REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: July 21, 2006

CAO File No. 0100-00429-2998
Council File No. 06-0371
Council District:

To: Chair, Budget and Finance Committee
Chair, Housing, Community and Economic Development Committee

From: William T Fujioka, City Administrative Officer

Reference: Budget and Finance Committee Instruction of July 10, 2006

Subject: **EARTHQUAKE ASSISTANCE GRANT AWARD OF 1995 – SECOND SUPPLEMENTAL REPORT**

SUMMARY

At the July 10, 2006 Budget and Finance Committee, the Mayor's Office was requested to obtain from the Tom Bradley Legacy Foundation (TBLF) a summary of its accomplishments to date in complying with the Economic Development Administration (EDA) Earthquake Assistance Grant. This Office was also requested to report on the Mayor's Office request to execute a contract with the South Los Angeles Economic Alliance (SLAEA) to conduct a Citywide Comprehensive Economic Development Strategy (CEDS) update.

Tom Bradley Legacy Foundation

The specific scope of work as approved by the EDA is shown in Attachment 1. In brief, the project "..intends to determine the most effective means and techniques of creating economic development in selected neighborhoods in the City of Los Angeles."

Attachment 2 is the TBLF's summary of activities and accomplishments in providing assistance to eight economic development projects. It has also initiated contacts to provide assistance to the Baldwin Hills and Green Tech Institutes. The TBLF intends to continue their activities with these various projects during the contract extension through September 30, 2006. Attachment 2 includes a report completed by the TBLF entitled "Corridors of Hope," which provides an analysis of job creation opportunities in Council Districts 8, 9, 13, 14 and 15. The contract with TBLF also requires preparation of the "Working Neighborhood Economic Development Plan," which would "equip stakeholders and planners with a general understanding of neighborhood economic business development." The Plan is to be completed by September 30, 2006.

South Los Angeles Economic Alliance

In its February 17, 2006 transmittal, the Mayor's Office requested authority to execute a contract with

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the South Los Angeles Economic Alliance to conduct a Citywide CEDS update. Attachment 3 provides a proposed draft scope of work to be performed by the SLAEA, which would include the following: (a) Provide CEDS updates for five geographic areas (South Los Angeles, East/Northeast Los Angeles, Downtown, Hollywood, and the San Fernando Valley); (b) Conduct public outreach/working group meetings with appropriate stakeholders for each of the five areas; (c) Organize a CEDS Committee for each area; (d) Prepare four EDA Investment Summaries and related pre-applications.

Federal regulations and City contracting practices require a market comparison to ensure that the cost of the proposed contract is reasonable. Attachment 4 shows the list of 11 firms contacted by the Mayor's Office, and the proposed contract cost based on the scope of work. Quotes were received from the following four firms:

Name of Firm	Contract Cost	Comments
Economics Research Associates	$448,000	
South LA Economic Alliance	$300,000	
MVR Consulting	$260,000	No prior CEDS experience; completed one EDA application.
Abby H. Arnold	$108,000	No prior CEDS and EDA application experience.

Of the two firms with CEDS and EDA related experience, the SLAEA provided the lower contract cost proposal.

The contract term with the SLAEA would be for one year from the date of execution. Subject to approval of Council and the Mayor, the source of funding would be provided by savings from reprogrammed prior year Community Development Block Grants (CDBG) awarded to the Mayor's Office, as listed below:

Program Year	Account Number	Project Name	Amount
24 (1998-99)	N268	Economic Alliance	$70,000
26 (2000-01)	R268	Downtown Economic Alliance	$70,000
27 (2001-02)	S43A	CEDS Planning Grant	$10,000
29 (2003-04)	V741	EDA Matching CEDS (Payback)	$35,704
30 (2004-05)	W375	EDA Matching Payback	$90,000
30 (2004-05)	W244	EDA Matching Fund	$24,296
		TOTAL	**$300,000**

Pursuant to the City's CDBG Expenditure Policy and Guidelines (C.F. 01-2765-S2), departments are to refrain from spending or programming CDBG savings so that the funds may instead be appropriated through the annual CDBG reprogramming process, or as directed by Council and the Mayor. The execution of this contract is particularly time-sensitive because the EDA requires that the Investment Summaries and pre-applications be completed by January 2007 in order for the City to

qualify for 2007 EDA grant assistance. It is anticipated that these documents as well as a status report of the SLAEA's activities and accomplishments would be submitted to Council for consideration by December 2006. To meet this timeline, reprogramming of the above prior year CDBG savings is presented for consideration given that the decision to approve CDBG funding outside of the reprogramming process rests with the Council and Mayor.

RECOMMENDATION

That Council, subject to approval of the Mayor:

1. Execute an amendment to Contract C-104770 with the Tom Bradley Legacy Foundation to extend the time of performance through September 30, 2006 for the purpose of completing the Neighborhood Capacity Building study, subject to approval of EDA and the City Attorney as to form;

2. Make a policy decision relative to the use of $300,000 in prior years' Community Development Block Grant (CDBG) funds, awarded to the Mayor's Office through the 24th, 26th, 27th, 29th and 30th Program Years of the Consolidated Plan, on the basis that the Mayor's Office indicates that deferring this portion of contract funding to a reprogramming process would compromise its ability to receive the full scope of required services in a timely manner;

3. Authorize the Mayor, or designee, to execute a contract for a one year term from the date of execution with the South Los Angeles Economic Alliance in an amount not to exceed $300,000 using Community Development Block Grant (CDBG) funds for work on the Citywide Comprehensive Economic Development Strategy (CEDS) update, and related work, subject to approval by the City Attorney as to form;

4. Subject to the outcome of recommendation #2. above, instruct the Controller to:

   (a) Establish a new Account A701 titled "Comprehensive Economic Development Strategy Update" in the Community Development Trust Fund No. 424;

   (b) Decrease appropriations totaling $300,000 within the Community Development Trust Fund No. 424 as follows and appropriate therefrom to Account A701 in the Community Development Trust Fund No. 424:

Account	Title	Amount
N268	Economic Alliance	$70,000
R268	Downtown Economic Alliance	70,000
S43A	CEDS Planning Grant	10,000
V741	EDA Matching-CEDS (Payback)	35,704
W375	EDA Matching Payback	90,000
W244	EDA Matching Fund	24,296
	Total	$300,000

5. Authorize the Mayor's Office and Community Development Department to prepare Controller instructions for any necessary technical adjustments, subject to approval of the City Administrative Officer, and authorize the Controller to implement those instructions.

FISCAL IMPACT STATEMENT

There is no impact to the General Fund. The recommendations contained in this report comply with the City's Financial Policies in that the $300,000 cost of the contract to conduct the Citywide Comprehensive Economic Development Strategy update is proposed to be funded by savings from prior year reprogrammed Community Development Block Grants awarded to the Mayor's Office.

Attachments

WTF:JWG:jwg

SUBGRANTEE: Tom Bradley Legacy Foundation Award No. 07-19-62011.30

EXHIBIT "A"

SCOPE OF WORK

"Building Neighborhood Capacity for Economic Development"

The Tom Bradley Legacy Foundation intends to determine the most effective means and techniques of creating economic development in selected neighborhoods in the City of Los Angeles. The Foundation will undertake to focus on six targeted neighborhoods (three to be selected in the first year and three in the second by the Foundation Board) in order to do the following actions:

1. Identify and create a profile of empty or underutilized buildings and/or vacant sites in the designated neighborhoods. The profiles will include information on size, condition, zoning, environmental, historic and other relevant factors.

2. Investigate and determine if there are pending plans for the identified buildings and sites.

3. Through focus groups and planning meetings with business owners, community residents and other stakeholders in the neighborhoods identify priority uses for identified buildings and sites.

4. Through planning workshops, identify other facilities that could balance and compliment: a) Discoveries from the work of Task Three above, and b) Existing and planned businesses and neighborhood facilities.

5. Identify barriers to implementation of priority projects and develop strategies to overcome those barriers.

6. Develop alternative scenarios for redevelopment of sites in a way that will balance general and specific neighborhood goals and ideas.

7. Prioritize potential projects by neighborhood need, initial feasibility, potential for job creation and positive impact.

8. Identify potential funding sources for priority projects, including any necessary pre-development funding for market testing and/or market studies.

9. Conduct and analyze initial market testing and/or marketing studies for priority projects.

10. Develop business plans for priority projects.

11. Coordinate and expedite all project activity as necessary.

Attachment 2

TOM BRADLEY LEGACY FOUNDATION

TOM BRADLEY INTERNATIONAL HALL, UCLA
417 CHARLES YOUNG DRIVE WEST, ROOM 110
LOS ANGELES, CA 90095-1379
TELEPHONE 310 · 267-1974
FACSIMILE 310 · 206-1459

2006 JUL 18 AM 11:45
CITY ADMINISTRATIVE OFFICER

July 17, 2006

To: Rhonda Gaston, Mayor's Office

From: Bill Raphiel, Bill Raphiel
Tom Bradley Legacy Foundation

Subject: Summary of Accomplishments – EDA Grant Award # 07-19-62011-30

Rhonda, please find enclosed the Report requested by Chairman Parks at the Budget and Finance Committee meeting of July 10, 2006. The Report covers the entire grant period and describes the accomplishments that have been completed. Also, be advised that we continue to provide the technical assistance to the various organizations in hopes that we will be able to complete those projects in the future.

If you have any questions regarding this transmittal, please do not hesitate to contact me at (310) 670-6406. Thank you for your tine and consideration in this effort.

July 14, 2006

To: Ronald Nagai, Director
Strategic Planning and Project Development

From: Bill Raphiel, Executive Director
Tom Bradley Legacy Foundation

Subject: Summary of Accomplishments – EDA Grant Award # 07-19-62011-30

In response to the Budget and Finance Committee's request regarding the accomplishments of the Tom Bradley Legacy Foundation in implementing our program activities, the following Report is being transmitted. The Foundation's activities have been explicitly geared to obtaining neighborhood involvement for capacity building and project development. As stipulated in our scope-of-work, the ultimate intent of this initiative is to stimulate business, employment and economic growth through leadership and collaboration.

During the winter of 2003 thru spring 2004, the Board of Directors accelerated efforts to meet the goals and objectives of the scope-of-work of the EDA project by authorizing a study entitled "Corridors of Hope". The Study provides an analysis of job creation opportunities in five City of Los Angeles Council Districts. (8,9,13,14, and 15). Given the need to assist residents in poorer communities who lack access to employment opportunities for higher wages, the study addresses a preliminary analysis of opportunities for economic development ventures. Among the recommendations for these target areas is the utilization of mixed-use residential and retail commercial development.

Finally, a key outcome of the study is an identification of vacant, underutilized and available properties in the target area. Property profiles include addresses, lot size, zoning designation and recent or existing use of the property. In addition, specific sites were identified that could be used as part of a development strategy on a particular corridor. Three of the potential projects listed in the Summary of Accomplishments address the need for mixed-use residential and retail commercial development. (A copy of the Study is attached as Attachment "A").

The following relevant activities have been implemented to date:

1. We have identified and selected (5) neighborhoods of the six (6) pilot council districts.
2. Tasks 1 and 2 of the EDA scope-of-work, gathering baseline census data on each of the six pilot districts and identifying potential business investment opportunities, are completed for the five (5) selected neighborhoods. (See Attachment "A"). Please note that we have recently commenced our activities in the Valley area and

anticipate being completed by September 30, 2006.

3. We have meet with all five Councilpersons and their economic development staff. In each of the Council Districts, lead economic development organizations (Anchors) were identified and working relationships designed to identify and/or stimulate business and economic development was established.

4. The Board of Directors of the Foundation held two " working board sessions" to review data, assess neighborhood opportunities, and evaluate the range of technical assistance and support that may be provided to facilitate and stimulate economic development projects.

5. Three neighborhood projects have been reviewed and assessed for technical assistance and investment support from the Foundation. (Wattstar Cinema and Education Center, Crenshaw Pedestrian District, and Little Tokyo Service Service Center-Azusa Street Spirit Walk).

Neighborhood Selection

In selecting neighborhoods, we collaborated with the Council Offices with the objective of "short cutting" the usual amount of search and deliberations. Working with staff, we were able to designate the five target neighborhoods by using the following selection criteria:

1. The target neighborhood would generally have high levels of unemployment.
2. Growth rates in business and housing development are significantly below levels essential to meeting needs of residents.
3. There is an absence of community support to meet cultural, social, health, and and economic development challenges of emerging households.
4. There is a distinguishing presence of opportunities to cultivate mixed land use and to stimulate private/public ventures to increase job and economic growth, and
5. There is a presence of "anchor" organizations, private and public, committed to promoting partnerships and collaborations to stimulate economic development activities.

The first three criteria was meet by pursuing secondary analysis of the census data. We looked at census tract data to ascertain unemployment, education, household characteristics, language skills, etc. In addition and based on the number of requests and inquiries for assistance received, the Board of Directors determined that the community would be best served by offering the assistance on an open competitive basis. On June 7, 2005, the Foundation invited organizations to submit a proposal for funding consideration. As noted in a previous report, the assistance provided by the Foundation has been instrumental in positioning several of those projects to receive or be considered for EDA funding from the Department of Commerce during the 2005-2006 funding cycle. The following is a summary of the assistance provided to the various projects:

SUMMARY OF ACCOMPLISHMENTS:

1. Wattstar Cinema and Education Center

The Wattstar Cinema and Education Center (WCEC) plans to construct a 48,000 square foot facility that will accommodate a movie theater, technology center, and job training facility. The WCEC requested assistance from the Tom Bradley Legacy Foundation (TBLF) to provide technical assistance for predevelopment activities. These activities include:

TBLF staff and a financial consultant prepared WCEC's project pro forma, prepared the EDA $1.8 million application, prepared and negotiated the $1.1 million Section 108 loan, and prepared the application for the $7.2 million Empowerment Zone bond financing. This consultant continues to provide technical assistance for project development activities.

2. Crenshaw Pedestrian District Project

The Crenshaw Economic Development Corporation (CEDC) plans to create a mixed-use development consisting of 30,000 square feet of retail and commercial space along with residential units (700 apartments and 200 condominiums) on Crenshaw Boulevard between 57th Street and Slauson Avenue. The CEDC requested the TBLF to assist them with their land acquisition strategy and a market feasibility study.

The TBLF staff and a consultant provided project development assistance that included a tax increment analysis and a relocation plan.

3. Little Tokyo Service Center – Azusa Street Spirit Walk

The Little Tokyo Service Center (LTSC) plans to develop a historic site to attract a broad visitor and tourist clientele on Azusa Street between Second and Third Streets in Downtown Los Angeles. This project will at the same time encourage visitor appreciation for the historic religious, cultural, and artistic resources contained within the Little Tokyo District and will help support local businesses.

The LTSC requested the TBLF to conduct a market feasibility study. TBLF review the project and provided the financing for a consultant to prepare the market feasibility study. The study will be completed by August 4, 2006.

4. YWCA/Job Corps Urban Campus Development The YWCA plans to consolidate their core programs and services in one centralized location. The YWCA plans to

construct a seven- story state-of-the-art building located on Hill Street between Olympic Boulevard and 11th Street.

The YWCA requested the TBLF to analyze the project and recommend ways to better qualify the YWCA project for an EDA grant. These services were provided by the TBLF and an EDA preapplication will be submitted in September 2006.

5. Korean-American Community Resource Center

The Korean-American Community Resource Center (KACRC) planned to purchase and rehabilitate a commercial building at 621 South Virgil Avenue. The KACRC requested the TBLF to assist them in obtaining a $2.5 million EDA grant. The TBLF was successful in obtaining the grant; however, the KACRC was unable to accept the grant due to a conflict with EDA's new subordination requirements.

6. CHARO – Adult Day Care Centers

CHARO plans to develop a series of adult day care centers in East Los Angeles. CHARO requested the TBLF to provide funding for business planning and site analysis to launch the adult day care centers.

TBLF provided predevelopment technical assistance in identifying key actions needed to move the project towards successful completion.

7. Bresee Foundation Mixed-use Project

The Bresee Foundation (BF) plans to develop a mixed-use retail/commercial and residential development at Vermont Avenue and Third Street. The BF requested the TBLF to develop a business plan for the retail/commercial development, a pro forma prospectus for the residential portion of the project, and research support on the acquisition of the site.

The TBLF analyzed the project and identified the key actions necessary to move the project forward through project completion.

8. Canaan Development Group – Mixed-use Loft Development

The Canaan Development Group (CDG) plans to acquire and develop a mixed-use loft development in the area of Washington Boulevard and Central Avenue. The CDG requested the TBLF to fund their feasibility study to develop their site into a mixed-use loft development. In the interim, the proposed site was sold to another entity.

The TBLF is currently researching new development sites for the project. To date, the TBLF has compiled property profiles and photographs of alternate sites.

9. Ricardo Montalban Foundation – Doolittle Theater Renovation

The Ricardo Montalban Foundation (RMF) plans to renovate the historic Doolittle Theater located at Hollywood Boulevard and Vine Street. The renovation will include exterior façade improvements, lobby and office rehabilitation, and electrical and communication system upgrades. The RMF requested the TBLF to assist with the renovation feasibility study.

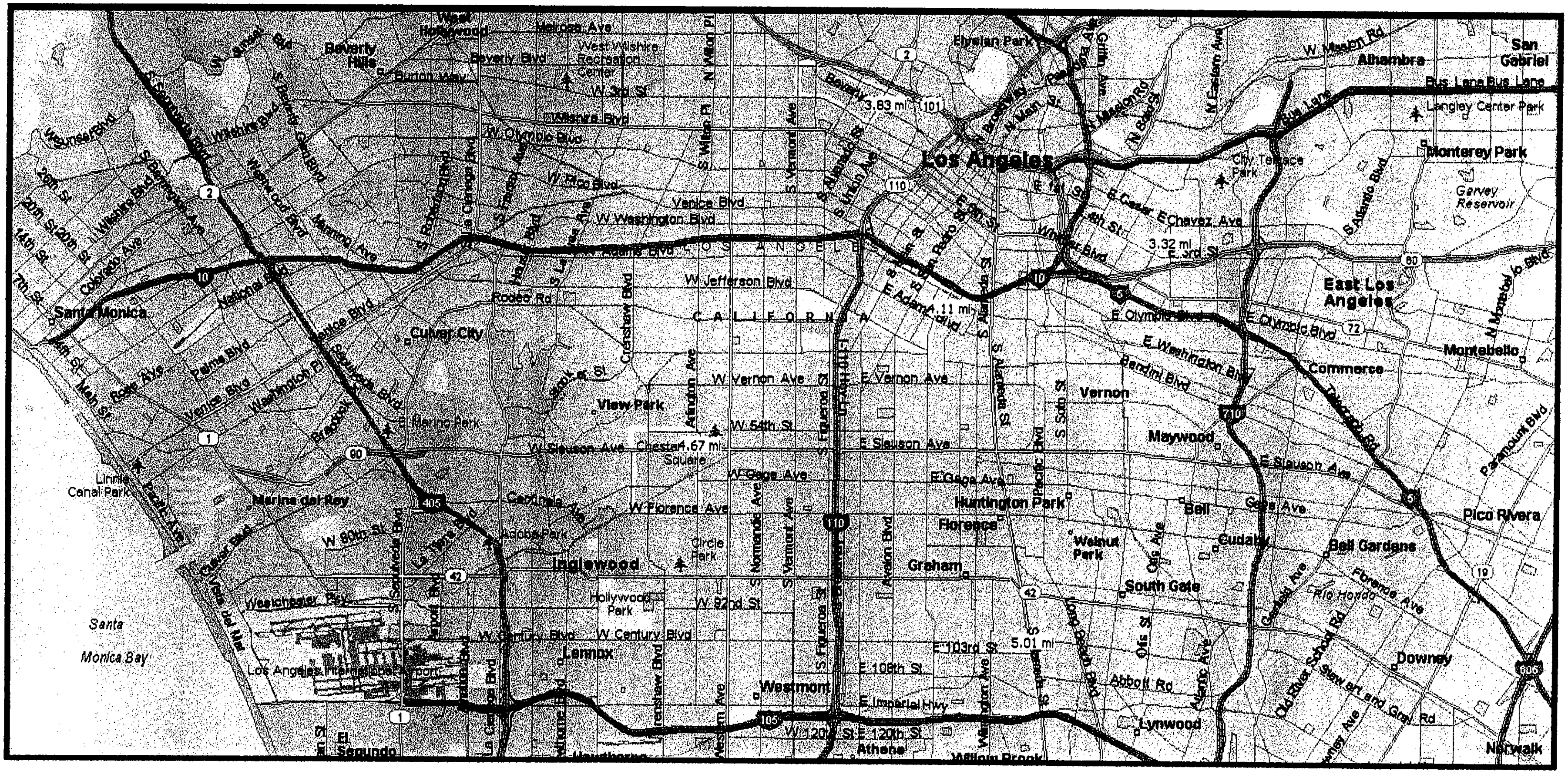
The TBLF assessed the project to determine the steps necessary to complete the project and to position the project for an EDA grant. The TBLF plans to resume their work in August 2006.

