

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

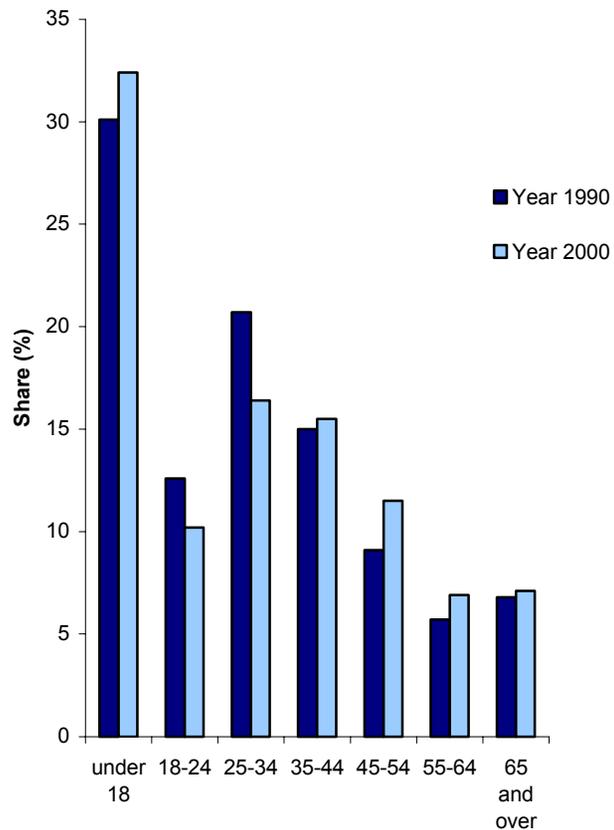
forces that affect the study area. In addition to describing Morningside Park, the Chapter also identifies the community’s stakeholders and significant partners that may contribute to economic development.

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.

**Graph 1: City of Inglewood Population by Age:
1990 and 2000**



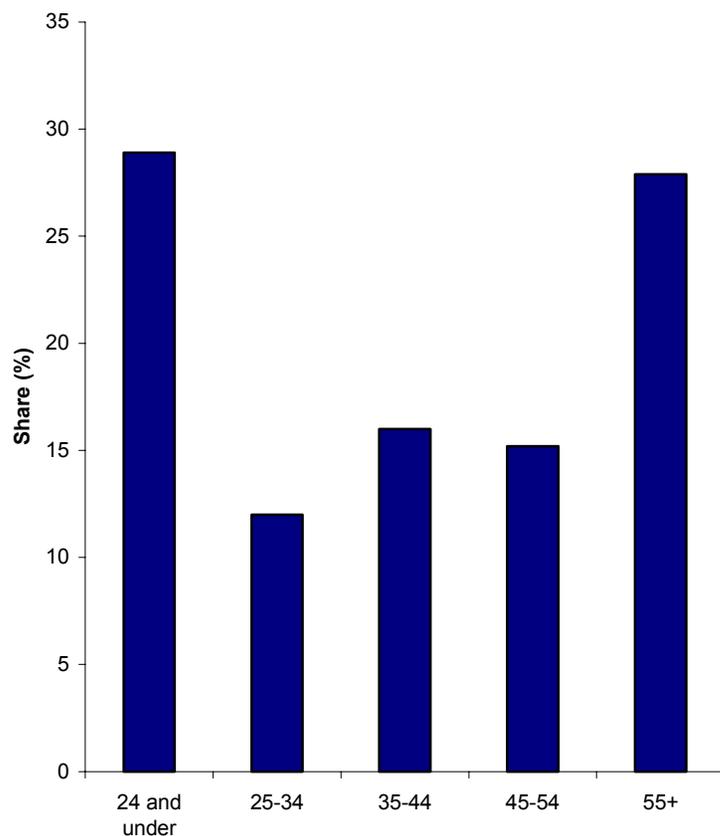
Source: US Census Data 1990 and 2000

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.

**Graph 2: Population by Age Group,
Morningside Park, 2000**



Source: US Census 2000

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.

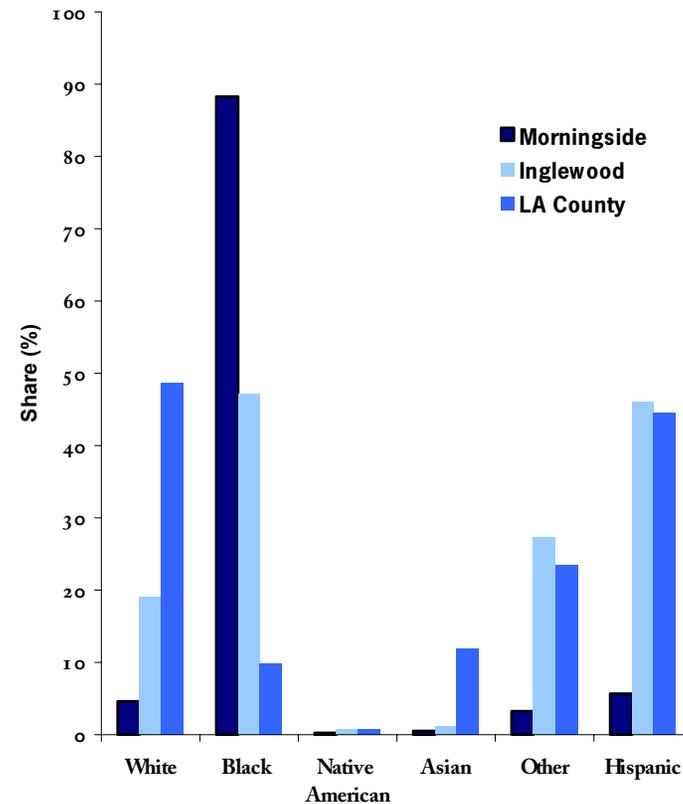
RACIAL AND ETHNIC BACKGROUND

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.

