

## 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.





Northwest Corner



Southeast Corner

## 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



Southwest Corner of 5<sup>th</sup> Avenue and Manchester

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



Former Kaiser Building On Manchester

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**

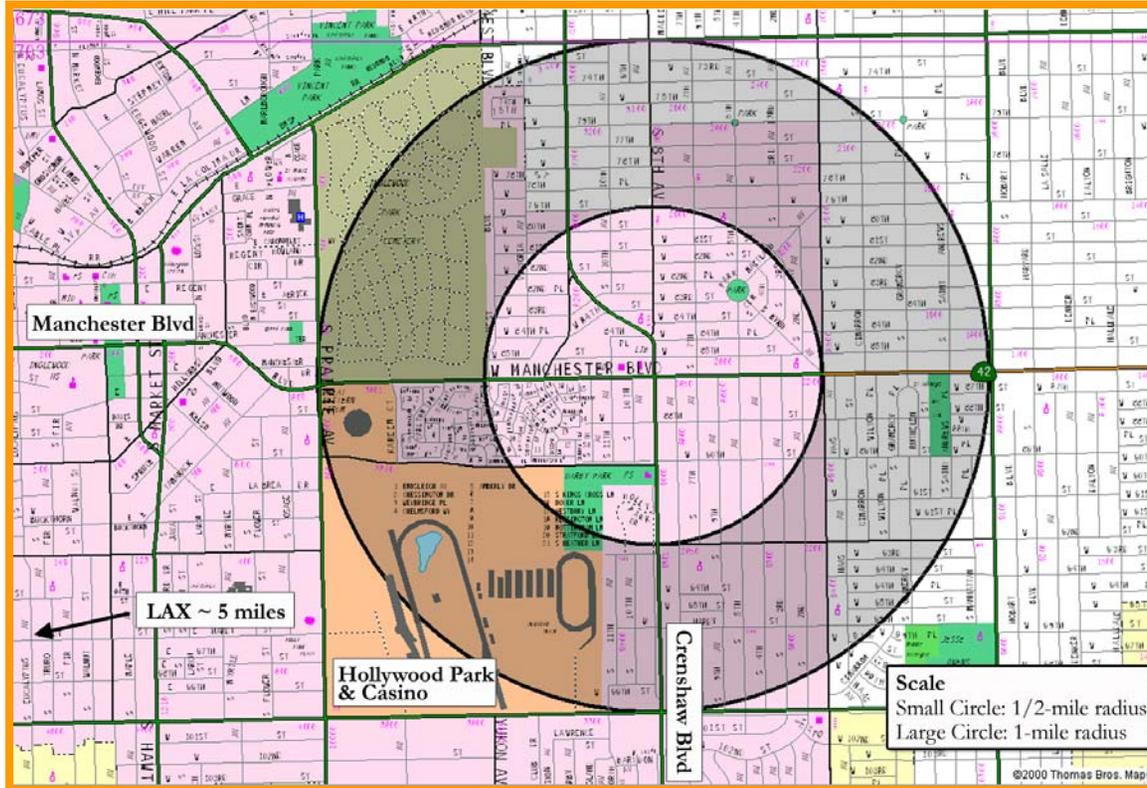
The inventory of businesses in Morningside Park chronicles the changes that have occurred. An area with a large bank was replaced with a check-cashing establishment. The Pic-N-Save store that sits at the corner on Crenshaw and Manchester was once the home of a Ralph's supermarket. The smaller businesses 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.**

	<b>Inglewood</b>	<b>Hawthorne</b>	<b>Percent Difference</b>
<b>Total Retail Establishments Per Capita</b>	<b>0.00207</b>	<b>0.00257</b>	<b>-24.1%</b>
Motor vehicle & parts dealers	0.00027	0.00032	-17.6%
Furniture & home furnishings stores	0.00008	0.00015	-87.4%
Electronics & appliance stores	0.00004	0.00012	-245.0%
Building material & garden equipment & supplies dealers	0.00008	0.00015	-87.4%
Food & beverage stores	0.00054	0.00036	33.6%
Health & personal care stores	0.00020	0.00021	-4.5%
Gasoline stations	0.00022	0.00023	-4.3%
Clothing & clothing accessories stores	0.00027	0.00058	-114.7%
Sporting goods, hobby, book, & music stores	0.00008	0.00011	-36.3%
General merchandise stores	0.00009	0.00010	-7.3%
Miscellaneous store retailers	0.00016	0.00018	-10.7%
Non store retailers	0.00004	0.00007	-53.3%
	<b>Inglewood</b>	<b>Hawthorne</b>	<b>Percent Difference</b>
<b>Total Retail Sales Per Capita (\$1000)</b>	<b>\$4.73</b>	<b>\$7.26</b>	<b>-53.5%</b>
Motor vehicle & parts dealers	\$0.82	\$1.12	-37.0%
Furniture & home furnishings stores	\$0.03	\$0.06	-78.4%
Electronics & appliance stores	\$0.03	\$0.54	-1784.5%
Building material & garden equipment & supplies dealers	\$0.32	\$1.26	-292.2%
Food & beverage stores	\$1.22	\$1.31	-8.1%
Health & personal care stores	\$0.40	\$0.42	-6.8%
Gasoline stations	\$0.44	\$0.53	-21.5%
Clothing & clothing accessories stores	\$0.11	\$0.52	-362.4%
Sporting goods, hobby, book, & music stores	\$0.07	\$0.40	-444.9%
General merchandise stores	\$1.07	x	x
Miscellaneous store retailers	x	x	x
Non store retailers	x	\$0.15	x