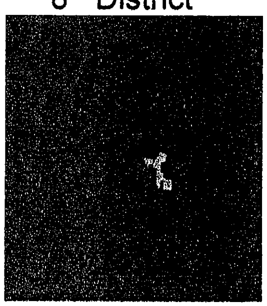
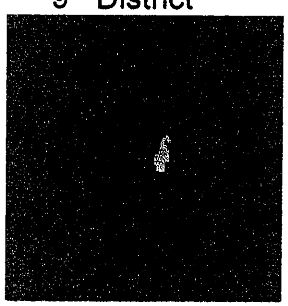
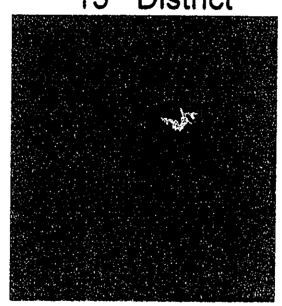
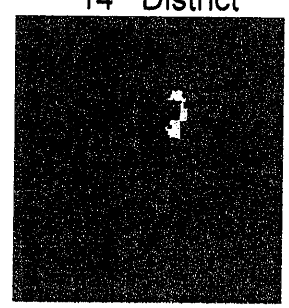
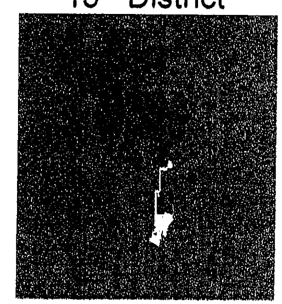
We believe that the momentum that we have achieved in implementing our program activities coupled with the level of involvement invested in each project is essential for long-term capacity building in each of the neighborhoods. In addition, embracing these projects not only increase the leveraging effects of EDA dollars but also increases the likelihood of neighborhood driven projects achieving economic, job creating, and quality of life goals for targeted residents.

ATTACHMENT "A"

Tom Bradley Legacy Foundation Community Project

City of Los Angeles



8th District	9th District	13th District	14th District	15th District
				
Hyde Park	East Adams	Temple/Alvarado	Boyle Heights	Watts

Created by: MCW Consulting

CORRIDORS OF HOPE

AN ANALYSIS OF JOB CREATION OPPORTUNITIES IN FIVE CITY OF LOS ANGELES COUNCIL DISTRICTS

Prepared for
Tom Bradley Legacy Foundation

Prepared by
MCW Consulting
Malcolm C. Wells, Principal

New World Education
Mandla Kayise, Principal

Study Conducted Winter 2003 thru Spring 2004

Published July 12, 2004

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EXECUTIVE SUMMARY

Introduction

The City of Los Angeles has become a divided metropolis. The city is composed of thirty-five (35) community planning areas, wherein residents in certain areas have great wealth. Conversely, a significant number of residents in other areas have remained economically depressed over the last two decades due to insufficient access to jobs. For example, the median income as reported in the 1990 Census for the affluent area of Bel Air/Beverly Crest was $113,738 which was almost four times higher than the city average of $30,925. Residents who lived in poorer communities such as Boyle Heights, Wilmington, and Southeast Los Angeles were nearly seven times below the median income for Bel Air/Beverly Crest; the median income of theses communities ranged from $15,767 to $18,011.

In 2000, the income disparity between the affluent and working class communities in the City of Los Angeles continued to increase. For example, the median income for Bel Air/Beverly Crest was $137,401, which is 17 percent higher than in 1990. The median income for the communities of Boyle Heights, Wilmington, and Southeast Los Angeles were almost eight times below the median income for Bel Air/Beverly Crest in 2000.

Given the need to assist residents in poorer communities who lack access to employment opportunities for higher wages, this report will address is a preliminary analysis of opportunities for economic development ventures and job creation in five (5) Council Districts in the City of Los Angeles. The Council Districts chosen for this study are: 8, 9, 13, 14, and 15. The report is organized in three sections: maps of the target area in each district, charts and tables of the demographic information in each district, and an analysis of the commercial corridors in each district with a list of possible development sites.

Project Description

Target areas were determined based upon a review of demographic and socio-economic data from the 2000 Census. The goal was to identify neighborhood-scale areas of about six to eight (6-8) census tracts in five selected Council Districts. Once the target areas were selected, maps were created which will highlight the geographic boundaries, generalized zoning designations, and potential development sites on the corridors surveyed in each district. Demographic and socio-economic data charts were then refined to provide a more detailed picture of the conditions in the target area. Visual surveys were then conducted of the commercial corridors in each of the target areas. Vacant, underutilized, for lease and for sale properties were identified and notes made of the general conditions along each of the commercial corridors. Finally, the report concludes with an analysis of each of the commercial corridors in the selected target areas including recommendations for possible job creation activity.

Summary of Demographic and Socio-Economic Data

Each of the five selected target areas share similar demographic and economic characteristics: high population/density, median income which is below the City of Los Angeles' average income, low per capita income, high levels of unemployment, and a high percentage of persons living below poverty. In addition, each target area has a high percentage of Hispanic residents, where the ethnic group would comprise 60 to 90 percent of all residents in the target area.

Summary of Corridor Analysis

For the purpose of this report, an analysis of several commercial corridors begins with identifying the general assets and challenges in each target area. The general characteristics of the target area are described, which includes assessing the physical conditions of the area and potential development sites.

Significant social, cultural, economic and physical assets in each of the target areas were identified which may provide the basis for a comprehensive community development strategy. While all of the target areas reflect the need for jobs and commercial goods and services, the 8th and 9th council districts offer several challenges and opportunities for economic development. The target areas in the 8th, 9th and 15th districts, and to a lesser degree the 14th district, have significant tracts of vacant, underutilized and available properties. Some of the properties identified in the council districts also include industrial zoned sites. In the 9th, 13th and 14th districts, sites were identified fairly robust small businesses, which thereby demonstrate the high demand for goods and services and the presence of an entrepreneurial community.

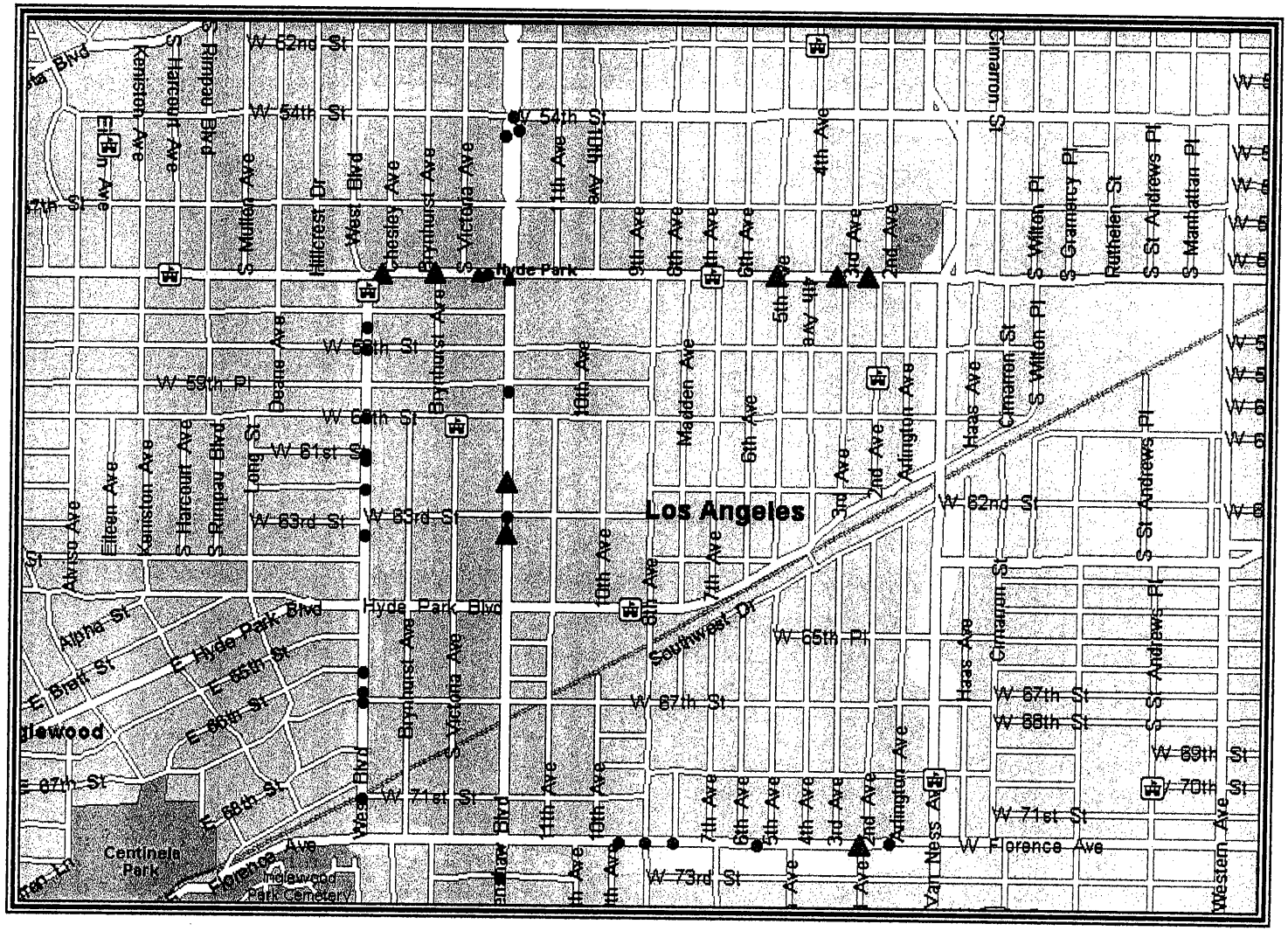
Among the recommendations for these target areas is the utilization of mixed-use residential and retail commercial development. Almost all the target areas reflect the acute demand for affordable housing in the City of Los Angeles. Mixed-use development allows communities to meet housing needs while taking advantage of commercial development opportunities to provide jobs and tax revenue. In the 9th and 14th Districts, transit-oriented development strategies are recommended to capitalize on current and future rail lines in those target areas. Communities with small businesses may benefit from business development resources to strengthen local entrepreneurs.

Finally, a key outcome of this report is an identification of vacant, underutilized and available properties in the target areas. Property profiles include addresses, lot size, zoning designation and recent or existing use of the property. As part of the opportunity analysis, specific sites were identified that could be used as part of a development strategy on a particular corridor.

Section 1

Target Area Maps for Five City of Los Angeles Council Districts

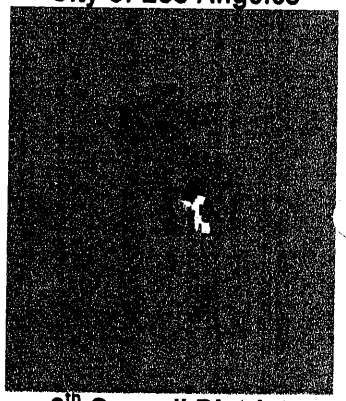
Target Area with Potential Development Sites Identified in Los Angeles City Council District 8



Created by: MCW Consulting

Council Person – Bernard Parks

City of Los Angeles



8th Council District

Potential Site Description

- For Sale Properties
- For Lease Properties
- Vacant Lot
- ▲ Vacant Building

Study Area Icons

Study Area Boundary

Schools

N
W E
S

0 0.5 1 Mile

Study Area Boundaries: North- 54th St. East- Van Ness Ave.
South- Florence Ave. West- West Blvd.

Potential Development Sites Identified in Los Angeles City Council District 9



Created by: MCW Consulting

Study Area Boundaries: North- Washington Blvd. East- Central Ave.
South- Jefferson Blvd West- Main St.

Council Person – Jan Perry

City of Los Angeles



9th Council District

Potential Site Description

- For Sale Properties
- For Lease Properties
- Vacant Lot

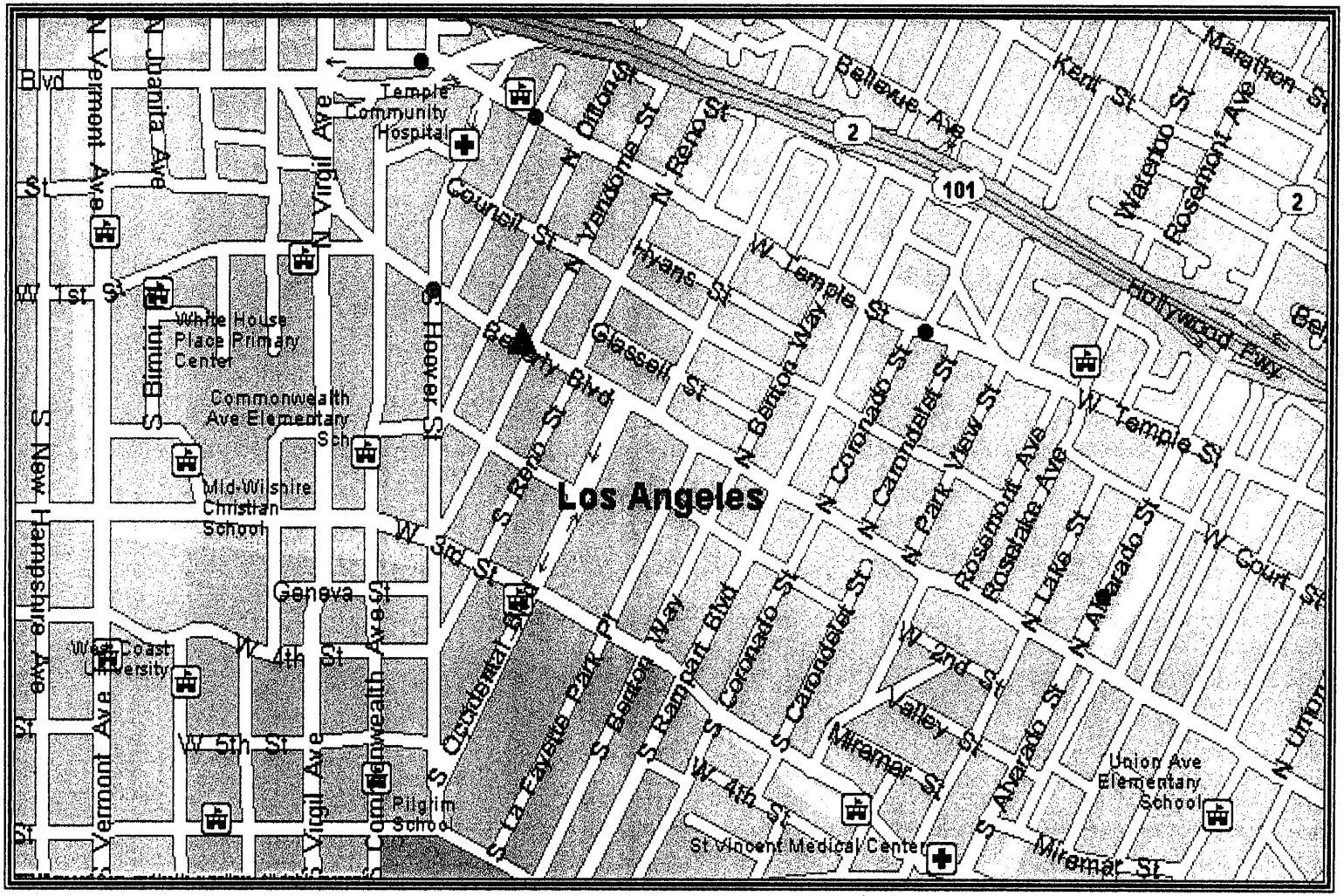
Study Area Icons

Study Area Boundary
Schools

N
W E
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0 0.5 1 Mile

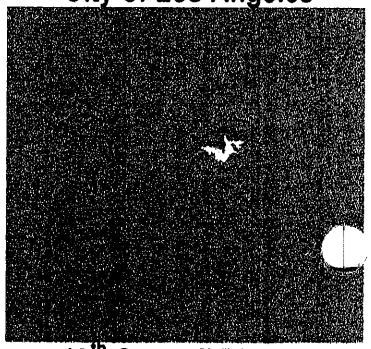
Potential Development Sites Identified in Los Angeles City Council District 13



Created by: MCW Consulting

Council Person – Eric Garcetti

City of Los Angeles



13th Council District

Potential Site Description

- For Sale Properties
- For Lease Properties
- Vacant Lot
- ▲ Vacant Building

Study Area Icons

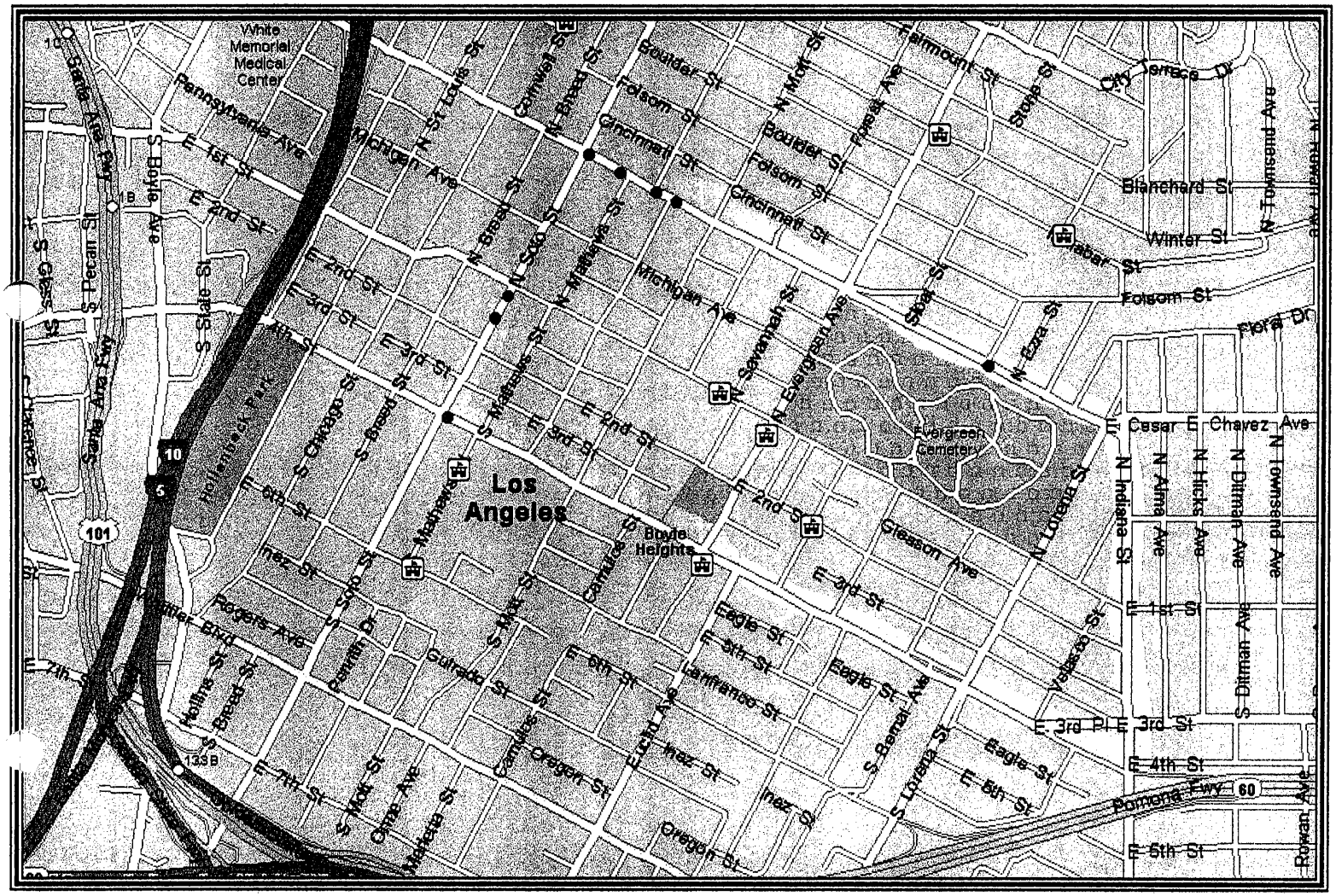
Study Area Boundary
✚ Hospitals
Schools

N
W E
S

0 0.5 1 Mile

Study Area Boundaries: North- Temple St. East- Alvarado St.
South- 3rd St. West- Vermont Ave.