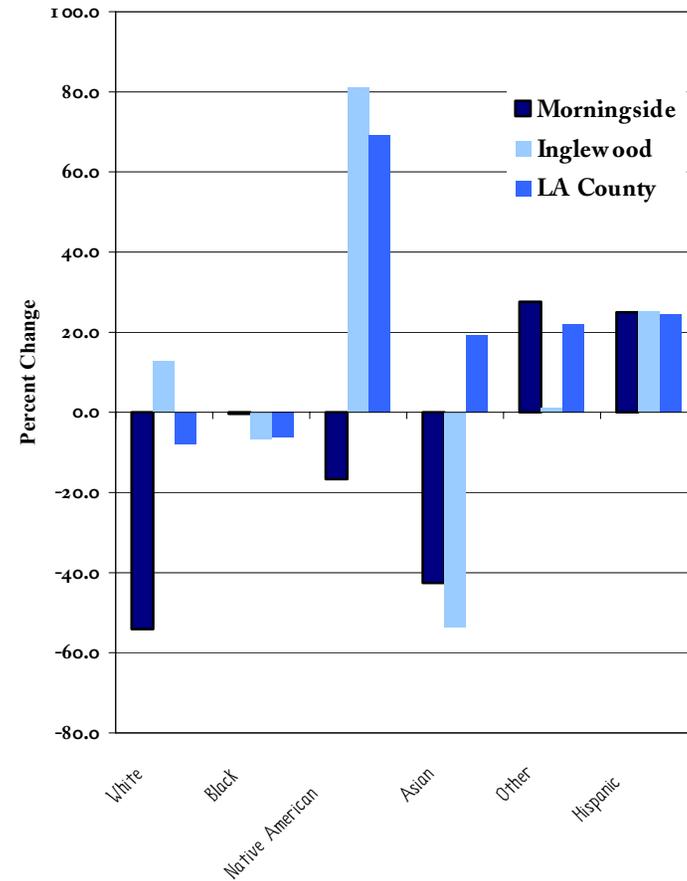
Graph 3: Population Share by Race



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

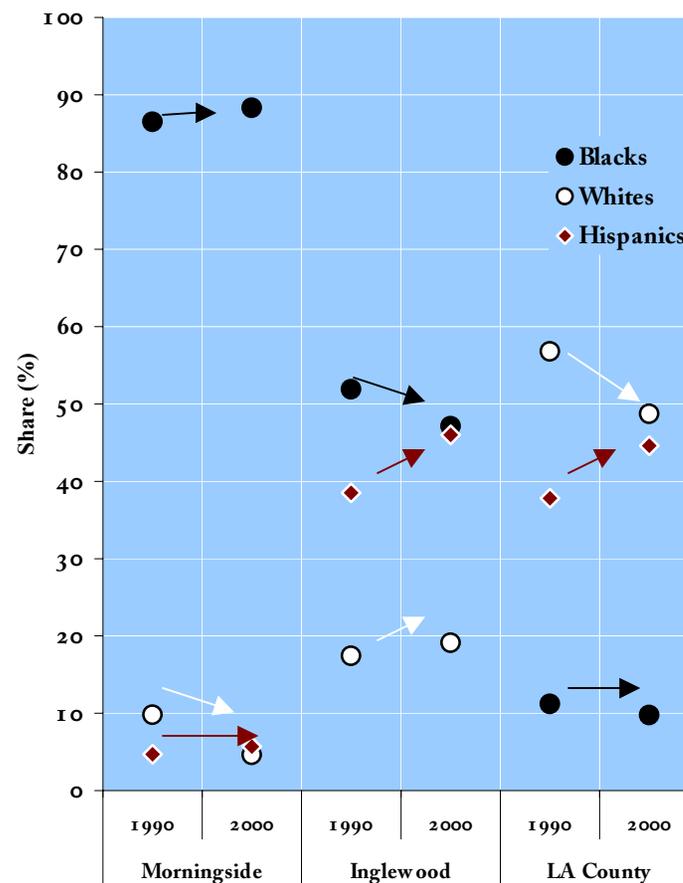


Source: US Census 1990 & 2000

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.

Graph 5: 1990-2000 Cohort Share by Race



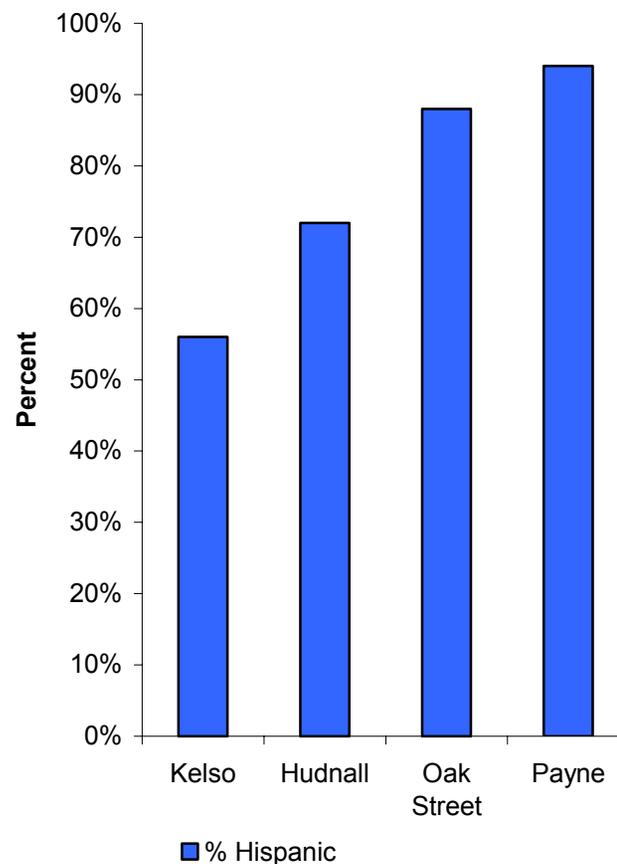
Source: US Census 1990 & 2000

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.

