Morningside Park Economic Development Strategy
-Celebrating the Power of a Unique Community in the City of Inglewood

Prepared by:
Students participating in the University of Southern California Economic Development Laboratory

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Executive Summary

Morningside Park, a neighborhood in the City of Inglewood, is currently experiencing economic stagnation. The intent of the Morningside Park Economic Development Strategy (MPEDS) is to create a baseline understanding and blueprint for economic development in the area. The report contains an integrated analysis of Morningside Park’s socio-demographic, economic, land use and transportation needs. Goals and recommendations have been developed to affect the area’s business corridor, located on Manchester Boulevard.

MORNINGSIDE PARK TODAY

The Morningside Park project area is a commercial zone along the Manchester corridor with an essentially stable residential neighborhood just behind. Morningside Park is located in the 90305 zip code, in Council District I of the City of Inglewood. Highlights of the information collected indicate the following:

- Morningside Park has a higher percentage of African-American residents than the City of Inglewood and Los Angeles County.
- The number of young people under 24 is almost 30 percent of the total population, while the population over 55 years of age is close to 28 percent.
- The area has a much higher percentage of householders living alone, especially those over the age of 65, than the City of Inglewood and Los Angeles County.
- Morningside Park and the City of Inglewood have similar percentages of female-headed households, which are significantly higher than the percentage in L.A. County.
- The 2001 estimated median household income for the Morningside Park four-tract census area is 13 percent
greater than for the City of Inglewood and the 2001 estimated average household income is 25 percent greater.

- Forty-three places of worship are located within 1 mile of the Morningside Park, 90305 zip code.
- 53 percent of the housing stock is single-family residences.
- In 1990, 75 percent of the homes in Morningside Park were valued between $150,000 and $299,999, compared to 47 percent of the homes in L.A. County.

MORNINGSIDE PARK TOMORROW

In the next ten years, it is likely that Morningside Park will experience an increase in the number of Hispanic households and a decrease in the number of elderly residents. It is less likely, but possible, that the area will also undergo a drop in the number of homeowners and an increase in the number of renters.

Analysis of this data, and other research, suggests a number of conclusions for economic development in Morningside Park.

OPPORTUNITIES FOR ECONOMIC DEVELOPMENT

The following factors have a positive influence on the area:

- Residents of Morningside Park, with the highest income level in the City of Inglewood, have significant purchasing power.
- The surrounding residential neighborhood has a steady appeal, with a high home ownership rate and a nearly 100 percent overall occupancy rate.
- It is a strong family-oriented community; 62 percent of households are family households.
- Manchester Boulevard, running east and west, is a state highway (42) and carries 30,000+ vehicles per day through the Morningside Park area. Crenshaw Boulevard, running north and south through the center of the business corridor, also carries about 30,000+ vehicles per day.
- Opportunities exist for an expanded retail market, including electronics and appliance stores, clothing stores, building material and sporting goods/ hobby/book/music stores, which are particularly scarce in Inglewood.
BARRIERS TO ECONOMIC DEVELOPMENT

Just as the features listed above positively contribute to the area, the following may have a negative effect:

- Crime and a perceived negative community image are prevalent.
- There is a current lack of interest in Morningside Park as a commercial or visitor destination.
- The commercial area shows limited business diversity.
- The area’s workforce may be ill prepared to participate in the 21st century economy.
- Manchester Boulevard is perceived as an unfriendly environment for pedestrians and cyclists.
- Over 43 percent of buildings surveyed in the area have exposed wiring, 73 percent show conditions of defective design (primarily inadequate setbacks), and 48 percent do not provide adequate parking.

RECOMMENDATIONS

Given these opportunities and challenges, students developed overarching goals, recommendations and strategies for economic development. The goals are prioritized according to the frequency each of the student groups proposed the idea.

For example, actions that are considered a high priority were recommended by all three groups, actions that have a medium priority were recommended by two of the three groups, and actions given a low priority were only mentioned by one group.

The MPEDS assumes that all recommendations were given the same critical thought, and does not include an assessment of the quality or feasibility of any specific activity.

**High Priority**

- Develop a single, independent economic development organization.
- Create opportunities for minority-owned business.
- Improve Morningside Park’s physical environment.
- Improve the pedestrian environment.
- Improve parking options.
Medium Priority

- Increase the population of daytime workers in the area.
- Celebrate historic elements.

Low Priority

- Develop opportunities for arts and cultural events.
- Develop catalyst projects.
- Improve general accessibility.

ORGANIZATION OF THE MPEDS

Chapters One and Two of the MPEDS introduce and summarize Morningside Park’s existing conditions. Chapters Three, Four and Five suggest goals and recommendations using three broad themes; business, visitor and retail and infrastructure development. Chapter Six summarizes key points and provides an action plan. Then, following the MPEDS concluding chapter, appendices describe significant resources for implementation and more information.
Chapter 1 Introduction

In recent years, the City of Inglewood has experienced increased economic growth as a result of the development of Hollywood Park Market Place (Home Depot and Target), the Carmax auto dealership and the new 24-hour, drive-through Walgreen’s at La Brea Avenue. However, not all of the communities within the City have experienced this economic boom or turnaround. Morningside Park, a distinct neighborhood within Inglewood, is currently experiencing economic stagnation. Prior redevelopment efforts have included a study conducted by the Vermont Slauson Economic Development Corporation in 1995, and a commercial area revitalization study conducted in 1974. However, strategies suggested in these studies have not effectively mitigated a trend of general decline. In recent years, Morningside Park has undergone many land use transitions that have altered the business environment of the area from one, which catered primarily to local residents, to one that under-serves residents and the City in general.

The intent of the Morningside Park Economic Development Strategy (MPEDS) is to create a baseline understanding and blueprint for the economic health of the Morningside Park area. The report contains an integrated analysis of Morningside Park’s socio-demographic, economic, aesthetic, land use and transportation needs. Chapters One and Two introduce and summarize Morningside Park’s existing conditions. Chapters Three, Four and Five suggest goals and recommendations using three broad themes; business, visitor and retail and infrastructure development. Chapter Six summarizes key points and provides an action plan. Appendices describe significant resources for implementation and more information. Results of the MPEDS are intended for members of the Inglewood City Council, Planning and Community Development Department, and interested community leaders. Although the immediate purpose of the MPEDS is to develop a plan for Morningside Park, a secondary objective is to engage stakeholder groups within the area who
will provide stewardship for on-going community development.

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**Research Methodology**

The MPEDS is a summary of work completed by graduate students enrolled in the University of Southern California’s, School of Policy, Planning, and Development, Spring 2002 Community Economic Development Laboratory. Professor Leonard Mitchell and Professor Deepak Bahl of the USC Center for Economic Development oversaw the lab’s activities. The lab’s purpose was to establish a process that will help create jobs, foster a more stable and diversified economy, and improve business conditions in Morningside Park. During the 15-week semester, students were asked to study the area and make recommendations on how to improve its ability to compete economically. Students learned about ways to stimulate private investment in targeted economic sectors, using tools that help organize and carry out a revitalization strategy. They also learned how to expand the capacity of public organizations to work effectively with business and how to enable communities to coordinate and encourage the development of innovative public/private approaches to economic structuring and revitalization. As part of three teams, students described problems, opportunities and needs; reviewed available and potential resources; interfaced with public officials, and community based organizations; developed recommendations for implementation and set strategic direction for an action plan. Each team was assigned a set of research and writing tasks to be completed over the ten-week period. Team members researched the historical, political, economic, social and business forces that influence the regional conditions for economic development opportunities, constraints and problems.
Study Area

The study area is located in the 90305 zip code, in Council District I of the City of Inglewood. MPEDS recommendations are proposed for the business corridor, located on Manchester Boulevard. The business corridor runs approximately a mile and a quarter between Crenshaw Drive to the west and Van Ness Avenue to the east. A small part of Crenshaw Boulevard and the west side of Van Ness Avenue, just to the north and south of Manchester, is also included. For local demographic analysis, the MPEDS used the four adjacent census tract areas nearest the corridor: 6007.03, 6007.04, 6008.01 and 6008.02. Morningside Park has a large portion of land along either side of Manchester Avenue zoned by the Community Redevelopment Agency (CRA) as a redevelopment area. Map 1 on page 4, shows Morningside Park in the context of the City of Inglewood. Map 2 on page 5 identifies the four census tracts that make up the Morningside Park community.
Map 1: Morningside Park in the Inglewood Context

Source: City of Inglewood
Map 2: MPEDS Census Tracts

Chapter 2

Analysis of the Area

The data presented in Chapter 2 answers the question, “where is Morningside Park now?” and “where might the community be going?” It summarizes the current demographic and socio-economic picture, identifies the state of the local economy and makes note of internal and external trends and forces that affect the study area. In addition to describing Morningside Park, the Chapter also identifies the community’s stakeholders and significant partners that may contribute to economic development.

Socio-Demographic Information

Demographic characteristics provide a useful context in which to discuss the potential for economic development. Local demographic information, compared with other places in the city or region, can shed light on or provide a snapshot of life in the study area.
POPULATION

According to the United States Census, the population of the City of Inglewood has increased from 109,602 in 1990 to 112,580 in 2000. However, increases in the city have not been equal among all age groups. Age is an important demographic indicator because it can assist planners in determining service needs. Graph 1 divides the Inglewood population into seven age groups, allowing for a better understanding of the overall population makeup. The graph shows the under-18 age group increasing from 30 percent in 1990 to 32.4 percent in 2000. This age group is also the largest in 1990 and 2000. The 35-44, 45-54, 55-64 and 65 and over age groups also show an increase in population in the year 2000. The 18-24 age group decreased from 12.6 percent in 1990 to 10.2 percent in 2000. The 25-34 age group decreased from 20.7 percent in 1990 to 16.4 percent in 2000.

Population data can help a city make decisions about the type of development projects feasible. The goals of the city and the type of image it would like to present will determine whether projects are geared toward youth or cater to the elderly.
Morningside Park shares some demographic similarities with the City of Inglewood. Individuals under 18 years of age make up over 20 percent of Morningside Park’s population. If young adults, ages 18 – 24 are included, the population under 24 is close to 30 percent of the total Morningside Park population. However, unlike Inglewood, the elderly population in Morningside Park is significantly higher: 16 percent are 65 years and older and those between 55 and 64 years of age make up 12 percent of the population. Combining the last two age groups shows the population over 55 years of age in Morningside Park is 27.9 percent. To provide a better picture of the population representation of young and old, Graph 2 shows the two youngest and two oldest groups combined.

These numbers indicate two extremes at each end of the spectrum. Development may be oriented toward these two populations. The youth will generate more revenue for businesses catering to their needs while the elderly population may need quite different products and services.
RACIAL AND ETHNIC BACKGROUND

Race and ethnicity is also an important population characteristic to consider. When looking at a large geographical area, such as Los Angeles County, the race and ethnic breakdown differs from that of a smaller area, such as the City of Inglewood and Morningside Park. Inglewood and Morningside Park do not follow the same trend as that of Los Angeles County.

Morningside Park has a high number of Black residents. Graph 3 shows that, compared to Inglewood and Los Angeles County, Morningside Park is 88.3 percent Black, while Inglewood is 47.1 percent and Los Angeles County is 9.8 percent Black. All other racial groups in Morningside make up no more than 5.7 percent of the population.

However, while the Hispanic population is currently a minority, it is growing.

Source: US Census 2000
Since 1990, the number of Black residents in Morningside Park has diminished slightly, while the numbers of its Hispanic population have risen. Graph 4 shows a comparison of the population growth rate from 1990 to 2000 for Morningside Park, the City of Inglewood and L.A. County. The Hispanic population of Morningside Park has a growth rate increase of 25 percent. The Black population of Morningside Park has diminished by 0.4 percent. Morningside Park, compared to Los Angeles County and Inglewood, shows a steep decline of 54.1 percent and 42.6 percent for the White and Asian population, respectively.

Graph 4: 1990-2000 Population Growth Rate by Race

Given the rate of growth for the Hispanic population, projects for the area should anticipate a change in the current demographic structure of Morningside Park. A cohort analysis is a way of describing the path of large groups of people through time. It can be used to clarify the racial and ethnic change in Morningside. Graph 5 shows a cohort analysis for Morningside Park from 1990 to 2000. This type of analysis tracks the change of three race groups from 1990 to 2000.

The Black cohort for Morningside Park, represented by a black dot, is slightly increasing, while the Black cohort for both Inglewood and Los Angeles County is decreasing. The White cohort for Morningside Park and Los Angeles County are decreasing while Inglewood’s White cohort is increasing. The increase in the Black cohort is partly due to Whites moving out of the area and therefore giving Blacks a larger share of the population. The Hispanic cohort is increasing in all three areas. As discussed in Graph 4, there are more Hispanics moving into Morningside Park, which accounts for their increase in share. Due to Morningside Park’s population composition, development projects may be geared toward either the dominant population or the emerging one.

In order to get further clues on changing demographics and their implications for projecting future neighborhood markets, it is helpful to analyze school ethnicity data. This data will indicate what trends are taking place with families of elementary school aged children. Graphs 6-8 display trends for the two schools in the Morningside Park 90305 zip code, Freeman and Lane, compared to nine other elementary schools in the adjacent zip code areas (see Map 3). Manhattan Elementary School is located across Van Ness Blvd. in Los Angeles 90047, and it is included in the 90305 zip area graph as an additional indicator of how the 90305 zip code has kept a stable ethnic make-up even in relation to a school across the boulevard.

Data from Graphs 6-8 indicates that while the population of adjacent zip codes is diversifying, young families with children in the 90305 zip code remain largely African American. This is significant in identifying Morningside Park as a potentially unique African American cultural center.

Source: schoolwise.com
Map 3: Elementary Schools by Zip Code

Source: Yahoo Maps
EDUCATIONAL ATTAINMENT

Because earning potential and, thus spending potential is tied to educational attainment, it is important to assess the ability of the population to meet the challenges of the future work force. Completion of higher education leads to professional or managerial occupations. Completion of high school, but not college, is the minimum level of education required for many service jobs. Without a high school diploma, workers may be assigned to the most menial positions.\(^1\) According to the California Department of Education, Morningside High School is an under performing school. It has a lower than county average score on the standard Advanced Placement Index (API). The Morningside High 4 year dropout rate was 22 percent, compared to 13.80 percent district wide. The California State Department of Education also notes that a lower number of Morningside High graduates, (21 percent) compared to the district (36.6 percent) met the University of California and California State College-entrance requirements.

However, Table 1 indicates that compared to 100 other California schools with similar demographics, the adjusted API score is slightly above average. The two elementary schools that primarily serve Morningside Park in the 90305 zip code are also performing better than schools with similar demographics.

In addition to 11 public elementary schools in the immediate 90305, 90303, and 90301 zip codes, there are at least 24 other private schools within 1.5 miles of Morningside Park. It is unknown how many children from Morningside Park attend private schools. There is one private Christian school located in the center of the project area.

<table>
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<tr>
<th>TABLE 1: 2001 API (ACADEMIC PERFORMANCE INDEX) RANK COMPARED TO 100 DEMOGRAPHICALLY SIMILAR SCHOOLS</th>
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</thead>
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<tr>
<td>Daniel Freeman Elementary</td>
</tr>
<tr>
<td>Warren Lane Elementary</td>
</tr>
<tr>
<td>Morningside High School</td>
</tr>
</tbody>
</table>

Source: [www.greatschools.com](http://www.greatschools.com)

Graph 9 indicates the racial and ethnic composition of high school enrollment at Morningside High School. The school shows a similar population to the City of Inglewood. This high school includes a number of zip codes in addition to Morningside Park’s 90305.

Source: California State Department of Education
CRIME

Morningside Park, over the last 10 years, has experienced higher incidences of property crimes, such as larceny, than personal crime (Graph 10). This trend is similar to the City of Inglewood. In general, property crimes comprised three-fourths of the total crimes committed. Crime, and the perception of crime, can be damaging to economic development, since it will limit the desire of patrons and visitors. Inglewood city data reveals high incidences of violent crimes. However, Graph 11 indicates that the total number of crimes have been stabilizing over the past few years, showing a decline of almost one-third from levels 5 years ago. Increased economic activity in the Morningside Park area may contribute to a reduction in crime, since businesses with regular hours can contribute to “eyes on the street”.

\[\text{\textsuperscript{2}} \text{Jane Jacobs, The Death and Life of Great American Cities. Modern Library Series, 1993}\]
Graph 10: Crime Type Comparison for Morningside Park and City of Inglewood

Source: City of Inglewood
Graph 11: Violent Crime Trend City of Inglewood

Source: US Department of Justice
NOISE POLLUTION

Proximity to the world’s third most heavily trafficked airport does not benefit the city in terms of the environmental nuisances created by LAX. The noise levels are much higher than the permitted limits in Inglewood, and in the Morningside Park community in particular, where residential housing is located. The following figure shows the area (portion in gray) having more than permissible noise levels for the city. Much of the MPEDS study area lies in this affected zone.

Map 4: Inglewood City Areas Having Noise Levels Exceeding Permissible Limits
(Morningside Park – top center and right gray portion)

Source: City of Inglewood: Sound Insulation Division
HOUSEHOLD INFORMATION

Knowledge of resident family demographics gives an insight into the future, and for whom to plan. Table 5 on the following page, shows the percentage of households by type in Morningside Park, the City of Inglewood, and L.A. County. According to the US Census, a “household consists of all the people who occupy a housing unit. A house, an apartment or other group of rooms, or a single room, is a housing unit when it is occupied as separate living quarters. For example, when the occupants do not live and eat with any other persons in the structure and there is direct access from the outside or through a common hall. A household may include related family members and unrelated people, such as lodgers, foster children, wards, or employees, who share the housing unit. A person living alone in a housing unit, or a group of unrelated people sharing a housing unit such as partners or roommates, is also counted as a household. A family household is maintained by a householder who is in a family, and includes any unrelated people who may also live there. The count of family household members differs from the count of family members, however, in that the family household members include all people living in the household, whereas family members include only the householder and his/her relatives.

<table>
<thead>
<tr>
<th>HOUSEHOLDS BY TYPE</th>
<th>Morningside Park</th>
<th>City of Inglewood</th>
<th>L.A. County</th>
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</thead>
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<tr>
<td>Total Number Households</td>
<td>4,589</td>
<td>36,805</td>
<td>3,133,774</td>
</tr>
<tr>
<td>Family households (families)</td>
<td>62%</td>
<td>70%</td>
<td>68%</td>
</tr>
<tr>
<td>With own children under 18 years</td>
<td>26%</td>
<td>43%</td>
<td>37%</td>
</tr>
<tr>
<td>Female householder, no husband present</td>
<td>24%</td>
<td>25%</td>
<td>15%</td>
</tr>
<tr>
<td>With own children under 18 years</td>
<td>11%</td>
<td>15%</td>
<td>8%</td>
</tr>
<tr>
<td>Non-family households</td>
<td>38%</td>
<td>30%</td>
<td>32%</td>
</tr>
<tr>
<td>Householder living alone</td>
<td>34%</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>Householder 65 years and over</td>
<td>12%</td>
<td>6%</td>
<td>7%</td>
</tr>
<tr>
<td>Households with individuals under 18 years</td>
<td>32%</td>
<td>49%</td>
<td>41%</td>
</tr>
<tr>
<td>Households with individuals 65 years and over</td>
<td>29%</td>
<td>17%</td>
<td>22%</td>
</tr>
</tbody>
</table>

Source: US Census 2000
The most important thing to note from Table 5 on the previous page is the high (29 percent) number of householders with individuals 65 years and older, and the high (12 percent) number of householders 65 and older living alone, compared to the City of Inglewood and Los Angeles County. Plans for the area will need to take into account the high percentage of households with senior citizens in Morningside Park. Graph 12 illustrates the percent of householders living alone and householder living alone, 65 years of age or older for Morningside Park, City of Inglewood, and L.A. County for 2000.