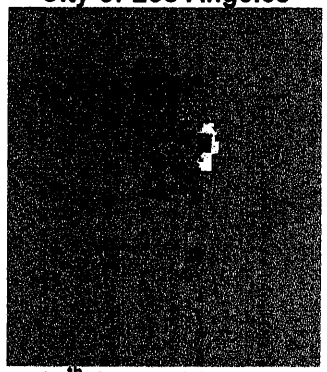
Potential Development Sites Identified in Los Angeles City Council District 14



Created by: MCW Consulting

Council Person – Antonio Villaraigosa

City of Los Angeles



14th Council District

Potential Site Description

- For Sale Properties
- For Lease Properties
- Vacant Lot
- ▲ Vacant Building

Study Area Icons

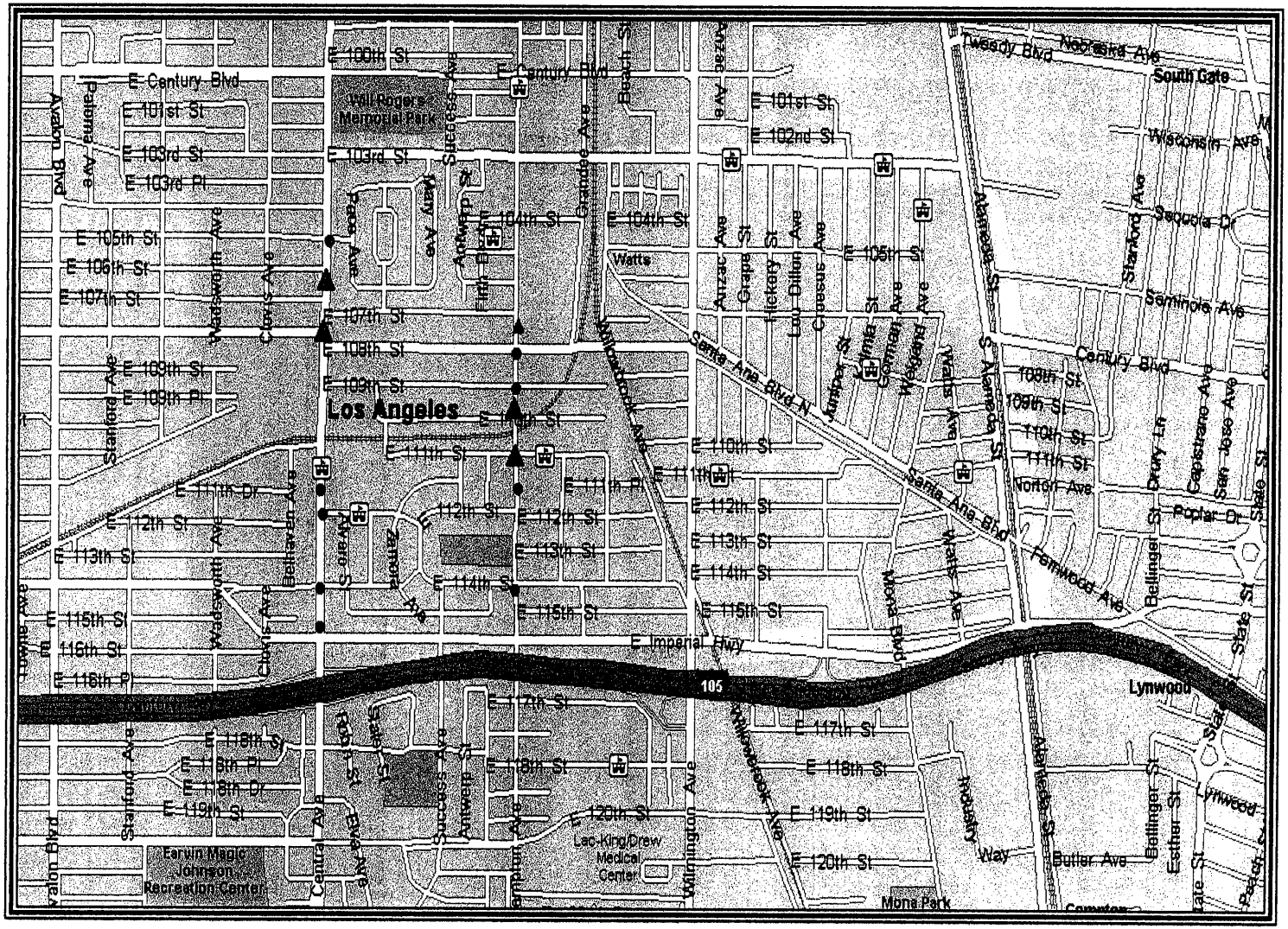
- Study Area Boundary
- ✚ Hospitals
- Schools

N
W E
S

0 0.5 1 Mile

Study Area Boundaries: North- Cesar Chavez Ave. East- Indiana St.
South- 4th St. West- Soto St.

Potential Development Sites Identified in Los Angeles City Council District 15

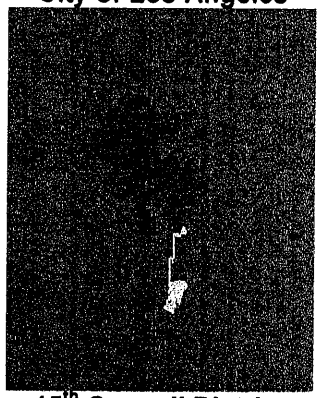


Created by: MCW Consulting

Study Area Boundaries: North- 103rd St. East- Alameda St.
South- Imperial Hwy. West- Central Ave..

Council Person – Janice Hahn

City of Los Angeles



15th Council District

Potential Site Description

- For Sale Properties
- For Lease Properties
- Vacant Lot
- ▲ Vacant Building

Study Area Icons

Study Area Boundary

Schools

N
W E
S

0 0.5 1 Mile

Section 2

Tables and Charts of 2000 Census Tract Data for all Five Council Districts Target Areas

Figure 1

Targeted Census Tracts and Demographic Socioeconomic Data

Council District 8 Bernard Parks

Tract #	Median Income	Per Capita Income	Population	Percent Unemployed	English as 1st Language	Educational Attainment Adults (Percent High School Grad or Above)	Percent Below Poverty Level	Households on Public Assistance	Mean Travel Time to Work (Minutes)
2346	32,164	19,256	4,813	7.5%	75.9%	73.0%	16.3%	192	32.8
2347	28,972	11,931	3,968	6.0%	68.5%	65.4%	21.5%	161	34.1
2348	38,833	17,502	3,314	6.3%	66.9%	68.5%	15.9%	102	26.5
2349	18,655	8,481	7,064	11.5%	58.4%	52.5%	43.8%	434	35.2
2352.01	31,379	13,193	2,719	10.3%	79.4%	75.4%	25.0%	82	31.2
2352.02	26,085	12,372	4,730	7.6%	66.4%	67.2%	34.6%	247	31.9
District Average	29,348	13,789	4,435	8.2%	69.3%	67.0%	26.2%	203	32.0

Citywide Totals	36,687	20,671	3,694,820	5.6%	42.2%	66.8%	22.1%	88,017	29.6

Ethnicity

Tract #	Total Population	Nonhispanic							Hispanic
		White	Afro-American	American Indian / Native Alaskan	Asian	Pacific Islander	Other Race	Multiple Race	All Races
2346	4,813	77	3,584	5	42	2	9	88	1,006
2347	3,968	48	2,613	5	31	1	20	70	1,180
2348	3,314	26	2,233	7	20	6	5	35	982
2349	7,064	103	3,925	11	26	2	27	130	2,840
2352.01	2,719	34	2,066	2	5	0	7	56	549
2352.02	4,730	58	3,087	7	14	0	16	77	1,471
District Totals	26,608	346	17,508	37	138	11	84	456	8,028

Citywide Totals	3,694,820	1,099,197	401,963	8,894	364,854	4,479	9,057	87,276	1,719,074

Nonhispanic							Hispanic
% White	% Afro- American	% American Indian/ Native Alaskan	% Asian	% Pacific Islander	% Other Races	% Multiple Race	% Hispanic
1.30%	65.80%	0.14%	0.52%	0.04%	0.32%	1.71%	30.17%

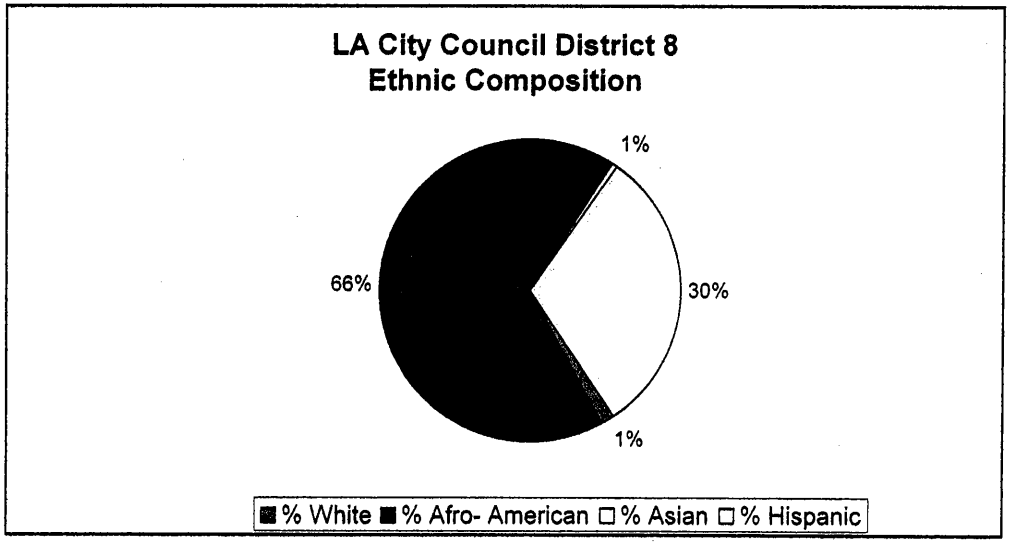


Figure 2

Council District 9 Jan Perry

Targeted Census Tracts and Demographic Socioeconomic Data

Tract #	Median Income	Per Capita Income	Population	Percent Unemployed	English as 1st Language	Educational Attainment Adults (Percent High School Grad or Above)	Percent Below Poverty Level	Households on Public Assistance	Mean Travel Time to Work (Minutes)
2240.2	22,303	9,154	2,354	5.6%	8.3%	27.4%	41.3%	108	27.8
2246	24,167	7,263	3,862	4.5%	16.4%	28.3%	29.9%	112	26.6
2264.1	25,655	8,836	3,990	6.3%	12.0%	20.5%	35.1%	128	23.6
2264.2	25,467	14,931	5,155	5.1%	15.2%	27.1%	37.5%	117	32.3
2267	24,122	6,913	6,469	4.3%	12.4%	23.6%	35.4%	213	30.0
2270.1	23,396	6,142	4,297	6.7%	14.1%	22.4%	40.0%	163	29.1
2270.2	27,447	6,365	3,545	3.6%	16.6%	28.4%	37.6%	99	28.3
2281	21,208	6,254	4,929	5.1%	20.8%	25.0%	44.1%	188	30.4
2282.1	27,112	7,991	3,404	9.0%	18.5%	25.9%	32.8%	101	28.8
District Average	24,542	9,205	4,223	5.6%	14.9%	25.4%	37.1%	137	28.5
Citywide Totals	38,687	20,671	3,694,820	5.6%	42.2%	66.6%	22.1%	88,017	29.6

Ethnicity

Tract #	Total Population	Nonhispanic							Hispanic
		White	Afro-American	American Indian / Native Alaskan	Asian	Pacific Islander	Other Race	Multiple Race	All Races
2240.2	2,427	47	56	3	23	0	4	8	2,286
2246	3,862	76	255	2	39	0	1	21	3,468
2264.1	3,990	48	128	7	63	1	5	15	3,723
2264.2	5,155	41	541	23	90	0	6	18	4,436
2267	6,469	54	368	2	21	1	1	13	6,009
2270.1	4,297	70	293	13	9	0	5	8	3,899
2270.2	3,545	44	321	1	0	3	0	22	3,154
2281	4,929	50	493	2	18	2	0	22	4,344
2282.1	3,404	51	379	6	1	0	8	9	2,950
District Totals	38,076	481	2,834	59	262	7	30	136	34,269
Citywide Totals	3,694,820	1,099,187	491,983	8,894	364,854	4,479	9,057	87,276	1,719,074

Nonhispanic							Hispanic
% White	% Afro- American	% American Indian/ Native Alaskan	% Asian	% Pacific Islander	% Other Races	% Multiple Race	% Hispanic
1.26%	7.44%	0.15%	0.69%	0.02%	0.08%	0.36%	90.00%

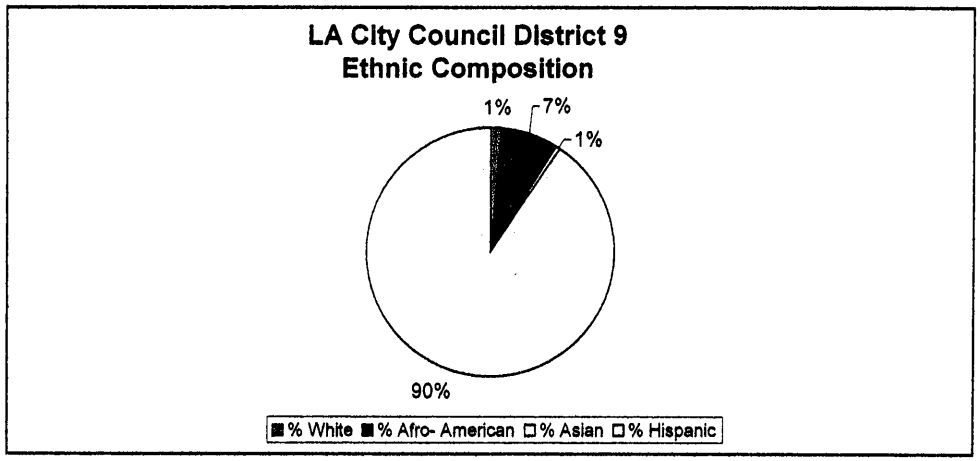


Figure 3

Council District 13 Eric Garcetti

Targeted Census Tracts and Demographic Socioeconomic Data

Tract #	Median Income	Per Capita Income	Population	Percent Unemployed	English as 1st Language	Educational Attainment Adults (Percent High School Grad or Above)	Percent Below Poverty Level	Households on Public Assistance	Mean Travel Time to Work (Minutes)
2085	26,493	11,841	6,418	7.7%	13.8%	56.1%	28.4%	201	32.4
2086.1	29,726	12,831	4,354	5.8%	16.1%	68.1%	23.5%	58	31.0
2086.2	26,455	13,313	4,734	7.3%	13.9%	57.2%	23.7%	135	29.4
2111.1	29,688	14,560	5,779	7.2%	23.2%	63.3%	27.3%	167	30.1
2112	21,436	8,393	6,312	8.8%	14.6%	40.6%	31.6%	208	36.1
2113.1	21,170	9,375	4,197	8.8%	8.5%	40.4%	32.6%	77	36.2
2113.2	18,734	9,959	3,654	6.5%	13.3%	42.1%	38.7%	174	44.7
District Total/Avg.	24,815	11,467	5,064	7.4%	14.8%	52.5%	29.4%	146	34.3
Citywide Totals	38,687	20,871	3,694,820	5.6%	42.2%	66.6%	22.1%	88,017	29.6

Ethnicity

Tract #	Total Population	Nonhispanic							Hispanic
		White	Afro-American	American Indian / Native Alaskan	Asian	Pacific Islander	Other Race	Multiple Race	All Races
2085	6,418	257	181	12	1,726	5	19	109	4,109
2086.1	4,354	234	181	13	1,737	3	14	89	2,083
2086.2	4,734	202	303	5	1,450	2	3	91	2,678
2111.1	5,779	597	399	7	1,859	9	16	160	2,732
2112	6,312	455	159	14	752	4	16	91	4,821
2113.1	4,197	245	156	1	336	0	19	63	3,377
2113.2	3,654	276	185	1	705	4	5	55	2,423
District Totals	35,448	2,266	1,564	53	8,565	27	92	658	22,223
		0%	0%						
Citywide Totals	3,694,820	1,099,187	401,963	8,994	364,854	4,479	9,057	87,276	1,719,074

Nonhispanic							Hispanic
% White	% Afro- American	% American Indian/ Native Alaskan	% Asian	% Pacific Islander	% Other Races	% Multiple Race	% Hispanic
6.39%	4.41%	0.15%	24.16%	0.08%	0.26%	1.86%	62.69%

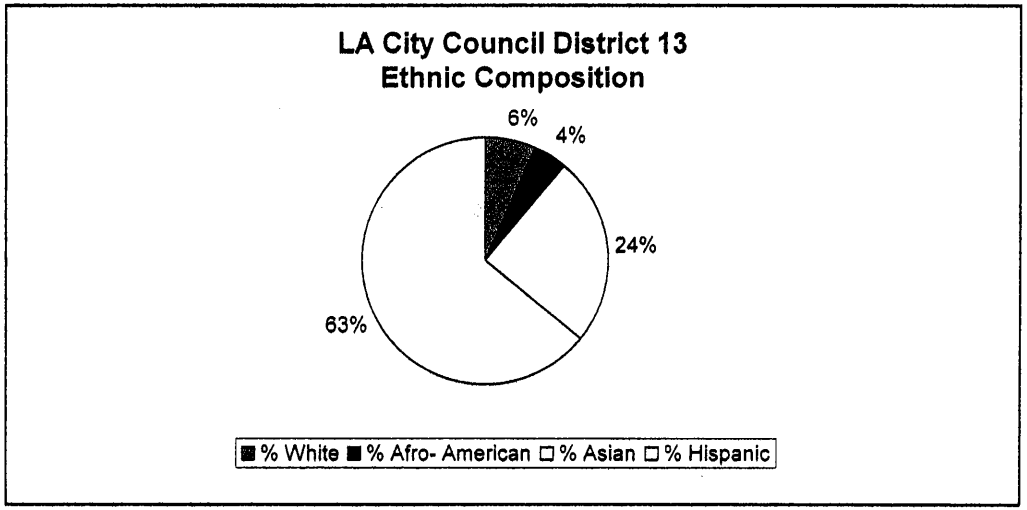


Figure 4

Council District 14 Antonio Villaraigosa

Targeted Census Tracts and Demographic Socioeconomic Data

Tract #	Median Income	Per Capita Income	Population	Percent Unemployed	English as 1st Language	Educational Attainment Adults (Percent High School Grad or Above)	Percent Below Poverty Level	Households on Public Assistance	Mean Travel Time to Work (Minutes)
2032	28,586	9,042	4,961	7.1%	10.9%	35.6%	28.5%	216	32.4
2036	23,675	7,704	6,554	7.1%	15.8%	27.6%	43.1%	225	31.4
2037.1	25,075	6,700	3,473	6.5%	11.6%	29.2%	31.2%	88	30.1
2037.2	23,765	6,809	4,344	4.4%	4.2%	24.8%	38.6%	271	30.3
2038	27,775	9,699	4,898	7.5%	14.7%	33.2%	30.3%	202	27.4
2041.1	27,585	8,459	3,117	6.3%	12.9%	34.4%	21.3%	97	29.8
2042	21,901	7,714	3,280	7.2%	7.4%	26.4%	38.8%	159	39.6
2043*	24,808	8,208	4,995	4.5%	12.1%	31.2%	31.9%	135	35.6
2044.2	16,511	6,901	3,782	5.9%	8.6%	20.9%	41.7%	165	40.3
District Average	24,409	7,915	4,376	6.3%	10.9%	29.3%	33.9%	173	33.0
Citywide Totals	36,687	20,671	3,694,820	5.6%	42.2%	66.6%	22.1%	88,017	29.6

Ethnicity

Tract #	Total Population	Nonhispanic							Hispanic
		White	Afro-American	American Indian / Native Alaskan	Asian	Pacific Islander	Other Race	Multiple Race	All Races
2032	4,961	84	15	15	55	1	4	16	4,771
2036	6,554	178	212	18	116	6	19	39	5,966
2037.1	3,473	37	2	18	44	1	3	12	3,356
2037.2	4,344	60	6	2	50	1	1	12	4,212
2038	4,898	42	38	9	62	0	5	8	4,734
2041.1	3,117	24	16	13	41	0	0	15	3,008
2042	3,280	24	19	7	171	0	1	16	3,042
2043*	4,995	76	11	1	178	0	3	5	4,721
2044.2	3,764	74	27	15	45	0	0	15	3,588
District Totals	39,386	599	346	98	762	9	36	138	37,398
Citywide Totals	3,694,820	1,099,187	401,993	6,894	364,854	4,479	9,057	87,276	1,719,074

Nonhispanic							Hispanic
% White	% Afro- American	% American Indian/ Native Alaskan	% Asian	% Pacific Islander	% Other Races	% Multiple Race	% Hispanic
1.52%	0.88%	0.25%	1.93%	0.02%	0.09%	0.35%	94.95%