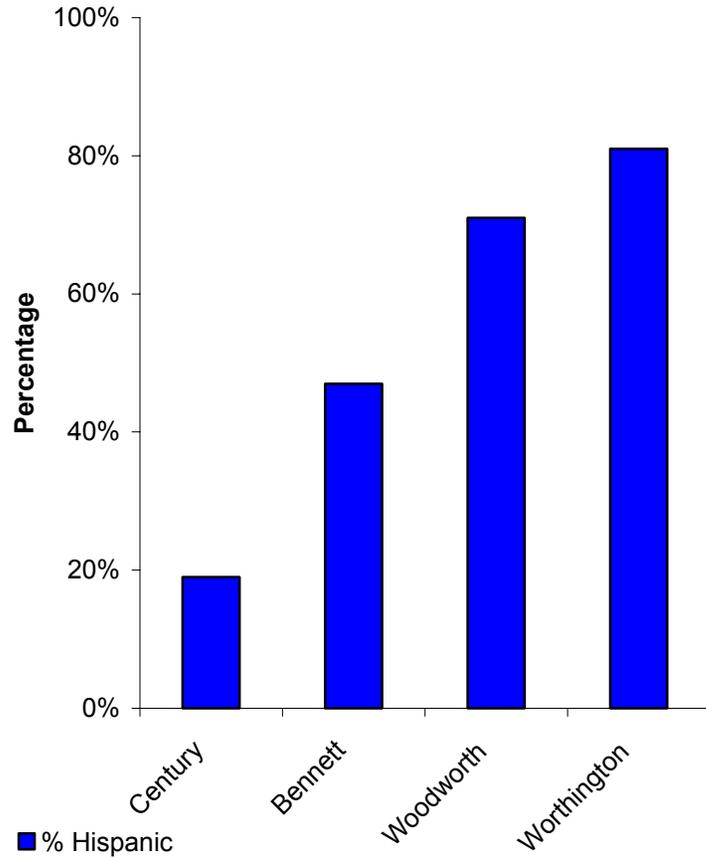
Graphs 6-8: Hispanic Population in Local Elementary Schools

Graph 6: Elementary Schools in Zip Code 90301 West of Morningside Park



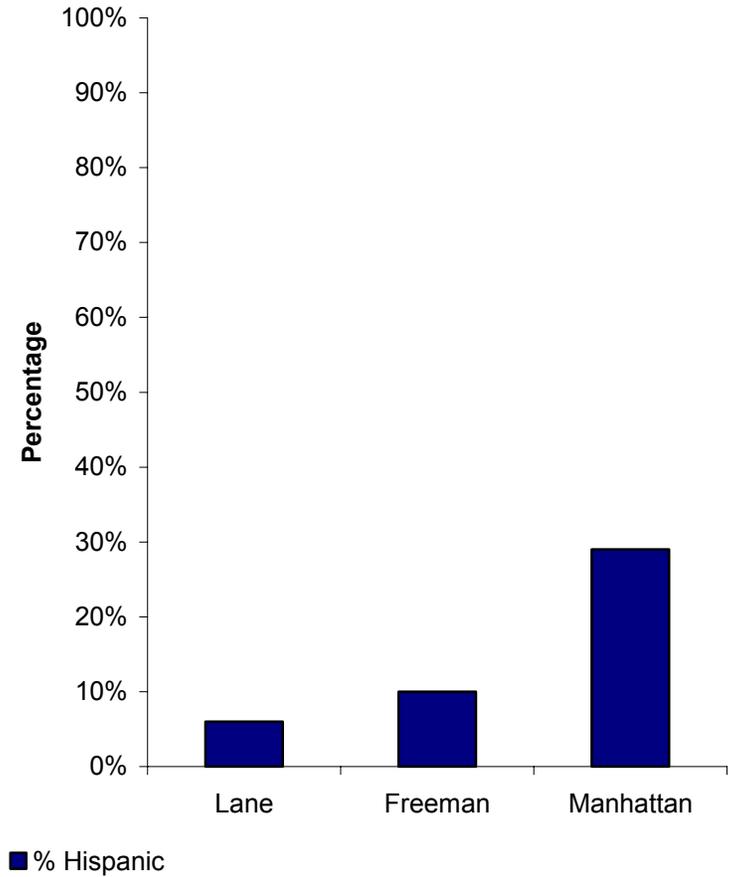
Source: schoolwise.com

Graph 7: Elementary Schools in Zip Code 90303, South of Morningside Park



Source: schoolwise.com

Graph 8: Elementary Schools in Zip Code 90305 Morningside Park



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.

¹ Dowell Myers and Lee Meniffee, Population Analysis in The Practice of Local Government Planning. Edited by Charles Hoch. 3rd edition.

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.

