters, partial street closures, prohibited turn movements, etc., which could be implemented on a temporary basis both before and/or after major events at the IBEC. Once a set of traffic management devices is selected, then analyses would be performed to determine how their implementation would affect streets within the NTMP area. This would be performed both for existing conditions as well as for conditions with an IBEC Daytime or Major Event ~~and ancillary uses.~~

- *Step 3 (Public Outreach)*

Typically, a series of potential traffic management devices or alternatives are presented to the public for their input. This may include feedback on device placement, ~~desired effectiveness of measures,~~ and other considerations. This phase also includes input from various City departments such as Fire, Police, Refuse, and other affected stakeholders (e.g., local schools and businesses). ~~This step includes responding to public feedback and addressing input from the City departments and other stakeholders.~~

- *Step 4 (Final Plan and Deployment)*

Based on the results of Step 3, a final NTMP ~~will be~~ developed and readied for deployment. In some cases, the plan is implemented in phases so that travelers can gradually become acquainted with the changes. Once deployed, a follow-up set of traffic counts are collected to understand how the NTMP altered travel behavior and whether it attained the intended goals. Should certain goals not be achieved, then modifications to the plan may be necessary.

The NTMP ~~should~~ will be completed and approved by the City not less than 12 months prior to the first event at the IBEC. The NTMP ~~should~~ will be fully deployed prior to the opening of the IBEC (with its effectiveness documented for a 'no event' conditions). The effectiveness of the NTMP ~~in achieving the~~

performance standards during IBEC events and during ancillary uses would be measured, with recommended traffic management strategies updated as needed the City deems appropriate. (see Chapter 12).

NEIGHBORHOOD PARKING INTRUSION

Section 3-81 of the Inglewood Municipal Code defines the boundaries of various permit parking districts within the City and Section 3-80 describes the restrictions in place within each district. Permit Parking District 3 encompasses the area generally bounded by Arbor Vitae Street from Myrtle Avenue to Prairie Avenue, Prairie Avenue from Arbor Vitae Street to Century Boulevard, Century Boulevard from Prairie Avenue to Yukon Avenue, Yukon Avenue from Century Boulevard to 104th Street, 104th Street from Yukon Avenue to Freeman Avenue, Freeman Avenue from 104th Street to Century Boulevard, Century Boulevard from Freeman Avenue to Myrtle Avenue, and Myrtle Avenue from Century Boulevard to Arbor Vitae Street. As such, the district encompasses the residential areas surrounding the IBEC site. Within this district, unless a parking permit has been issued and properly displayed, it is unlawful for any person to park any vehicle during any period between the hours of 12 noon and 6 PM Monday through Sunday inclusive (seven days) or any period between the hours of 7 PM and 10 PM Monday through Sunday inclusive (seven days). However, although the district is formally defined in the Municipal Code, some of the streets within the district are not currently posted with signs indicating the parking restrictions in accordance with the posting requirements in Section 3-77.

Eventgoers parking on local residential streets were correctly not identified as a significant impact in the Draft EIR because the direct effects of parking are not considered a significant impact under CEQA.

Include note that secondary effect are analyzed that is consistent with terminology in approach to analysis transportation sections. However, if monitoring determines that this phenomena occurs during major events at the IBEC and is burdensome to the neighborhood (i.e., requires displacement of existing parked vehicles, blocks access to driveways, etc.), the IBEC operator would support the City's posting of appropriate signage indicating the parking restrictions already included in the Municipal Code for the affected streets, thus allowing the Inglewood Police Department or the Department of Parking and Enterprise Services to ticket vehicles found parked on these streets without a permit.

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9. TRUCK ELEMENT

SERVICE AND DELIVERY ACCESS AND LOADING

Small service and delivery vehicles providing services or materials for retail and food service venues would enter the Arena Site via a site access road accessed from Century Boulevard, approximately 350 feet east of Prairie Avenue, immediately west of the existing Airport Park View hotel parcel.