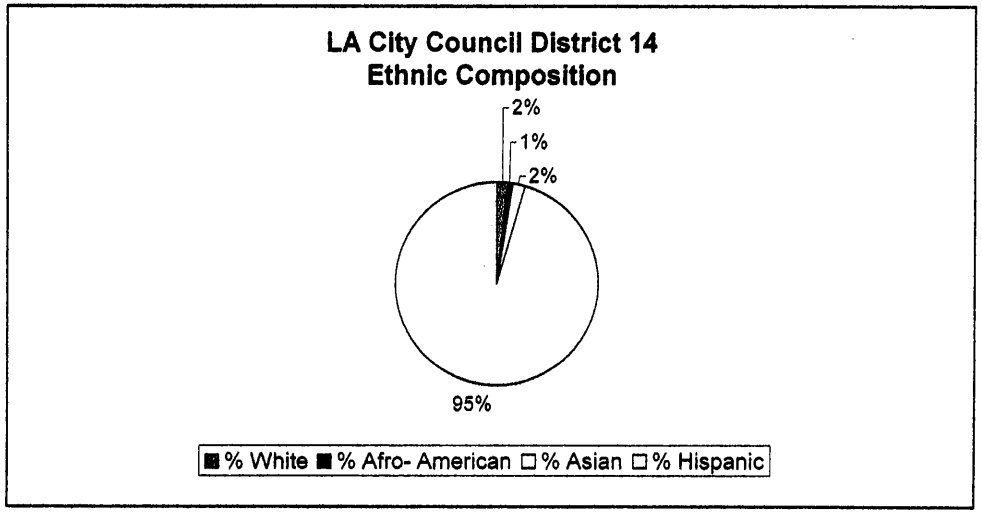


Figure 5

Council District 15 Janice Hahn

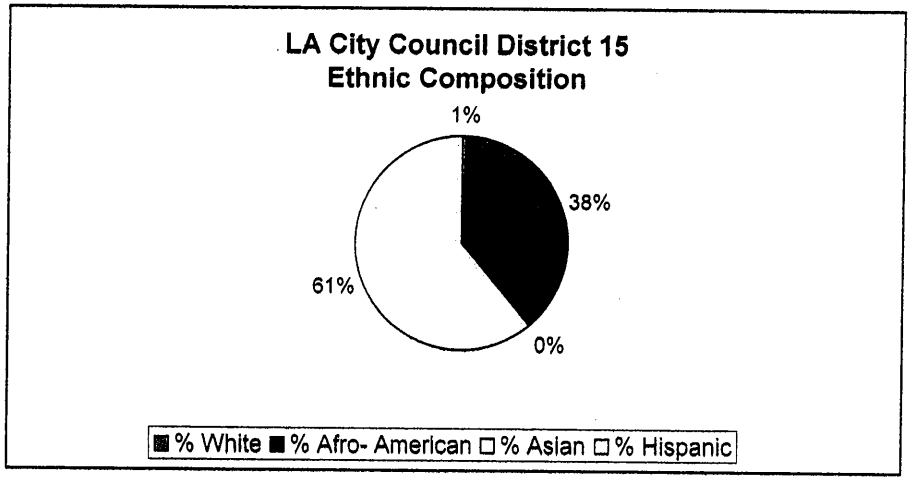
Targeted Census Tracts and Demographic Socioeconomic Data

Tract #	Median Income	Per Capita Income	Population	Percent Unemployed	English as 1st Language	Educational Attainment Adults (Percent High School Grad or Above)	Percent Below Poverty Level	Households on Public Assistance	Mean Travel Time to Work (Minutes)
2420	20,776	7,914	3,194	9.9%	51.6%	42.7%	46.7%	135	30.3
2421	13,306	3,988	2,649	18.4%	58.7%	29.0%	69.5%	340	38.6
2422	25,169	8,204	5,550	8.1%	34.7%	32.9%	38.4%	252	33.3
2423	22,759	7,769	3,784	9.0%	42.0%	45.7%	41.7%	166	37.2
2426	12,053	6,376	4,653	13.4%	48.9%	35.2%	67.1%	517	40.3
2427	20,378	7,041	4,739	11.6%	39.3%	37.2%	44.3%	186	36.5
2430	23,092	6,745	5,483	10.5%	28.0%	34.3%	44.3%	187	30.5
2431	17,818	5,725	4,778	9.3%	49.5%	33.1%	40.1%	396	31.0
District Average	19,419	6,720	4,364	11.3%	44.1%	36.3%	49.0%	272	34.7
Citywide Totals	36,587	20,871	3,694,820	5.8%	42.2%	66.6%	22.1%	88,017	29.6

Ethnicity

Tract #	Total Population	Nonhispanic							Hispanic
		White	Afro-American	American Indian / Native Alaskan	Asian	Pacific Islander	Other Race	Multiple Race	All Races
2420	3,194	35	1,431	2	1	3	4	18	1,700
2421	2,649	1	1,575	1	2	0	0	10	1,060
2422	5,550	18	1,758	7	4	0	1	19	3,743
2423	3,784	25	1,483	10	2	3	9	27	2,225
2426	4,653	26	2,109	8	3	0	3	38	2,466
2427	4,739	24	1,549	3	9	2	6	27	3,119
2430	5,483	46	1,131	7	1	4	0	25	4,269
2431	4,778	56	2,128	7	17	0	14	20	2,536
District Totals	34,830	231	13,164	45	39	12	37	184	21,118
Citywide Totals	3,694,820	1,099,187	401,953	8,894	364,854	4,479	9,057	87,275	1,719,074

Nonhispanic							Hispanic
% White	% Afro-American	% American Indian/ Native Alaskan	% Asian	% Pacific Islander	% Other Races	% Multiple Race	% Hispanic
0.66%	37.80%	0.13%	0.11%	0.03%	0.11%	0.53%	60.63%



Prepared by: MCW Consulting

Section 3

Analysis of Commercial Corridors in Target Areas

COUNCIL DISTRICT 8

Description of Target Area

The project area identified for Council District 8 is the Hyde Park community, which is located at the southwest end of the district. For the purpose of this project, Hyde Park is defined by the following boundaries: West Boulevard on the West, 79th Street on the South, Van Ness Avenue on the East and 52nd Street on the North. Given the foundation's focus on job creation, Hyde Park's major commercial and industrial corridors and tracts were surveyed and assessed to determine the existing conditions and potential for commercial economic development and job generation.

Demographic Summary of Target Area

The following description of the target area demographics is identified in Figure 1. According to the 2000 Census, the population for the target area is 26,608, which is roughly 9 percent of the population for Council District 8 (See Figure 1). The target area's ethnic breakdown is about 66 percent African-American, 30 percent Hispanic, and all other groups comprising roughly 4 percent. Residents who do not identify English as their 1st language comprise 30 percent of the area, which is roughly identical to the target area's Hispanic population. The percentage of adult residents who are high school graduates is 67 percent, which is roughly equal to the citywide average.

The median income for the target area is $29,348, in comparison to the per capita income (average income per person) at $13,789. The residents in this area earn approximately less than $7,300 less than the citywide average. Approximately 26 percent of the area's residents live below the poverty level and 8 percent are unemployed. These rates are significantly higher than the citywide average of 22 percent and almost 6 percent, respectively. According to the 2000 Census, over 1200 households in the target area received public assistance, and the mean travel time to work was 32 minutes, as compared to the citywide average at 29.6 minutes.

Description of Sites Identified

There are 37 vacant, underutilized and for sale/lease properties along the commercial corridors in the target area. The sites were fairly evenly distributed along the four major corridors – West Blvd, Crenshaw Blvd, Florence Ave and Slauson Avenue. The majority of these sites were of modest size (from 7,000 – 12,000 square feet). There are several large sites on the west side of Slauson Avenue and the north side of Crenshaw Boulevard.

Analysis of Commercial Corridors

General

Crenshaw Boulevard is probably the most well known and commercially vibrant corridor in South Los Angeles. Crenshaw is home to the West Angeles Cathedral, the Baldwin Hills-Crenshaw Mall, Leimert Park Village, the Los Angeles Sentinel (the city's largest African-American newspaper), and offices of several national civil rights organizations, including the Los Angeles Urban League. The section of Crenshaw Boulevard within the Hyde Park community is located at the south end of the city, bordering the City of Inglewood. West Boulevard runs north-south, and includes a variety of multi-family housing with small businesses.

Slauson Avenue is the target area's largest and most developed east-west commercial corridor, where the most vibrant commercial node is at the intersection of Crenshaw Boulevard and Slauson Avenue. Florence Avenue, a major east-west corridor is a less vibrant street which includes multi-family housing and has less commercial activity than Slauson Avenue.

Notable social assets of the target area include the State of California's Employment Development Department (EDD) office, a US Post Office, Van Ness Park, Hyde Park Elementary School, and the Los Angeles Urban League's Literacy Center. While there are no public middle schools, high schools or institutions of higher learning in the target area, Crenshaw High School is just north of the area at 50th Street, East of Crenshaw Boulevard. The target area's largest religious institutions include two Catholic churches, Saint John the Evangelist and Saint Anselm (both of which have elementary schools), and Guidance Church.

The target area's commercial and industrial corridors are underutilized with approximately 30 vacant and abandoned property sites. An industrial strip runs southwest through the target area from Van Ness Avenue to West Boulevard, adjacent to a non-operable railroad line. Existing business and commercial sites include a significant number of fast food, personal services, specialty shops and non-profit social services.

The City of Los Angeles Community Redevelopment Agency (CRA) has established a redevelopment project area at Crenshaw Boulevard and Slauson Avenue. In 1999, The City of Los Angeles established a Targeted Neighborhood Initiative (TNI). Several smaller efforts were initiated by local stakeholders and non-profit organizations. Despite these efforts, very little has been done in the area of job creation. Tangible results have been largely cosmetic. For example, the Targeted Neighborhood Initiative featured curbside, intersection and median upgrades from 52nd Street to Florence Avenue, as well as a business façade improvement program

from 52nd Street to Slauson Avenue. Ironically, the most significant development in the past 10 years is the State of California Economic Development Department building at the corner of 54th Street and Crenshaw Boulevard.

There are three major developments under construction in the area: a 100-unit affordable senior housing complex on Crenshaw Boulevard between 60th and 63rd Street developed by West Angeles Community Development Corporation; a 10,000 sq. ft. public library at the southeast end of the area at Van Ness and Florence; and an expansion of Ralphs Grocery store that anchors the Crenshaw/Slauson Shopping Plaza.

Crenshaw Boulevard

Within the target area, the most economically vibrant stretch on Crenshaw Boulevard is at the north end from 52nd Street to Slauson Avenue. The west side of the street features several major stable commercial establishments including a commercial bank, Bank of America, and the Employment Development Department facility. The west side also contains a development opportunity in the form of a large vacant lot at the south end, north of Slauson Avenue. One interesting development on the east side of Crenshaw Boulevard is Black Diamond Gym, a large independently owned and operated facility with an adjacent health food store. The east side of Crenshaw is also home to U.S. Bank, near the corner at Slauson Avenue. The Los Angeles Urban League's Literacy Center is a significant social service asset near the corner of 52nd Street.

The next section of the target area, on Crenshaw Boulevard from Slauson Avenue to Florence Avenue is a stretch of underdeveloped property featuring a number of liquor stores, motels and assorted discount shops. It also includes several fast food restaurants and a number of storefront churches.

The next several blocks, from approximately 63rd Street to 67th Street consists of a variety of small businesses and social service sites, including liquor stores and personal services. A large retail storage company occupies much of this space on the west side of the street, while most of this space is underutilized. Finally, this particularly stretch includes several smaller vacant, abandoned and/or underutilized sites that are scattered on both sides of the street. The properties to the immediate south include several small businesses, an independently owned restaurant, and a McDonald's franchise. The small remaining section of Crenshaw Boulevard, from Florence Avenue to 79th Street, is well-developed and maintained. It includes some multi-family housing and Guidance Church, along with several small businesses. The church owns the only vacant site on this stretch. It is a significant location on the west side of the street at the corner of 73rd Street.

West Boulevard

The target area runs north/south on the west edge of the target area along the border between the City of Los Angeles and the City of Inglewood. It is a modest commercial strip that begins at the intersection with Slauson Avenue, extending south to Florence Avenue. The target area is comprised of a mixed-use strip with multi-family housing, small independently owned businesses, small-to-medium sized churches and several industrially-zoned properties at the very south end where it intersects the rail line and comes to an end at Florence Avenue.

The east side of the street contains a very large (50+ units) housing development among several other multi-family dwellings. There is a couple of mid-sized churches and large liquor market. There are also several large warehouses at the industrial end, a few which are available for sale or lease. The west side is actually part of the City of Inglewood. Properties on this side are more consistent in character and usage. Multi-family housing is less imposing (6-10 units), churches are uniformly small and businesses located on the street include some personal services along with liquor outlets and other retail. There are also a few large industrial properties on the west side of the street. Actual usage of these sites could not be determined. Approximately 10-12 vacant lots and/or available properties are along West Boulevard, the majority of which are on the Inglewood side.

Several of the housing units east of West Boulevard up to Crenshaw Boulevard are substandard. Housing developments on the adjacent street are quite uneven and a concentration of liquor stores exists within the target area.

Florence Avenue

Florence Avenue is one of the more underdeveloped streets of the commercial corridors in the target area. The structures along the corridor are quite old and commercial activity is modest. Again, there are mostly small independently-owned businesses. There are several strip mall developments consisting of small markets and personal/professional services. Florence Avenue also contains several antique home furniture sale establishments. A pattern of scattered liquor stores and motels along the southern ends of Crenshaw Boulevard and West Boulevard continues along Florence Avenue. It also contains an adult entertainment venue just east of Crenshaw Boulevard.

The south end is more consistent with small businesses, small churches, liquor stores and eateries, without the presence of multi-family housing. The north side contains a number of larger businesses including a car wash and carpet store. The majority of the vacant lots and underutilized properties that were identified on Florence Avenue are on the north side.

Slauson Avenue

The intersection of Slauson Avenue at Crenshaw Boulevard is the core of commercial activity in the target area. Slauson Avenue contains two of the target area's most active commercial property sites. There is a large strip mall development east of Crenshaw Boulevard which houses a number of small businesses. Van Ness Park is the target area's major public recreational site, located at the far east end on the northwest corner at Slauson Avenue.

The north side of Slauson Avenue is fairly developed and includes the Marcus Garvey School, an independent private school. There are two adjacent former auto centers between Chelsey and Brynhurst Streets and another on the east side of Brynhurst Street. These properties represent significant opportunities in an otherwise busy commercial sector. Development at this location could complement existing commercial activity on the south side of Slauson Avenue and take advantage of disposable income to the west and north. Businesses on the east side of Slauson Avenue might take advantage of their strategic location between the renovated Crenshaw/Slauson Shopping Center and the new Chesterfield Square development just east of the target area at the intersection with Western Avenue.

Recommendations

The data analysis and visual survey suggests that the target area chosen for the 8th District – the Hyde Park community - is an excellent choice for economic development and job creation activity. The conditions in Hyde Park justify the need to initiate new development and generate jobs for the local community. At the same time, Hyde Park has many strong social, economic and physical assets that can support and sustain such an effort.

To initiate this process, the following is recommended:

1. Focus on the Crenshaw corridor at the intersection of Slauson Avenue. This intersection in all directions contains a combination of vacant, underutilized properties along with recent and current development activity.
2. Focus on mixed-use residential and commercial development. This will allow the community to participate in meeting citywide housing needs, while providing goods and services to the local community.
3. Explore options for supporting light industry in Hyde Park to take advantage of the supply of industrial property along the non-operable rail line.
4. Work with the local Council office to identify stakeholders that will support and champion a comprehensive community development approach that supplements economic development projects with social services, business development and infrastructure improvements.

COUNCIL DISTRICT 9

Description of Target Area

The target area selected for the 9th district is bounded on the north by Washington Boulevard, on the south by Jefferson Boulevard, on the west by Main Street and on the east by Central Avenue. It is located in the center of the Council District just south of downtown and immediately below the Santa Monica Freeway. This part of the 9th district has been the beneficiary of the emergence of several non-profit community and economic development organizations over the past 15 years, including the Concerned Citizens of South Central Los Angeles, the Dunbar Economic Development Corporation and the Canaan Housing Corporation. The majority of economic activity has occurred in the area just south of the target area. However, Canaan Housing Corporation has focused its efforts in the identified target area north of Jefferson Boulevard. These organizations have enhanced and in many cases, increased the affordable housing supply in the area. The major commercial and industrial corridors in this are include Central Avenue, Main Street and San Pedro (north and south corridors) and Washington Boulevard, Adams Boulevard, and Jefferson Boulevard (east/west corridors).

Demographic Summary of Target Area

According to the 2000 Census, the population of residents in the selected target area is over 38,000, or about 16 percent of the total population of the Council District. Hispanics represent about 90 percent of the area, with African-Americans at 7.5 percent and all other groups constituting less than 3 percent respectively. Only 15 percent of the population identifies English as their first language, suggesting a largely Spanish-speaking community. Educational attainment is quite low with only 25 percent of the residents who have graduated from high school, compared to the citywide rate of 66 percent.

Median income for the target area is $24,542, roughly one-third less than the city median of $36,687. Similarly, per capita income at $8,205 is less than half the city rate of $20,671. Approximately 37 percent of the population lives below the poverty level, which is substantially higher than the city rate at 22 percent. The total number of residents receiving public assistance is over 1200 people. The unemployment rate is 5.6 percent, which is equal to the citywide rate. The median travel time to work is 28.5 minutes, which is slightly lower than the city average.

Description of Sites Identified

There are a total of 28 vacant, for lease and for sale properties in the target area. Most of these sites are along two corridors that represent commercial assets and opportunities for the area: Central Avenue and Washington Boulevard. The Central Avenue sites were primarily older commercially zoned sites, several of which are vacant lots. However, the sites on Washington Boulevard are a mix of commercial and industrial sites. Given the commercial opportunities generated by the Metropolitan Transportation Authority (MTA) Blue line, several of the industrial sites on the street have been converted to commercial use. The sites on Main Street are all industrial sites that are for sale or lease, reflecting the industrial character for this particular stretch of Main Street. A few sites are distributed on San Pedro Street (commercial) and Adams Boulevard (residential).

Analysis of Commercial Corridors

General

Council District 9 contains most of the City of Los Angeles' central core. As a result, its commercial and industrial venues consist of a significantly larger proportion of industrial space than other parts of the city, roughly a third of the space in the district. For several decades, the area has suffered greatly from the decline of industrial activity; as a result, it contains a great deal of dormant industrial space. This condition is most apparent along several primary corridors, including Main Street, Jefferson Boulevard and Washington Boulevard. Central Avenue has a strong history of commercial, cultural and entertainment activity. Local organizations have tried to take advantage of this legacy and capture some of the venues past glory.

The area is impacted by major developments to the west and north. To the north, the southward expansion of the downtown area is rapidly approaching. This process has accelerated with the development of the Staples Center and related projects. To the west, the University of Southern California has extended its reach eastward with a series of acquisitions and developments. The Blue Line at the northern border along Washington Boulevard is also a factor as various developments have emerged along this key transit corridor.

Significant social assets in the area include several churches, an elementary school as well as the non-profit social services and community development organizations active in the area. Among the churches is the historical Second Baptist Church, which is one of the largest and most influential predominantly African-American churches in the city. Canaan Housing Corporation (CHC), a subsidiary of Second Baptist Church, has a number of affordable housing developments. CHC has an aggressive plan to moving into mixed-use residential/commercial development in the area.

Commercial and industrial assets in the target area include the vast industrial space that exists along the corridors of Main Street, Jefferson Boulevard and Washington Boulevard, at the southern ends of Central Avenue and San Pedro Street. The commercial potential along the Washington transit corridor is a great asset in the area. Finally, San Pedro Street is home to a vibrant commercial/retail stretch that would benefit from a comprehensive economic development strategy designed to take advantage of the demand for goods and services from the local Latino immigrant populations.

Central Avenue

The Central Avenue corridor consists of two sections. The southern section extends from Adams Boulevard south to Jefferson Boulevard. This area consists of several small businesses providing goods and services to the primarily Latino immigrant residents. The few available properties identified in this area were either for lease or sale, situated south of 29th Street or designed for industrial use. For example, the adjacent properties in this section of Central Avenue (north of Adams Boulevard) consist of small commercial and retail businesses. However, this section is severely underutilized, which is evident in a string of vacant lots from 25th Street north to 20th Street. There are a few large vacant lots and abandoned properties on the east side of the street. Central Avenue offers some of the best opportunities for development in this area. Large industrial sites are at the south end of Central Avenue and sites suitable for mixed use residential/commercial are located along the northern section.