Also important to note from Table 5 is the high (34 percent) number of householders of any age living alone and the high (38 percent) number of non-family households, compared to Inglewood and L.A. County.

Source: US Census 2000
Graph 13: Percent Female Headed Household

Graph 13 shows the percent of female-headed households in Morningside Park, City of Inglewood, and L.A. County in 2000. This graph shows that Morningside Park and City of Inglewood have similar percentages of female-headed households that are significantly higher than the L.A. County percentage. In planning for Morningside Park, programs and businesses should be targeted to the women heading these households.

Source: US Census 2000
HOUSING

The housing stock in Morningside Park consists of single-family homes, town homes, multifamily homes or apartments, and mobile homes. Graph 14 provides a visual illustration of these housing type demographics. In Morningside Park, 53 percent of the housing stock is single-family residences, 12 percent are town homes, 33 percent are multi-family homes, and 2 percent are mobile homes.

These housing type percentages show that more than half of the available housing stock in Morningside Park is single-family residences. The high percentage of single-family residences in the community provides an indication of the stability of the community. Residents may also be more likely to make long-term investments in the community.

Source: US Census 2000
Graph 15 on the following page shows the percentage of homeowners and renters for Morningside Park, the City of Inglewood, and Los Angeles County in 2000. In 2000, 65 percent of Morningside Park’s residents were homeowners. A comparison of owners and renters in Morningside Park to owners and renters in the City of Inglewood and L.A. County shows that Morningside Park has a significantly higher number of homeowners than the City of Inglewood and L.A. County.

However, it is also important to note trends for the area, to have a better idea of the possible future. This allows for careful planning, either to promote or discourage developing patterns. For example, Graph 16 shows the homeowner versus renter percentages for Morningside Park, the City of Inglewood, and Los Angeles County in 1990. This graph shows that, while the percentages remained stable for the City of Inglewood and Los Angeles County through the 1990s, Morningside Park has experienced a slight drop in the number of homeowners in the area, from 69 percent in 1990 in to 65 percent and a corresponding increase in renters in 2000.
Graph 15: Owners and Renters
2000

Graph 16: Owners and Renters
1990

Source: US Census 2000

Source: US Census 1990
The drop in home ownership can mean a number of things for the community. It could signal the beginning of a trend. **The future may bring a further drop in homeowners, as an aging population chooses other living arrangements or passes away and its heirs rent out the residences.**

The drop in homeowners typically leads to a corresponding increase in renters for the area. As previously discussed, renters generally have less personal financial investment and may be less committed to the area’s long term standards for quality of life. An increase in renters also suggests more opportunities for other population groups to move into the area and shift the demographics. A shift in demographics would affect the long-term market analysis for the area and affect the types of businesses looking to remain or move into the area.

Therefore, in planning for Morningside Park, it is important to identify and monitor potential areas of demographic shifts, such as available housing in the area.

The neighborhood currently appears very stable. However, Table 6 indicates a pattern of increased housing transactions for the Morningside Park 90305 zip code, reflecting about a 23 percent increase in sales transactions from 1996 to 2001, as compared to the similar trends of the city of Inglewood and the two adjacent zip codes, 90303 to the south, and 90301 to the west. It may be inferred that the 23 percent housing transaction rate for Morningside Park 90305 zip code is primarily due to sales to African Americans and/or other Non-Hispanics since the Hispanic population remains at 10 percent or less for young families with elementary-aged children, as well as for the general population per the demographic data earlier displayed. **Therefore, despite previously noted trends, the 90305 zip code area may be retaining a similar racial make up over time, even with increase home sales.**

<table>
<thead>
<tr>
<th>TABLE 3: AVERAGE HOUSING TRANSACTIONS PER MONTH</th>
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<td>90305</td>
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<td>90301</td>
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<td>Inglewood</td>
</tr>
</tbody>
</table>

Source: RAND California: [http://ca.rand.org](http://ca.rand.org)
In addition to housing transactions, housing values provide an indication of an area’s wealth and insight into how to plan for, and market an area. Table 7 on the following page, shows the value of homes in Morningside Park, the City of Inglewood and L.A. County in 1990. In 1990, 75 percent of the homes in Morningside Park were valued between $150,000 and $299,999, compared to 47 percent of the homes in L.A. County. In contrast, 31 percent of the homes in L.A County were valued at more than $300,000, while only 2 percent of the homes in Morningside Park fell into this category. The February 2002 L.A. Times median housing price for the 90305 zip code was $230,000 (based on 8 homes sold that month).
### TABLE 4: HOUSING UNITS VALUE AND RENT 1990

<table>
<thead>
<tr>
<th>Housing Units Value</th>
<th>Morningside Park</th>
<th>City of Inglewood</th>
<th>L.A. County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specified owner-occupied housing units</td>
<td>2,600</td>
<td>10,352</td>
<td>1,203,986</td>
</tr>
<tr>
<td>Less than $50,000</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>$50,000 to $149,999</td>
<td>23%</td>
<td>32%</td>
<td>20%</td>
</tr>
<tr>
<td>$150,000 to $299,999</td>
<td>75%</td>
<td>62%</td>
<td>47%</td>
</tr>
<tr>
<td>$300,000 or more</td>
<td>2%</td>
<td>5%</td>
<td>31%</td>
</tr>
</tbody>
</table>

Source: US Census 1990
INCOME

Income is an important indicator of a community’s purchasing power and determines its ability to support new development, especially retail. As described in Table 8, the 2001 estimated median household income for the Morningside Park four-tract census area is $55,969. This figure is more than 13 percent greater than the median household income in the City of Inglewood. Even more profoundly, the 2001 average household income for Morningside Park is 25 percent greater than that for Inglewood. Clearly, Morningside Park has significant purchasing power.

TABLE 5: 2001 ESTIMATED MEDIAN AND AVERAGE HOUSEHOLD INCOME

<table>
<thead>
<tr>
<th></th>
<th>Total Households</th>
<th>Median Household Income</th>
<th>Average Household Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morningside Park</td>
<td>5,111</td>
<td>$55,969</td>
<td>$69,989</td>
</tr>
<tr>
<td>Inglewood</td>
<td>35,346</td>
<td>$48,735</td>
<td>$52,388</td>
</tr>
<tr>
<td>Percent Difference</td>
<td></td>
<td>13%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Source: www.demographicsnow.com
EMPLOYMENT AND BUSINESS TRENDS

Graph 17 compares employment statistics for the City of Inglewood, Los Angeles County and the U.S., as a whole. While unemployment has dropped, the rate in Inglewood has been consistently higher than Los Angeles and the nation. In 2001, the unemployment rate in Inglewood was approximately 3 percent higher than Los Angeles County, and 4 percent higher than the nation. Opportunities exist to use the Morningside Park commercial corridor in a way that will contribute to a reduction in this figure. The current commercial environment generates only a limited number of jobs. 53 percent of the employment establishments in Morningside Park are service establishments, compared to 38 percent in the City of Inglewood. 29 percent of businesses are retail. There is potential for growth in other sectors, especially in the area of Finance, Insurance and Real Estate (F.I.R.E.) industry establishments, which currently make up only 6 percent of Morningside Park’s businesses. Graphs 18 and 19 on page 34 highlight the surplus of service establishments in Morningside Park, compared to the City of Inglewood.

Source: California Employment Development Department
U.S. Census economic data for 2000 and 1999 showed positive sales trends for the City of Inglewood. This fact, combined with much of the analysis presented above supports an expansion of retail and businesses in Morningside Park.

In addition to the more common economic and social indicators, a number of quality of life indicators are included in this report, including land use, transportation and the existence of open space in Morningside Park. These indicators provide an overview of existing services and facilities accessible to the community. As contributing factors to the community’s image, they will be important in attracting businesses, developers and retailers as potential new tenants.

Source: U.S. Economic Census 1997
LAND USE

In general, most commercial uses in the MPEDS study area are housed in aging one or two story strip commercial buildings. Old and outdated signage, faded facades, buildings in need of repairs and empty lots are prevalent throughout the corridor. A recent report to the Inglewood City Council regarding amending the Inglewood Redevelopment Plan to include Morningside Park stated that of the 87 buildings surveyed in the area, over 43 percent have exposed wiring, 73 percent show conditions of defective design (primarily inadequate setbacks), and 48 percent do not provide adequate parking.

A number of businesses have closed due to a lack of customers or due to relocation opportunities in other areas. Some businesses have very restricted business hours and provide services by appointment only. Both the closed businesses and businesses with restricted hours tend to have their security bars closed at all times. The most obvious security features include roll-down doors; scissor gates, wrought iron window bars, blinds and non-transparent metal mesh iron entrances. This lack of visibility into the businesses creates a sense that the neighborhood is not safe, and that a greater number of establishments are closed than actually are.

Despite some of these negative conditions, Morningside Park is in a unique position to revamp its image. Already rich with urban design elements and potential development opportunities, Morningside Park has the ability to cultivate its own urban niche and create a unique environment.

ZONING

The Inglewood General Plan designates the area directly surrounding Manchester, Crenshaw and Van Ness, in the Morningside Park area, for commercial land use. All of the commercial areas in Morningside Park are given the zone term C-2, signifying general commercial use. The largest land use along the commercial corridor is barbershops and beauty salons, including hair and nail salons. The second largest land
use is office space for law, tax, medical and Finance, Insurance and Real Estate (F.I.R.E.) related businesses. The next largest land use is food and beverage establishments. This is followed by land used for automobile repair and service stations. There is a considerable amount of vacant land in the commercial area. Specifically, there are four vacant lots on Manchester Boulevard, and one vacant lot on Crenshaw. Table 10 and 11 summarize zoning details in Morningside Park’s commercial and residential areas.
### TABLE 6: ZONING SUMMARY COMMERCIAL

<table>
<thead>
<tr>
<th>Use</th>
<th>Commercial: C-2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Types of Business</td>
<td>Commercial sales, offices, restaurants, auto servicing, large hotels, new car sales.</td>
</tr>
<tr>
<td>Height</td>
<td>6 Stories (75 ft)</td>
</tr>
<tr>
<td>Setbacks</td>
<td>Setbacks sufficient to provide landscaped buffers are required along front and street property lines. Minimum building setback of 8 ft. and parking setback of 3 ft are required. No setbacks are required. No setbacks are required along rear and interior side property lines.</td>
</tr>
<tr>
<td>Restrictions</td>
<td>Auto servicing requires Special Use Permit; wholesale only if less than 50% of sales; new merchandise only; no outdoor business (except new car sales; nurseries)</td>
</tr>
</tbody>
</table>

Source: City of Inglewood

### TABLE 7: ZONING SUMMARY RESIDENTIAL

<table>
<thead>
<tr>
<th>R-3/P-1</th>
<th>Multiple Family (Parking, may build as R-3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Front</td>
<td>20% Lot Depth</td>
</tr>
<tr>
<td></td>
<td>20 ft max.</td>
</tr>
<tr>
<td>Main</td>
<td>7 ft for 2 1/2 stories</td>
</tr>
<tr>
<td>Building</td>
<td>10 ft for 3 stories</td>
</tr>
<tr>
<td>Side</td>
<td>25% Lot Depth</td>
</tr>
<tr>
<td>Setbacks</td>
<td>20 ft max.</td>
</tr>
<tr>
<td>Height</td>
<td>3 Stories 40 ft</td>
</tr>
<tr>
<td>Lot Area Requirement</td>
<td>Lots under 12,000 sq ft or under 80 ft wide; 1400 sq ft per unit.</td>
</tr>
<tr>
<td></td>
<td>Lots 12,000 sq ft and 80 ft wide or larger; 1,100 sq ft per unit.</td>
</tr>
</tbody>
</table>

Source: City of Inglewood
OPEN SPACE

There is limited open space in Morningside Park and the City of Inglewood. As described in Graph 20, the park area available per person, on average is much lower than the county average. The municipal park area per thousand people is a negligible quantity when compared to the county average. Similarly, the total park area for Inglewood is one fifth of the county average. In terms of park acreage per square mile of city area, the figure is less than half of the county acreage average.

Source: City of Inglewood
**TRANSPORTATION**

Morningside Park is located around the intersection of Manchester Boulevard and Crenshaw Boulevard. These two arterials have the highest traffic counts in the project area and are the crux of the transportation network. The area’s residents are largely dependent on the automobile for transportation. According to the 1990 Census, 86 percent of the residents drive to work. However, there are also enough people who take public transportation that the Los Angeles County MTA has classified the area as transit dependent. The 1990 Census data reveals that Morningside Park does not have significantly different transportation trends compared to all of Inglewood and Los Angeles County.

The transportation issue for Morningside Park revolves around the accessibility of destinations. From the preliminary analysis, it seems that residents have numerous options for movement but may be forced to travel great distances to get to services they need. At the micro level, the key transportation issues are pedestrian safety, parking, and time of day variance for transit options.

**Public Transportation**

Six MTA routes pass through the Morningside Park project area. The routes go along Manchester Ave., Crenshaw Blvd., and Van Ness Ave. The destinations for the routes go to such locations as Union Station, Hollywood/Highland, LAX/Westchester and Redondo Beach. The following is a summary of MTA itineraries:

- **Route 115/315**: This route travels along Manchester Ave. The route begins in Westchester, goes to LAX, Inglewood and terminates in Norwalk. Frequency does vary throughout the day but averages one bus every 10 minutes. Morning and evening peak times have an average of every five minutes. From the corner of Van Ness and Manchester it takes 20 minutes to reach LAX and 18 minutes to reach the MTA Blue Line (Firestone Station). The route 315 is an express version of the same route with limited access.

- **Route 209**: This route travels north and south along Van Ness Ave and Arlington Ave. The line terminates at the MTA Green Line Station (Vermont) and the MTA Red Line Station (Wilshire/Western). The frequency of this route is every 40 minutes consistently from 6:00am to
8:00pm. The route also goes through parts of Gardena and Hawthorne. Passengers trying to reach either the Green or Red Line would most likely take MTA Route 210 (detailed below). Since Morningside Park is at almost the center of the route it is only useful for passengers needing to reach locations on Arlington or Van Ness.

- Route 210/310: This route travels north to south following Crenshaw Blvd; the route begins at the MTA Red Line station Hollywood/Highland and terminates in Redondo Beach at the South Bay Transit Center. From the intersection of Crenshaw and Manchester, it takes 9 minutes to reach the MTA Green Line Station (Crenshaw) and 30 minutes to reach the MTA Red Line Station (Wilshire/Western). This route averages a frequency of every ten minutes while during morning and evening peak there is a higher rate. From 9:30am to 3:30pm, the routes do not stop at the Wilshire/Western station.

- Route 442: This route goes from Redondo Beach to Union Station via Hawthorne and Inglewood. The route only goes towards downtown from 6:00am to 8:00am and southbound from 3:30pm to 6:00pm. Frequency during these times is about every 20 minutes. The trip from Morningside Park to downtown is 33 minutes.

Overall, the MTA routes appear to have a high level of connectivity for the Morningside Park area. The main geographic areas that do not have direct bus service from the area are the Westside Cities and attractions (Beverly Hills, UCLA, Culver City, Santa Monica, etc). However, by taking the 210/310 you can get to Wilshire Blvd in 30 minutes. From Wilshire it is easy to connect to any westbound Metro Rapid bus. Passengers needing to travel to downtown, not during the morning peak face a journey of almost 50 minutes (by connecting to the Red Line at Wilshire/Western).

Since the last transportation study was performed in 1994, the area has seen a growth in public transportation options. The 1994 Vermont/Slauson study says that there is only one route going through Morningside Park, so there has been an obvious increase in service since that time. According to the Los Angeles County 2001 Transportation Plan, Morningside Park is shown as a transit dependent area. The Plan also reaffirms that there have been numerous lines added to reduce overcrowding in recent years.
Automobile: Traffic Counts and Parking

According to the 1990 Claritas data 69.6 percent of the residents in and around Morningside Park drive alone to work; another 16.9 percent carpool. These numbers are nearly identical to Los Angeles County, indicating that Morningside Park does not have extreme differences in either direction. The only journey to work statistic that does have a significant variance is the time-spent en-route to work. Morningside Park residents spend a longer time commuting than the average Los Angeles County resident. However, it is unknown whether this can be attributed to long driving distances, slow traffic or the lack of public transportation being utilized.

Traffic counts show that the busiest section of road is on Manchester between Van Ness and Crenshaw. An estimated 32,000 vehicles travel along that street over a 24-hour period. The cross street, Crenshaw has counts that are almost as high, with 30,000 vehicles traveling on the block north of Manchester.

Manchester Blvd is an alternate route to get to LAX and has a heavy flow of traffic. Approximately 10 percent of the traffic along Manchester is airport related (as compared to 20 percent of the flow on Century Blvd.) There are two lanes in either direction with on-street parallel parking, through the project area. There is also a center median with limited access left turn lanes.

Conversations with the City of Inglewood Public Works Department yielded information on the traffic engineering for the area. The streetlights along Manchester Blvd are synchronized and the speed limit is 45. The City of Inglewood does traffic signalization and does not contract with the City of Los Angeles.

As discussed in Chapter 3, the pedestrian environment in Morningside may be improved by implementing some traffic calming measures. It is unlikely that the City will be able to implement substantial traffic calming measures. The lights cannot be unsynchronized, the speed limit cannot be reduced and the lanes cannot be made narrower. Narrowing the lanes would allow for a slower speed of traffic, while giving more room for widening either the sidewalks or median. The City may consider the lane currently used for parking to make the sidewalks wider. This should be allowed if parking is provided elsewhere.
Auto parking in Morningside Park is very mixed in type and restriction. There are on-street parking spots on Manchester, Crenshaw and some side streets that meet the two main arterials. The restrictions on the parking spots vary by block. Some spots have two-hour meters, some one-hour.

The city converted a number of feeder streets into one-way parking lots. These lots must be entered through the alleys behind Manchester. The lots are diagonal spots where the only exit from the lot is on to Manchester. Creating these one-way streets, eased congestion on Manchester slightly by no longer having cars slow down in order to turn onto every feeder street. At the same time, this method increased traffic slightly on the small alleys behind Manchester. Since some of the businesses enter from the back, clearance in the alley is quite important for parking purposes.

There are a few large parking lots adjacent to local businesses. Pic-N-Save and one of the theatres have lots available. Both parking opportunities are accessible directly from Manchester or Crenshaw.

Pedestrian/ Bicycle Amenities and Facilities

Within Morningside Park, the network of sidewalks is complete. The entire lengths of Manchester, Crenshaw and Van Ness all have sidewalks. Along Manchester, the sidewalks are about 8 to 10 feet wide in front of the retail stores and narrow to 6 feet in front of parking lots and other uses.

The major intersections all have crosswalks. However, there are very few crosswalks in the project area. Pedestrians in the middle of the block, on Manchester between Van Ness and Crenshaw wishing to cross the street must walk a significant way to either end of the block. None of the streets in the study area are classified as bicycle paths.

Truck Traffic, Commerce, and Safety

While many recent transportation studies in the Southern California region have noted that automobile traffic is increasing at an astonishing rate, a large number of these studies have also warned of the more significant increase in truck traffic.
Trucks have assumed new roles as portable warehouses and increasingly use city streets. In addition, the size of the fleets and mileage has grown.