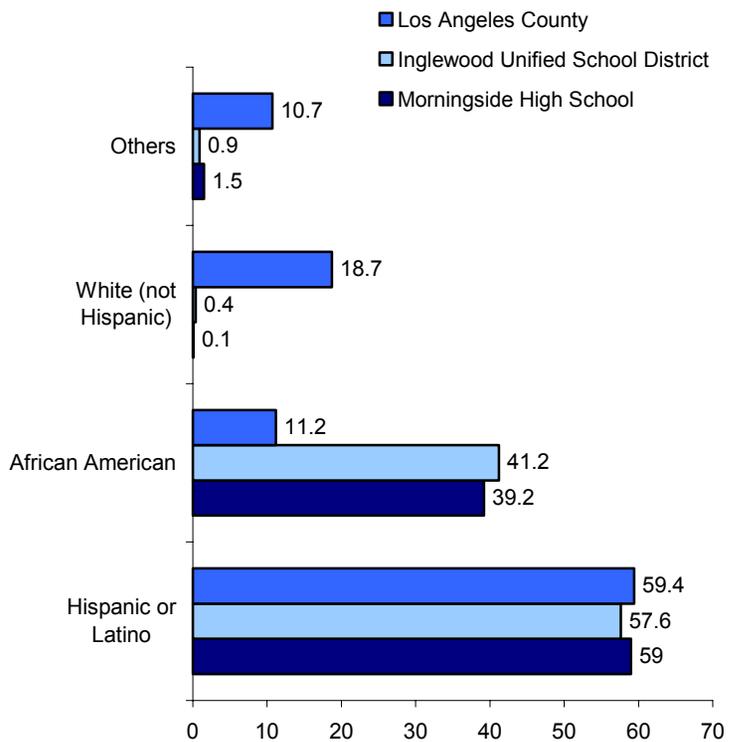
In addition to 11 public elementary schools in the immediate 90305, 90303, and 90301 zip codes, there are at least 24 other private schools within 1.5 miles of Morningside Park. It is unknown how many children from Morningside Park attend private schools. There is one private Christian school located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

TABLE 1: 2001 API (ACADEMIC PERFORMANCE INDEX) RANK COMPARED TO 100 DEMOGRAPHICALLY SIMILAR SCHOOLS

Daniel Freeman Elementary	10/10
Warren Lane Elementary	7/10
Morningside High School	6/10

Source: www.greatschools.com

Graph 9: Ethnicity Comparison of High School Enrollment



Source: California State Department of Education

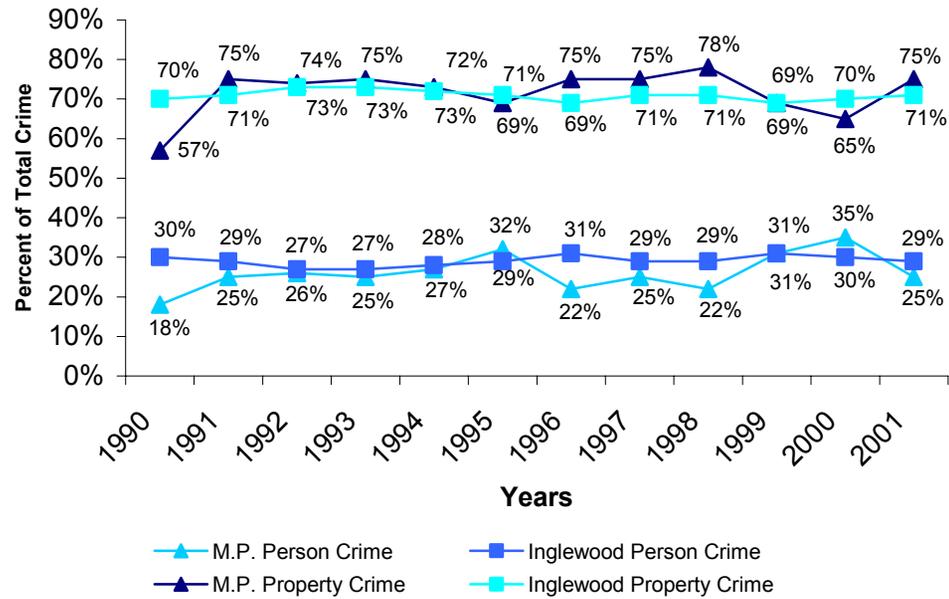
Graph 9 indicates the racial and ethnic composition of high school enrollment at Morningside High School. The school shows a similar population to the City of Inglewood. This high school includes a number of zip codes in addition to Morningside Park’s 90305.

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”².

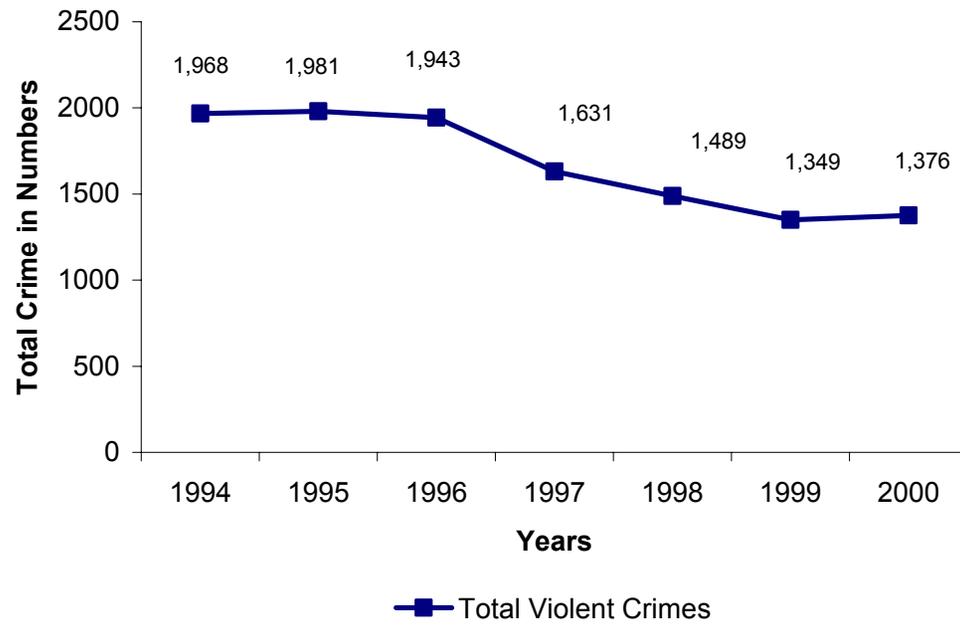
² Jane Jacobs, *The Death and Life of Great American Cities*. Modern Library Series, 1993