San Pedro Street

San Pedro Avenue has a heavy concentration of retail businesses from about 20th Street south to 29th Street. There were only a couple of available/underutilized properties. Most of the businesses were small retail operations serving the areas significant Latino and Central American population. Economic development initiatives would allow the potential of this corridor to be utilized. Cosmetic upgrades such as façade improvements, street and sidewalk repair, and improved lighting would enhance the attractiveness of the corridor and may create a safer environment. Some of the older buildings may require a greater investment to upgrade the structures. Several properties south of 29th Street are mostly designed for industrial use. At the south end of San Pedro Street, there is a large Numero Uno grocery store with a large courtyard that provides entertainment and space for vendors.

Main Street

Main Street is a major thoroughfare from Downtown across the target area into the heart of the City's east side. It is also a largely industrial zoned corridor with parcels for sale or lease. The Los Angeles Unified School District has acquired a large site near the intersection of Main Street and Washington Boulevard; the school in currently under construction. Councilmember Jan Perry, who represents the district, has worked with local business leaders to establish a furniture manufacturing district centered just to the west of the target area. There may be opportunities to extend the district east and convert some of the nearby warehouses for related uses, thereby creating jobs for the local community. At any rate, Main Street's current use is not particularly complementary to the target area. The school development could be a catalyst for future economic development activities.

Washington Boulevard

Washington Boulevard offers greater opportunities for economic development in the target area. The introduction of the Metro Blue Line rail has created an attractive venue for transit-oriented, mixed-use housing and commercial development. As redevelopment activity extends from downtown to the target area, the properties along this transit corridor become increasingly valuable. Several available properties were identified on both the north and south sides of Washington Boulevard. Several sites have received façade improvements or other upgrades. At the same time, there are a number of dilapidated, underutilized properties, particularly on the north side of the street. There are also several auto repair garages and liquor stores that are incompatible with the direction of the new developments. Washington Boulevard is a large corridor and could accommodate mixed-use development that would increase both the housing and retail/commercial capacity of the target area.

Adams Boulevard

Adams Boulevard is a major venue crossing the mid-section of the corridor. While there are a few scattered commercial sites and a couple of commercial strips, the corridor consists primarily of housing with a number of churches. Housing along the corridor consists of a mix of single-family and multi-family properties without any uniformity in usage.

Jefferson Boulevard

Jefferson Boulevard is similar to Main Street, in that it is zoned primarily for industrial use. While Jefferson Blvd is a busy corridor, it lacks wide lanes, which would curb traffic congestion. Most of the properties seen were designed for industrial use. Only one for-sale property was identified on the corner of Central Avenue and Jefferson Boulevard.

Recommendations

The target area in the 9th Council District represents a unique combination of strengths and challenges. The target area is certainly in an advantageous position geographically, as it is located south of downtown and east of the expanding USC complex and Exposition Park. It also has a growing, vibrant small business sector providing goods and services to the growing Latino immigrant community in and around the area. Economic development and job creation activity is necessary to take advantage of the area's strategic position and to meet its growing needs.

The following measures are recommended to initiate development in the 9th District:

1. Start with transit-oriented development on Washington Boulevard along the Blue Line transit corridor. The vacant and underutilized properties on both sides of the corridor represent opportunities for new commercial and mixed-use residential development.
2. Mixed-use residential and commercial development is an appropriate way to address growing housing needs and provides a local source of goods and services.
3. Initiate a small business development program focusing on the growing number of businesses serving the growing Latino immigrant community.
4. Explore options for light industry or conversion projects to utilize large stretches of industrial property along Main Street Central Avenue, Jefferson Boulevard as well as the northwest and southeast corridors of the target area.
5. Work with the local Council office to identify and support local stakeholders with an interest and capacity to participate in the projects listed above.
6. A comprehensive community development approach that combines economic development projects with social service, housing and business development is also recommended for Council District 9.

COUNCIL DISTRICT 13

Target Area Description

The project area identified for potential commercial and economic development opportunities in Council District 13 is in the Temple/Alvarado community, which is in the southeast end of the district. The total size of the target area is approximately 3.83 miles. Upon completion of the survey activities in the district, it was determined that the boundaries of the project area are: Temple Boulevard on the north, 3rd Street on the south, Alvarado Street on the east, and Vermont Avenue on the Street. There are seven (7) census tracts within the target area.

Demographic Summary of Target Area

A description of the demographics of the target area is identified in Figure 3. According to the 2000 Census, the population of the target area is 35,448, which is roughly 15 percent of the total population of Council District 13. The largest ethnic group in the council district is Hispanic, at 63 percent where Asians are the second largest group at 24 percent, followed by Whites at 6 percent. Based on the data, one can assume that there are a substantial number of immigrants, given that only 14 percent of households in the area disclosed English as their first language. Fifty-two percent of adult residents in the target area have completed high school, in comparison to 67 percent of adult residents citywide.

Given that only half of the residents in the target area have completed high school, one can assume that the income levels and the number of people living in poverty may be higher than the citywide average. The median household income within the target area is $24,815, which is almost $12,000 less than the city average of $36,687. Subsequently, the per capita income household income is also significantly lower than the city average; the average income per person in the target area is $11,467 in comparison to $20,671 citywide. Almost 30 percent of the residents in the target area live below the poverty line, which is 7 percent higher the city average of 21 percent. In addition, over 1,000 households in the target area receive public assistance and the unemployment average is slightly above 7 percent. The residents in the target area travel 34 minutes to get to work, which is longer than the citywide average of less than 30 minutes.

Description of Sites Identified

There are seven (7) potential sites identified in the target area for possible development. The status of the sites vary, in which two are underutilized or abandoned, two are for lease and the remaining three are for sale buildings. Three of the sites are located on Temple Boulevard: two of which are available for lease and one vacant lot. The site with the best potential for development is located at 2520 Temple Boulevard. The site is approximately 27,923 sq. ft. or .64 acre, and was previously used for auto repairs which are conducive for a brownfield redevelopment. According to the Department of Housing and Urban Development, a brownfield development is an abandoned or under-utilized property wherein the soil may be contaminated due to environmental toxins. Another site for development is a vacant building at 3522 Temple Boulevard (in reasonable condition). Lastly, on Vermont Avenue and 2nd Street, there is a 9,000 sq. ft. space available in the shopping center. This would be an excellent retail opportunity due to visibility on the major thoroughfare of Vermont Avenue and the availability of parking.

Analysis of Commercial Corridors

General

Most of the economic development activities for the 13th District are directed in the northwest section, which includes the Kodak Theatre, Renaissance Hotel and regional mall within the Hollywood and Highland development. In addition, there is the mixed use-transit oriented development located at Hollywood Boulevard and Western Avenue. This complex is above the Metro Red Line station that has a large retail component and multi-family units above the ground floor. The corridors in the target are almost completely developed with commercial businesses. The existing business uses along the corridors surveyed varied and included the following uses; multi-family residential, commercial/retail, office, churches, and a hospital. Nonetheless, there are two major hospitals within the target area, Street Vincent Medical Center and Temple Community Hospital that serve as major employment centers for the district. Also, there are twelve (12) primary schools within the study area and West Coast University is within one mile of the study area's southern border.

Temple Boulevard

The section of Temple Boulevard that is contained within the target area runs parallel with the 101 freeway and is highly used as a detour to the freeway. The street runs east to west and has a MTA bus line that services the corridor. The existing businesses on both

sides of the corridor are disconnected, where you have businesses that do not complement one another. The lot sizes and business vary on the corridor and the parking is primarily only offered on the street. On each side of the corridor there are mixed use structures that include retail/commercial/office space on the ground floor and multifamily a few multifamily residences on the top. There are also a few strip malls on Temple Boulevard that have an array of retail/commercial/office space. The malls are located on the major cross streets of Virgil Avenue, Hoover Street and Rampart Boulevard.

3rd Street

3rd Street runs east to west on the southern portion of the target area between Alvarado Street on the east and Vermont Avenue on the weStreet A MTA public transit bus line services the corridor. Most of the business and commercial activities on 3rd Street are located at two points: on Alvarado Street, at the Street Vincent Medical Center, and Vermont Avenue where there are retail developments on all four corners. The target area's only two supermarkets, Ralphs Grocery & Vons Market are located at this intersection as well as two strip retail centers. Although 3rd Street is zoned as commercial space, 3rd Street primarily contains large multifamily housing developments of 30+ units on each side of the street. Nonetheless, there were no opportunities found on the corridor.

Vermont Avenue

Vermont Avenue has the highest level of commercial activity within the target area. The street runs north to south and is on the west boundary of the target area. Although distance between the target area boundaries of Temple Boulevard and 3rd Street is relatively short, there are several businesses, shops, and a Junior High School on the corridor. Because it is a major transportation arterial in the city, a Metro Rapid Bus that travels from the "Green" Metro Rail Line at the 105 Freeway and connects to the "Red" Metro Rail Line at Sunset Boulevard. The corridor is primarily comprised of strip retail centers on each side of the street. There are specialty shops that cater to the target area's two largest ethnic groups, Asians and Latinos.

Alvarado Street

Alvarado is located on the east boundary of the target area. The street runs north to south and is serviced by a MTA bus line. The current uses on the corridor are somewhat disconnected due to the current zoning. Unlike the other corridors in the target area, part of the corridor is zoned for residential uses only. On the east side of the street past Beverly Boulevard, there is one entire block of single-family homes. On the opposite side of the street there is a medium size motel. Thus, the corridor is not configured for commercial development.

Recommendations

The target area in the 13th Council District is an area of extremes – extreme opportunities and extreme needs. The area is very dense in terms of both population and development. Much of the existing development, however, is inconsistent with the growing needs of the area. Population growth and associated social service and economic needs exert a great deal of pressure on the housing and commercial infrastructure. To avert the consequences of the allowing current conditions to fester and grow, intervention is not only warranted, but sorely needed.

The following is recommended:

1. Initiate an aggressive mixed-use residential and commercial development program along Vermont Boulevard. The older buildings that currently exist on Vermont Boulevard represent an opportunity to transform underutilized space to meet the housing needs of the area while taking advantage of the commercial opportunities across the area. The idea here is to build up 4 stories or more to maximize residential units generated.
2. Explore options to utilize large vacant land tracts north of Temple and south of the 101 freeway. One possibility that has been floated in the area involves relocating some of the auto parts, repair and used car businesses to an auto parts/repair/sales park. This would free commercial and some residential space to be redeveloped to meet needs in these areas.
3. Work with the local Council office to identify local stakeholders who can participate in a comprehensive community development approach. The pressures in the community require aggressive quality of life improvements as well as job creation and commercial development.

COUNCIL DISTRICT 14

Target Area Description

The project area identified for potential commercial and economic development opportunities in Council District 14 is in Boyle Heights community, which is in the southeast end of the district. The total size of the target area is approximately 3.17 miles. Upon completion of the surveying activities in the district it was determined that the project area be defined by the following boundaries: Cesar E. Chavez Avenue on the north, 3rd Street on the south, Indiana Street on the east and Soto Street on the west.

The other major corridor to note in the study area is 1st Street. This street runs east to west and is the mid-point within the target area. The corridor is completely zoned as commercial, however there are residential uses on each sided of the corridor. Nonetheless, there are two major shopping centers to note. Currently, the MTA is planning to extend the Metro Gold Line through the target area on 1st Street. The line will have two below grade tunnels on a 1.8 mile stretch through the area. Construction is scheduled to commence by the end of 2004. The extension of the rail line will link the area with Union Station downtown. Passengers will be able to travel from the area to Union Station in 17 minutes. MTA is planning to build two hub stations in the target area on 1st Street.

Demographic Summary of Target Area

The following description of the target area demographics is identified in Figure 4. The total population for target area is 39,404. This is 17 percent of the total population within the entire district. The district and target area is predominately Hispanic, whereas they represent 95 percent of the population. There is a large portion of immigrants in the area, due to only approximately 11 percent of the residents indicated that English is their first language. The educational attainment of the adult residents in the area is less than half of the city average, where only 29 percent completed high school.

The economic characteristics are congruent with the social, where the median household income is $24,409 or $12,000 less than the city average. Moreover, the per capita income is $7,915 or roughly one-third of the city average of $20,671. In addition, almost 34 percent of the residents earn below poverty level income, and 1,558 households receive public assistance. However, the unemployment level for the target area is less than 1 percent above the city average at 6 percent. Furthermore, the mean travel time to work for the employed is 33 minutes. This indicates that the jobs are not located in the target area boundaries.

Description of Sites Identified

The sites that were identified in the target area were located on two of the corridor, three on Soto Street and five on Cesar E. Chavez Avenue. Of the sites located on Soto Street, two are abandon large single family homes. The homes were chosen as part of the developable sites because they are located on large lots that are approximately 7,000 square feet each. Thus, they can be used as a day care facility or office space for a community based organization. The other site identified on Soto Street was a medium size vacant lot at the intersection of 4th Street. The sites on Cesar E. Chavez Avenue were the most promising for development, because they are located in the section of the target area that have existing businesses and they are all vacant lots, thus they can be built to suit the needs of the business that will be constructed at that location.

Analysis of Commercial Corridors

General

The majority of the economic development activities in the 14th District is located on Cesar E. Chavez Avenue between Indiana Street at the Interstate 5 freeway. Along this corridor are several small independently-owned businesses and a few national chain stores. Bank of America, one of the target area's two commercial banks, is also located on this stretch of the corridor. Nonetheless, the commercial corridors along Soto Street and 1st Street have a great potential for expansion. The extension of the Metro Gold Line on 1st Street will have a significant impact on the area due to the increased number on people traveling in and out of the area.

Cesar E. Chavez Avenue

Cesar E. Chavez Avenue is most active commercial corridor in the target area. The street runs east to west and is the northern border of the target area. Two of area most famous business establishment are on the street, King Taco and Lupes Tortilla factory. In addition, most of the retail activity for the target area is conducted on the corridor. Currently, there are several small independent businesses on each side of the corridor, such as barber shops/beauty salons, record stores, and Latin designed clothing stores. In addition, there are two independent supermarkets on Cesar E. Chavez Avenue, Superior Market and Warehouse Market. One of the key services that makes these stores so popular is the local transit service that the store provides to its residents, where if you live on a street that does not offer public transportation, the store has a shuttle that one can ride. Also, there are privately owned corner markets

which offer specialty items to the community residents. Nonetheless, approximately one half mile away from the west border of the target area, Soto Street, there is a project area on Cesar E. Chavez Avenue sponsored by the CRA.

4th Street

4th Street runs east to west on the southern boarder of the target area. The corridor is mainly zoned as commercial space, with the exception of the block where Roosevelt High School and the Evergreen Recreation Center are located. There are a few small independent businesses, such as dry cleaner, auto repair shop, and barber shop that sporadically placed on each side of the street. SBC has a local service hub that has a few administrative jobs and repair crews at the east end of the target area. The building takes up one entire block. However, directly adjacent to the building are blocks of older residential buildings, some single-family and others are multi-family. The corridor is disconnected with different uses on almost every block. There were no development opportunities identified on the corridor.

Indiana Street

Indiana Street runs north to south on the eastern boarder of the target area. The corridor divides the City of Los Angeles from the unincorporated area of County of Los Angeles. The street is primarily contained by older single-family residences. The lots on the corridor are small, approximately 5,000 sq. ft. The only commercial activity on the corridor occurs at the 4th Street intersection, where there area a few independently owned businesses.

Soto Street

Soto Street runs north to south on the western border of the target area. The street mostly contains older small multi-family residences of 12 units or less. At the intersections of 4th Street, 1st Street, and Cesar Chavez there is commercial activity. There were two (2) abandoned residential properties and two (2) vacant lots identified on the corridor.

Recommendations

The 14th District target area has a number of features that the support the notion of economic development and job creation. In terms of opportunity, it has a vibrant small business sector, particularly along Cesar Chavez Avenue The area will also benefit from the proposed Gold Line extension that will run through the center of the target area along 1st Street from Pasadena to East Los Angeles. There are challenges in the form of jobs and housing to meet the needs of the growing population. Many of the properties in the area are older and in a state of decline. The mix of challenges and opportunities make the area ideal for an economic development initiative.

The following is recommended:

1. Initiate a transit-oriented development strategy along 1st Street that takes particular advantage of the proposed transit station on 1st Street at the intersection with Soto Street Mixed-use development can be used to create housing and commercial projects that serve both transit users and local residents.
2. Pursue an aggressive mixed-use development strategy along Soto Street, north and south of the transit station. The vacant and underutilized properties on Soto Street provide an opportunity to take maximum advantage of transit-generated commerce and housing demand.
3. Small business development should be initiated to allow existing businesses to take advantage of business generated by the Gold Line project. Particularly along Cesar Chavez Avenue, the small business community in the area is very active. These businesses are astable part of the community and should be included in any development strategy for the area.
4. Work with the 14th District Council office to identify and support stakeholders who can participate in a comprehensive development approach. As much as other target areas, the selected area needs for economic development to be supplemented by social service provision as well as housing and business development.

COUNCIL DISTRICT 15

Description of Target Area

The project area identified for Council District 15 is a section of the Watts community bounded roughly by Central Avenue on the west, Imperial Highway on the south, Alameda on the east and Century Boulevard on the north. Job creation has been a long-term concern in the Watts community and numerous efforts have been undertaken over the past 40 years to address the problem. The area is characterized by the large number of public housing developments it contains. Public housing accounts for roughly 45 percent of the space in the area. The major commercial and/or industrial corridors surveyed include north/south streets, Central Avenue Compton Avenue and Wilmington Avenue, and east/west streets, Imperial Highway and 103rd Street

Demographic Summary of Target Area

The following description of the target area demographics is identified in Figure 5. The total population of the target area is 34,830, representing about 14 percent of the population for the 15th District. Hispanics make up nearly 61 percent of the population, with African-Americans at nearly 38 percent and all other groups totaling just over 1 percent. This contrasts heavily with general diversity of the District as a whole where Hispanics make up 57 percent, African-Americans 16 percent, Whites nearly 20 percent, Asians 5 percent and all others just over 2 percent. 44 percent of the residents identify English as their 1st language and 36.3 percent have attained a high school education or more. This puts the area roughly on par with the City in terms of English-speakers. However, the educational attainment for adults in the target area is 36 percent which is substantially lower than the City rate of 67 percent.

The median household income for the target area is $19,419, a little more than half the City median. Additionally, the per capita income is $6,720, which is less than a one-third of the City level of $20,671. The percentage of the target area's residents living below poverty in the area is nearly half or 49 percent, which is more than double the city rate of 22 percent. Also, more than 2,000 households in the area reported that they receive public assistance and unemployment is around 11 percent or double the City rate. Finally, the mean travel time to work for residents in the area is relatively high at 34.7 minutes.

Description of Sites Identified

Twenty-three vacant, for sale or for lease properties were identified in the area. The vast majority of these sites were vacant lots and a substantial number were vacant, boarded multi-family residential properties. A significant development would require acquisition of several sites. A few of these sites are in close enough proximity to be assembled as part of such a project. The most significant property site is the large vacant lot at the southern end of Central Ave on the west side of the street. This would be an excellent opportunity to stimulate commercial activity at the lower end of Central Avenue which is far less engaged commercially than the northern end. The sites identified are on Compton Avenue and Central Avenue Neither of these venues is primarily configured for commercial purposes. A combination of planning and economic development strategies would be needed to create such an environment on either street.

Analysis of Commercial Corridors

General

The commercial corridors in this section of the Watts community are somewhat varied in condition. The north/south corridors, Central Avenue, Compton Avenue and Wilmington Avenue, are generally underutilized as far as commercial development is concerned. The large share of public housing in the area, along with associated crime, gang and drug activity raises questions as to what type of commercial activity the area can sustain as well as how much development the area can accommodate. Conversely, the very same conditions create an unusually high demand for job creation of some kind. The east/west corridors surveyed were Imperial Avenue and 103rd Street adjacent to the target area are two major transportation arteries. The 105 freeway and the Green Line transit rail run along the southern boundary roughly parallel to Imperial Highway. Along the eastern edge of the area is the Alameda Corridor. In addition to the recent upgrade and expansion of the Corridor, Alameda Street has undergone major resurfacing and other road enhancements to facilitate more rapid transit along this street.

The Watts community, in general, and this section, in particular, contains some notable social and cultural assets. The area, as part of Watts, maintains a strong sense of community and pride in the history of Watts. The Watts Towers Art Center is upper center of the target area serving as one of the city's historic landmark, a major provider of training in the arts, and a venue for some of the city's most popular cultural arts events. Jordan High School, Markham Middle School and several elementary schools are in or adjacent to the target area. Will Rogers Memorial Park is a the areas primary public recreation facility and the Watts Labor Community Action

Center on Central is one of the City's largest social service agencies providing health and welfare services, education, job training and employment. King Drew Medical Center, with Charles Drew Medical School and the King/Drew Medical Magnet, is just south of the area on Wilmington at 120th Street.