Economic and population growth, along with the increasing importance of international trade, will boost freight movement in Southern California by over 80 percent from 1995 to 2020. According to the Southern California Association of Governments (SCAG) forecasts, heavy-duty truck traffic will rise 65 percent from 1995 to 2020, increasing tonnage from 319 million to 527 million. Moreover, air cargo volume in the SCAG region is predicted to more than triple from its current 2.9 million to 9.5 million tons per year by 2025. Los Angeles International Airport (LAX) handles the majority of the region’s air cargo. In addition, the Ports of Los Angeles and Long Beach currently handle 9.5 million TEUs annually or about 7,000 TEUs each day. The Los Angeles Economic Development Center has forecasted the annual container traffic at these two ports to almost double by 2010.

California Highway Patrol (CHP) data suggests that the I-405 and the I-110 intersections with Manchester carry approximately 645,000 trucks daily heading northward. This data suggests that there may be approximately 1.3 million trucks driven through the city of Inglewood everyday. The CHP truck count data suggests that several thousand trucks use Manchester Blvd., between the I-110 and LAX, daily.

In light of this data, the City of Inglewood may want to consider actions to mitigate the negative effects of this volume of traffic. Manchester Boulevard, the main thoroughfare in the Morningside Park study area, is viewed as a traffic corridor, as well as commercial corridor. Traffic safety improvements will be a major aid in revitalization efforts. Being able to cross the street comfortably and without fear is very important to existing and future patrons of the Manchester commercial corridor.
This section of the area analysis describes important actors and stakeholders in Morningside Park, including existing City structures, organizations, business and individuals. Morningside Park is in close proximity to a number of economic resources, including the Forum, Hollywood Park Market Place and Hollywood Park Racetrack and Casino.

Once the home to the Lakers and Kings, the Forum’s new owner and occupant is Faithful Central Bible Church. The church is one of the largest congregations in the state of California and is a major stakeholder and member of the Partners for Progress partnership. The mission of the partnership, a non-profit marketing cooperative created in 1993 by the city and its largest employers, is to enhance Inglewood’s image as 1) an exciting destination for sports and entertainment events, 2) a world-renowned center for medical and healthcare services, and 3) a safe and friendly place for everyone who visits the city.

Hollywood Park Market Place is located to the east of Hollywood Park Racetrack and Casino. Recent developments on this site include Home Depot and Target. North of Hollywood Park, along Prairie Boulevard, is a 97-acre parcel of land that is currently under negotiation. Speculation indicates that another big-box retailer will occupy the site.

Other significant community amenities include two major hospitals, located to the northwest and southwest of Morningside Park. If the Prairie Avenue and Century medical corridors are already at capacity, there may be options for further medical-related supplies and services in Morningside Park, especially given the aging demographic of the area.
With access to so many existing recreational and practical resources, there is no shortage of possibilities for economic development in Morningside Park. However, the key to success in revitalization lies in finding the point at which the commercial market is not already over saturated and proving that the City of Inglewood has the capacity to draw and sustain new business endeavors.

**STAKEHOLDERS**

The following stakeholders should be considered in future economic development activities.

**Residents and Neighborhood Block Clubs**

Although the study area can be described as a busy commercial corridor, it is also the “backyard” of a large residential community. Several block clubs, such as the 21-block Around-the-Block Club, are well organized and have offered good suggestions for development of the area.

**Business Owners**

Based on the initial survey conducted by the Vermont-Slauson Group in 1995, a majority of business owners along Manchester Avenue were not local. Surveys that are more recent indicate possible increases in local ownership. Eleven out of 14 businesses surveyed along the north side of Manchester declared local residency.

**Faith-Based Community**

This community subset has some overlap with visitors, but because of the nature of their faith background, may be more likely to patronize and contribute to the economic well being of the area. One congregation in particular, Faithful Central, has as many as 10,000 members in its parish, some of whom drive from as far as Riverside County to attend services in Inglewood. A survey of these parishioners, as well as their commercial preferences and needs, would be beneficial. Another active church in the community is Calvary Christian. The parish has developed a Community Development Corporation and is working on major projects in Morningside Park, including the construction of a mixed-use senior housing facility.

**Councilman Curren D. Price, Jr.**

The Councilman, who represents Council District 1 including Morningside Park, has a sincere interest in this
community, particularly as a native of the area. The Morningside Park business corridor has been his primary focus during his tenure in office. Through the implementation of plans, development must find a way to satisfy various members of the community to ensure its longevity. Councilman Price has been very active in pursuing development opportunities within his district. His efforts have included regular community meetings with local businesses and community members to gain their input. Inglewood’s Council Districts were recently redrawn and approved by City Council. District 1 lost Hollywood Park Racetrack and Casino but added residential properties along the northern district boundary. The Morningside Park study area was not directly affected by this redistricting.

Economic Development Staff: Richard McNish

City Staff have actively pursued the creation of a stronger business environment that will enhance Inglewood’s image, while offering long-term variety in goods and services to the Morningside Park community. The city will need to overcome a number of challenges in its efforts to revitalize, including, funding and attracting “major” retailers.

GOVERNMENT AND COMMUNITY SUPPORT STRUCTURES

An infrastructure to support economic development is currently in place in the City of Inglewood. Several agencies have resources for business development and are ready to be of assistance. Some particularly helpful agencies include:

- The Community Development Department, which oversees a number of important services:
  - Housing Services
  - The Redevelopment Agency - targets blighted areas (economic and physical) for revitalization.
  - The Office of Economic & Business Development - focuses on business development, attraction and retention. Although the office was initially created to focus on the Downtown Area, all businesses within the City may utilize the services offered. The Office offers assistance with location, business plan and credit review, loan application and processing, and special promotions.
Aircraft Noise Mitigation – a department set up to administer the residential sound insulation program with grants from Los Angeles World Airports.

**The Southwest Los Angeles County Small Business Development Center (SBDC), located in the One Stop Center at the corner of East Queen and South La Brea.** The SBDC offers assistance to small businesses in the form of management, technical and research assistance for start up, expansion and operations. Most assistance is free; others are $20 per workshop. Topics range from “How to prepare a Business Plan” (also offered in Spanish) to “Marketing 101” to “Access to Capital”. The corporate office is located in Torrance. Satellite offices are located in Inglewood, Carson, Long Beach, and the LAX area.

**The Urban League, whose mission is to enable African Americans and other minorities to secure economic self-reliance, parity, power and civil rights through advocacy activities and the provision of programs and services.** Services include outreach, intake and referral; general counseling and assessment; procurement, capital and business development; market research and merchandising; computer training and consultation; promotions and customer relations; human resources; entrepreneur training; merger and acquisitions/franchise development and current business issues conferences.

**Calvary Christian Fellowship, has developed a Community Services Development Corporation (CCFCSD).** The CCFCSD operates a number of programs in the area, including the development of a mixed-use, senior housing facility.

**Urban Health Care Project, a collaboration of 10 non profit organizations, including:**

- Rites of Passage
- Black Nurses Association
- West Coast Tissue Bank
- Californian Alcohol Foundation
- Diabetes Association
- Rosa Parks Sexual Assault Assistance
- Advanced Humanity Assistance
- Building Adolescent Minds
- Church Youth Training Center
- Zay Zay International
OTHER LOCAL ENTITIES AND ECONOMIC DEVELOPMENT ACTIVITIES

The Los Angeles International Airport (LAX) has been a longtime neighbor of the City of Inglewood. Many Inglewood residential areas fall along the flight path of the airport, and thus the Aircraft Noise Mitigation department was created to mitigate related noise issues with enhancements such as double-insulated windows and doors. Efforts have been made to purchase homes along the flight path. Some of these areas have been, or are in process of being converted to industrial uses.

Since the September 11 attacks, previous plans to double the size of LAX have been reprioritized to focus on safety rather than expansion. The City of Inglewood is in a unique position to play a role in this new direction. One suggestion has been to develop a flyaway site; an offsite facility where travelers can avoid airport traffic. This facility will allow persons to park, purchase tickets, check-in their luggage and have a shuttle take them to their terminals.

A study of the Century Boulevard Corridor was initiated to take advantage of its proximity to the airport. Century Boulevard and Manchester are major roads to LAX and are the busiest in Inglewood. The study is considering physical streetscape improvements as well as more appropriate land uses that would benefit from the San Diego (405) Freeway and airport facilities, including a proposed new interchange for Arbor Vitae Street and the 405.

The appendices discuss additional national, state and local resources and economic development support structures.
Chapter Three uses the data presented previously to identify strategies that will contribute to the development of business support structures and outcomes that will impact Morningside Park residents. The Chapter’s recommendations are prioritized according to the number of times each of the student groups proposed the idea. For example, actions that are considered a high priority were recommended by all three groups, actions that have a medium priority were recommended by two of the groups, and actions given a low priority were only mentioned by one group. The MPEDS assumes that all recommendations were given the same critical thought, and does not comment on the quality or feasibility of any specific recommendation.
Goals

High Priority

✓ Develop a single independent economic development organization.

✓ Create opportunities for minority-owned business.

Medium Priority

✓ Increase the daytime worker population.
A key factor in promoting economic development in Morningside Park should be the development of a leadership body that can manage disparate interests. Due to the number of public, private, non-profit and community groups involved, formulation of a single independent economic development organization will ensure collaboration, coordination, implementation, and evaluation of agreed upon goals and action steps.

It is believed that neither the Councilman’s Office, the Redevelopment Agency, nor the Economic Development Department have the resources to place a full time coordinator in charge of the Morningside Park Business Corridor Economic Development Project. In addition, existing community non-profit organizations, located in the Morningside Park area, serve specific niches and may not have the required breadth of experience for this project. Therefore, the creation of a single responsible entity is extremely important for efficient collaboration between all the stakeholders. The proposed organization will provide the structure needed to hear all relevant input and facilitate practical action steps in accomplishing the project.

**MORNINGSIDE PARK ECONOMIC DEVELOPMENT ORGANIZATION**

**Name**
The Morningside Park Economic Development Organization (MPEDO)

**Authorization**
The MPEDO will be authorized as a 501(c)(3) not-for-profit organization. It will be the primary entity responsible for organizing, facilitating, coordinating, managing, and implementing the goals and objectives of the Morningside Park Business Corridor Economic Development Project. The approval of stakeholder groups will be sought in preparation for the creation of this entity.

**Operating Assumptions**
The economic and service needs of the local household and business residents will be the top priority for the MPEDO.
The process of forming and implementing programs and projects will be based on the consensus of primary stakeholders, facilitated through organized community forums, decision-making arenas with key leaders, and mediating courts, if necessary.

**Composition and Organization of the MPEDO**

The support of the Inglewood City Council, District 1 and the corresponding primary stakeholder groups will be sought in creating an 11-member Morningside Park Economic Development Organization. Membership of the Board of Directors will be composed of the following: one MPEDO Staff person, a Business Development Coordinator, a Resident Relations Coordinator, one senior resident, one non-senior resident, two business owners and one business tenant who is not an owner (see figure left). In addition, the board will include representatives from the District 1 City Councilman’s office, the Redevelopment Agency, and the Office of Economic and Business Development.

The process of forming the board is as follows:

- The selection of the MPEDO Director will require close collaboration between the city councilman, economic
development manager, the redevelopment agency, neighborhood groups and the two major non-profit organizations in the area.

- The MPEDO Director will be the only paid position, and the incumbent will be responsible for setting and maintaining the overall goals and objectives of the MPEDO Business Corridor Development Project and for the processes of coordination, management, implementation, and evaluation involving the numerous agencies and entities involved. Other staff positions may be considered as funding allows.

- The MPEDO Director will appoint two primary volunteer positions, the Business Development Coordinator and the Resident Relations Coordinator. The Business Development Coordinator will be the primary liaison between existing business owners, tenants, new owners and tenants, brokers, retailers, developers, and the proposed small business development organization. He or she will nominate the three other business representatives for the MPEDO board. Nominations shall be approved by a majority of the board. The Resident Relations Coordinator will be the primary liaison between existing neighborhood block clubs and other resident community organizations. He or she will be responsible for establishing and/or maintaining efficient means of communications, i.e. a Morningside Park community website, periodic forums, progress report newsletters, etc. He or she will nominate the two other resident relations representatives to be on the MPEDO board. Again, nominations shall be approved by a majority of the board.

- After appropriate consultations with other relevant leadership: the three remaining members of the MPEDO from the Councilman’s Office, Redevelopment Agency, and Economic Development Department, will be appointed by the Councilman, Redevelopment Director, and Economic Development Director respectively.
Management Processes

Though organized as an independent 501(c)(3) non-profit organization, the MPEDO will facilitate public and private collaboration. The MPEDO Director will be responsible, on a daily basis, for executing coordination and management functions with the MPEDO team.

Quarterly, the MPEDO staff will perform a review of progress on objectives for outputs, costs, and funding requirements for the Morningside Park Business Corridor Development Project. In addition, staff will prepare annual project progress reviews and complete project status summary reports for the 1st District City Councilman’s Office with copies to the Economic Development Manager and the Director of the Redevelopment Agency. A five-year comprehensive review should determine accomplishments and future plans.

The leadership of a single MPEDO may also facilitate the development of other economic development support structures and committees, including a Merchants’ Association.

Merchants’ Association

The creation of a Merchants’ Association to augment the activities of the MPEDO is critical for facilitating the needs of the business community (see figure on following page). Once the Association gains strength, it will be able to facilitate additional programs, such as a Business Improvement District, Small Business Development Center and Marketing Committee to sustain improvements.
Business Improvement Districts

Business Improvement Districts (BID) are special assessment districts that collect a fee from business property owners in a specific area. The money collected may be used to pay for streetscape improvements and security. A BID is created and administered either by property owners or by business proprietors. A successful BID depends on the cost of improvements and if businesses can afford an assessment that could cover the cost. Further analysis will determine what the costs for streetscape improvements would be for the Morningside Park area and if local businesses could afford it. Also, projections should be done of possible cost increases in the future. At the present time, it is unlikely that businesses could form a BID because they are already being assessed as part of a redevelopment area, an additional fee for a BID may prove too costly for the businesses in the Morningside Park project area. If an analysis showed that current businesses would not be able to sustain a BID, the recommendation should be to wait until businesses have the resources to sustain a BID and strategize how the area could meet the necessary financial requirements for such a district.

Marketing Committee

An aggressive marketing and recruitment campaign can only take place effectively with an entity responsible for the campaign. The committee must be authorized, empowered, and held accountable for planning and executing action steps. Proposed guidelines for this committee are as follows:

- It will be a subdivision of the Merchants’ Association and proposed Business Improvement District (BID) discussed above.
- It will make thematic and professional presentations of the Merchants’ Association and the Morningside Park Economic Development Organization (MPEDO) goals and objectives.
- It will log available properties, specify the historic theme for development, and be able to assertively list the benefits of businesses locating in the Morningside Park business corridor.

A promotional packet and other tools will be developed and used. A few examples are as follows:

- Develop a Morningside Park website with links to the City of Inglewood, the Office of Economic and Business
Development (OEBD), all pertinent block clubs’ and other local community groups’ websites

- Establish a library of retail opportunities, successes, and potential for the corridor.
- Conduct a targeted campaign to identify, attract, and correspond with new infill merchants.
- Coordinate events unique to the business corridor.
- Demonstrate safety improvements for customer, pedestrian and vehicle needs.

Advertising and promotional agendas could be organized into specialty clusters such as a seniors’ cluster, restaurant and food cluster, medical cluster, professionals’ retail cluster, and other services and non-profits cluster.

The Marketing Committee may also emphasize the following list of competitive advantages for businesses locating in the Morningside Park Business Corridor.

- The surrounding residential neighborhood has a $56,000 median income and $70,000 average income (2001 estimates, www.demographicsnow.com).
- The March 2002 median house price for the 90305 zip code, based on the sale of 14 homes, is $244,000 (L.A. Times, 4/28/02).
- Established residential appeal as indicated by these two quotes from realtors: 1) “This home is located in the highly desirable Morningside Park area.” 2) “Beautiful Morningside Park home. Shows pride of ownership.” (The quotes are from two separate listings in the http://themls.com website of multiple listings of homes for sale, 4/19/02.)
- Morningside Park has extremely stable neighborhood demographics with a high 65% home ownership rate and a nearly 100% overall occupancy rate (US Census 2000).
- Local block club leaders, non-profit leaders, and city officials have seen patterns of increased numbers of young professionals moving into the Morningside Park district.
- According to the California Department of Education, Advanced Placement Index, the two elementary schools located in the Morningside Park zip code area are performing better than other schools in California with similar demographics (www.greatschools.com).
• Manchester Boulevard, running east and west, is a state highway (42) and carries 30,000+ vehicles per day through the Morningside Park area. Crenshaw Boulevard, running north and south through the center of the business corridor, also carries about 30,000+ vehicles per day (City of Inglewood). City engineers estimate that 10% of traffic is airport related.

• Faithful Central Church, the owner of the nearby Forum complex of properties, has major development plans for a hotel and other entertainment and retail venues. Morningside Park is a prime location for additional restaurants and specialty businesses that might complement and serve these developments.

• Violent crime in the city of Inglewood has dropped a dramatic 25% from 1994 to 2000 (US Department of Justice).

    Not only is Morningside Park an excellent location for business growth and development, but the broader urban context has great competitive advantages as well. Well-managed businesses flourish in urban centers. The Inner City 100 (IC 100) is a collection of economically successful businesses located in inner cities of major urban centers throughout the U.S. The following highlights are based on these 100 companies

• 91% of IC 100 companies rate their inner-city location as good or excellent.

• 69% of IC 100 companies rate their location compared to 3-5 years ago as better or much better.

• IC 100 cities cite the perception of crime as more of a problem than the actual crime rate.

• IC 100 companies cite customer service most frequently as their principal competitive advantage.

• A diverse labor force is a distinct competitive advantage.

• The Manchester corridor has fiber optic installations. 13 of 19 IC 100 companies have profitable internet revenues. 86 out of 100 IC 100 companies have a website.

• 86% of the IC 100 companies are profitable and over 50% are very profitable (6-16%+).

• 75% of IC 100 CEOs have lived or now live in the inner city.

Create Opportunities for Minority-Owned Business

As discussed in Chapter 2, Morningside Park has a large African-American population with expendable dollars. As a result, many local businesses have developed there to support this population. The following discussion stresses the desire of residents and stakeholders to expand and support local companies. It provides information about technical assistance and loan programs, access to capital, business assistance, and the impediments to starting a new business for minorities.

Once a thriving commercial corridor, Manchester Boulevard suffered an economic decline mostly due to competition from surrounding regional shopping centers. Although many businesses suffered as a result, some survived and have remained in business for over fifteen years. Regardless of their tenure, all of the existing businesses are committed to their company, Morningside Park, and the City.

A study, completed in 1995 by the Vermont Slauson Economic Development Corporation, revealed that technical assistance and loan programs were highly desired among many business owners in Morningside Park. The Inglewood community has several resources for business and offer both technical assistance and loans, including the Urban League’s Small Business Development Center, and the City of Inglewood Office of Economic and Business Development. There are also several Internet resources that assist start-ups, new businesses and established ones. These service providers’ current marketing strategies include advertisements in local newspapers and magazines. Services are found via Internet search, word of mouth, and driving by their locations. However, even with advertisements, business owners who could benefit from these services may not seek them. Perhaps because they are not aware the services exist; do not
understand the extent or scope of the workshops that are offered; or may feel that their knowledge base is sufficient to run their business.

Conversations with existing business owners reveal that they are committed and excited about the possibilities of positive change. The City of Inglewood is dedicated to helping businesses prosper and the desire to revitalize Morningside Park has strong political support from Councilman Curren Price Jr. and City Hall. Based on the findings of the Vermont Slauson study, and the more recent USC economic development student research, the following recommendations are made to stimulate and strengthen the economic base of Morningside Park.