Graph 10: Crime Type Comparison for Morningside Park and City of Inglewood



Source: City of Inglewood

Graph 11: Violent Crime Trend City of Inglewood

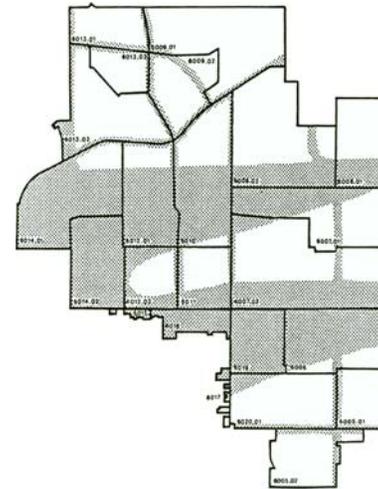


Source: US Department of Justice

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)



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 relatives³.

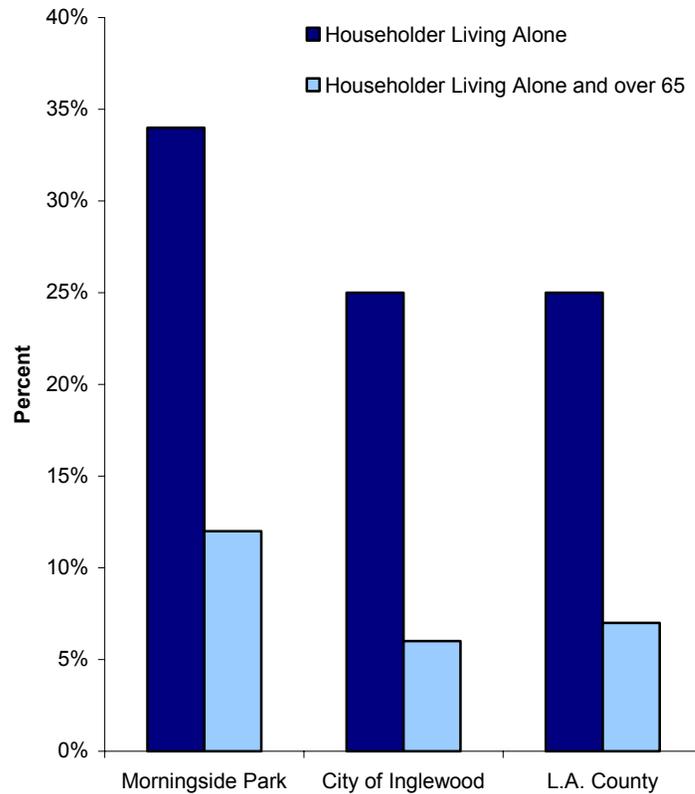
³ US Census Website. Available: www.census.gov

TABLE 2: HOUSEHOLDS BY TYPE IN MORNINGSIDE PARK, CITY OF INGLEWOOD, AND L.A. COUNTY IN 2000

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

Source: US Census 2000

Graph 12: Percent Householder Living Alone and Householder Living Alone 65 and Older

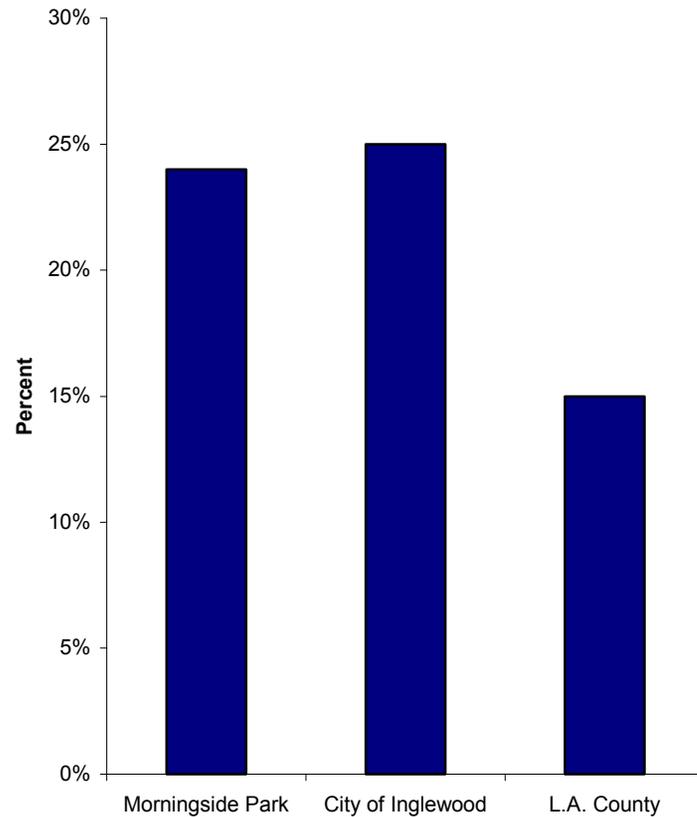


Source: US Census 2000

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.

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.