There has been some significant development at the north end of the target area along 103rd Street The area's primary shopping and other commercial activity takes place on this corridor and one particular development, King Plaza is responsible for a large share of this activity. Wilmington Avenue has the most significant stretch of commercial properties, whereas Central Avenue has a less than coherent mix of housing, commercial and industrial properties.

Central Avenue

Central Avenue is the area's largest corridor with potential for commercial development. It is greatly underutilized, however, and the zoning pattern in very uneven. The northern end from 108th Street north to 103rd Street includes a mix of commercial and residential properties. Many of these are vacant or dilapidated. The central stretch from 108th Street south to 111th Street is mostly zoned for industrial use, but includes some commercial sites. The southern end from 11th Street south to Imperial Highway is mostly commercial. However, there is little commercial activity. The east side of the street is dominated by the presence and activity of the Watts Labor Community Action Center (WLCAC). The surrounding properties on the east and west side of the street are either vacant, abandoned or need immediate repair. Twelve vacant and for lease/sale properties were identified on Central Avenue These were concentrated at either the northern or southern section of the street. The majority of these were vacant/abandoned residential properties. These sites could be redeveloped to increase the affordable housing capacity in the area or converted to commercial use.

Compton Avenue

Compton Avenue is largely residential with a number of small commercial businesses scattered along the venue. There are also a number of lots along this street that are being used as truck yards, an apparent consequence of the area's proximity to the recently expanded Alameda Corridor. Some planning decisions probably need to be made about the future of Compton Avenue With the large number of housing vacancies and the emergence of alternative uses; it seems the venue could easily be converted to increase capacity for commercial activity. Seven properties were identified that are vacant or for sale/lease along the corridor. These were randomly distributed along the street from 106th Street south to Imperial Highway.

Wilmington Avenue

Wilmington Avenue is the most commercially active corridor in the target area. Most of the businesses here are small retail commercial establishments. Among them are several liquor stores, small markets and shops and several eateries. The street is in general disrepair and the properties are likewise in a deteriorated state. The street is very active at both ends, however, and it is clearly the center of commercial activity. Businesses here provide goods and services for the large public housing population in the area. Public housing constitutes about 85 percent of the residential space on both sides of this corridor. No vacant sites were identified along Wilmington in the target area, although much of the commercial space is dilapidated and underutilized.

Imperial Highway

Imperial Highway is a major transportation corridor across this southern portion of the city. Most of the traffic, however, is funneled through, rather than into this area. The north side of the street is dominated by the large tracts of public housing directly adjacent to the street. The south side on the other hand is directly adjacent to the 105 freeway. Existing businesses consist primarily of auto parts and repair shops and garages. Absent some major changes in the area and in planning for the area, it would seem that prospects for commercial development along Imperial are slim.

103rd Street

Along with Central Avenue, 103rd Street is the other corridor that offers some promise. Some of the more significant commercial developments in the area of the past ten years have occurred along 103rd. It has only small amounts of commercially zoned space, however. Greater utilization of 103rd Street for commercial development would require conversion of some of the residential space along the corridor.

Recommendations

The target area selected for the 15th Council District may have the greatest challenges among the five areas reviewed. The needs are there, and the Watts community, in general, as well as the target area, possesses a number of social and economic assets. There are factors that make development in the target area somewhat prohibitive. The boundaries selected for this area yield a target area that consists of 45-55 percent public housing space. This represents a daunting challenge for any economic development project.

In order to make economic development and job creation more manageable and realistic in the 15th District, the following is recommended:

1. The target area boundaries should be redrawn to create greater balance in the overall socio-economic profile of the area. This could be done by shifting the target area west to include only about 50 percent of the public housing in the current target area. This is a preferred approach as compared to enlarging the target area and reducing the proportion of public housing by including more of the surrounding area. The logic of the TBLF project suggests that economic development and job creation be stimulated by selecting neighborhood-scale target areas.
2. Initiate mixed-use commercial and residential development on Central Avenue to take advantage of the large number of vacant and underutilized properties along the corridor. This strategy would also capitalize on existing commercial development at the north end of the area along 103rd Street and the social institutions on the south end of Central Avenue north of Imperial Highway.
3. Work with the local Council office to identify local stakeholders with experience in economic development and job creation, social service provision and business development. A comprehensive approach would involve moving public assistance recipients to workforce participation, transitioning public housing residents to other suitable, affordable residential spaces and addressing other education and social service needs in addition to initiating economic development projects.

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Vacant / Underutilized/ Available Properties in Council District 8 as of June 30, 2004

Corridor/ Street Address	Type	Status	Lot Size	Facility Size	Zoning
West Boulevard					
5873 S. West Blvd.	Bldg	For Sale	7,492	2,486	C2-1
5900 S. West Blvd.	Vacant Lot	Underutilized	9,147	N/A	C2-1
6000 S. West Blvd.	Bldg	For Sale	10,106	2,250	R3-1
6208-6212 West Blvd.	Bldg	For Sale	10,498	7,188	R3-1
6121-23 S. West Blvd.	Bldg	For Sale	5,401	728	R3-1
6332 S. West Blvd.	Bldg	For Sale	10,149	2,244	C2-1 VL
6604 S. West Blvd.	Bldg	For Sale	10,280	2,186	C2-1 VL
6610-6714 S. West Blvd.	Bldg	For Sale	10,280	2,250	C2-1 VL
6700 S. West Blvd.	Vacant Lot	Underutilized	12,240	N/A	C2-1 VL
7100 S. West Blvd.	Vacant lot	Underutilized	7,405	4,180	R3-1
Crenshaw Boulevard					
5400 S. Crenshaw Blvd.	Vacant Lot	Underutilized	11,413	N/A	C2-1
5454-5462 S. Crenshaw Blvd.	Vacant Lot	For Sale	17,337	4,410	C2-1
5471-5701 S. Crenshaw Blvd.	Bldg	For Sale	12,660	2,200	C2-1
5805 S. Crenshaw Blvd.	Vacant Lot	Underutilized	18,644	N/A	C2-1
5960-6000 S. Crenshaw Blvd.	Vacant Gas Station	Underutilized	7,971	N/A	C2-1
6215-6303 S. Crenshaw Blvd.	Vacant Lot *	Underutilized	10,759	N/A	C2-1
6202 S. Crenshaw Blvd.	Vacant Lot	Underutilized	1,083	2,560	C2-1
6321-6345 S. Crenshaw Blvd.	Motel	Underutilized	10,959	10,842	C2-1
Florence Avenue					
2330 W. Florence Ave.	Bldg	Underutilized	11,456	1,196	C2-1
2400 W. Florence Ave.	Vacant Lot	Underutilized	11,499	1,296	C2-1
2702-2714 W. Florence Ave.	Vacant Auto Center	Underutilized	7,753	1,694	C2-1
3100-3118 W. Florence Ave.	Vacant Lot	Underutilized	6,185	N/A	C2-1
3009-3113 W. Florence Ave.	Vacant Lot	Underutilized	2,918	N/A	C2-1
3121 W. Florence Ave.	Vacant Lot	Underutilized	3,397	N/A	C2-1
3124 W. Florence Ave.	Bldg	Underutilized	4,573	3,000	C2-1
Slauson Avenue					
2421-2501 W. Slauson Ave.	Vacant Lot	Underutilized	5,227	N/A	C2-1
2710-16 W. Slauson Ave.	Vacant Bookstore	Underutilized	5,967	1,000	C2-1
3430 W. Slauson Ave.	Vacant Comm. Bldg	Underutilized	5,967	2,204	C2-1
3516-3526 W. Slauson Ave.	Vacant Storefront	Underutilized	5,967	1,920	C2-1
3420 W. Slauson Ave.	Vacant Comm. Bldg	For Lease	16,117	8,832	C2-1
3475 W. Slauson Ave.	Vacant Comm Space	For Lease	7,013	840	C2-1
3565 W. Slauson Ave.	Vacant Auto Center	Underutilized	11,543	10,200	C2-1

Vacant / Underutilized/ Available Properties in Council District 9 as of June 30, 2004

Corridor/ Street Address	Type	Status	Lot Size	Facility Size	Zoning
Washington Boulevard					
1232 Washington Blvd.	Bldg	For Sale	11,543	11,043	C1-1
1025 Washington Blvd.	Bldg	For Lease	11,848	11,000	M1-2
415 E. Washington Blvd.	Bldg	For Sale	8,059	7,980	M1-2
600 E. Washington Blvd.	Bldg	S or L	104,980	64,768	M1-2
619 E. Washington Blvd.	Bldg	For Sale	6,795	N/A	M1-2
722 E. Washington Blvd.	Bldg	For Sale	7,579	28,192	M1-2
725 E. Washington Blvd.	Bldg	For Sale	12,980	44,920	M1-2
760 E. Washington Blvd.	Bldg	For Sale	6,795	N/A	M1-2
788 E. Washington Blvd.	Bldg	For Sale	7,013	5,000	M1-2
Washington Blvd. @ San Pedro	Bldg	For Sale	142,000	N/A	M1-2
Washington Blvd. @ Maple Ave. (nw corner)	Bldg	For Sale	15,376	24,416	M1-2
Washington Blvd. @ Maple Ave. (se corner)	Bldg	For Sale	15,376	24,416	M1-2
Adams Boulevard					
Broadway & Adams Blvd.	Bldg	For Sale	23,914	5,000	M1-2
Central Avenue					
2012 Central Ave.	Vacant Lot	Underutilized	17,380	N/A	C2-1
2027 Central Ave.	Vacant Lot	Underutilized	3,049	N/A	C2-1
2100 S. Central Ave.	Vacant Lot	Underutilized	5,793	2,280	C2-1
Central Avenue @ 23rd St.	Bldg	For Sale	7,187	1,918	C2-1
2900 Central Avenue	Vacant Lot or Bldg	Underutilized	29,926	15,000	M1-1
2915 Central Ave.	Bldg	For Lease	6,882	6,817	M1-1
3007 S. Central Ave.	Bldg	For Sale	3,223	3,082	M1-1
3501-3517 S. Central Ave*	Bldg	For Sale	11,761	2,397	C2-1
Main Stret					
2304 S. Main St.	Bldg	For Lease	13,068	13,994	M1-2
2401 S. Main St.	Bldg	For Sale	15,942	11,008	M1-2
2922 S. Main St.	Bldg	For Sale	44,997	45,647	M1-2
3222 S. Main St.	Bldg	For Sale	9,801	19,282	M1-2
San Pedro Street					
2416 S. San Pedro St.	Bldg	For Lease/ Sale	4,007	7,930	C2-1
3013 S. San Pedro St.	Bldg	For Lease/ Sale	4,182	4,130	M1-2

Vacant / Underutilized/ Available Properties in Council District 13 as of June 30, 2005

Corridor/ Street Address	Type	Status	Lot Size	Facility Size	Zoning
Temple Street					
3300 W. Temple St.	Vacant Lot	Underutilized	5,924	4,196	C2-1
3522 W. Temple St.	Building	For Sale	14,113	2,755	M1-1
2520 W. Temple St.	Vacant Building/ Abandon Auto Repair	For Sale	27,923	N/A	C2-1
Vermont Avenue					
2nd & Vermont Blvd.	Vacant Commercial Space in Shopping Center	For Lease	15,000	9,000	C2-1
Beverly Boulevard					
3300 Beverly Blvd.	Vacant Lot	For Sale	9,321	N/A	C2-1
3122 Beverly Blvd.	Vacant Building	Underutilized	4,791	4,800	C2-1
Alvarado Street					
176 Alvarado St.	Building	For Lease	6,882	13,416	C2-1

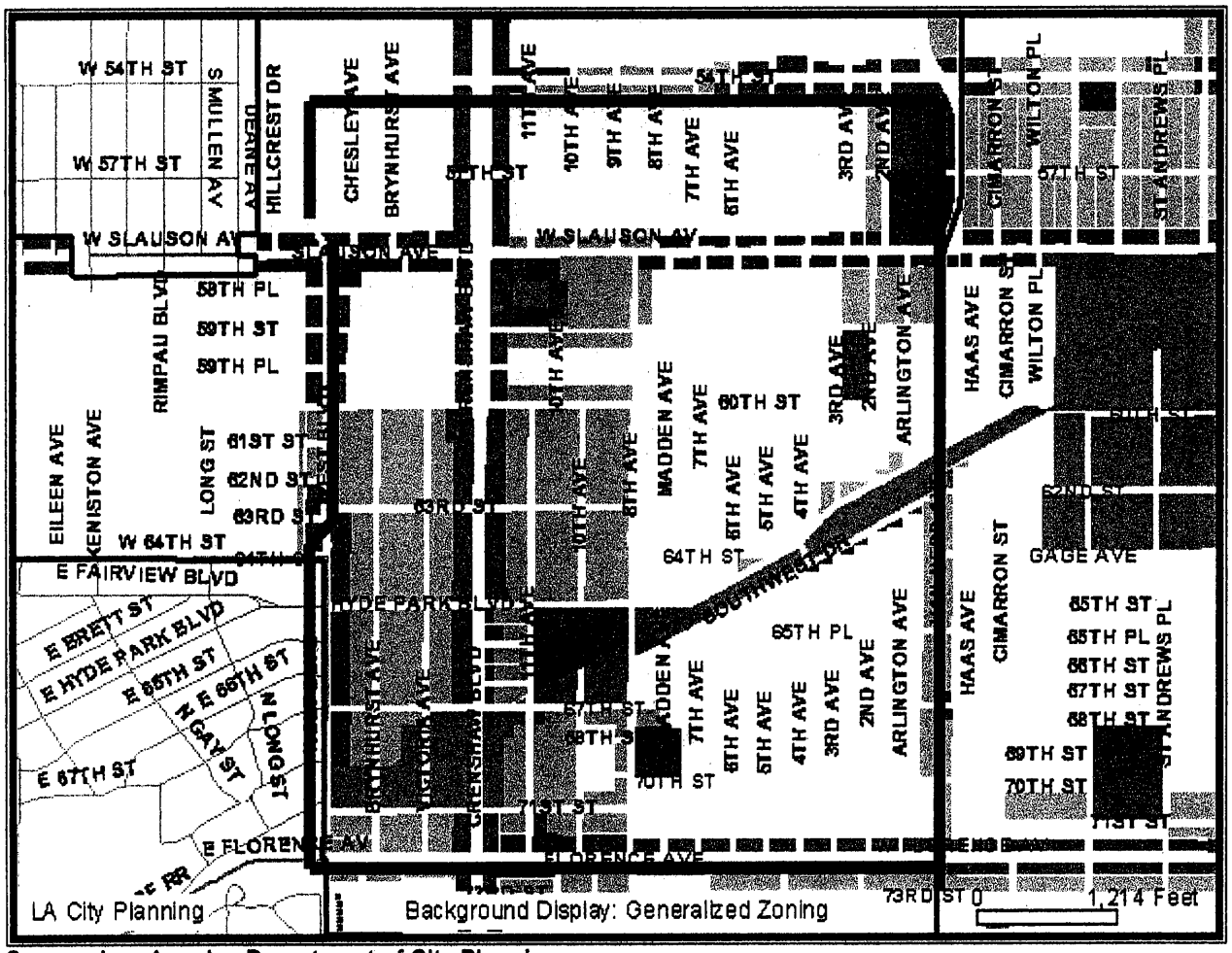
Vacant / Underutilized/ Available Properties in Council District 13 as of June 30, 2004

Corridor/ Street Address	Type	Status	Lot Size	Facility Size	Zoning
Cesar Chavez Ave.					
2433 E. Cesar Chavez Ave.	Vacant Lot	Underutilized	6,996	3,342	C2-1
2501 E. Cesar Chavez Ave.	Vacant Lot	Underutilized	6,994	812	C2-1
3200 E. Cesar Chavez Ave.	Vacant Lot	Underutilized	5,663	N/A	C2-1
Cesar Chavez @ Soto	Vacant Lot	Underutilized	8,603	N/A	C2-1
Soto St.					
119 & 121 S. Soto St.	Bldg	Underutilized	9,810	2,570	RD1.5-1
150 S. Soto St. @ Michigan Ave.	Vacant Lot	Underutilized	7,063	5,902	RD1.5-1
Soto St. @ 4th St.	Vacant Lot	Underutilized	6,882	N/A	C2-1
Evergreen					
400 S. Evergreen Ave.	Vacant Lot	Underutilized	5,616	4,395	C2-1

Vacant / Underutilized/ Available Properties in Council District 15 as of June 30, 2004

Corridor/ Street Address	Type	Status	Lot Size	Facility Size	Zoning
Compton Ave.					
11420-11720 S. Compton Ave.	Vacant Lot	For Lease	5,183	1,880	C1-1
11127-11137 S. Compton Ave.	Vacant Lot	Underutilized	11,717	N/A	MR1-1
11101 S. Compton Ave.	Vacant Bldg	Underutilized	4,356	N/A	R2-1
10921 S. Compton Ave.	Vacant Bldg	For Sale	7,187	1,092	R4-1
10906-10914 S. Compton Ave.	Vacant Lot	Underutilized	6,839	N/A	R4-1
10813 S. Compton Ave.	House	For Sale	7,230	N/A	R2-1
10601 S. Compton Ave.	Vacant Apt. Bldg	Underutilized	3,615	1,000	R2-1
9902-9920 S. Compton Ave. (e. side, 2 n. of crnr @ Century Blvd.)	Vacant Lot	Underutilized	10,018	N/A	R2-1
9902-9920 S. Compton Ave. (e. side, 3 n. of crnr @ Century Blvd.)	Vacant House	Underutilized	10,018	N/A	R2-1
9709-9909 S. Compton Ave. (w. side, 1 n. of crnr @ 99th St.)	Vacant Lot	Underutilized	7,187	N/A	R2-1
9700 S. Compton Ave.	Vacant Lot/ Truck yard	Underutilized	5,270	N/A	R2-1
Central Ave.					
10300 S. Central Ave.	Vacant Gas Statioin	Underutilized	15,987	N/A	C1-1
10410-10512/14/16 S. Central Ave.	Vacant Lot/ Truck yard	Underutilized	5,619	2,544	C1-1
10416 S. Central Ave.	Truck Yard	Underutilized	22,259	N/A	C1-1
10512/14/16-18 10530 S. Central Ave.	Vacant Apt Bldg	Underutilized	7,492	3,277	R2-1
10520-10526 S. Central Ave.	Vacant Apt Bldg	Underutilized	5,619	3,277	R2-1
10528-34 S. Central Ave.	Vacant Apt. Bldg	Underutilized	5,619	3,277	R2-1
10601 S. Central Ave.	Vacant Apt Bldg	Underutilized	33,615	N/A	R2-1
10608-10614 S. Central Ave.	Vacant Apt Bldg	Underutilized	5,619	3,277	R2-1
10616-10622 S. Central Ave.	Vacant Apt Bldg	Underutilized	5,619	3,277	R2-1
10715-10925 S. Central Ave.	Vacant Food Stand	Underutilized	9,015	N/A	C2-1
11129-11161 S. Central Ave.	Vacant Lot	Underutilized	5,619	N/A	MR1-1
11215-11227 S. Central Ave.	Vacant Lot/ Bldg	Underutilized	5,183	1,880	C2-1
11412-11328 S. Central Ave.	Vacant Lot	Underutilized	5,183	N/A	C2-1
11403-11550 S. Central Ave.	Large Vacant Lot	Underutilized	10,366	N/A	C2-1
11403 S. Central Ave.	House	For Sale	5,183	2,058	C2-1

Zoning Map of Target Area
Los Angeles City Council District 8



Zoning Designations

- Open Space
- Low Density Residential
- Moderate to High Density Residential
- Commercial
- Manufacturing

Source: Los Angeles Department of City Planning

Created by: MCW Consulting

Study Area Boundaries: North- 54th St. East- Van Ness Ave.
South- Florence Ave. West- West Blvd.