MINORITY BUSINESSES

A study by the Milken Institute and the Minority Business Development Agency (MBDA) reports that nationwide, minority owned businesses have experienced significant increases in both numbers and gross receipts between 1992 and 1997, compared with non-minority owned businesses. The largest number of African American-owned and Latino-owned businesses are located in New York, California, Texas and Florida; high-minority population states. California is one of four states where large numbers of minority owned companies do business; 79,100 are Black-owned and 336,400 are Latino-owned. Proportional to the number of these ethnic groups, only 3 out of 10 African American’s live in these states. Yet, even with current rates of increase, the growth represents a small number of minority-owned businesses proportional to the national majority population.6

The sustainability of business creation in minority communities is imperative. Locally and minority owned business have a multiplier effect. They create opportunities for wealth for the proprietor, jobs for residents in the community, and may provide a service that is most overlooked by larger chains. More importantly, the strength of local businesses

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“improves the overall economic health and quality of life in the community”.

BLACK OWNED BUSINESSES

According to the Urban League, a nationally based non-profit organization that provides services to the African American population, two-thirds of Black Americans would like to operate their own business. This strong interest is likely due to the financial opportunities, personal benefits, independence and ability to be in control of the direction of ones future. Many times, potential business owners have directly related experience and some of the skills needed to run a business acquired from their previous and current places of employment. This, however, may not be sufficient to ensure success.

Although an accurate count is not available, Morningside Park business owners are predominately African American. This was determined by several site visits and interviews with many of the existing businesses. Since many ethnic groups tend to support their own business, increasing the number of Black-owned businesses in Morningside Park should strengthen the community economically. Some literature suggests that ethnic businesses should target niche markets that are geared towards a specific ethnic clientele. For example, clothing designed for the hip-hop culture. This may be a good idea, but there is risk in confining a product or service to a single or limited market. Throughout the City, however there is little evidence that target marketing was used to determine locational priorities. Rather, location availability and affordability tend to drive location decisions.

STARTING A BUSINESS

Banks define businesses as established, new or start-up. An established business is one that has operated for a minimum of five years, or is experiencing exceptional cash flow. A new business is one that is at least 2 years old. Since two years seems to be the critical point at which new businesses succeed or fold, lenders use this two-year rule as a standard for consideration. A start-up is a business less than two years in


operation. This is important because, with the exception of businesses that have exceptional products or impressive cash flow; a bank will consider a business less than two years old to be very high-risk and thus, is less likely to consider it for a loan.

Many startup businesses develop with insufficient resources and, as a result, collapse before ever reaching the new business age point. Nearly 85% of all business startups fail due to a lack of related experience, limited capital and misunderstanding of how merchandizing and promotions influence consumer spending.

Starting a business is just the first step, and does not guarantee success. Potential and young businesses need to understand the value of a business plan. A good business plan maps the organizational and management structure of the business. Plans also include industry analysis (supply and demand), marketing and cash flow projections. This intense pre-development research can be instrumental when seeking capital from banks and other forms of investment. The City of Inglewood’s Office of Economic and Business Development offers assistance designing a business plan.

Lastly, before opening a business, the owner must file for a business permit and pay all applicable city taxes. These fees can range anywhere from a few hundred dollars to several thousand depending on the type of business and the space the business will require. Many cities offer financial incentives to attract businesses to locate in their cities. Although subsidies are always attractive for established businesses and developers, a prompt and efficient permitting process can be more of an incentive than money. The City of Inglewood is currently seeking ways to streamline the entitlement process.

DIVERSIFICATION

A large number of businesses in Morningside Park are hair and beauty salons. The business structure of most hair and nails salon is a store manager/owner who could be, but not likely, the property owner as well, with several booths for lease. Each booth has an independent stylist that rents the space from the business owner. The hair and nail business have low startup/entry requirements including a cosmetology license, tools of the trade (which are most likely purchased during the person’s schooling) and a contract or agreement.
with the business owner to lease a spot on the floor. Larger spa-like businesses consist of various individuals partnering to maximize their resources and skills under one roof. Low entry costs supports the idea that hair salons are the quickest and best way to have one’s own business. Unfortunately, in Morningside Park this has created a problem of over saturation and economic stagnation, preventing the necessary business mix that attracts others to the area. Visitors to Morningside Park’s commercial corridor often find two or three salons right next to each other. In an effort to provide opportunities for other business, the City currently has a moratorium on permits for new Beauty Salons.

The commercial corridor of Morningside Park would be improved with the addition of a bookstore, coffee shop, art store or pharmacy. A misconception about successful revitalization efforts is that these stores need to be brand names, such as Barnes & Noble, Starbucks, the Art Store or Rite Aid. Certainly, chains should not to be discouraged from locating in the area, but greater efforts should be made to diversify the shopping options that benefit not only Morningside Park, but the surrounding communities as well.

To accomplish this, stakeholders should:

- Identify the businesses (by brand, type or both) that the community wants/needs.
- Create partnerships between business and real estate brokers in anticipation of the commercial needs of Morningside Park. The broker’s networks with various commercial businesses will reduce the amount of time that otherwise would be spent on researching and seeking those desired merchants.
- Create forums for education and exchanging of ideas between experts and “business 2 business”.

**ACCESS TO CAPITAL**

Merely having an idea for a business is not enough to be successful. A new business owner must have equity (usually 30%). The Small Business Administration (SBA) views this level of “owner investment” as essential to confirm the owner’s commitment to the success of the business. However, borrowing money involves risk. The inaccessibility of capital, and unfamiliarity of business assistance services,
may explain key why there is a low number of Black-owned businesses.

Thanks to the Community Reinvestment Act, whose focus is to increase monies to old, central city and low-income areas, over $1 trillion in new investment and loans have been funneled to underserved communities by conventional banking institutions. Even so, many small businesses will still not apply for loans because they fear the probability that they will be denied. Another fear cited by Black business owners is of having to pay higher interest rates on loans at traditional banks than their white counterparts. Although race is not a deciding factor, after equity experience and credit issues area cleared, business risk drives the pricing of loans. In reality, community perceptions cloud many of the rules in lending, particularly in minority communities. Failure to seek SBA loans could be the result of misperceptions, lack of knowledge, or excessive regulatory requirements.

No banks have loan programs specifically geared toward black businesses. Most black banks focus on personal and mortgage loans but not commercial loans; this is probably due to the liquidity of real estate. This phenomenon creates a problem for startups as well as experienced or seasoned Black businesses; they are forced to go to traditional banks and many business owners continue to feel that the “white” banking system is insensitive to their unique situation or needs. Again, if the business is less than two years, it is a higher risk for the bank.

Since the mid-1990s, several alternatives to traditional banking have developed. Intermediating or non-bank lenders have emerged to meet ethnically sensitive needs of minority businesses. Business training and technical assistance is also offered to increase the borrower's probability of success. While the non-bank community lenders tend to adequately meet most minority business social needs, they are criticized for pricing loans higher than the traditional banks and sometimes requiring more collateral coverage to protect their loans. For simplicity, most homes have significant equity and both traditional and non-banks are more likely to invest in someone who will share the risk by using his home as collateral than one who cannot, or will not, provide some kind

of capital. The difficulty is augmented by federal policy that expects banks to lend widely while imposing rules that restrict lending to entrepreneurs. Federal subsidies focus on location rather than business owners. $9 billion per year is targeted at inner cities, but only 9 percent of that is directed to capital structure development.

**FUNDING**

The following is a brief summary of business assistance programs. Additional information is available in Appendix A.

- The City of Inglewood has a number of programs to assist existing and potential business owners in succeeding and/or expanding their business ventures. The Office of Economic and Business Development is equipped to provide technical assistance and micro loans for existing and potential businesses within the city limits. The City also provides a Grow Inglewood Fund that offers an SBA loan product that can be used for equipment, working capital, and real estate purchases (provided that the borrower occupies at least 5% of the purchased property).

- HUD Section 108 assists businesses to expand and generates the need for additional jobs in line with Section 108 loan requirements

- Economic Development Administration provides applicable grants, if revitalization strategies demonstrate that jobs will be created and/or jobs will be saved

- State Department of Trade and Commerce

- Individual Banks, a consortium of private lenders where a group of banks each contribute $x amount of dollars that reduce the overall risk to all. Funds can be completely private, or matched by the City or foundation who invests in community/business development.

**IMPLEMENTATION**

To meet the needs of minority business owners in Morningside Park the City should;

- **Collaborate with various agencies** and create new and aggressive methods for outreach. Such a partnership will enable better communication between each entity so that
they can extend their resources to better serve their constituents.

- **Develop a simplified business development information package and resource guide** free of charge. This package goes beyond a simple pamphlet describing who qualifies and what services are offered. The literatures should include descriptions of what services are available; explain the need/value of the services; explain how lenders view credit; why a good business idea requires serious thought; and success stories to inspire budding entrepreneurs.

- **Establish retail business incubators.** Since the first 5 years are the most important in the survival of any business (with the first two being the most critical), retail business incubators are recommended and strongly encouraged. Incubator space should be geared towards the development and nurturing of new and fragile businesses. Some elements to include could be office space, communal use of office business equipment including fax and copy machines. To be successful, providing incubator space and charging minimal usage fees are not enough. A support services system and method of checks and balances must be part of the process not only to ensure that the monies are maximized, but that the budding businesses survive and prosper. The Urban League provides technical services to businesses during their most critical years. Networking and mentoring opportunities should also be a part of the services these businesses will benefit from. In addition, technical and support services associated with retail are necessary for stability and growth, i.e. merchandizing, marketing, management, vendor and supply relationships, inventory control and financial management controls.

- **Develop a partnership between the City and Urban League.** A discussion with a project manager at the Urban League revealed that the organization is regulated to serve only 278 clients. Currently there is a waiting list. Obviously, the need for this type of assistance is significant and in short supply. The result may require fees, but the reputation and support that the Urban League is known for will be worth the cost.

- **Encourage diversification of business types.** A common complaint about Inglewood is that there are too many hair
and nail salons, but not enough restaurants. The city can take a proactive approach to diversifying the shopping needs of the neighborhood and surrounding communities. Beginning with a shopping survey distributed to Morningside Park residents, then developing an ordinance listing the ideal amount of square feet for the type of businesses residents want, based upon survey results. The partnerships listed above can target or encourage these types of businesses to evolve. Efforts should be made to educate new business owners on the value of diversification.

- **Offer incentives to locate in Morningside Park.** The City should consider a reduction of permit and taxes for the first 2-3 years for small businesses since these are the most critical for them. For established businesses for whom cash flow may not be as critical, a 20% discount from total city taxes can be offered from grand opening up to 5 years; afterwards, it can be reduced to 10% discount on taxes; after 10 years, 100% of taxes will be required. Staggering the payments is another alternative that will benefit both new and established businesses. A few hundred dollars can make a difference to a small company.

10 A significant number of soul food restaurants exist. However, many people, including city employees and even Market Street merchants state that they want more options. Often, a quick trip to Westchester satisfies the craving for something different.
Increase Daytime Worker Population

A primary goal for the citizens of Morningside Park is to increase employment opportunities in the area. There is currently a high rate of unemployment in the City of Inglewood, due to an economic slowdown and a mismatch of skills in the Information Age. As described in Graph 17 in Chapter 2, which compared employment statistics for Inglewood, Los Angeles County and the U.S., as a whole, unemployment in the City has been an average of 2% higher than Los Angeles County, and 4% higher than the nation. With a 9% unemployment rate in the City overall, job creation is a major concern. This section examines ways that Morningside Park can develop the existing land into functions and uses that are beneficial for the residents of the neighborhood, the entire city and have a positive effect on the region.

The economic condition of the existing land use is poor. There are a number of closed and boarded up shops and tenant retention is low. The recommendations that are being provided in this section will have a positive effect on the economics of the area. However, learning from the existing uses, it is clear that retail on its own will have little, or no, economic effect on the area. In the market driven economy, the uses of space will be allocated by rents. The services that are on Manchester Blvd. now are largely beauty salons, and a few food establishments.

In Chapter Two of the MPEDS, the demographic profile shows that a majority of community residents are either senior citizens or children. There is a large retired population that has been in the area for many years. At the same time, there are younger families with children also moving in. Acknowledging this split population, the largest impediment for retail in Morningside Park may be that the two largest groups of people present are also the groups that spend the least amount of money. Many elderly are on a fixed income and children have no income at all. Adult residents of the area are at work during the day, while the 9% of the population that are unemployed may be at home but, lack spending money.
Based on 1990 Census data, it can be seen that the residents of Inglewood travel longer to work than the average of LA County. This would infer that people mostly do not work close to home or in Inglewood.

The demographic information indicates that there are few people in the Morningside Park area during daytime hours that have any buying power. Thus, it is not surprising that it is difficult to keep businesses alive. There is no one around to shop in them during business hours. Any recommendations that are based solely on a retail component for Morningside Park will not work. Without a population to spend money, the shops will fail. The beauty salons open during the mid-day and stay open until late at night, allowing the elderly population to come during the afternoon hours and working people to come during the evening. The retail environment has adjusted to fit the market it serves. This section will address how to expand this market and generate jobs.

**PROFESSIONAL DEVELOPMENT**

In Morningside Park, there are very few businesses that employ professional staff. To make retail development work along Manchester Blvd. there must be an increase in the amount of daytime patrons with available spending dollars. The most feasible way to do this is to increase the number of daytime employees.

Professional staffing is a great way to increase the number of people in an area. Office jobs bring people to an area for work during the daytime. While at work these people must eat lunch and do other shopping. It is often more convenient to do shopping for gifts while on a work break than at home in the evening. In addition, daytime professionals such as lawyers, accountants, and insurance agencies benefit from having office workers in close proximity.

Land is relatively inexpensive in the Morningside Park area, ranging from $15-$20 per square foot. The first recommendation would be to try to attract an employer with a large amount of ‘back office’ employees. Some examples would be insurance adjusters, bank call centers, airline ticket reservation centers, etc. These are uses that employ a large number of staff in an office type setting. They are also labor-intensive jobs that do not need great amounts of public visibility and can profit from low rents. Figure 1 is a site in the
project area that is already equipped for a business type setting and could easily be modified for a company. While the city would not realize direct sales tax from these uses, the spending power would dramatically increase. This type of job would also be open to residents that already live in Inglewood but may be unemployed. Back office functions are the sectors that frequently relocate to the office parks of the suburbs. There is no reason that this type of employment would not be a perfect match for Inglewood and Morningside Park. The airport access would also provide valuable incentives for executives.

As discussed in subsequent sections, renovation, rather than new construction is recommended.

**SHORT AND LONG-TERM IMPlications**

The short-term implications of the proposals detailed above are that there would be an increase in the number of people entering the area on a daily basis. Congestion on Manchester may worsen with more daytime workers coming to the area. Improvements in accessibility and circulation are discussed later in this document.

The long-term effects however, would be very positive. After a daytime worker population is established the community will reap benefits from the additional dollars spent in the area. Currently unemployed residents may also be able to secure employment. Following the daytime workers, there will be development of retail stores and food establishments. The City will benefit from the increase in sales tax revenue, while the residents will gain shopping and eating alternatives that are close to home.
IMPLEMENTATION

The most difficult part of this project will be to attract daytime employers. The City of Inglewood will need to actively search for companies that are looking for low cost, available office space. The City will need to show that Inglewood has assets such as airport access and proximity to freeways and downtown. After securing some daytime workers the retail component should be much easier to attract. Between the traffic volumes on Manchester and the increase of daytime residents, there will be a much greater market than currently exists.
Money contributed by the visitors and patrons of Morningside Park’s commercial area creates employment in other sectors. Two key factors make Morningside Park unique, its built environment and its strong cultural identity. The area should make an effort to observe and market this heritage. The Visitor and Retail Development element of the MPEDS focuses on enhancing the visitor, pedestrian and patron experience of Morningside Park by developing strategies to improve the physical environment celebrate the area’s historic resources and develop cultural opportunities. It also recognizes and recommends specific development opportunities that will encourage residents and visitors to stop and shop, creating a catalyst for continued growth. As with the previous Chapter, the following goals are prioritized by the number of times the recommendation was made each of the student groups. The value or feasibility of each is not recorded by the MPEDS.
Goals

HIGH PRIORITY
✓ Improve physical environment.

MEDIUM PRIORITY
✓ Celebrate historic elements.

LOW PRIORITY
✓ Develop opportunities for arts and cultural events.
✓ Develop catalyst projects.
Planners such as Wesley Skogan and James Q. Wilson have advocated that the physical environment affects the social cohesiveness of a community. When residents see a neighborhood filled with trash and businesses with steel bars around their windows and doors, they sense that the area is dangerous and unkempt. However, when they are in areas where the environment is clean and people are around, either shopping or eating in the restaurants, visitors feel comfortable and are more inclined to spend time in that area.

The residents of Morningside Park want to improve their community. They would like to eat at local restaurants and spend time shopping along Manchester Boulevard. Currently, the commercial corridor does not appeal to either residents or visitors. People traveling in the area are not aware of the vibrant residential and business community. The only indication of a community comes with blue Morningside Park signs in the Manchester Boulevard median. Since our vision is
to re-create Morningside Park as a destination, the area will need to improve its physical appearance and image.

This section of the development strategy for Morningside Park will focus on implementing that vision from a physical design perspective. Using site visits, interviews with business owners and a physical survey of the area, this strategy evaluates what physical and streetscape improvements are necessary to revitalize the commercial corridor. The following recommendations for Morningside Park address design elements of the commercial corridor that will establish a sense of place and community for the area.

PUBLIC SAFETY

Feeling safe in an area is one of the main determinants of whether a visitor will spend time there. Creating a “safe” place means that residents and business owners both feel comfortable in the area. As discussed in the demographic profile, the perception of crime can be a more powerful deterrent to neighborhood activity that actual crime. Currently, the commercial corridor along Manchester looks bleak with prison like bars along the doors and windows of the local businesses and few people on the streets. One possible solution is to recommend through the implementation of Design Guidelines the elimination of grid-like bars and roll top security gates. Security can be integrated into the design of storefronts in an artful way, either by using distinctive exterior fencing or hiding the security features inside stores.

Another short-term remedy should include the addition of lighting in the alleys. Many business owners enter and leave
their businesses through the alleys and have reported feeling unsafe. The alleys could be a place for the Inglewood Police foot and bike patrols to monitor through a community policing strategy. Since there is a police sub-station in the area, the officers that are assigned to that sub-station can use foot or bike patrols to monitor the activity in the area. Being on the street and outside of the car will allow the business owners, residents and visitors to visually sense the police force and feel protected by them. The Department of Justice, Office of Community Oriented Policing Services offers grant and training opportunities for community policing projects. Their web address is www.usdoj.gov/cops/home.htm.

In addition, homeowners should consider forming a neighborhood watch that would also keep an eye out for the businesses in the area. The intrinsic connection between these two groups will help facilitate a lasting relationship by working together to improve their shared environment.

**CREATION OF A GATEWAY**

One of the easiest ways to distinguish a community is to construct a gateway. Gateways introduce visitors to the area and create a visual representation of the community. Having a focal entrance at the intersection of Manchester Boulevard and Crenshaw Boulevard is the most logical location due to the heavy traffic at the intersection and its central location to Morningside Park.

In the long run, a permanent gateway should be constructed. Often, archways are feasible long-term solutions for a gateway. These archways function like doorways into the areas they are placed. Chinatown in Los Angeles has wonderful archways throughout the area that are memorable and distinctive to that area. A large-scale project in the area can be required to integrate a gateway plan into their design or the city can create the gateway itself.
For an immediate gateway, Morningside Park should consider hanging banners along major streets. These banners are used in many neighboring cities like Los Angeles and Culver City to announce weekly events or an ongoing community activity. The banner should welcome visitors to Morningside Park and are a relatively simple addition to streets. The banners will reinforce the image of Morningside Park as being an active community. Nearby Leimert Park has used simple street signs with a City of Los Angeles logo. Culver City has used a community generated and city approved logo to display on street poles. The picture to the right are banner signs that Compton has begun to place throughout its city. Morningside Park should use similar banners as a way to identify itself.