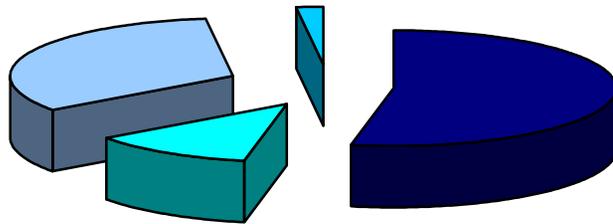
Source: US Census 2000

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.

Graph 14: Housing Units by Type



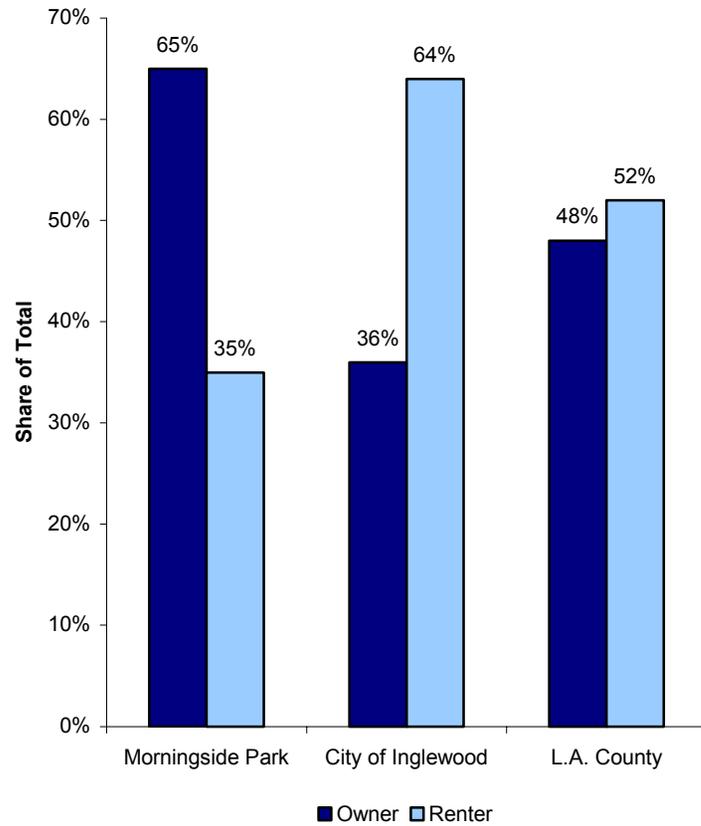
- Single Family Home
- Town House
- Multi-Family Home
- Mobile Home

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.

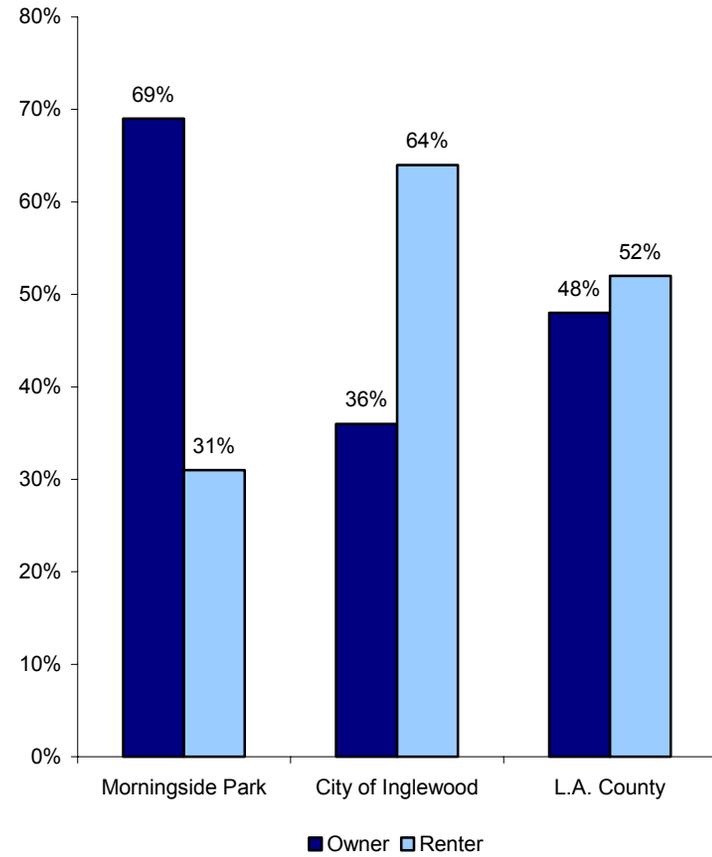
However, it is also important to note trends for the area, to have a better idea of the possible future. This allows for careful planning, either to promote or discourage developing patterns. For example, Graph 16 shows the homeowner versus renter percentages for Morningside Park, the City of Inglewood, 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**



Source: US Census 2000

**Graph 16: Owners and Renters
1990**



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 3: AVERAGE HOUSING TRANSACTIONS PER MONTH

Zip Code	1992-1996	1997-2001	percent Increase
90305	7.2	9.4	23%
90303	7.4	8.8	16%
90301	7.2	8.0	10%
Inglewood	32.8	40.6	19%