Zoning Map of Target Area
Los Angeles City Council District 9



Source: Los Angeles Department of City Planning

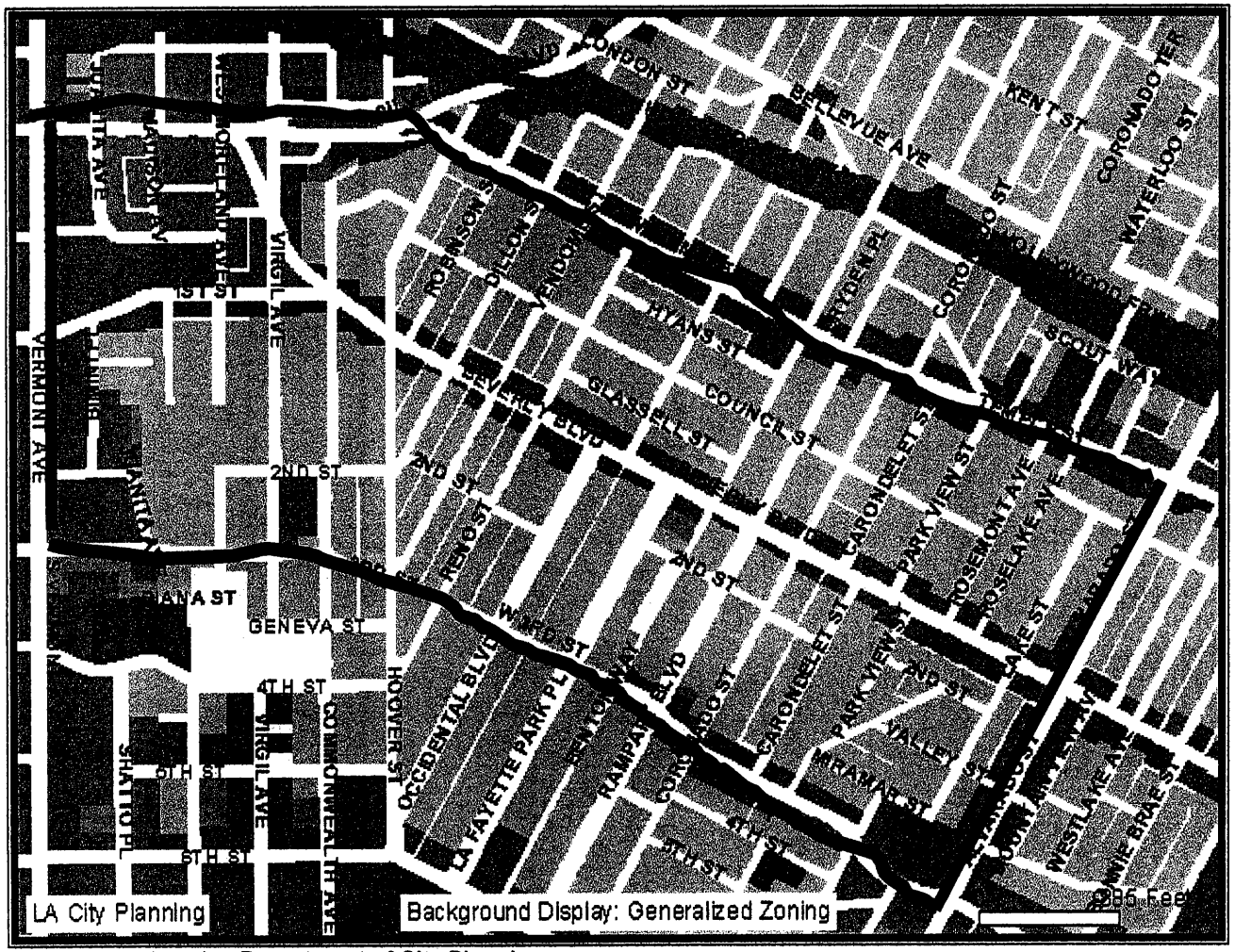
Zoning Designations

- Open Space
- Low Density Residential
- Moderate to High Density Residential
- Commercial
- Manufacturing

Created by: MCW Consulting

Study Area Boundaries: North- Washington Blvd. East- Central Ave.
South- Jefferson Blvd. West- Main St.

Zoning Map of Target Area
Los Angeles City Council District 13

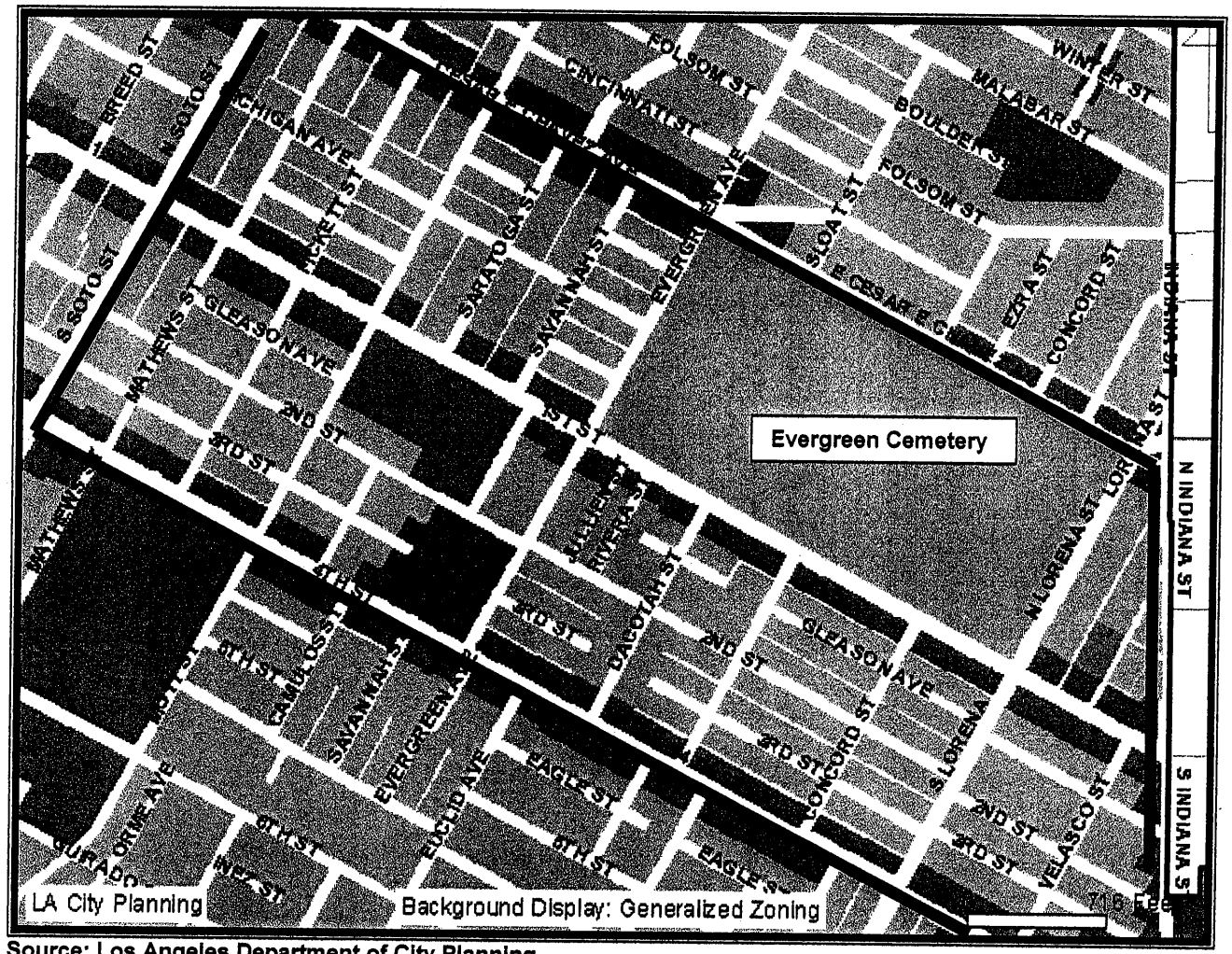


Source: Los Angeles Department of City Planning

Created by: MCW Consulting

Study Area Boundaries: North- Temple St. East- Alvarado St.
South- 3rd St. West- Vermont Ave.

Zoning Map of Target Area
Los Angeles City Council District 14



Zoning Designations

- Open Space
- Low Density Residential
- Moderate to High Density Residential
- Commercial
- Manufacturing

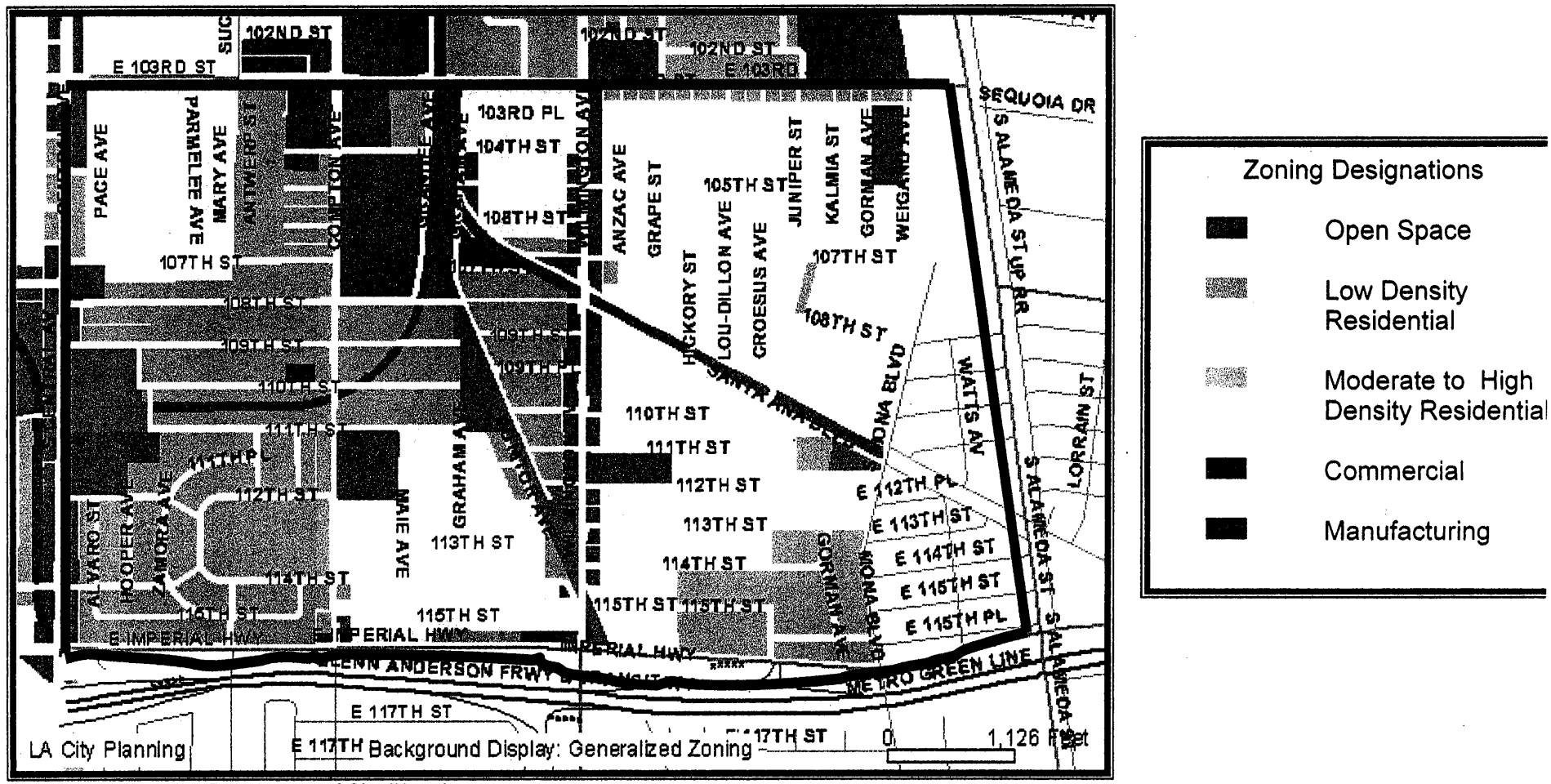
Source: Los Angeles Department of City Planning

Created by: MCW Consulting

Study Area Boundaries:

North- Cesar E. Chavez Ave.
South- 4th St.
East- Indiana St.
West- Soto St.

Zoning Map of Target Area
Los Angeles City Council District 15



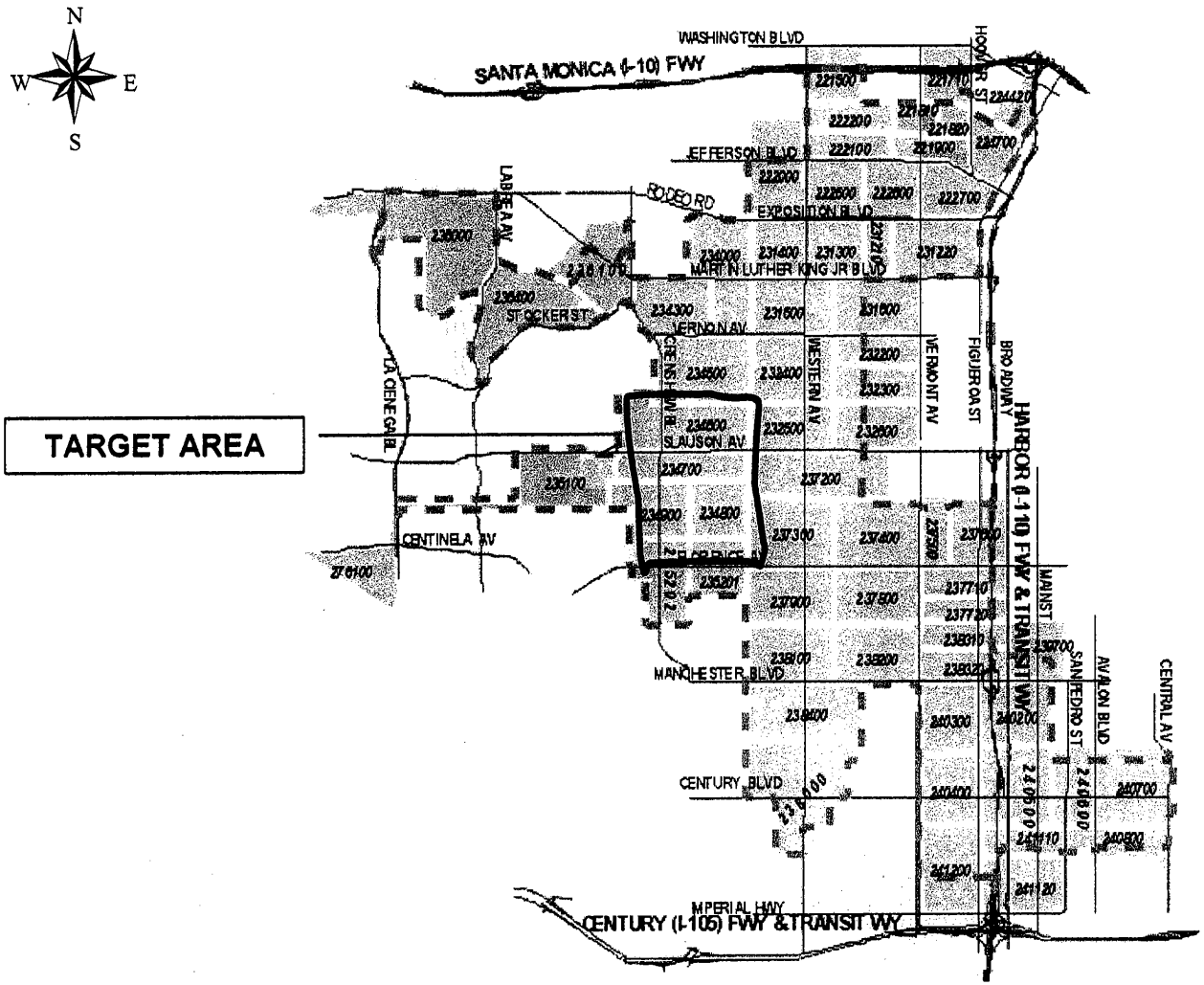
Source: Los Angeles Department of City Planning

Created by: MCW Consulting

Study Area Boundaries: North- 103rd St. East- Alameda St.
South- Imperial Hwy. West- Central Ave.