One way to integrate the community into this revitalization strategy is to solicit a neighborhood contest for residents, businesses or local artists to design a community logo. These banners can be changed every few years or the city could sell sponsorship of these banners to local businesses to promote the area and the businesses simultaneously. As discussed in the following section, the City may also want to incorporate Morningside’s historic elements into the design of these banners.

**FAÇADE IMPROVEMENT**

When people choose a store at which to shop, they often make their first impression based on the exterior of the business and the perception of the area. Many businesses cannot upgrade their businesses without assistance from outside resources. In other cities and in other parts of Inglewood a Façade Improvement program has been implemented. Currently, the Office of Economic and Business Development is working with an architecture firm to carry out a block-by-block façade improvement project along Market Street. The same concept may be studied for the Morningside Park community. The business owners may upgrade the outside of their buildings with the assistance of funding.
STREET FURNITURE

Street furniture takes many shapes and is a fundamental part of a flourishing commercial corridor. One example of a vital element to a clean environment is trashcans. Pedestrians waiting for the bus, or people leaving stores, may need trashcans. In Morningside Park it is difficult to find any, thus people may litter the streets. A quick short-term fix to this problem is to add more basic plastic trashcans. Over time, permanent trashcans should be placed in the area. The trashcans can be designed to fit in with the future design of the area.

Another important type of street furniture are benches placed in public areas. Benches are believed to create a level of social interaction in communities. For example, benches have been successfully incorporated into Santa Monica’s Third Street Promenade. People are more likely to stay and socialize in an area if there are places to sit or rest. During site visits to Morningside Park, it was noted that there were very few benches. In some cases there were indications that benches had been removed. Most people socializing in the area congregated around the Rally’s Restaurant, since they have outside seating. If the long-term goal is to attract more people to Morningside Park, there will need to be more places for those people to meet and socialize.
Celebrate Historic Elements

An initial survey of Morningside Park indicates that approximately 75 percent of the existing structures in the project area have one or more historic elements. Morningside Park is also home to two venerable historic theatres, the 5th Avenue Theater and the Academy Theater. However, overall disrepair and the existence of several vacant lots, distract pedestrians from noticing this rich architectural environment. This section of the MPEDS suggests ways to celebrate the historic features of the Morningside Park commercial area. Shining a spotlight on the area’s historic character will provide a theme for renovation, rehabilitation and new construction, highlighting both the historic nature and future opportunities for residents, patrons and passersby.

As redevelopment progresses, the MPEDS recommends that historic elements should be restored in existing structures. Historically sensitive façade and public improvements can be effective tools in the economic revitalization of the area. Many successful revitalization projects, began as efforts to preserve neighborhood character, including Old Town Pasadena, the Los Angeles Downtown Historic Core, Hollywood Boulevard and the Santa Monica Promenade.

To ensure long-term success, it may be necessary to create a Morningside Park Specific Plan or amend the City of Inglewood’s General Plan to create a Design Overlay Zone or Historic District. These actions will ensure that development standards are clearly articulated and long-lasting.

The initial Vermont Slauson Revitalization Plan suggested building upon an Art Deco element that exists in Morningside Park. A more appropriate and inclusive architectural characterization, would be to refer to the buildings as Streamline Moderne. Streamline Moderne, or Moderne, is the primary architectural style of Depression-era buildings and beyond. Architectural historians are...
divided as to whether Streamline Moderne is a movement unto itself, or merely an extension of the 1920’s Art Deco aesthetic. Although somewhat different in their overall appearance, Art Deco and Streamline Moderne styles share stripped down forms and a geometric-based ornamentation. In general, Streamline Moderne is distinguished from its predecessor by the following characteristics:

- Horizontal orientation (as opposed to Art Deco's vertical orientation)
- Rounded edges
- Corner windows
- Glass block walls
- Mirrored panels
- Ribbon or band of windows with metal frames
- Flat roof
- Curved canopy
- Smooth wall finish
- Aluminum and stainless steel used for door and window trim, railings and balusters.

Streamline Moderne was particularly useful for commercial buildings. Its sleek, machine-oriented detailing invoked speed and communicated a modern sensibility to customers. This modern and forward-thinking vision conveyed the idea that progress was accessible to all, and the future was within view. As historians David Gebhard and Harriette Von Breton noted in their book, *Los Angeles in the Thirties*: "Streamlining and the Moderne were perfect expressions of an automobile-oriented society. In an affirmation of faith in the future, the aesthetics of speed, freedom and mobility were applied to buildings, ocean liners, aircraft, refrigerators, radios--anything."\(^{11}\)

Southern California is home to some of the most elegant examples of Streamline Moderne architecture, for example, the former Pan Pacific Auditorium on Beverly Boulevard and the Coca Cola Bottling Plant on Central Avenue in Los Angeles.

The following photographs from Morningside Park, clearly illustrate defining characteristics of moderne architecture. On the top left, a store on Manchester Boulevard features a shark fin at the center of the storefront. The store pictured bottom left, also on Manchester, demonstrates a horizontal orientation, flat roofs and use of metal trim detailing.
The use of glass block in the two buildings, above and left is a character-defining feature of streamline moderne architecture. Also, note the rounded edges and simple lines. Glass block can be used as a security measure; it is thick enough to obscure outsiders from peeking in, yet is also difficult to break. However, business owners who rely on pedestrian traffic should use this element carefully as merchants may miss customers outside who cannot see inside.
Typical of moderne architecture, the office building featured on the left uses glazed terracotta tile to give texture to the otherwise simple façade.
One of the most important buildings of the Morningside Park community is the Academy Theater. This building displays many of the fundamental components of streamline moderne architecture: rounded corners, flat roof, ribbons of aluminum or steel. New development may want to carry through on the color scheme and signage elements to highlight this moderne icon. The Academy is on the National Register of Historic Places and will be a significant contribution should the city decide to pursue the development of a historic district.
To garner community and administrative support for the preservation of historic resources, it is necessary to understand the benefits of using historic preservation as an economic development tool. Preservation has a significant and tangible record of results for economic development. For every million dollars spent in rehabilitation, instead of new construction, nine additional direct jobs and nearly 5 indirect jobs are created, providing $120,000 more dollars to local communities. To date, the availability of historic tax incentives has stimulated more than $18 billion in private rehabilitation investment.12

**ADVANTAGES OF HISTORIC DESIGNATION**

Developers and owners of historic properties have a number of economic incentives to preserve and protect their property. Including the following:

- Access to training/technical assistance and grant funds via the National Trust for Historic Preservation and the California Heritage Fund.
- Waivers of some building code requirements, through use of the State Historic Building Code.
- A 20 percent tax credit for developers who rehabilitate income-generating properties. Note: a 10 percent tax credit is also available for older properties that are not specifically designated historic. Properties must be rehabilitated to the Secretary of the Interior Standards.
- Eligibility for the California Technology, Trade & Commerce Agency, Main Street Program.
- Preservation Easements that allow owners engaged in restoration to write off the assessed value of their building.

---

12 Bank of America, Community Development, Community Resource Center
ASSESSING HISTORIC RESOURCES

When assessing a community’s built environment, it is important to note that not all old buildings are historic. Historic resources have two things in common: historical significance and integrity.

Historical significance is judged according to nationally recognized standards. A resource, which may be a building, a structure, or even a landscape, is determined to be historically significant if it is 50 years old, and meets one of the following criteria:

a. Represents an important historical event or broad pattern of history.
b. Is associated with a significant person.
c. Has significant architectural value.
d. May yield significant archeological information.

A historic resource has integrity, when most of the character-defining features, (the basic architectural elements, such as façade, molding and interior details) are intact. In general, the intersection of historic significance and integrity, determine the value of a historic resource (see figure below).

![Diagram of historic resources assessment criteria]

- Quadrant A: Mount Vernon
- Quadrant B: Statue of Liberty
- Quadrant C: L.A. Coliseum
- Quadrant D: House of Representatives
Quadrant A represents historic resources that have a high degree of historical significance and a high degree of integrity. While there may be levels of significance, it is rarely a fixed mark. The term “significance” is subjective and may change according to cultural, geographic or generational attitudes. For example, most Americans would agree that the Statue of Liberty is an important monument in our country. Likewise, most residents of Los Angeles would suggest that the Los Angeles Coliseum, site of two Olympic Games, is significant, even if it may not be as important to persons living elsewhere. Thus, both have significance and should be considered for preservation.

Quadrant B characterizes resources that have a high degree of integrity, but a lower level of significance. For example, a Victorian house with original period furnishings, but no historical connection to an event or person.

Quadrant C represents resources that have a low level of significance and a low level of integrity. A privately owned home that has been remodeled repeatedly, so that few of the original architectural features remain would lie in Quadrant C.

Finally, Quadrant D describes resources of high significance, but low integrity. Mount Vernon, the home of George Washington is an important symbol of our nation’s history, but for many years it was a private home and has been renovated several times. Much of the home seen today has been reconstructed and therefore has little historic integrity.

**PROCESS FOR DESIGNATING HISTORIC SIGNIFICANCE**

Ideally, the Morningside Park Commercial Corridor would be eligible for nomination to the National Register of Historic Places. The Academy Theater is already on the Register and the City of Inglewood may want to designate the blocks around the theater a historic district. If this is appropriate, it is recommended that the city develop a historic district as part of a larger Cultural Heritage Master
Plan. There are a number of reasons for a Cultural Heritage Master Plan. It will enable the City of Inglewood to determine an overall preservation-oriented policy, provide guidelines, enable the city to become a Certified Local Government and sponsor a Mills Act program.

The first step in developing a Cultural Heritage Master Plan would be to complete a historic building survey. The survey should assess the integrity of buildings city wide, especially focusing on areas of particular interest, such as Morningside Park. If it is determined that there are enough structures in Morningside Park to designate a district, a National Register of Historic Places Nomination should be prepared. The nomination would require additional research to assess the historical significance of the area. An initial visual survey suggests the presence of a great deal of moderne architecture. However, aside from the Academy and 5th Street Theatre, many buildings may not qualify for historic status due to a decreased level of integrity.

If the city decides not to pursue historic district designation for the Morningside Park Commercial Corridor, the MPEDS highly recommends the adoption of a Design Overlay Zone. The Overlay zone will ensure that future development does not obstruct the view of the Academy Theater, create a gateway into the area and improve building facades.
In addition to recognizing Morningside Park’s unique built environment, a program to observe the area’s rich culture heritage may also be desirable. The primary purpose of arts and cultural activities will be to showcase local talent and offer merchants another venue to sell their goods. Arts and cultural events can also serve as a marketing tool to attract additional visitors to the area.

The overarching goal of arts and cultural programming, such as festivals, is to promote economic development by facilitating the development of a strong community’s identity for Morningside Park. The small and large festival are great venues to promote local business and could result in new customers and increased sales. In order for this plan to work open space must be set aside. On a short term basis, the empty lots on the northwest corner at the intersection of Crenshaw and Manchester can be used for this purpose. This lot can be turned into a community-gathering center complete with a stage for performances, open areas for gathering and a small facility to hold the audio equipment. A more permanent location may be sought, if the development recommended below proceeds or development can provide space for the arts and cultural activities.

A local Festival Board is needed to coordinate activities. There are several options of how this can be run. If the parcel becomes a city park then the Park’s and Recreation Department could coordinate the festivals and maintenance of the park. If a private entity, for example a local non-profit or local economic development company, decides to operate the park then they not only use the park as a venue for festivals, but also use it as a reserve parking lot for days when attendance exceeds the normal amount. Easter and Christmas celebrations are example of times when this extra parking area would be needed.

**Festival Recommendations**

The type and size festivals at this location of may vary. For all of these festivals, with the exception of the Hip-Hop
festival, themed marketing could be used to promote the event and emphasize the importance of the Moderne architecture in “The Park”. The following is a list of possible festivals:

**Soul Food Festival**: this festival would capitalize on the local soul food and fast food restaurants.

**Inglewood Bar B Que Cook Off**: this festival would feature local restaurants that cook meat over an open flame. The festival would feature carne asada, Korean BBQ, Ribs, and other meats cooked over an open flame. In addition there could be a hot sauce competition.

**First Thursdays Car Show**: This smaller festival would feature local car clubs. It could be held on the first Thursday of every month so that there it has a constant schedule. In addition it could occasionally featuring cars from the 20’s, 30’s and 40’s that would match the moderne background provided by the surrounding buildings.

**Hip Hop**: A show case of local talent and a safe place for the youth to hang out. Hip Hop culture crosses cultures, races and ages. This local music festival could be modeled after Project Blowed, a weekly hip-hop club in Leimert Park that is open to all ages.

**Jazz and Blues concerts**: These festival/concerts could feature artist and music reflecting the 20’s, 30’s and 40’s. This has the greatest potential for drawing a regional audience.
Develop Catalyst Projects

Previously, this element has focused on improving or celebrating the existing built environment. This section of the Visitor and Retail element will discuss how new development may be used to increase patronage of Morningside Park’s Commercial Corridor.

The site-specific strategy for the Morningside Park community is focused on three development nodes determined to be key locations in the revitalization of the commercial corridor. The development of these nodes will increase the size of the retail market through mixed-use development and provide the right mix of services for the community. A discussion of the reasoning behind the following proposals, including a description of existing conditions, market analyses, presentation of comparable situations, and evaluation of various scenarios is also presented. The three nodes, and their respective development plans, are described on the following page.
Map 5: Location of Development Nodes

Source: Los Angeles County Assessors Office
NODE 1 – PLAN SUMMARY

The intersection of Crenshaw and Manchester Boulevard represents the primary development node for Morningside Park. The development of model projects here can act as a catalyst for the entire corridor. Project proposals include Starbucks or Starbucks-modeled coffee house on the northwest corner of Manchester and Crenshaw. This coffeehouse will be between 1,500 and 1,600 s.f. It can serve both the immediate community and the 60,000+ drivers that pass through this intersection daily.

The proposed project for the southeast corner is a mixed-use retail and residential development. A land assemblage strategy can result in the creation of a 48,000 s.f. lot that can accommodate a large-scale development. The proposed mixed-use development will include a 4,000-5,000 s.f. restaurant along the lines of a Mel’s Diner, approximately 9,000 additional retail square feet for smaller scale uses, such as a Jamba Juice, a Subway, or a Sav-On Express drug store, and 35 to 40 residential units above the retail. The residential
component will help to increase the market size in Morningside Park and create a critical mass of activity at this primary node.

The units should vary in size and cater to young professionals or young families.

**NODE 2 – PLAN SUMMARY**

The southwest corner of 5th Avenue and Manchester Boulevard is another prime location. The large vacant lot presents the opportunity for a mixed-use development similar to the proposal for the southeast corner of Node 1. The area can very likely handle retail development, if combined with housing. The housing would increase the population in the area, increasing the demand for retail services. The retail could consist of operations that provide valuable services to office workers in the area, on the first level and housing on the upper level. Instead of recruiting large corporations into the area, energy could be focused on helping young entrepreneurs open stores in the Morningside Park area.

**NODE 3 – PLAN SUMMARY**

The former Kaiser Building presents an opportunity to provide a greater range of job training and community-oriented services to Morningside Park. The Urban Health Care Project is a vibrant non-profit umbrella organization located at the former Kaiser hospital building at 3425 West Manchester Boulevard. It currently houses 10 active non-profit service agencies. There is approximately 25 percent vacant space.
specifically available for additional non-profit agency usage. We recommend the addition of the following services:

- Provide space for a faith-based small business training center or business incubator (First A.M.E. Church and West Angeles Church of God in Christ both have business training centers that can be examined and imitated).
- Recruit an additional youth job training organization.

- Provide office space for the proposed Morningside Park Economic Development Organization described in Chapter Three.
- Provide a meeting space for the proposed Merchants’ Association described in Chapter Three.
- Provide space for other needed programs serving the local community.

As three site-specific strategies are proposed for Morningside Park, an examination of the existing conditions gives background to the obstacles and opportunities for development. Issues such as repetitive businesses are explained in the business inventory parts of this section. Land use of the area gives an understanding of the development standards for the area, and what factors must be considered when a project is developed in Morningside Park.
BUSINESS INVENTORY

The inventory of businesses in Morningside Park chronicles the changes that have occurred. An area with a large bank was replaced with a check-cashing establishment. The Pic-N-Save store that sits at the corner on Crenshaw and Manchester was once the home of a Ralph’s supermarket. The smaller businesses along Manchester Boulevard are a mixture of professional, service and light manufacturing businesses. The majority of professional businesses are lawyer and finance, insurance, real estate (F.I.R.E.) offices. Most of the service companies are a redundant mix of barbershops and beauty salons. Light Manufacturing is comprised of operations such as a cabinet making shop that makes tables, chairs, cabinets, and drawers.

The following section provides a definition of the market areas for Morningside Park and an examination of the office and retail markets in the city as a whole. This information helps determine the specific uses detailed in the strategy above.

DEFINITION OF MARKET AREAS

Defining the market area for the Morningside Park commercial corridor assists in determining businesses that can be supported there. The detailed demographic analysis of Chapter 2, combined with geographical location is used here to determine the suitable markets for Morningside Park.
Map 6: Location of Primary, Secondary and Tertiary Markets
There are three existing markets and one future market that can support business in Morningside Park (Map 6). The primary market for commercial business in the Morningside Park Community is located within a one-mile radius of the intersection of Crenshaw and Manchester. The secondary market is created by the heavy automobile traffic on Manchester Boulevard and Crenshaw Boulevard. The tertiary market is the greater Inglewood and surrounding City of Los Angeles communities. The final market is the anticipated market that will be created by the suggestions made in this study. These market areas and their impacts on development are discussed in greater detail below.

**Primary Market**

The primary market area is the one-mile radius from the intersection of Manchester and Crenshaw. This includes the Morningside Park neighborhood, the southern part of the Hyde Park neighborhood in the City of Los Angeles, and small portions of the City of Los Angeles to the east of Van Ness.

The approximate population of the primary market area is 22,000 and the population density is about 7,000 people per square mile. The fact that these data do not indicate a particularly dense area is not surprising because of the predominance of single-family dwellings in Morningside Park.

On average, the Morningside Park population is wealthier than Inglewood as a whole and has a greater disposable income. Additionally, there is a higher homeownership to rental ratio in Morningside Park, and its inhabitants are generally older. These are the primary people that the Morningside Park commercial corridor serves, and will continue to serve.

**Secondary Market**

The secondary market for the Morningside Park commercial corridor is derived from the high volumes of automobile traffic on Manchester and Crenshaw. Approximately 60,000 cars pass this intersection daily. This is predominantly pass-through traffic. These cars and their
passengers are going to destinations outside of Morningside Park. Manchester is an alternative route to Los Angeles International Airport, and provides access to both Hollywood Park and Casino and the Forum. Morningside Park is not likely to be the motorists’ final destination, but the consistent stream of traffic does provide opportunities for certain types of retail development discussed later in this section.

**TERTIARY MARKET**

The tertiary market area is comprised of the surrounding City of Inglewood and communities of the City of Los Angeles that are within the 1.5 to 2-mile radius of Crenshaw and Manchester. The current and potential commercial status of Morningside Park is small and does not have regional draw. Larger malls and power centers attract the majority of retail dollars. Morningside Park might attract people from this greater area based on consumer loyalty, specialized services, or comparative proximity. The tertiary market area does not provide substantial support to retail businesses in the area. Greater amounts of specialized services or marketing efforts by businesses in Morningside Park might increase the impact of the tertiary market.