The majority of large delivery vehicles such as semi-trucks, trash collection trucks, and large food service trucks would access the Arena Site from a new, gated service ramp accessed from Century Boulevard, approximately 200 feet west of Doty Avenue, between two existing commercial buildings. This service ramp would slope downward, providing access to a loading and staging area, at the below-grade event level of the Arena Structure. The Arena Structure would include loading docks to accommodate loading and unloading of materials and supplies at the event level.

Service and delivery vehicle parking or idling will not be permitted on Prairie Avenue, Century Boulevard, or any collector or local street in the vicinity of the IBEC site, with the exception of Doty Avenue between Century Boulevard and 102nd Street.

TRUCK/BROADCAST ACCESS AND PARKING

Media/broadcast trucks that are a feature of NBA basketball games require parking in areas that provide clear access to the southern sky for satellite connections. Media and associated truck parking would be provided on a designated media parking area located east of the Arena Structure. Electric hookups would be provided for media trucks so they would not be required to idle or use portable generators while in use before, during, or after events. Media trucks would access the Arena Site from the internal roadway accessed from Century Boulevard.

Media/broadcast truck parking or idling will not be permitted on Prairie Avenue, Century Boulevard, or any collector or local street in the vicinity of the IBEC Site, with the exception of Doty Avenue between Century Boulevard and 102nd Street.

TRUCK STAGING DURING MAJOR CONCERTS

During concerts featuring major artists, 12 or more trucks may often be associated with the artist's staging and production. The access road located at the boundary of the Arena site immediately to the east and south has dedicated truck parking to accommodate such events. Truck staging will not be permitted prior to, during, or after events on Prairie Avenue, Century Boulevard, or any collector or local street in the vicinity of the IBEC Site, with the exception of Doty Avenue between Century Boulevard and 102nd Street. Should on-site truck staging (either under the arena or on access roads) not be adequate for the largest of events, then an off-site solution, whereby trucks stage and are then radioed into the site as space becomes available, is recommended.

10. LOCAL HOSPITAL ACCESS ELEMENT

The IBEC operator shall work with the City of Inglewood and the Centinela Hospital Medical Center (CHMC) to develop and implement a Local Hospital Access Plan that would reduce delays during major events at the IBEC by emergency vehicles, critical health care providers (e.g., on-call physicians), and patients/visitors accessing the hospital for emergency services. The framework of that plan would include, but not be limited to, the following:

- Development of a wayfinding program that consists of the following:
 - Placement of signage (e.g., blank-out signs, changeable message signs, permanent hospital alternate route signs, etc.) on key arterials that may provide fixed alternate route guidance as well as real-time information regarding major events at the IBEC. **Figures 11, 12, and 13** display routing options for trips arriving from the west, east, and south, respectively. This program would benefit from the project's financial contribution to the City's ITS program (Mitigation Measure 3.14-2(o) in the Draft EIR) by including cameras, vehicle queue spillback detection loops on eastbound Century Boulevard, and other technologies, which if implemented, would enable the wayfinding signs to be automatically illuminated when necessary.
 - Coordination with CHMC regarding updates to their website and any mobile apps so that employees, visitors, and patients visiting those sites are provided with advanced information of when events are scheduled.
- Provide direction to TCOs regarding best practices for accommodating emergency vehicles present in congested conditions during pre-event and post-event conditions.

The CHMC website recommends that the campus be accessed from the west via Century Boulevard to Myrtle Avenue (directions from the north, south or east are not provided). As shown on Figure 10, this route would direct motorists into the most congested corridors segments during a major event at the IBEC. Thus, Figure 10 recommends an alternative route along with intersections that would feature wayfinding / real-time traveler information on route choice.

The Local Hospital Access Plan shall be coordinated by the City with the Transportation Management and Operations Plan developed for the NFL Stadium. The Local Hospital Access Plan shall be reviewed by the City (including Police and Public Works), CHMC, and the Los Angeles County Fire Department and approved by the City prior to the first event at the IBEC arena.