Source: US Economic Census 1997

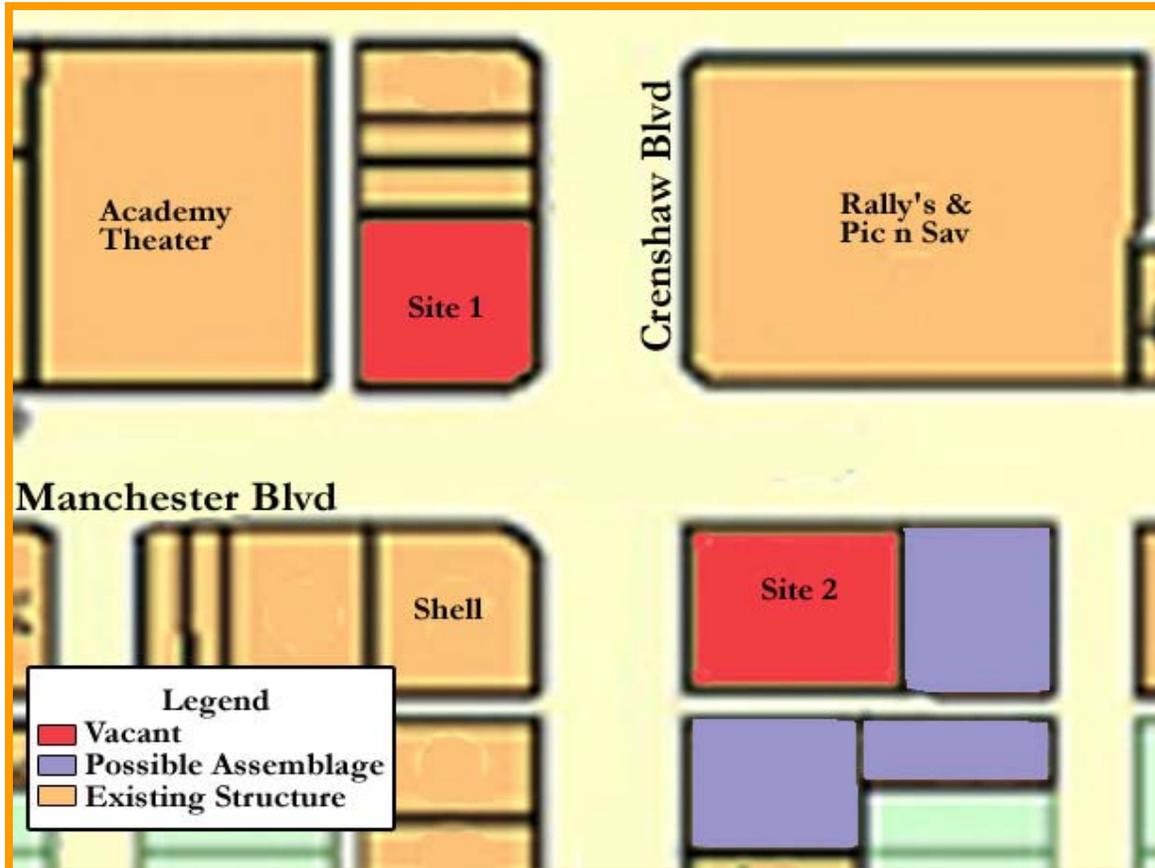
As explained above, the intersection of Crenshaw and Manchester is the primary node for development in Morningside Park. The crossing of these two major regional arterials presents the best opportunity to create niche markets in the community. The ensuing section describes existing conditions at the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

18,000 acres. A fish market occupies the parcel to the south and a coffee shop, carpet store and Laundromat are to the east.

## **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

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.

	Lincoln/Marine Starbucks	Proposed M.P. Starbucks
Parcel Size	12,500s.f.	15,000
Land Value per s.f.	~\$60/s.f.	~\$30/s.f.
Building Size	1,518 s.f.	1,600 s.f.
Type	Drive-Thru with reduced sit down space	Drive-Thru or Sit-Down Only
Parking	8 stalls (2,800 s.f.)	11 stalls (3,850 s.f.)

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.

## **DEVELOPMENT SCENARIOS FOR THE SOUTHEAST CORNER**

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



### Stand Alone Restaurant

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.

### Large Retail Development

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.