**FUTURE MARKET**

Though there are some positives, the existing market conditions in the Morningside Park area are not encouraging regarding existing retail business retention and new business attraction. The primary advantages of Morningside Park are its relatively higher income population in the immediate area and the high traffic volumes on Crenshaw and Manchester. Drawbacks include the lower population density in the primary market area, the fact that most drivers are just passing through, and leakage to regional, large-scale retailers.

The existing market area conditions will drive the types of development in Morningside Park. Retail development and business activity should be primarily focused on the local community and should also attempt to draw some activity from drive-through traffic.
Morningside Park also has the potential to create a new market or increase the size of the existing local market. By encouraging higher density mixed-use development, a new market is created. This future market will result from increased commercial office space and housing that is combined with retail space.

EXISTING RETAIL MARKET

An analysis of the North American Industry Classification system (NAICS) data from the 1997 Economic Census helps to explain the potential for an increased retail presence in the city. In the past, developers and businesses have been wary of doing business in Inglewood due to negative connotations, such as crime, associated with the city. This brief analysis shows that there is a shortage of retail businesses in the community, indicating the potential for growth.

The U.S. Census, North American Industry Classification system (NAICS) data described below, shows the number of establishments and the amount of money spent within city limits on different types of retail products. For the purposes of this study, Inglewood is compared to the City of Hawthorne, a neighboring city with a similar median income. The following data show that even with a similar median income, Inglewood has fewer retail establishments per capita and fewer retail sales per capita than the City of Hawthorne. Inglewood has over 24 percent fewer retail establishments per capita and over 53 percent less retail sales per capita.

Electronics and appliance stores, clothing stores, building material and sporting goods/hobby/book/music stores are particularly poorly represented in Inglewood. With a similar median income, Inglewood should be closer to Hawthorne in terms of these numbers. This implies that people in Inglewood are probably going to other cities in order to purchase retail items. A revitalization strategy in Morningside Park should allow local residents to shop within their own community.
Table 8: Number Establishments and Dollar Amount Spent Within City Limits on Retail Products.

<table>
<thead>
<tr>
<th>Category</th>
<th>Inglewood</th>
<th>Hawthorne</th>
<th>Percent Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Retail Establishments Per Capita</strong></td>
<td>0.00207</td>
<td>0.00257</td>
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<tr>
<td>Motor vehicle &amp; parts dealers</td>
<td>0.00027</td>
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<tr>
<td>Furniture &amp; home furnishings stores</td>
<td>0.00008</td>
<td>0.00015</td>
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</tr>
<tr>
<td>Electronics &amp; appliance stores</td>
<td>0.00004</td>
<td>0.00012</td>
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</tr>
<tr>
<td>Building material &amp; garden equipment &amp; supplies dealers</td>
<td>0.00008</td>
<td>0.00015</td>
<td>-87.4%</td>
</tr>
<tr>
<td>Food &amp; beverage stores</td>
<td>0.00054</td>
<td>0.00036</td>
<td>33.6%</td>
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<tr>
<td>Health &amp; personal care stores</td>
<td>0.00020</td>
<td>0.00021</td>
<td>-4.5%</td>
</tr>
<tr>
<td>Gasoline stations</td>
<td>0.00022</td>
<td>0.00023</td>
<td>-4.3%</td>
</tr>
<tr>
<td>Clothing &amp; clothing accessories stores</td>
<td>0.00027</td>
<td>0.00058</td>
<td>-114.7%</td>
</tr>
<tr>
<td>Sporting goods, hobby, book, &amp; music stores</td>
<td>0.00008</td>
<td>0.00011</td>
<td>-36.3%</td>
</tr>
<tr>
<td>General merchandise stores</td>
<td>0.00009</td>
<td>0.00010</td>
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</tr>
<tr>
<td>Miscellaneous store retailers</td>
<td>0.00016</td>
<td>0.00018</td>
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<tr>
<td>Non store retailers</td>
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<td>0.00007</td>
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</tr>
<tr>
<td><strong>Total Retail Sales Per Capita ($1000)</strong></td>
<td>$4.73</td>
<td>$7.26</td>
<td>-53.5%</td>
</tr>
<tr>
<td>Motor vehicle &amp; parts dealers</td>
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<td>Electronics &amp; appliance stores</td>
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<td>Building material &amp; garden equipment &amp; supplies dealers</td>
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<td>Food &amp; beverage stores</td>
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<td>General merchandise stores</td>
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</tr>
<tr>
<td>Non store retailers</td>
<td>x</td>
<td>$0.15</td>
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</table>

Source: US Economic Census 1997
As explained above, the intersection of Crenshaw and Manchester is the primary node for development in Morningside Park. The crossing of these two major regional arterials presents the best opportunity to create niche markets in the community. The ensuing section describes existing conditions at the intersection, the goals for development here, and possible development scenarios.

EXISTING CONDITIONS

The intersection of Crenshaw and Manchester has existing improvements on only two corners. Rally’s Burgers and Pic ‘n Sav occupy the northeast corner. The southeast corner is occupied by a Shell gas station. The other two corners, northwest and southwest remain vacant and represent prime opportunities for development. The parcel on the northwest corner (referred to as Site 1) is 15,625 square feet. Surrounding uses include the Academy Theater (now being used as a church) to the west and small-scale retail to the north. The parcel on the southeast corner (referred to as Site 2) is 18,000 acres. A fish market occupies the parcel to the south and a coffee shop, carpet store and Laundromat are to the east.
Map 7: Intersection of Crenshaw Boulevard and Manchester Boulevard.
GOALS

Development at the Manchester/Crenshaw intersection should attempt to achieve three main goals. The first goal is to provide services that can be used by the local community. This includes the development of specific retail establishments including a coffee house, restaurants, and a bookstore. The second goal is to provide retail establishments that can be used by the drive-through traffic. For many people, this intersection is their gateway to Morningside Park. Development here should encourage people to stop – if only for a cup of coffee - and leave a positive association regarding the community in the minds of the customer. The third goal is to act as catalyst for other development in Morningside Park. The projects undertaken here must be high quality and conform to the design guidelines described above. Their success can translate into more business for the community.

Site 1

Site 1 is a prime parcel on the northwest corner of a major intersection. Westbound Manchester traffic might be headed to LAX to work or to catch an airplane. Southbound Crenshaw traffic might be headed to Interstate 105. Traffic studies can be used to confirm this, but the northwest corner intuitively seems to attract traffic in the morning when people are rushing off to work. This site is limited by its size. Land assemblage is not an option.
because the surrounding uses, including the Academy Theater, are currently viable. An ideal use for this lot is a coffee house along the lines of a Starbucks. The coffee house can attract the people in their cars just passing by and contribute to the Morningside Park Community.

Figure 1. Drive-Thru Starbucks in Santa Monica (Lincoln and Marine)

The coffee house can be modeled after a drive-through Starbucks on the northwest corner of Lincoln Highway and Marine in Santa Monica. This corner gets similarly high traffic counts and is approximately the same size as the northwest corner of Crenshaw and Manchester. The Santa Monica model and the development guidelines offered by Urban Coffee Opportunities, a joint venture between Starbucks and Magic Johnson Development that develops Starbucks in underserved communities, can be applied to Site 1 in Morningside Park.

Site Comparison

Table 14 on the next page shows a comparison between an existing Starbucks in Santa Monica and the proposed Coffee House at Site 1. The table indicates that the proposed is similar to the Santa Monica location. The primary difference is in the land value. The land value is significantly lower in Morningside Park, but rents are also lower making this difference less glaring.
In addition to favorable comparisons with the Santa Monica Starbucks, the proposed site in Morningside Park successfully fulfills the criteria outlined by Urban Coffee Opportunities, a partnership between the Starbucks and Magic Johnson Development companies. One of the criteria recommends a freestanding 1,500 s.f. building located in urban and suburban markets, which could be met through development of this site.

Site 2 presents an opportunity for a variety of retail developments, or a mixed-use development combining housing and retail. At 18,000 s.f., Site 2 is slightly larger than Site 1 but is still not large enough for significant development. In order to attract the larger scale developments that the community is lacking, it might be advantageous to amass small parcels of land into larger units. This section analyzes the following three scenarios:

1. Stand Alone Restaurant
2. Larger Retail Development
3. Retail/Residential Mixed-Use Development

<table>
<thead>
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<th>Table 9: Coffeehouse Comparison</th>
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<td>Parcel Size</td>
</tr>
<tr>
<td>Land Value per s.f.</td>
</tr>
<tr>
<td>Building Size</td>
</tr>
<tr>
<td>Type</td>
</tr>
<tr>
<td>Parking</td>
</tr>
</tbody>
</table>
The Morningside Park community lacks family-style, sit-down restaurants. Site 2 provides an opportunity for this type of development. The restaurant can cater to the local community, be frequented by drive-through traffic, and attract clientele from the greater area.

One example restaurant is a Mel’s Diner. Mel’s is a 1950s-style diner that serves a full range of breakfast, lunch, and dinner items. The design would fit in well with Morningside current historic structures described previously. The specific proposal is for a 5,000 square foot restaurant at Site 2. A 5,000 s.f. restaurant requires 33 parking stalls. At approximately 375 s.f. per stall, this results in over 12,000 s.f. in lot coverage. The restaurant and required parking would fit on the lot with enough room for required setbacks.

This proposal simplifies the development process compared to the other proposals but is limited in scale. A smaller development is less likely to have catalytic effects on the remainder of the Morningside Park community.

The next development scenario is a large retail-only development. This development proposal will require substantial land assemblage. Large tracts of land are limited in Morningside Park, making large-scale development particularly difficult. Larger scale developments at this location can have spillover effects on the remainder of the commercial corridor and begin creating a positive association with Morningside Park in the minds of outsiders. By assembling properties surrounding
the vacant parcel on the southeast corner and relocating existing tenants, there is the potential for this scale of development.

The assemblage of the four parcels highlighted on Map 7, can result in a 48,000 s.f. parcel that is adequate for larger scale development. The development will have a mix of tenants that can support the primary, secondary, and tertiary markets. The mix can include the 5,000 s.f. restaurant mentioned in Scenario 1, and about 14,000 s.f. of additional retail space for a Sav-On Express, a Blockbuster video, and smaller eating establishments like Subway sandwiches and Jamba Juice. Based on the City zoning code and parking requirements, the 48,000 s.f. parcel can accommodate this scale of development.

**Retail and Residential Mixed-Use Development**

The final development scenario is a mixed-use retail and residential project. This project will have the restaurant and other retail services to support the local and drive through market, but will also create a market of its own with the residential component. This site can support the 5,000 s.f. restaurant, 9,000 s.f. of additional retail, and 36 new residential units.

**EVALUATION OF SCENARIOS**

The best development opportunity for the Morningside Park community is the mixed-use project. It will take advantage of the greatest number of markets while creating its own market. The mixed-use development will create a critical mass of activity, while providing the community with a model project that can be duplicated elsewhere within Morningside Park.
MARKET RESEARCH: INCOME AND EXPENDITURE PATTERNS

Income

Income trends suggest that income levels are increasing in the Morningside Park community. Additionally, in comparison with the city, Morningside households on average have higher incomes.

In order to attract businesses, household ‘disposable’ income levels must be considered. 2001 estimates for the disposable income show that almost 50 percent of households in Morningside Park have income higher than $40,000 per annum.

Source: US Census Economic Data
**PROJECT COSTS**

The Redevelopment Agency does not have the necessary resources to fully take advantage of the study area. Alternate sources of funding, listed in the appendices, will be used to alleviate the area’s blighting problems, establish small businesses and job training programs. The following section discusses the broad estimates of funding required pursuant to the proposals.

1. **Vacant Plots’ area: 62,890 s.f.** These are the vacant parcels that have been considered for the 3 site-specific proposals or for relocation of certain businesses.

2. **Rehabilitation Plot area: 40,092 s.f.** These plots will be utilized to relocate some tenants that are affected by the proposed developments.

3. **Launching a new BID: $ 75,000.** On current status, the business owners may not be very willing to take up a BID formation. We may propose its formation in a phased manner once the market corridor becomes more vibrant.
   - **Annual cost of operation of a BID: $ 50,000.** Cost of operation may include physical improvements, business promotions, marketing and advertising.
4. Land value of vacant parcels utilized for proposals: $1,040,962. These are the parcels wherein the 3-site strategy of our group is to be implemented.

5. Development requiring acquisition/demolition: $5/sq.ft. = $ 200,460. These are the parcels having existing businesses but are required for site-specific strategy. These businesses will be relocated within the Manchester corridor.

6. Cost of rehabilitation @ 15/sq.ft. = $ 601,380. This includes relocation costs based on the above mentioned rehabilitation area.
   - Land & Improvement value of rehab sites: $239,203. Sites wherein the displaced businesses are being moved into have existing structure that need to be improved in order to accommodate for relocated businesses.
   - Total rehabilitation cost = $ 1,041,043

7. New office space @ 90/sq.ft. for 33,215sq ft = $2,989,350. This is the total office space proposed based on available space and respective proposals for the same.

8. Retail space@ 55-75 per sq.ft. for 47892sq.ft. = $2,873,520. The proposed retail anchors and other small commercial uses affected by proposals.

9. Total Costing ~ $ 6.04 million

COMMERCIAL OFFICE MARKET

According to the determinants of demand, the vacant lots in Morningside Park should not be used to construct new speculative office space, meaning office space built, prior to being leased to a particular tenant. The determinants of demand are office employment growth, increase in real rents, and a supply demand gap. Due to the current recession, there has not been office employment growth. A recent discussion with several property owners and building lessors in the Morningside Park area revealed that rents have remained in the $1.10 – 1.30/ sq. ft. range for the last several years. Information from real estate companies shows that there is not a supply demand gap in the area. CB Richard Ellis’ quarterly report states that there is a negative net absorption of office space in the South Bay area and there is already over half a million square feet of office space in construction now. A report on Inglewood’s office market for the first quarter of 2002 from Marcus and Millichap shows that there has been very little activity in the selling of office and retail buildings in
Inglewood over the past six months. These factors lead to the conclusion that constructing new speculative office space would not be a strong investment at this time.

The only type of office construction that may prove successful right now is building an office for a specific tenant who would be tied to a long-term lease. An office building built to house one tenant could be successful because cost could be based on expected income from the tenant. For example, the County of Los Angeles is interested in finding new office space that would house several hundred employees. If county officials signed a long-term contract with a developer, it would be a safe investment. Such a development would generate more jobs in the area, increasing tax revenue and further promote the city as a place that is business friendly. It would also substantially increase the daytime foot traffic in the area.

The jobs created by the above mentioned usages in Morningside Park will have an effect on the local economy in terms of the money that is circulated by these individuals in the economy, becoming a multiplier benefit for the community.

Cost of successful job placed: $50,000 over 2 years
Out of job trainee: $35,000 over 2 years
Assuming 1:2 ratio of jobs: trainees, Benefit = $ 2 million (approx.) over 2 years.

It may be noted that the profits generated by the proposed retail establishments and ancillary office small businesses have not been estimated and that they will
contribute to the returns as well. Also, the rentals from the office spaces and the retail leases are not included. Hence, this statement of costs and returns may be considered as a preliminary broad estimate. Actual impact of the proposals would require more detailed study.

FIVE-YEAR DEVELOPMENT PHASES

In order for the Manchester corridor to continue a revitalizing trend, a strategic phasing of projects will have to take place. The strategy is to start with the busiest anchor location for re-establishing the area’s commercial vibrancy, progress with the mixed-use project next, and then complete the remaining infill. A senior mixed-use housing and retail project is currently in the planning stages by the Calvary Christian Fellowship Community Service Development Corporation and it will be a center of activity for the northeast section of Manchester Boulevard east of 5th Avenue.

Phase I: The Manchester/Crenshaw node will anchor the restoration and development Morningside Park.

Local, drive through, and surrounding area clientele will be facilitated.

Phase II: The two major vacant parcels across the street from the senior mixed-use project on the south side of Manchester west of 5th Avenue will be comprised of a mixed-use development oriented toward professionals.

Phase III: Nine vacant parcels will be filled or re-assembled, and existing vacant businesses will be either renovated or re-assembled for re-construction and then filled. As the previous phases are completed, it will be much easier to find high quality tenants for these remaining parcels and structures.

LAND ASSEMBLY METHODS\textsuperscript{13}

Land use decisions and land assembly are processes that require much skill and patience for best serving the community and the interests of developers and retailers.

\textsuperscript{13} Adapted from Kotin, 1998, pp 1-18
The two dominant parameters for accomplishing land assembly are 1) good timing, and 2) reasonable cost of acquisition.

One of the most difficult aspects of assembling and organizing a well-integrated business corridor is the time cost and money cost increases associated with moving from normal private acquisition to condemnation. Initial budgets for the project in hand are generally believed to be inadequate for significant public investment; therefore other options have to be pursued.

The options below are numbered from lowest public cost to higher public cost options. In the case of properties requiring condemnation, processes are generally forced from pure public condemnation to public condemnation requiring private advance. Given the financial parameters of the city’s redevelopment agency, Options 1-3 below are of primary interest in our proposal. As time becomes an increasingly critical concern, needed parcels not readily sold in the private market will require option 3 to expedite acquisition – city condemnation requiring private advance for development.

When the condemnation method is required, the good news is that the needed property can be attained. The bad news is great uncertainty in how much it will cost and how soon one can acquire it. Therefore, it is usually preferred to press forward with the options listed below in the order shown

**Five Primary Land Assembly Methods**

1. Property to be acquired by a private developer without condemnation as a lever

2. Property to be acquired by a private developer with condemnation as a lever

3. Property to be condemned by public agency lacking funds and requiring private sector advance

4. Property to be acquired by a public agency in negotiation with condemnation as a backdrop

5. Property scheduled for condemnation by public agency with public costs
This final chapter of the MPEDS discusses the roles of accessibility, pedestrian improvements, transportation and land use in advancing economic development in Morningside Park. Accessibility is a broad topic that includes subjects such as: automobile, public transit, pedestrian access, and knowing the role major arterials play in creating an accessible community and commercial corridor. Information and recommendations regarding market access were addressed in Chapter 2.

Pedestrian improvements are touched upon, because there are a number of issues facing pedestrians and cyclists on Manchester Blvd. The improvements range from physically altering the streets to installing new technologies that will enhance accessibility and safety in relation to the pedestrian experience. Again, as with Chapters 3 and 4, goals and recommendations are prioritized based on the number of times the idea was proposed by each of the student groups.
Goals

HIGH

✓ Improve the pedestrian environment.
✓ Improve parking options.

LOW

✓ Improve general accessibility.
Improve Pedestrian Environment

One of the goals expressed by residents and merchants in Morningside Park is to improve the image of the area socially, physically and economically. As part of the physical improvements, pedestrian street lights with aids for the disabled, and sidewalk and crosswalk improvements were requested. This section suggests ways to help the community achieve these goals.

VEHICULAR AND PEDESTRIAN CIRCULATION

A traffic count from the Inglewood Public Works Department states that 30,000 motor vehicles travel along Manchester Boulevard daily. Most of the traffic is traveling east to west in the morning, and vice versa in the evening. The section of Manchester Boulevard in Morningside Park is serviced by one-way parking lots that spill into Manchester. There is also on-street parking in the area.

Pedestrians are able to circulate through the area using sidewalks. The sidewalk along Manchester is approximately ten feet wide on either side of the street. The planted trees along the walkway sometimes decrease the width of the street. The distance from a sidewalk to the other side of the street is more than 60 feet. When crossing from one side to another, pedestrians are relieved by the land median that rests in the middle.

PLANNING FOR PEDESTRIANS

Better conditions for cycling and walking provide intangible benefits to the quality of life in cities and towns. The ability to ride a bicycle and walk are often considered important indicators of a community’s livability. In cities and towns where people can regularly be seen cycling and walking, there is a sense that these are safe and friendly places to live and visit. Well-designed streets and sidewalks can add to a community’s sense of place, foster neighborliness, and provide
a place for interactions between people of all ages and races. Planning appropriately for pedestrians and cyclists will help local residents and merchants to achieve their goals of improving Morningside Park socially, physically and economically.