The Local Hospital Access Plan shall also consider, develop, and implement solutions to address potential access restrictions caused by construction activity at the Proposed Project (see Impact 3.14-15). The Plan shall have a monitoring and coordination component including observations of accessibility to the Emergency Department. Coordination would include participation by the project applicant in quarterly working group meetings with hospital administrators to identify and address circulation concerns.

Figure 11: Vehicle Routing to CHMC from the West

Figure 12: Vehicle Routing to CHMC from the East

Figure 13: Vehicle Routing to CHMC from the South

11. CONCURRENT EVENTS AT THE FORUM AND/OR THE NFL STADIUM

As discussed in Chapter 2, overlapping or concurrent IBEC events with events at The Forum and/or the NFL Stadium are anticipated. The City of Inglewood should convene recurring as-needed meetings of the IBEC, Forum, and NFL Stadium operators to coordinate traffic management activities for overlapping or concurrent events at the three venues and shall ensure that such coordination occurs.

CONCURRENT EVENTS AT THE FORUM

The parking areas serving events at the IBEC and events at The Forum do not overlap. The Forum uses its own parking lot plus off-site parking in the northern portion of the HPSP area. As such, measures are not required to move IBEC attendee parking to other locations.

However, the IBEC operator should coordinate with the City and with the operator responsible for implementation of traffic management measures for The Forum when concurrent or overlapping events are scheduled to occur at the IBEC and The Forum. This is necessary because the IBEC TMP calls for TCOs and traffic management to occur at intersections in the vicinity of The Forum.

CONCURRENT EVENTS AT THE NFL STADIUM

The IBEC operator should coordinate with the City and with the operator responsible for implementation of the Transportation Management and Operations Plan for events at the NFL Stadium when concurrent or overlapping events are scheduled to occur at the IBEC and the NFL Stadium. Coordination may be required on numerous aspects of the TMP and the Stadium TMOP, including but not limited to placement of TCOs, temporary lane changes, and neighborhood protection.

As discussed in Chapter 4, concurrent events at the NFL Stadium could mean that parking lots at the HPSP are not available for use by IBEC attendees. In such cases, shuttles would be provided by the IBEC operator to transport IBEC attendees and employees to alternative off-site parking locations, potentially including the Los Angeles Gateway Area and Southwest College.

Table 3.14-28 of the Draft EIR indicates an expected average vehicle occupancy (AVO) of 2.18 persons per vehicle for a sold-out concert at the IBEC. Under such a scenario, about 4,100 vehicles would be expected to be parked within the HPSP when there is not an overlapping NFL event. But when such an overlapping event does occur, those patrons would presumably park at an off-site location and use a shuttle bus to access the IBEC site. To transport attendees from remote parking locations to the IBEC, a fleet of shuttle buses capable of transporting nearly 9,000 attendees would be required. At an average capacity of 45 persons per bus, this would equate to nearly 200 busloads required in each direction of travel.

After a major concert, the majority of attendees will desire to depart the venue within the one-hour it concludes. This implies that 150 individual bus loadings may occur within this hour. Several loading zones may be considered to accommodate this heavy bus loading demand including:

- Prairie Avenue project frontage
- East Transportation Hub (includes dedicated bus parking/staging)
- Four-acre transit center within Hollywood Park Specific Plan

While the majority of bus loadings would be expected to occur at the above locations, it may also be necessary to load attendees from the internal access road as well as portions of Doty Avenue.

This TMP does not prescribe precisely how many buses should drop-off/pick-up attendees or employees at specific locations for several reasons. First, these types of overlapping events would be rare and will include unique types of artists/attractions, which could influence event start/end times and desire for off-site parking. Real-time planning for such conditions should occur. Second, observations of operating conditions at the NFL Stadium and IBEC will be valuable in understanding where such pick-up/drop-off locations make the most sense (e.g., where can buses most directly access curb space, where are pedestrian areas most accommodating, which areas have reduced travel times to enter/exit, etc.).