Source: RAND California: <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

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

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

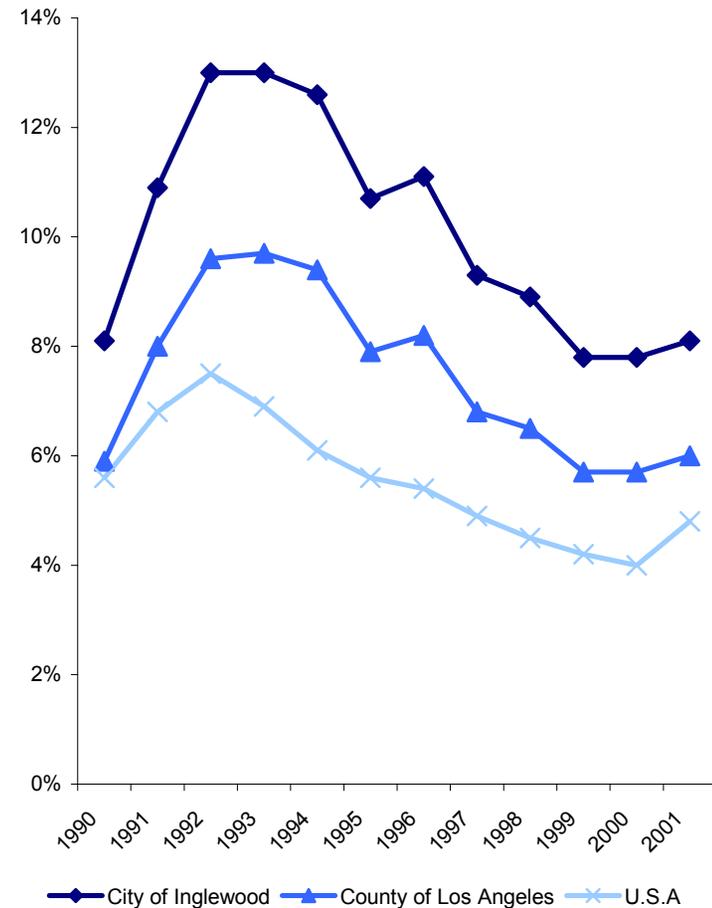
	Total Households	Median Household Income	Average Household Income
Morningside Park	5,111	\$55,969	\$69,989
Inglewood	35,346	\$48,735	\$52,388
Percent Difference		13%	25%

Source: www.demographicsnow.com

EMPLOYMENT AND BUSINESS TRENDS

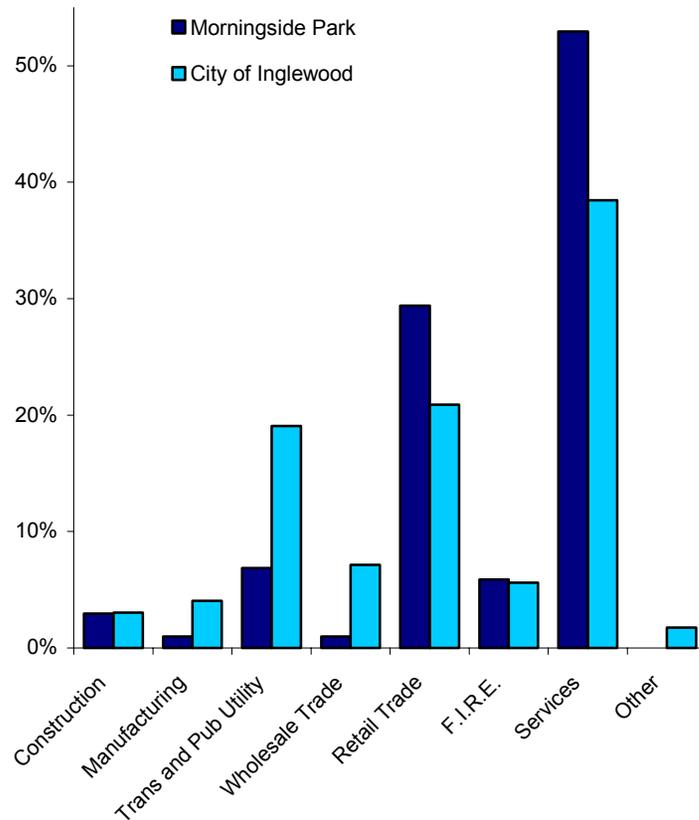
Graph 17 compares employment statistics for the City of Inglewood, Los Angeles County and the U.S., as a whole. While unemployment has dropped, the rate in Inglewood has been consistently higher than Los Angeles and the nation. In 2001, the unemployment rate in Inglewood was approximately 3 percent higher 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.

Graph 17: Unemployment Rates



Source: California Employment Development Department

**Graph 18: Comparison of Employment Establishments
Morningside Park and City of Inglewood, 1997**



Source: U.S. Economic Census 1997

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.

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

Use	Commercial: C-2
Types of Business	Commercial sales, offices, restaurants, auto servicing, large hotels, new car sales.
Height	6 Stories (75 ft)
Setbacks	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.
Restrictions	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)