The current problems facing pedestrians on Manchester are discussed below. Recommendations are then discussed in detail. Information on how to fund these recommendations is provided in Appendix C.

**PROBLEMS FACING PEDESTRIANS ON MANCHESTER BOULEVARD**

The current design of Manchester Boulevard creates a number of problems for pedestrians and cyclists. As part of the goal of revitalizing the area and encouraging new business development along the Boulevard, means should be taken to ensure the Boulevard also becomes inviting for pedestrians and cyclists.

As discussed in Chapter 2, 20 percent of the Morningside Park’s population is under 18, and 16 percent are over the age of 65. Therefore, planning for these age groups must be a consideration in making pedestrian friendly changes to the area. These age groups have both unique characteristics and needs. The elderly may have vision problems and likely walk at a slower pace than a younger person. According to the Federal Highway Administration, pedestrians aged 65 and older are two to eight times more likely to be killed than
younger people when struck by motor vehicles, in part because they are often less physically resilient.\textsuperscript{14}

\textsuperscript{14} http://www.tfhrc.gov/safety/pedbike/facts/olped.htm
Children are also at high risk as pedestrians, as they may not be accustomed to looking both ways when crossing the street, or may dart out in front of cars into the middle of the road. According to the Federal Highway Administration, the "midblock dart-out" accounts for 33 percent of all pedestrian crashes and for 38 percent of all serious pedestrian injuries.\(^{15}\)

After several visits to the study area, the following information regarding pedestrian activity was gathered through visual analysis, as well as by walking up and down Manchester and trying to cross the boulevard at various points. Some of the specific problems facing pedestrians and cyclists on Manchester Boulevard include:

- Lack of motorist awareness of pedestrians in crosswalks.
- Lack of bicycle lanes.
- Ability of pedestrians to cross boulevard in specified time.
- Pedestrian misunderstanding of crosswalks and signals.
- Long stretches between available crosswalks.

Many things can be done to make Manchester Boulevard safer and more pleasant for pedestrians and cyclists. An issue to be considered for the long term is the overall function of the street. The current street structure is conducive for heavy use and fast-paced traffic. If the street is going to be used for pedestrian activities, more traffic signals or blinking lights will need to be put in place to stop the constant flow of traffic and provide a degree of safety for pedestrians.

\(^{15}\) http://www.tfhrc.gov/safety/pedbike/facts/kidped.htm
MORE STREET CROSSINGS

One important principle of “walkable” streets is to have short distances between blocks, approximately 400 to 600 feet, creating many linkages between both sides of the street. The south side of Manchester Boulevard in Morningside Park does have short blocks and crossings also between each street. The north side of the street, however, has longer blocks, often not opening up to a crosswalk for two blocks at a time. This makes it very difficult for pedestrians to cross from the south side of the street to the north side of the street at all intersections on the south side. For example, the south side of the street at 6th Avenue is open, while the north side of the street is not. These intersections that form a “T” shape also do not have traffic signals, further hindering pedestrian movement across the boulevard. Traffic is encouraged to move at higher speeds along the street because there are fewer traffic signals and no stop signs at all.

BLINKING RED LIGHT

The installation of blinking red lights at intersections, such as 3rd Avenue and Manchester will enable pedestrians to have more street crossings and calm traffic. Traffic will not have to come to a full stop but will still have to slow down and watch for crossing pedestrians, creating a safer environment

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and enabling people to walk across and shop on both sides of the boulevard.

**UTILIZE NEW TECHNOLOGIES**

On the intersections that do have traffic signals, pedestrian walk buttons and crosswalks, such as those at 11th Avenue, Crenshaw, 7th Avenue, 5th Avenue and Van Ness, changes can still be made to make the intersections safer and more walkable. Elderly pedestrians and children are often not able to cross the entire intersection because the time to cross is too short, and many people are often confused by the walk push button and if it is actually working or not. In the next section regarding new technologies, solutions will be suggested to deal with these problems. One of the positive aspects of these current intersections is that they all have left hand turning lanes, which makes the turn safer and helps to slow down traffic through the intersection. Many of the problems pedestrians face when crossing the street can be minimized by implementing “Intelligent Transportation System” (ITS) technologies. These technologies can help to lessen some of the problems discussed earlier, such as motorist awareness of pedestrians in the crosswalk, pedestrian confusion surrounding use of the walk push button, and unique problems that the visually impaired face when crossing the street.

**In-Pavement Lighting**

On the intersections along Manchester that do not have a traffic signal, it may be hard for motorists to see crossing pedestrians until it is too late. A pedestrian crossing sign was
observed at the intersection of 3rd and Manchester; however, it alone is not enough to attract motorists’ attention. Some of the intersections without a traffic signal have thick white stripes indicating a crosswalk, but many of these are faded, and especially hard for motorists to see at night. Some of the intersections do not have the white stripes on both sides of the intersection, indicating a pedestrian crossing. A new technology called in-pavement lighting can be used on both sides of the crosswalk to make the intersection safer. This lighting is activated when the pedestrian begins crossing the street (either through a push button or motion detection system) and remains flashing as long as the pedestrian remains in the crosswalk. The lights are visible both day and night, and serve to increase visibility of the crosswalk to both pedestrians and motorists, creating a safer environment for all.

**Illuminated Push Button and Countdown Signal**

Another problem pedestrians encounter when crossing the street is confusion with the walk push button. Often pedestrians press the button, but are not sure if it is really working, and they begin to cross the street against the light. Research has shown that pedestrians are confused by the three phases of the signal, which are Walk, flashing Don’t Walk and steady Don’t Walk. Here again, new ITS technologies can be implemented to decrease confusion.

Installing an illuminated push button will provide instant feedback to the waiting pedestrian that the push button is working, and discourage them from crossing against the light. The push button will light up as soon as the pedestrian pushes the button, indicating that the signal will soon change

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17. [www.walkinginfo.org/pedsmart/home.htm](http://www.walkinginfo.org/pedsmart/home.htm)

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and it will be safe to cross the street. Additionally, confusion regarding the three phases of the Walk/Don’t Walk signal can be mitigated by a countdown signal. The countdown signal is used in conjunction with the standard Walk/Don’t Walk display, but also counts down the seconds until the light will change, enabling pedestrians to make better decisions about entering the crosswalk. Locally, these countdown signals have recently been installed in Santa Monica around the 3rd Street Promenade, in conjunction with other transportation and streetscape improvements.

**Accessible Signals**

Lastly, ITS technology can be used to lessen some of the problems visually impaired pedestrians face at intersections. The large percentage of elderly people in the study area indicates that a larger portion of the population may have vision problems. Solutions to help the visually impaired cross the street include the use of “accessible signals,” which include audible signals or talking signs. Audible signals are often bird sounds or buzzers, and they indicate when the Walk phase is displayed. Different sounds are used for either the east-west or north-south crossing. Additional information regarding these new ITS technologies can be found at the website, [http://www.walkinginfo.org/pedsmart/home.htm](http://www.walkinginfo.org/pedsmart/home.htm).

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18 Ibid
19 Ibid
20 Ibid
21 Ibid
CURB CHANGES

All of the intersections appear to have the appropriate curb designs to meet the standards set by the Americans with Disabilities Act. However, the curbs in Morningside Park can also be changed to enhance the pedestrian environment. Similar to the intersection at Market Street and Manchester, the curbs can be made to jut out into Manchester, helping to slow down traffic and shorten the distance across the boulevard from one side of the street to the other. The high percentage of elderly and young people in the vicinity will also benefit from strict adherence to ADA Guidelines.

BIKE LANE

A bike lane would be a nice addition to the boulevard, as it would hopefully serve to encourage the use of non-motorized transportation. The recommended alternative to add in the bike lane would be to take away the on-street parking and use this new space to add in the bike lane, and at the same time widen the sidewalk. Taking away the on-street parking would have to be done in conjunction with constructing a parking lot in the area.

REPAIR SIDEWALKS

The sidewalks in Morningside Park are cracked and many are in need of repair. Weeds have sprouted up through the cracks. The median, through the study area is nicely landscaped with grass and trees, and some of the sidewalks have trees and grass as well. However, the sidewalk landscaping is very sporadic, with one block looking fresh and
well kept, followed by another block with weeds. The entire length of the study area on Manchester should be uniformly landscaped, and the sidewalks should be cleaned and repaired as necessary.

Currently, there is little room on the sidewalk for people to do more than just walk along it. The heavy flow of traffic along Manchester Boulevard also creates an environment that discourages too much pedestrian activity (other than walking) along the sidewalk. To calm traffic and allow more people to spend time comfortably in the area, the city should consider creating a barrier between the cars and the pedestrians. Widening the sidewalks would be one way to create that space. This has the potential to reduce the number of street parking spaces but the widening would allow businesses to have sidewalk sales and visitors to sit outside of restaurants. The city could also physically create a divider between the street traffic, parking spaces and the sidewalk. This was accomplished on Main Street in El Segundo, as seen in the photo above, to help alleviate a similar problem.

Along with considering widening the sidewalks, the city should evaluate the paving designs of the sidewalks. Main Street in El Segundo has promoted a sidewalk “hall of fame”. Local businesses and residents were invited to buy a paving stone to be integrated into the sidewalk. Every time people walk around the area to either eat in the restaurants or shop in the small stores, a glance down tells a story of the city’s and the community’s commitment to the area. This idea has also been implemented in East Los Angeles, along Whittier
Boulevard with the Latino “Walk of Fame.” In Morningside Park, there could be an African American “Walk of Fame” or the paving stones could revolve around the history of the City of Inglewood.

**BENEFIT**

**S TO MORNINGSIDE PARK**

Making Morningside Park friendlier to pedestrians and cyclists will help the area to achieve the goals they have set for themselves. The recommended changes will enable pedestrians to easily and enjoyably stroll through the area, which will in turn provide an environment that is safer and more conducive to business. The new pedestrian-centered environment, coupled with the other strategies to encourage new business development in the area, other visual and physical design changes, and other neighborhood improvement strategies, will create a place that local residents and merchants can be proud of, as well as a place that outsiders will want to visit.
Improve Parking Options

With more visitors to Morningside, parking will be an important issue for revitalizing the Commercial District. Currently, there are a limited number of parking lots and street parking is in short supply. Residents, or frequent visitors, to the area use the one-way lots (see picture on next page) that are only accessible from the residential sides on the south side of the street, or they take advantage of parking spots offered by businesses. During site visits, it became apparent that the street parking on Manchester Boulevard was used mostly for short-term visits. Long-term visitors used parking on the side streets. For the short term, the city can make sure that street parking meters have uniform limits depending upon the shops that are near that location. During a recent visit, patrons to the area had to filter through multiple street signs to determine their time constraints. Instead of having a twenty-minute parking spot located next to an hour spot, the entire street should have uniform time limits.
To determine the long term parking capacity, there should be an assessment about the design and location of the one-way parking lots. (See pictures.) With more traffic into the area, people will only travel to the area if there is a way for them to park in close proximity to the stores. The one-way lots should be re-designed to accommodate more cars or to flow in two directions.

In addition, the city should consider creating more parking. Any future development should be required to include parking to compensate for the lack of currently available spots and the impact of any development on the area. The city should also look into purchasing one of the vacant lots in the area and converting it for parking uses. Other parking recommendations include:

- Add several attractive and bold signs along westbound Manchester, starting at the Van Ness intersection, indicating the available parking at 12th Avenue.
- Improve signage on eastbound Manchester by adding simple and bold indicators directing traffic to the alley for access to the diagonal side street parking, thus avoiding unnecessary traffic in adjacent residential neighborhoods.
- Reverse diagonal parking for direct access from Manchester and add simple entry signage and simple exit signage from the lots to the alley to avoid unnecessary residential traffic.
“Accessibility is determined by the spatial distribution of potential destinations, the ease of reaching each destination, and the magnitude, quality, and character of the activities found there” (Handy, 1997, 1175). “Accessibility is thus determined both by patterns of land use and by the nature of the transportation system, although two people in the same place may evaluate their accessibility differently, as wants and tastes vary” (Handy, 1997, 1175). Therefore, this section of the MPEDS Infrastructure element will highlight the major steps the City of Inglewood should take when determining whether or not the current level of accessibility in Morningside Park is adequate and how to increase the level of accessibility in the area, if needed.

**IDENTIFY ARTERIALS**

The first step in determining the level of overall accessibility to an area’s goods and services is to recognize that different types of arterials serve different types of markets. Manchester Blvd. plays a critical role in determining accessibility for Morningside Park. The City should immediately recognize Manchester as a seam and not an edge. Usually, a seam allows speeds ranging from 30-35 mph and has up to six lanes with a median (Urban Land Institute, 2001, 12). As the term implies, a seam has the potential to knit the community together across the arterial. Nonetheless, Manchester Blvd’s role as a vital road for through-traffic and non-local customers should urge the City to attempt traffic calming with caution and precision. For example, as previously suggested, the City of Inglewood may consider marked crosswalks between traffic lights on Manchester. This measure of traffic calming does not affect through-traffic, as long as no pedestrians are attempting to cross Manchester Blvd.
AUTOMOBILE ACCESS

The second step is to evaluate automobile access to the commercial area. Although Manchester Blvd currently serves as a major arterial for through-traffic, automobile access to the commercial corridor (destination-traffic) should be taken very seriously. As discussed above, current parking options should be evaluated to determine whether they promote or deter shopping for non-local customers. Parking signs should be checked for consistent time restrictions, parking space angles and location should be investigated, and options for alternative parking (e.g. a parking structure) should be considered and weighed.

ACCESS TO PUBLIC TRANSPORTATION

The third step is to evaluate access to public transportation to and from the commercial corridor, which is another factor in business location decisions. Currently, the Los Angeles County Metropolitan Transportation Authority (MTA) operates six bus lines in the study area. Line 209 operates on Van Ness; Lines 115, 315, and 442 operate on Manchester Blvd. In addition, Lines 210 and 310 operate on Crenshaw Blvd. These lines provide access to the Morningside Park commercial corridor, LAX, the Blue Line Metro rail station, the I-110/Manchester Transit/Busway station, connecting buses going to and from the Green Line Metro rail station, and connecting buses that operate throughout Los Angeles County. Further, the MTA is also the primary funding source for Access Services Incorporated, the federally required ADA paratransit service for city-sponsored dial-a-rides. This service is offered to individuals whose disabilities prevent them from using regular buses or rail service. It is comparable to fixed-route service and offers 24-hour-a-day curb-to-curb service. Access Services Incorporated can be reached at 1-800-827-0829.

Moreover, this step requires the City to do feasibility studies for projects as radical as creating a Transit-Oriented Development (TOD). This study would determine whether the major components of a TOD are present or feasible in the Morningside Park area. A TOD is generally considered an investment in new rail capacity and actions to encourage
development around the stations. Thus, the first thing the City of Inglewood should look at is the current distance to rail and the feasibility of creating new rail capacity in the community. Since “TOD proponents paint a very attractive picture of compact communities, pedestrian and bicycle-friendly, with a mix of retail establishments and work sites, convenient schools and recreational facilities, and green spaces,” the City should determine whether or not Morningside Park has or can potentially feature these components.²²

Unfortunately, the current geographic location, the lack of office/retail mix, and the low population density (housing) does not seem conducive to a TOD. Although there are rare cases of TODs built upon a strong bus system, i.e. Wilshire Rapid Bus. The Morningside Park area may not have the population density (ridership) to support such a system. As a reference point for determining the likelihood of a TOD built upon a bus system in Morningside Park, Metro Rapid line 720 (Wilshire-Whittier) has an estimated ridership of 29,260 persons per weekday. This is in addition to the ridership on lines 18, 20, and 21 that simultaneously operate on Whittier and Wilshire Boulevards. In 1996, Line 210, which operates on Crenshaw Blvd, had an estimated ridership of 19,750 persons per weekday. Line 115, which runs along Manchester Blvd., had an estimated ridership of 15,250 persons per weekday. Although the numbers for the Metro Rapid are more recent (1999-2000), this information may give an idea of the level of ridership needed in order to convert a Bus Line into a Metro Rapid or to consider a TOD.

There are many revitalization opportunities for Morningside Park. The economic development vision presented in this document is one that will produce real results over the long term. The MPEDS has offered a number of solutions to perceived economic barriers. It has addressed the area’s socio-demographic, income, business development, design and accessibility needs.

It is clear that political support, at the grassroots, elected and administrative levels, and a strong desire for change will lead to successful implementation of at least some of these recommendations.

The following matrix summarizes all student recommended actions.
## Morningside Park Economic Development Strategy Action Plan

### Business Development

<table>
<thead>
<tr>
<th>Barriers to Economic Development</th>
<th>Short-Term Response (1-year)</th>
<th>Long-Term Response (3-5 years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited business diversity</td>
<td>Identify the businesses, by brand, type or both that the community wants/needs;</td>
<td>Increase number of locally-oriented businesses;</td>
</tr>
<tr>
<td></td>
<td>Identify complimentary businesses that encourage consumer to linger in the area;</td>
<td>Develop business incubators</td>
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<td></td>
<td>Create partnerships between business and real estate brokers;</td>
<td></td>
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<tr>
<td></td>
<td>Develop a simplified business development information package;</td>
<td></td>
</tr>
<tr>
<td>Lack of localized, coordinated attention on area.</td>
<td>Develop single economic development organization</td>
<td>Develop BID</td>
</tr>
<tr>
<td>Underutilized business development services</td>
<td>Develop resource guide or quarterly business newsletter summarizing services.</td>
<td>Consider reduction or staggering of permit and taxes for small businesses.</td>
</tr>
<tr>
<td>Limited employment opportunities</td>
<td>Recruit F.I.R.E businesses</td>
<td></td>
</tr>
<tr>
<td>Barriers to Economic Development</td>
<td>Short-Term Response (1-year)</td>
<td>Long-Term Response (3-5 years)</td>
</tr>
<tr>
<td>---------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Poor community image;</td>
<td>Code and safety enforcement;</td>
<td>Develop design and streetscape standards (limitations on wrought iron bars);</td>
</tr>
<tr>
<td>Crime and graffiti;</td>
<td>Increase dialogue and collaboration with police, business owners and local residents;</td>
<td>Adopt community policing plan;</td>
</tr>
<tr>
<td>Closed shops or shops that look closed</td>
<td>Increase lighting in alleys;</td>
<td>Adopt a façade improvement program;</td>
</tr>
<tr>
<td></td>
<td>Add more trashcans;</td>
<td>Amend General Plan to create a design overlay zone called the Morningside Park Commercial District;</td>
</tr>
<tr>
<td>Lack of localized marketing strategy</td>
<td>Economic development organization include marketing committee;</td>
<td>Create a permanent gateway;</td>
</tr>
<tr>
<td></td>
<td>Hang banners;</td>
<td>Implement a Historic Main Street program;</td>
</tr>
<tr>
<td>Lack of interest as center to shop and/or eat</td>
<td>Add street furniture (benches);</td>
<td>Initiate development that will serve as catalyst for growth of other businesses and retail;</td>
</tr>
<tr>
<td></td>
<td>Host arts and cultural activities;</td>
<td>Consider widening the sidewalks to encourage pedestrian traffic;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Create a barrier between the cars and the pedestrians;</td>
</tr>
</tbody>
</table>
## Morningside Park Economic Development Strategy Action Plan
### Infrastructure Development

<table>
<thead>
<tr>
<th>Barriers to Economic Development</th>
<th>Short-Term Response (1-year)</th>
<th>Long-Term Response (3-5 years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unfriendly environment for pedestrians and cyclists</td>
<td>Paint more street crossings; Add Blinking red light; Repair sidewalks;</td>
<td>Utilize new technologies (In-Pavement Lighting, Illuminated Push Button and Count Down Signal, Accessible Signals); Modify curbs; Install bike lane;</td>
</tr>
<tr>
<td>Limited parking</td>
<td>Market available parking at 12th Avenue; Direct eastbound Manchester traffic to alley for access diagonal side street parking; Standardize parking time limits</td>
<td>Redesign one-way lots; Require parking for new development; Build parking structure</td>
</tr>
<tr>
<td>Limited accessibility</td>
<td></td>
<td>Conduct TOD feasibility study.</td>
</tr>
</tbody>
</table>
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Appendix A

A. I. National and State Resources for Women, Minority and Small Business

California Department of General Services Office of Small & Minority Business (OSMB)
http://www.dgs.ca.gov/osmb
OSMB provides stimulus and business information services to help further state contracting participation by small businesses. The Office’s primary responsibility is communication and access to state contracting information

California Office of Small Business California Trade and Commerce Agency
801 K St., # 1700
Sacramento, CA 95814
(916) 324-1295
www.commerce.ca.gov
The California TTCA serves as the State's principal catalyst for innovation, investment and economic opportunity, enhancing the quality of life for all Californians. The agency oversees an Employment Training Panel, the California Main Street Program, Enterprise Zones, the California Rural Development Council and TeamCalifornia, a network of public and private sector economic development leaders to promote business investment and job creation efforts. The agency has also compiled a list of the basic steps necessary to start a business in California.