12. PERFORMANCE STANDARDS AND MONITORING

This chapter presents the Performance Standards against which the project operations will be measured. These Performance Standards are incorporated into Mitigation Measure 3.14-2a in the Draft EIR. This chapter also describes the monitoring methods to be undertaken during the first year of IBEC operations.

PERFORMANCE STANDARDS

This TMP includes various Performance Standards that must be met. Once the project is in operation and initial monitoring results are available, the results will be measured against these criteria. If not achieved, the IBEC operator is required to work with the appropriate agency or stakeholder group to ensure that the standards are met. The following Performance Standards have been developed:

- Vehicle Queuing on City Streets: Through added intersection capacity, traffic management, and/or ITS, traffic does not queue back to the upstream locations listed below during more than five percent of a pre-event peak hour (assuming no other concurrent events):
 - Northbound Prairie Avenue: vehicle queues do not spill back from the project vicinity to I-105, causing vehicle queues on the Prairie Avenue off-ramp to exceed their available storage.
 - Southbound Prairie Avenue: vehicle queues do not spill back from the project vicinity to beyond Manchester Boulevard.
 - Eastbound Century Boulevard: vehicle queues do not spill back from the project vicinity to I-405, causing vehicle queues on the Century Boulevard off-ramps to exceed their available storage.
 - Westbound Century Boulevard: vehicle queues do not spill back from the project vicinity to beyond Crenshaw Boulevard.
- Pedestrian Flows: Through pedestrian flow management, pedestrians do not spill out of sidewalks onto streets with moving vehicles, particularly along portions of Century Boulevard and Prairie Avenue adjacent to the IBEC Site.
- Vehicular Parking: A comprehensive parking plan is implemented to minimize unnecessary vehicular circulation (while searching for parking) within and adjacent to the Proposed Project. The Plan could include strategies such as a reservation system, smartphone parking app, directional signage, and real-time parking garage occupancy. The parking plan shall be designed to minimize unnecessary vehicular circulation (while looking for parking) within and adjacent to the IBEC Site.

- **Bicycle Parking:** Signage is clearly visible to direct bicyclists to on-site event bicycle parking. The on-site bicycle parking shall have an adequate supply to accommodate a typical major event. If monitoring shows that there is demand for on-site bicycle parking that is not being met, then additional supply (such as the bicycle valet described in Chapter 5) shall be identified.
- **Shuttle Bus Loading:** An adequate amount of curb space (accompanied by appropriate traffic management strategies) is provided along Prairie Avenue to efficiently accommodate shuttle buses that transport attendees to/from light rail stations.
- **Shuttle Bus Capacity and Wait Times:** An adequate supply of shuttle buses is provided such that peak wait times for attendees before and after major events do not exceed 15 minutes.
- **Paratransit:** Specific suitable locations are provided to accommodate paratransit vehicle stops.
- **Ridehailing:** Traffic management strategies (including active enforcement, wayfinding, signage, etc.) are implemented to minimize pre-event passenger drop-offs in travel lanes or at curbs along the project frontage, and to provide orderly vehicle staging, passenger loading, and traffic flow of ridehailing vehicles after events. For post-event conditions, the arena is placed within a 'geofenced area' in which attendees requesting a TNC are directed to meet the TNC vehicle at the East Parking Garage. If monitoring shows that ridehailing vehicles are using travel lanes or curbs along the project frontage to drop off passengers during the pre-event period, then TCOs, special event attendants, and/or barricades shall be stationed at locations where unauthorized drop-offs are occurring.
- **Neighborhood Streets:** ~~The NEMP measures are developed and implemented. Systematic monitoring is conducted, which results in improved system performance over time. Reduce traffic volumes on local and collector street segments identified in the EIR as having a significant impact without causing a significant impact on other local and collector street segments. Discourage and reduce event-related cut-through traffic while maintaining access for residents and their guests.~~
- **Truck Staging:** Large trucks associated with concerts or other special events do not park or idle along Prairie Avenue, Century Boulevard, or any local/collector street in the project vicinity, with the exception of Doty Avenue between Century Boulevard and 102nd Street.
- **Parking Garage/Lot Operations:** Through effective garage/lot operations, vehicles do not spill back onto public streets and adversely affect the roadway network prior to events while waiting to enter garages/lots.