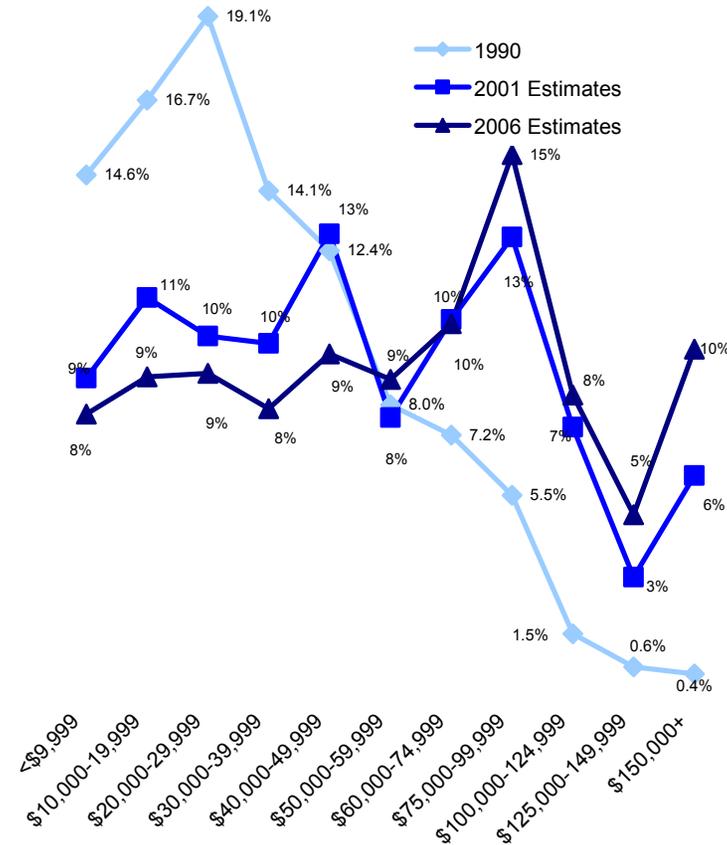
# MARKET RESEARCH: INCOME AND EXPENDITURE PATTERNS

## 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.

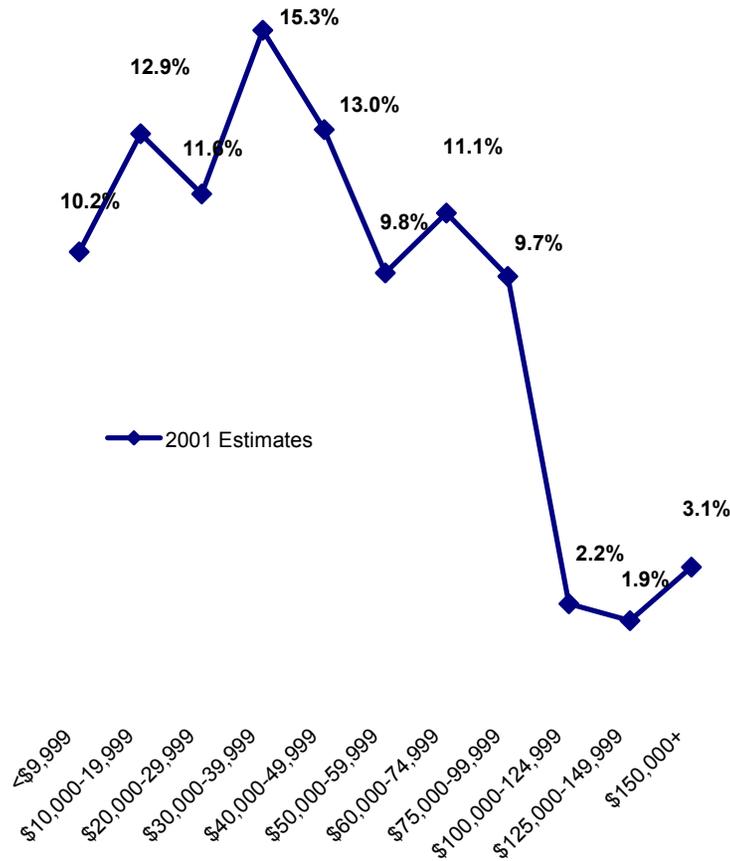
In order to attract businesses, household ‘disposable’ income levels must be considered. 2001 estimates for the disposable income show that almost 50 percent of households in Morningside Park have income higher than \$40,000 per annum.

Graph 20: Income Range Trend for Inglewood City



Source: US Census Economic Data

**Graph 21: 2001 Estimates for Disposable Income, Inglewood City**



## 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.

## **JOBS/PROGRAM MIX PRO FORMA**

1. Office space employment density: 185 sq.ft/employee
  - Office Employment= 270 employees (Based on available office space)
2. Retail employment density: 400sq.ft / employee
  - Retail services employment = 120 employees (Based on available retail space)
3. Community Center employment (assuming office density) = 50 employees

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<sup>13</sup>**

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.

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<sup>13</sup> 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