Source: City of Inglewood

TABLE 7: ZONING SUMMARY RESIDENTIAL

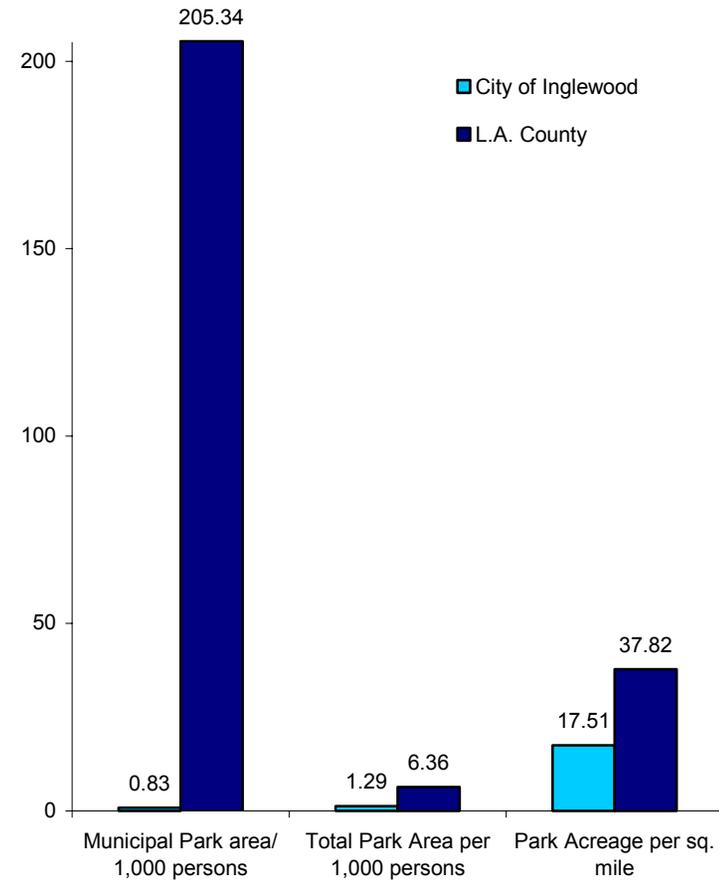
R-3/P-1	Multiple Family (Parking, may build as R-3)
	20% Lot Depth
Front	20 ft max.
Main Building Setbacks	7 ft for 2 1/2 stories
Side	10 ft for 3 stories
	25% Lot Depth
Rear	20 ft max.
Height	3 Stories 40 ft
Lot Area	Lots under 12,000 sq ft or under 80 ft wide; 1400 sq ft per unit.
Requirement	Lots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

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.

Graph 19: Park Acreage Comparison



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.

Partners and Resources for Economic Development

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.

Business Development

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.*

Development of Economic Development Organization

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.

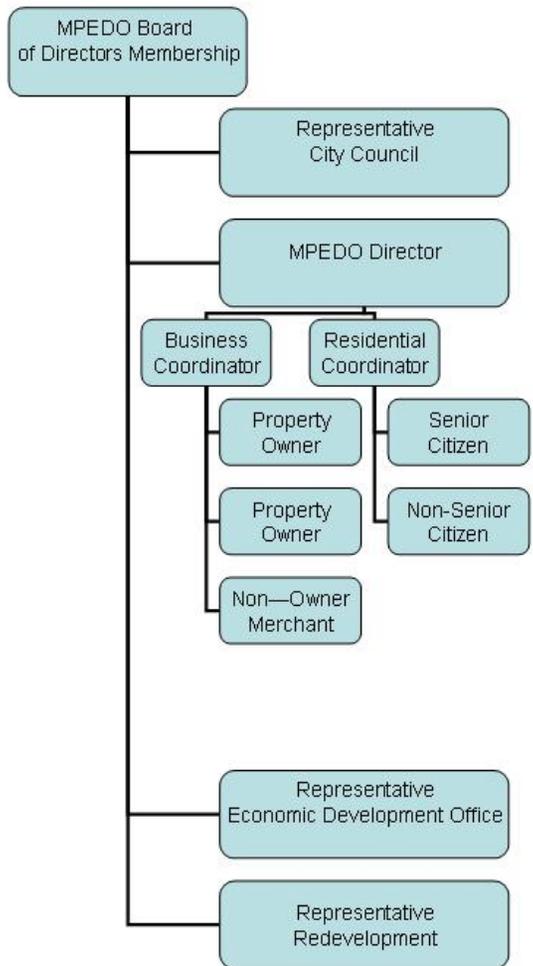
The process of forming and implementing programs and projects will be based on the consensus of primary stakeholders, facilitated through organized community forums, decision-making arenas with key leaders, and mediating courts, if necessary.

- The selection of the MPEDO Director will require close collaboration between the city councilman, economic

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:



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

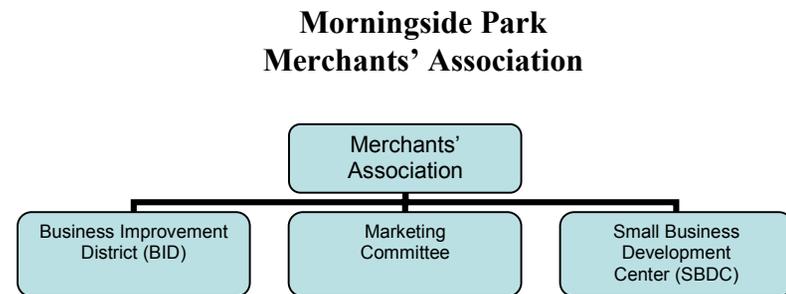
Though organized as an independent 501(c)(3) non-profit organization, the MPEDO will facilitate public and private collaboration. The MPEDO Director will be responsible, on a daily basis, for executing coordination and management functions with the MPEDO team.

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 (OEED), 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 companies⁴.

- 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.

⁴ Inner City 100 website, www.innercity100.org, 2001, pp 1-2

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.⁵ 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

⁵ Morningside Park Revitalization Plan, Vermont Slauson Economic Development Corporation, pg 4.

⁶ *The State of Minority Business, 1997 Survey of Minority-Owned Business Enterprises (SMOBE)*. US Department of Commerce & Minority Business Development Agency. Revised September 5, 2001.

“improves the overall economic health and quality of life in the community”.⁷

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.⁸ 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

⁷ Business Attraction and Retention: Local Economic Development Efforts. International City/County Managements Association. Pg 19.

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

⁸ Getting Your Own, www.africana.com.

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.⁹ 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

⁹ The Minority Business Challenge, pg 33. Milken Institute and Minority Business Development Agency.

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.¹⁰ 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;

¹⁰ A significant number of soul food restaurants exist. However, many people, including city employees and even Market Street merchants state

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.

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.



Figure 1: Example of space that could be used for “back office” establishment.

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.