Small Business Administration, Office of Minority Enterprise Development
409 Third St., SW
Washington, DC 20416
(202) 205 6410
www.sba.gov/MED/
MED's main objective is to foster business ownership by individuals who are socially and economically disadvantaged. Some of the programs and services offered are management and technical assistance, federal procurement opportunities, and Section 8(a) Business Development Program certification.
Small Business Administration, Office of Small and Disadvantaged Business Utilization (OSDBU)
www.sba.gov/gc/osdbu.html
OSDBU ensures that an equitable share of the total prime contracts and subcontracts awarded by major federal departments and agencies are given to small businesses, small disadvantaged businesses, and women-owned businesses.

Small Business Administration, Office of Women's Business Ownership (OWBO)
(202) 205-6673
www.sba.gov/womeninbusiness/
OWBO is the primary advocate for the interests of potential or existing women business owners. Some of the programs and services offered to women entrepreneurs are access to capital, Women's Pre-qualification Loan Program, long-term training, counseling, networking and mentoring.

U.S. Department of Commerce, Minority Business Development Agency (MBDA)
14th St. between Constitution Ave. & E. St. NW
Washington, DC 20230
(202) 482-5061
www.mbda.gov/
MBDA funds a nationwide network of Minority Business Development Centers that assist with the start-up, expansion and acquisition of competitive minority owned-firms. MBDA provides business management consulting services and assistance to minority business entrepreneurs through a network of Minority Business Development Centers (MBDC’s) and provide the following services:

- Financial management assistance
- Loan packaging and procurement assistance
- SBA Loan application assistance
- Franchise opportunities
- General business and management opportunities
- Loan pre-qualification assistance
- Business planning
- Computer management
A. II. Local Resources for Resources for Women, Minority and Small Business

The City of Inglewood, Office of Economic and Business Development

www.cityofinglewood.org
(310) 412-8800
The City has a number of programs to assist existing and potential business owners in succeeding and/or expanding their business ventures. The Office of Economic and Business Development is equipped to provide technical assistance and micro loans for existing and potential businesses within the city limits. The City provides a Grow Inglewood Fund that offers and SBA loan product that can be used for equipment, working capital, and real estate purchases (provided that the borrower occupies at least 5% of the purchased property). The city also sponsors the Inglewood Development Corporation (IDC), which was established by the Inglewood City Council to provide micro-loans to small business already located or seeking to located in the City’s Downtown Business District. Micro-loans are available from between $1,000 to $25,000 and may be used for working capital, tenant improvements, equipment and machinery, purchases of inventory and advertising and marketing.

Inglewood’s One Stop Center

110 South La Brea Avenue
Inglewood, CA 90301
(310) 680-3700
Fax (310) 680-4097
http://www.sbwib.org/ingHP.htm

One-Stop Centers offer access to a variety of services at one location. Both job seekers and potential and existing businesses can utilize the services, including recruitment and pre-screening of qualified applicants for businesses. The One-Stop Centers are also useful for those doing market research. Service is available to all racial groups and there are no geographic limitations.

Pacific Coast Regional, Small Business Development Corporation

(213) 739-2999
http://www.percorp.org/

PCR is a private, non-profit corporation founded in 1977 to assist small business owners in becoming successful members of the Southern California business community. Through contracts with the Federal Government, the State of California, and partnerships with private
institutions, PCR provides financial, educational and consulting services. Our primary goal is to help the small business owner succeed. PCR's financial programs include: Loan Guarantees, Bond Guarantees, Disaster Bridge Loans, and Direct (Environmental) Loans. The only qualification for these loans is that the business is located within the State of California. Educational services include: PCR's Entrepreneurial Training Institute, Small Business Seminars, PCR's Small Business Consultants Program and PCR's Small Business Start-Up Kit.

**Community Financial Resource Center**

http://www.cfrc.net/

The mission of the Los Angeles Community Reinvestment Committee, d.b.a. Community Financial Resource Center (CFRC) is to create and enhance the wealth and capacity of residents and businesses in disinvested areas of Los Angeles by encouraging collaborative efforts among businesses, the community and government. CFRC is a certified Community Development Financial Institution by the U.S. Department of the Treasury.

Services include:
- Spanish Technical Assistance Program
- Business Innovation Technology Center, a community based technology access facility for business owners and residents.
- Business development products and homeownership services
- Capital Partners Program, offers loans, business training and education, group support, and networking opportunities to self-employed business owners and entrepreneurs with limited access to working capital
- SEED Loan Program, Low cost commercial loan for businesses in operation for one year or more. SEED loans range from $5,000 to $30,000.
- Small Expansion Loan Program, a competitive loan product for expanding businesses.
- Bankers’ Rotation Program, for loans that qualify through traditional financing CFRC offers the convenience of 29 member banks that review loan packages at the Center.

**Los Angeles Urban League**

http://www.laul.org/

The mission of the Los Angeles Urban League is to enable African Americans and other minorities to secure economic self-reliance, parity, power and civil rights through advocacy activities and the provision of programs and services in our uniquely diversified city and region.” A majority Black population in our area could utilize this funding through the proposed community center for advocacy; outreach, intake and referral; general counseling and assessment; procurement, capital and business development; market research and
merchandising; computer training and consultation; promotions and customer relations; human resources; entrepreneur training; merger and acquisitions/franchise development and; current business issues conferences that the League quotes as its basic activities.

**LA Urban League Minority Business Development Center (MBDC)**

The MBDC is funded by the Minority Business Development Agency (MBDA). The MBDA is a division of the US Department of Commerce that was “specifically created to encourage the creation, growth and expansion of minority-owned businesses in the United States”\(^1\). Services at the Urban League are regulated by the Department of Commerce, which determine the ethnic groups, and services boundaries that qualify for services per area. Free services include:

- General Business Counseling;
- Financial (Loan) Packaging;
- Market Research (Feasibility Studies);
- Contracting Assistance (Bid Matching);
- Information Technology Consultation & Training;
- Web-Site Design & Development Planning;
- Human Resources Assistance;
- Entrepreneurial Training; and
- Information and Referral Services.

The MBDA provides technical assistance as well as tools and services that benefit small and large minority-owned businesses. Although the likelihood is high that a successful business is are of this service, awareness should not be assume and thus, the site should be included as part of the services offered.

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A. III. Associations for Women, Minority And Small Business

Alliance of Independent Store Owners and Professionals (ASIOP)
P.O. Box 2014 Loop Station
Minneapolis, MN 55402
(612) 340-1568

American Business Women’s Association (ABWA)
www.abwa.org
ABWA believes education and training are key to helping women grow personally and professionally. The Association supports education by providing continuing education programs and products, which enhance members’ business skills.

Association of Small Business Development Centers
3108 Columbia Pike, # 300
Arlington, VA 22204
(703) 271-8700

California Business Incubation Network, Inc. (CBIN)
225 Broadway, Suite 375,
San Diego, CA 92101
(619) 237-0559
(800) 427-4710
CBIN is a network of small business advocates pursuing the goal of developing a new generation of business incubation systems for incubating new ideas into products that will successfully compete in the marketplace. Services and programs include:
  - Information and clearinghouse
  - Education and training
  - Research and development
  - Technical assistance for development/operations

California Small Business Association
6101 W. Centinela Ave., # 342
Culver City, CA 90230-6349
(310) 642-0838
Chamber of Commerce of the United States
1615 H St., NW
Washington, DC 20062
(202) 659-6000
www.uschamber.org

Council of Small Business Executives
756 N. Milwaukee St., #400
Milwaukee, WI 53202
(414) 287-4100

International Franchise Association
1350 New York Ave., NW, #900
Washington, DC 20005-4709
(202) 628-8000
www.franchise.org

National Association of Government Guaranteed Lenders, Inc.
424 South Squires, #130
Stillwater, OK 74075
(405) 377-4022

National Association of Investment Companies (NAIC)
1111 14th St., NW #700
Washington, DC 20005
(202) 289-4336
NAIC is an association of investment companies combining their financial resources to promote and invest in an ethnically and socially diverse marketplace. Some of the services they provide are professional development seminars and opportunities for alliances with other professionals through NAIC's affiliate member program.
National Association of Minority Contractors (NAMC)
666 11th St., NW #520
Washington, D.C. 20001
(202) 347-8259
namc.org
NAMC is a trade association that addresses the concerns and needs of minority contractors. Some of the services they provide are educational and training seminars as well as main issues concerning minority contractors to all levels of government.

National Foundation for Women Business Owners (NFWBO)
1100 Wayne Avenue, Suite 830
Silver Spring, MD 20910-5603
phone: (301) 495-4975
fax: (301) 495-4979
NFWBO@worldnet.att.net
www.nfwbo.org
NFWBO, a non-profit research organization that supports the growth of women business owners and their enterprises by conducting research, sharing information and increasing business knowledge.

National Association for Female Executives (NAFE)
135 W. 50th St., 16th Fl.
New York, NY 10020
(212) 445-6235
www.nafe.com
NAFE is the largest business women's organization in the nation committed to advancing women in the workplace. Education and networking programs are provided to teach women the techniques and resources needed to succeed in the competitive business world.

National Black Chamber of Commerce (NBCC)
2000 L St., NW #200
Washington, D.C. 20036
(202) 416-1622
NBCC's main objective is to provide technical assistance and advocate economic empowerment within black communities through entrepreneurship and an understanding of capitalism. Some of the industries NBCC focuses on are: technology, construction, health care, finance, manufacturing, and general policy information.
NMSDC endeavors to link corporate America with minority-owned businesses of all sizes and to increase business opportunities through various services and programs.

National Association of Manufacturers (NAM)
1331 Pennsylvania Ave., NW, # 600
Washington, DC 20004-1790
(202) 637-3000
www.nam.org

National Association of Small Business Investment Companies
666 11th St., # 750
Washington, DC 20001
(202) 628-5055

National Association for the Self-Employed (NASE)
2121 Precinct Line Rd.
Hurst, TX 76054
(800) 232-6273
www.selfemployed.nase.org/NASE

National Business Association
5151 Beltline Rd., # 1150
Dallas, TX 75240
(800) 456-0440
www.nationalbusiness.org
The U.S. Hispanic Chamber of Commerce's primary goal is to represent the interests of over 1.3 million Hispanic-owned businesses in the U.S. and Puerto Rico. Some of the programs and services offered are Internet consulting and multimedia solutions for the Spanish-speaking, networking and business opportunities with the Federal Government and corporate America.
A. IV. Other Resources

Alternative Sources of Business Financing in California

Mr. Michael Ford  
Vice President, Region Manager  
**QuesTech Financial**  
63 Fletcher Court  
Bay Point, CA 94565  
(925) 709-5015  
(925) 709-5017  
suntca@ix.netcom.com

Mr. Mike Mantle  
President  
**Bank of America, FSB**  
Community Development  
1500 Newell Avenue, Suite 308  
Walnut Creek, CA 94596  
(925) 988-4819

Ms. Linda Smith  
Microloan Project Manager  
**FAME Renaissance**  
2241 S. Hobart Blvd.  
Los Angeles, CA 90018  
(213) 730-9194  
(213) 737-5717

Mr. Bruce E. Wilson  
Regional Vice President  
**Tokai Bank of California**  
South Bay Regional Office  
21201 Hawthorne Blvd.
Capital Financing Funds

Business Expansion Loan Fund
Provides expansion capital financing to existing businesses in LA County areas where the population is 20% or more below the poverty level. $25,000 to $250,000.

Local Initiatives Support Corporation (LISC)
LISC assists community-based organizations to rebuild neighborhoods with financing and technical expertise, particularly for first stage expenses.

Physical Improvements and Infrastructure Funding

Economic Development Administration (EDA)
Grants by DoC through city or non-profits to areas experiencing long-term deterioration. EDA grants assist construction of public infrastructure necessary to attract private sector into community and create local employment (www.epa.gov/seahome/grants/src/eda.htm)

Business Improvement Districts
Funded through an assessment of businesses owners and commercial property owners in a district. They emphasize physical improvements to enhance appearance, security, maintenance, marketing of the neighborhood and reducing vacancy rates.

Revolving Micro-Loan Program
Assist local businesses in façade improvements. Loan pool may be created by larger businesses in the city, particularly those in Century corridor.

General Obligation (GO) Bonds
Bonds issued by local govt. to raise funds for projects that do not produce revenue stream, like public buildings or office spaces. It is meant for infrastructure improvements and other needed community projects. However, voters must approve it.
Economic Development Funds

Community Development Block Grants (CDBG)
CDBG’s HUD origination is complemented by grants through ED initiative program and administered through the city. Physical Improvements in blighted areas. Section 108 provision provides for eligible communities to borrow against against CDBG’s to finance economic development projects. City level with population less than 50,000.

Local Tax Assessment Districts and Tax Increment Financing Policies
State legislation enables local municipalities to adopt local taxes to finance infrastructure improvements. Although few communities have adopted tax assessment districts (TAD's) or tax increment financing plans (TIF's), they are potential tools for supporting community re-investment.

Coordinated Business Promotion Program
A business owners’ association promoted through print, flyers, Internet etc. and coordinated by the local chamber of commerce.

Job Training and Small Business Funds

Community Development Department ICD Entrepreneurial Training Program Provides Business Education and Training
The Entrepreneurial Training Program provides assistance to both individuals interested in starting their own businesses and to owners of fledgling businesses (in operation for five years or less).

California Employment Training Panel Grant
Funds for training programs so that employers could train workers for the skills that they need to produce good, long-term employees and is important in business retention and attraction. (www.etp.cahwnet.gov)
A. V. Additional Resources Available via the Internet

Franchise Associations - www.franchiseassociations.com

The Business Center At Franchise America - http://www.franchiseamerica.com/businesscenter.htm

Top SBA Microlenders (less than 100k) - http://www.franchiseamerica.com/sbalenders.htm


Franchise Classifieds - www.franchiseclassifieds.com

Franchise Money - http://www.franchisemoney.com

WebFanatix - Extensive Listing Of Business Resources At This User Friendly Portal - www.webfanatix.com

SmallbizNet - www.lowe.org

BankWeb - http://www.bankweb.com

Business Funding Directory - http://www.businessfinance.com

Corporate Finance Network - www.corpfinet.com/

EntrepreNet - www.enterprise.org/enet/index.html


Small Business Credit Process - www.ny.frb.org/pihome.addpub/credit.html

Venture Capital Resource Library - www.vfinance.com

SBA On-Line - www.sba.gov/

ACE-Net - www.ace-net.sr.unh.edu/pub

STAT-USA/Internet (DOC) - stat-usa@doc.gove, WWW (subscriber): www.stat-usa.gov
Guest User: www.stat.gov/inqsample.htm

FedWorld - www.fedworld.gov
B. I. Resources for Historic Preservation

National Trust for Historic Preservation
http://www.nationaltrust.org/
The National Trust for Historic Preservation provides leadership, education and advocacy to save America's diverse historic places and revitalize our communities. The Trust offers two programs specifically oriented to community revitalization efforts:

- Community Partners assists nonprofit community-based development corporations and historic preservation organizations in rebuilding their neighborhoods. It manages several loan and grant programs and offers technical assistance to property developers.

- National Main Street Center assists states and communities in the revitalization of business districts within a preservation context. It provides services on a fee for service basis; publishes bimonthly Main Street News; develops and sells technical publications; and organizes conferences and workshops, including annual Town Meeting on Main Street.

State of California, Office of Historic Preservation
http://ohp.parks.ca.gov/

B. II. Resources for Social and Cultural Events

LA County Arts Commission Cultural Programming
The Los Angeles County Arts Commission ensures access to the arts for Los Angeles County residents; the administration of grant programs for Los Angeles County arts organizations is an essential component of this mandate. Commission has a new grant program to support small organizations with budgets less than $100,000.
Los Angeles Theatre Center
The following grants are administered through the LA theatre center:
1. California Institute of the Arts: To support core program activities and a planning process for the opening of Arts Organizations program ($700,000 / 3 years).
2. Center Theatre Group of Los Angeles: To support the Irvine Commissions of new plays addressing California themes and issues ($300,000 / 3 years).

National Endowment for the Arts
A National Endowment for the Arts resource of Federal funding is available for arts initiatives through national, state and local funding programs. The federal departments and agencies offer funding opportunities that can support arts and cultural programs. The focus is on making and presentation of artistic work and the development of professional artists. Grants are awarded under this area to create and present artistically excellent and significant works for the public; and to expand the opportunities for artists to develop their careers (www.arts.gov/guide/Orgs03/OrgIndex.html).
Appendix C

C. I. Funding Transportation Improvements

California Department of Transportation

The California Department of Transportation is currently accepting applications for grant money for projects that “promote context sensitive planning and improve mobility and quality of life for diverse communities.” Examples of eligible projects include:

- Safety improvements for pedestrians, transit users and bicyclists
- Community revitalization and economic development with a transportation component
- Promoting advance transportation technology and energy efficiency in communities

The solutions recommended by the MPEDS meet all of these criteria. The grants are up to $300,000, with a required local match of 10%. Further information regarding this grant money can be obtained by contacting Norman Dong in the Office of Policy Analysis & Research, Division of Transportation Planning at (916) 651-6889 or by email at: norman_dong@dot.ca.gov.

Transportation Equity Act for the 21st Century

Another non-traditional source of funding these improvements is under the Transportation Equity Act for the 21st Century (TEA-21). TEA-21 provides for several types of funding for various projects. Based on the above proposed solutions, applicable sources of funding available under TEA-21 include the Safe Routes to School Program and the Bicycle Transportation Account.

Safe Routes to School Program

Funds six general types of projects, including sidewalk improvements, traffic calming and speed reduction measures, pedestrian/bicycle crossing improvements, on and off-street bicycle/pedestrian facilities, and traffic diversion improvements. Funds from the Bicycle Transportation Account can be used for creation of a bike path, bike lane or bike route, among other things. Both of these programs are administered through Caltrans, and applications are available from, and due to, Caltrans for each. Applications for the next round of funding for the Safe Routes to School Program are due May 31, 2002 and applications for the next round of funding from the Bicycle
Transportation Account are due June 1, 2002. Information regarding both of these programs can be found at http://www.dot.ca.gov/hq/LocalPrograms/.