The Event TMP shall be subject to review and approval by the City Traffic Engineer. The City Traffic Engineer shall, in performing this review, confirm that the Event TMP meets these performance standards.

MONITORING METHODS AND DOCUMENTATION

The Event TMP will be a dynamic document that is expected to be revised and refined as monitoring is performed, experience is gained, additional information is obtained regarding the Proposed Project's transportation characteristics, and advances in technology or infrastructure become available. Any changes to the Event TMP shall be subject to review and approval by the City Traffic Engineer. In reviewing any proposed changes to the Event TMP, the City Traffic Engineer shall ensure that the Event TMP, as revised, is equally or more effective in addressing the issues set forth above.

The IBEC operator is responsible for ensuring that monitoring activities required by the TMP are carried out, subject to oversight by the City. The following monitoring activities will occur during the first year of IBEC operations.

Initial Event Monitoring Plan

- *The first two regular season NBA basketball games or concerts at the IBEC.*

The purpose of the Initial Event Monitoring Plan is to identify the initial weaknesses in the TMP elements and implement improvements as soon as possible that enable a safer and more enjoyable experience at the IBEC. The monitoring will identify deficiencies in the event planning/operations and recommend measures that can be quickly implemented to resolve these issues.

This effort will consist of collecting observational data to assess which elements of the TMP need to be immediately modified in advance of subsequent events. The following plan elements will be reviewed:

- Pre- and Post-Event Traffic Management
- Pedestrian Circulation
- Bicycle Parking and Access
- Transit Loading and Access
- Vehicular Pick-ups/Drop-offs
- Traffic Congestion and Queuing
- CMS/Blank-out Signs
- Wayfinding/Signage
- Parking
- Neighborhood Protection
- Truck Staging
- Staffing
- General Safety/Security
- Use of Shuttle Buses

Prior to each scheduled monitoring event, a meeting will be held with the City and the IBEC operator to identify the specific monitoring locations, durations, and staffing responsibilities. A follow-up meeting will occur during the week immediately following each event to discuss the monitoring observations and identify what modifications to the TMP should be implemented for subsequent events.

A written record of observations, and suggested improvements after each monitoring event will be prepared, and be available for public review at City offices.

First Year Typical Event Monitoring Plan

- *One typical mid-season NBA basketball game, one evening concert, and one large daytime event at the IBEC.*

Unless precluded by scheduling conflicts, one of those above monitored events should occur on a weekend evening. By waiting until mid-season, this approach enables travel patterns and behavior to “normalize” so that a representative sample is collected. It also allows for the benefits of the initial event monitoring and any associated TMP refinements to take effect.

These events will provide a representative sample of operating conditions at the IBEC, and will be measured against the above Performance Standards. Prior to monitoring these events, a meeting will be held with the City and IBEC operator to identify the specific monitoring locations, durations, and staffing responsibilities. The monitoring effort will focus on the TMP elements and Performance Standards contained in this document. The monitoring effort will include both observational and empirical data collection.

Documentation

The results of the three monitored events will be documented into the “*IBEC Year One Travel Monitoring Report*”. This report will include photos, charts, and eyewitness accounts of site operations. It will include an assessment of the extent to which the established Performance Standards are met, exceeded, or are unmet. For those standards that are not met, specific recommendations will be provided which would enable the standard to be achieved. The report will be submitted to the City for review. Once finalized, the report will be made available to the public through the City and IBEC operator websites.