City of Los Angeles
8th Council District by Census Tracts

Council Person - Bernard Parks

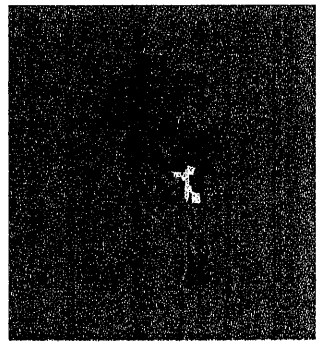


— Highways

— Major Streets

■ Census Tracts

City of Los Angeles



8h Council District

0 0.5 1 Mile

Source: Census 2000
Los Angeis Department of City Planning

Created by: MCW Consulting

City of Los Angeles
9th Council District by Census Tracts

Council Person – Jan Perry

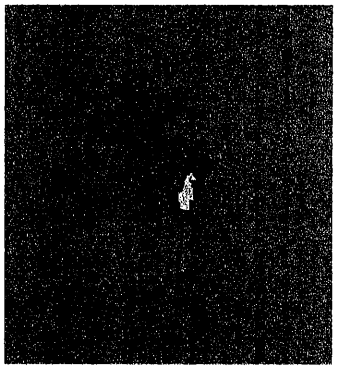


— Highways

— Major Streets

■ Census Tracts

City of Los Angeles



9th Council District

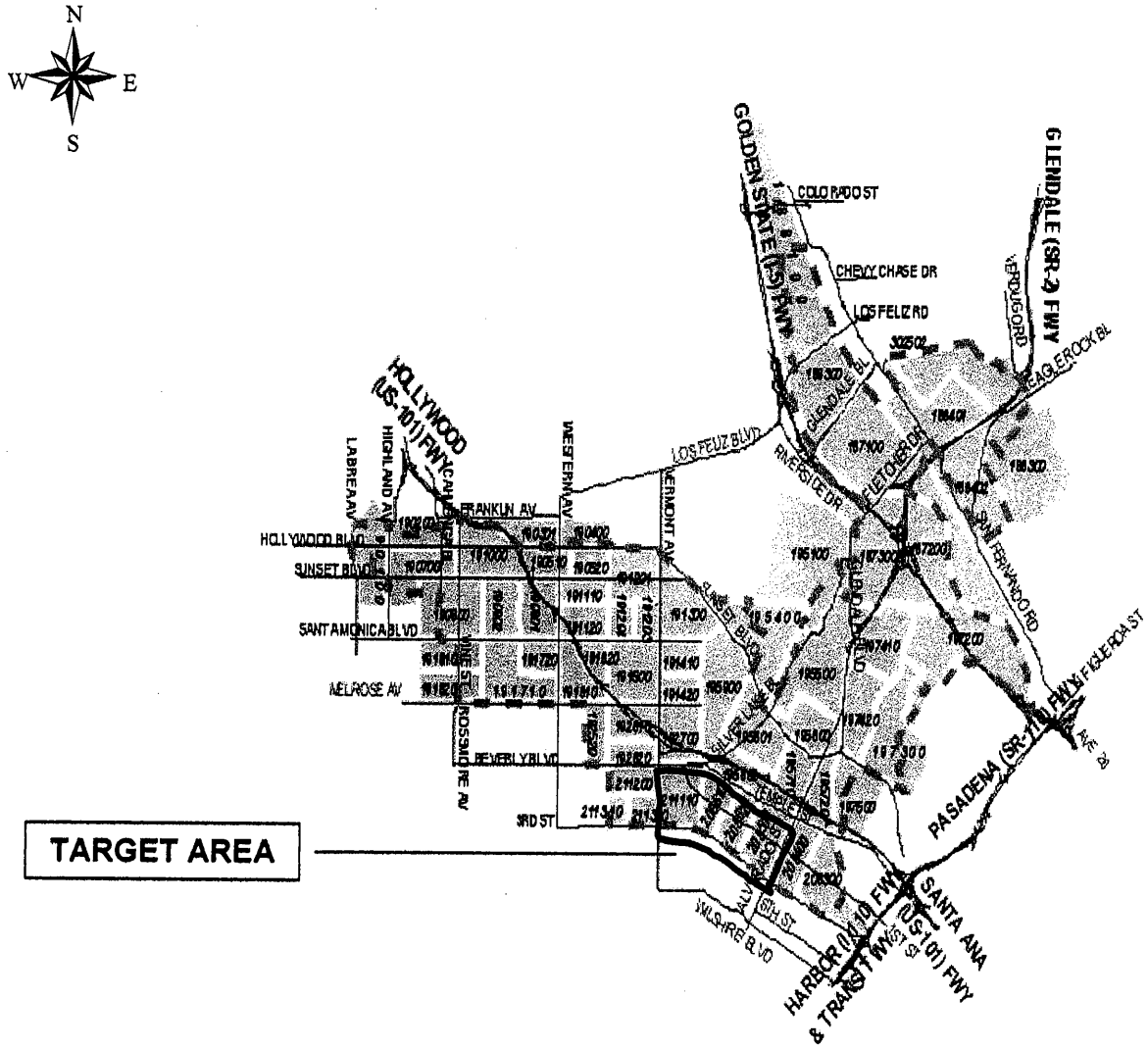
0 0.5 1 Mile

Source: 2000 Census
Los Angels Department of City Planning

Created by: MCW Consulting

City of Los Angeles
13th Council District by Census Tracts

Council Person – Eric Garcetti

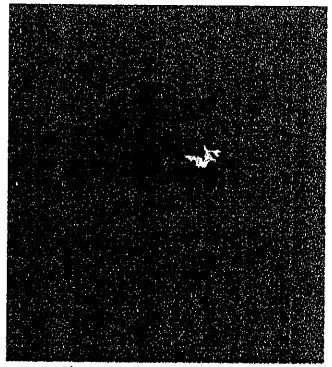


— Highways

— Major Streets

Census Tracts

City of Los Angeles



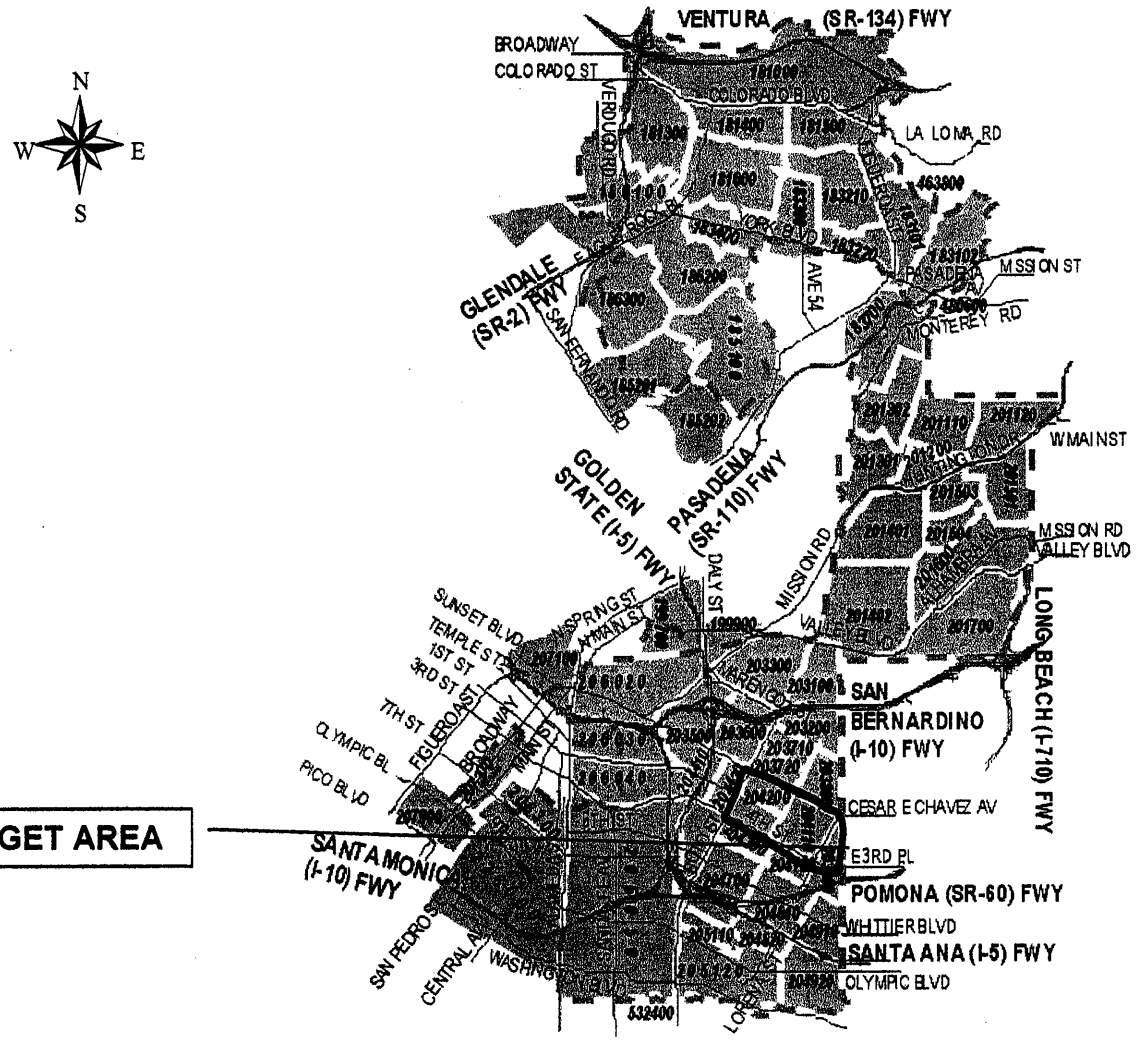
13th Council District

0 0.5 1 Mile

Source: 2000 Census
Los Angeles Department of City Planning
Created by: MCW Consulting

City of Los Angeles
14th Council District by Census Tracts

Council Person – Antonio Villaraigosa

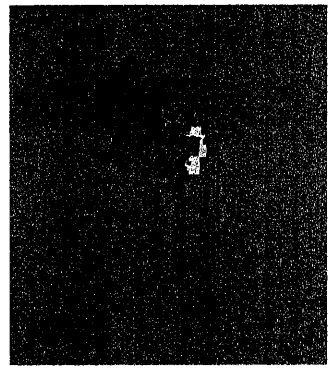


— Highways

— Major Streets

■ Census Tracts

City of Los Angeles



14th Council District

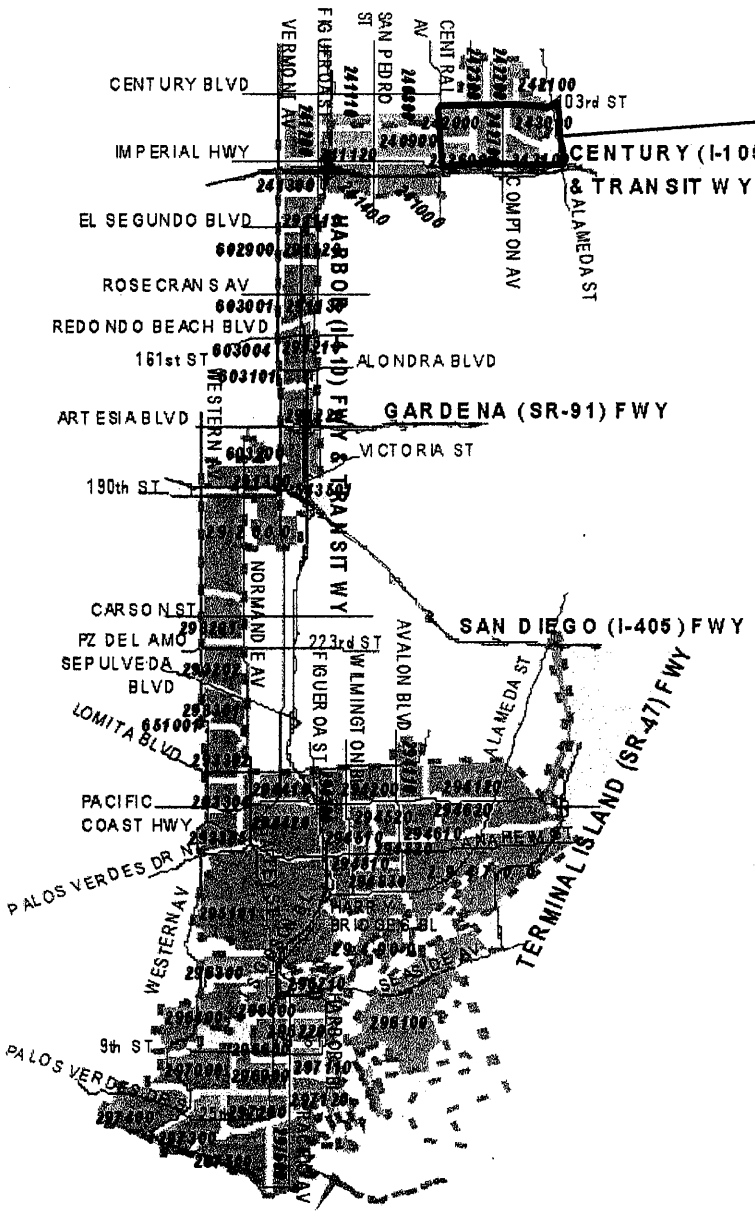
0 0.5 1 Mile

Source: 2000 Census
Los Angels Department of City Planning

Created by: MCW Consulting

City of Los Angeles
15th Council District by Census Tracts





Council Person – Janice Hahn

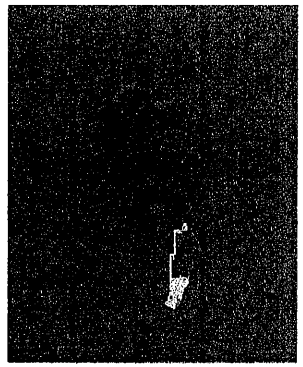
TARGET AREA

— **Highways**

— **Major Streets**

Census Tracts

City of Los Angeles



15th Council District

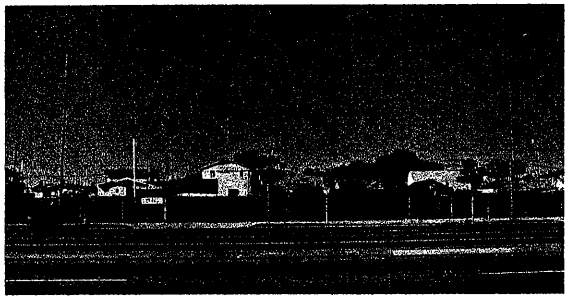
0 0.5 1 Mile

Source : 2000 Census
Los Angeles Department of City Planning

Created by: MCW Consulting

Vacant/Underutilized/Available Properties in Council District 8

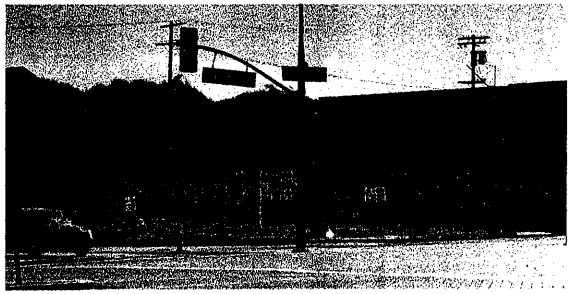
Crenshaw Boulevard Corridor



Vacant Lot – 5471-5701 S. Crenshaw Boulevard



Vacant Lot – 5471-5701 S. Crenshaw Boulevard



Vacant Lot – 5400 S. Crenshaw Boulevard

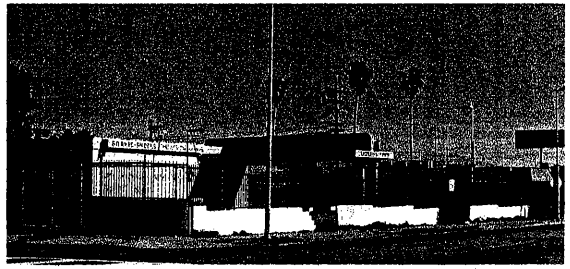
Slauson Avenue Corridor



Former Auto Repair – 3565 West Slauson Avenue



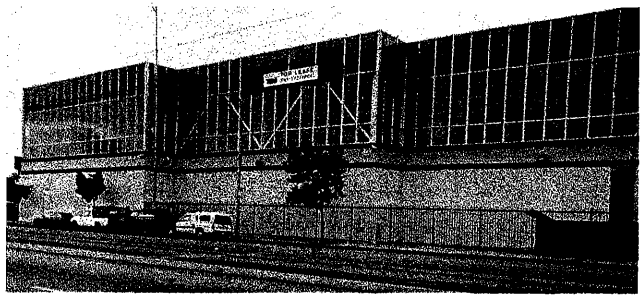
Former Auto Repair – 3585 West Slauson Avenue



Former Auto Repair – 3475 West Slauson Avenue

Vacant/Underutilized/Available Properties in Council District 9

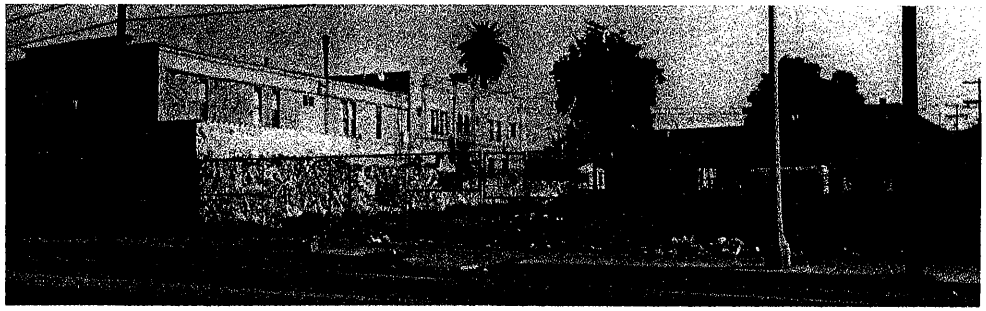
Washington Boulevard Corridor





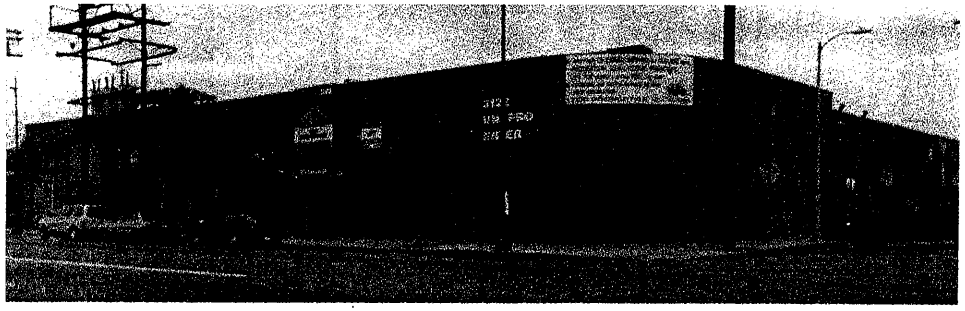


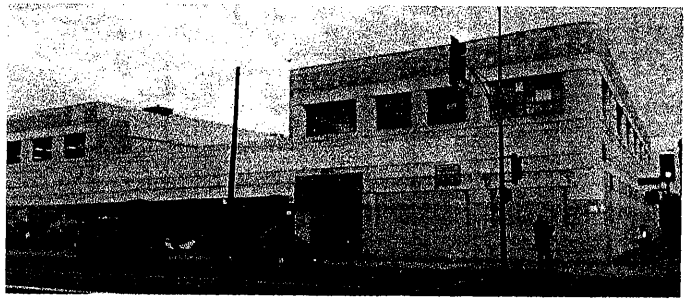
Central Avenue Corridor





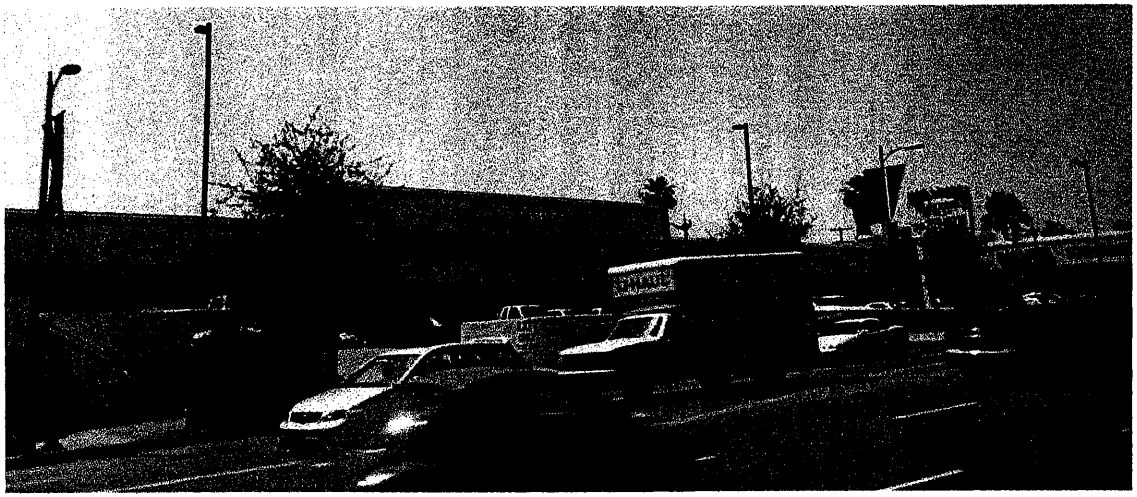
Main Street





Vacant/Underutilized/Available Properties in Council District 13

Vermont Avenue



Vacant/Underutilized/Available Properties in Council District 14

Cesar E. Chavez Avenue





Soto Street

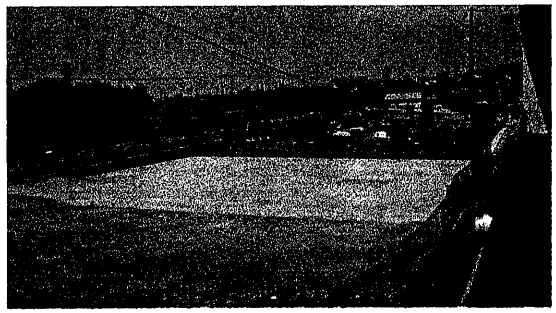




3rd Street & Indiana Street Intersection

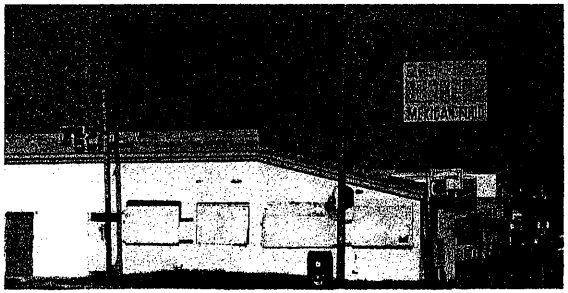






Vacant/Underutilized/Available Properties in Council District 15

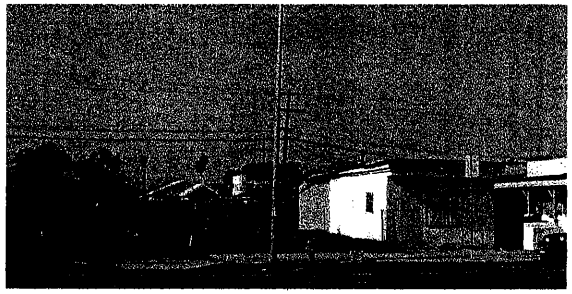
Central Avenue Corridor



Former Food Stand – 10725 S. Central Avenue



Vacant Lot – 11129-11161 S. Central Avenue



Vacant Bldg/ Lot – 11215-11227 S. Central Avenue



Vacant Lot – 10530 S. Central Avenue



Vacant Lot – 11412-11428 S. Central Avenue



Vacant Lot – 11403-11551 S. Central

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) AND RELATED WORK

SUMMARY OF TELEPHONE QUOTATIONS

The Mayor's Office of Housing and Economic Development, Strategic Planning and Project Development, requested quotations from firms to do the following CEDS and related work:

(1) CEDS updates for five geographic areas (South Los Angeles, East/Northeast Los Angeles, Downtown, Hollywood, and the San Fernando Valley;
(2) Public outreach/working group meetings with appropriate stakeholders for each of the five sub-areas;
(3) Organize a CEDS Committee for each of the five sub-areas; and
(4) Prepare four Economic Development Administration (EDA) pre-applications and related Investment Summaries.

The following eleven firms were contacted by telephone to determine their rates based on the above-mentioned scope of work. Most of the firms are from the existing CRA pre-approved Grant Consultants List.

1. Economics Research Associates **$448,000**

2. South Los Angeles Economic Alliance **$300,000**

3. MVR Consulting **$260,000**
   - No prior CEDS experience.
   - Completed one EDA application

4. Abby H. Arnold **$108,000**
   - Has no prior CEDS and EDA application experience

5. Mark Briggs & Associates at
   - No bid. Company was sold.

6. Patti Post & Associates
   - No bid. Work is outside area of expertise.

7. eCivis
   - No bid. No prior CEDS experience and needed more time to prepare a bid.

8. Seliger & Associates
    - Incomplete bid.
    - $25,000 - $30,000 to review current CEDS documents and update CEDS data for each sub-area.

9. Silbert Consulting
    - No bid. Job too large.

10. Higman Doehle
    - No bid. Did not return voice message.

11. Kimley-Horn & Associates
    - No bid. Did not return voice message.

DRAFT

PROPOSED SCOPE OF WORK
SOUTH LOS ANGELES ECONOMIC ALLIANCE
June 2006

Comprehensive Economic Development Strategy
City of Los Angeles

The City of Los Angeles (City) is required to prepare a Comprehensive Economic Development Strategy (CEDS) to qualify for Economic Development Administration (EDA) assistance and plans to use this important planning process to guide the economic growth in five (5) sub-CEDS areas. The City plans to meet this requirement by preparing updated CEDS for the following five sub-CEDS areas: South Los Angeles, East/Northeast Los Angeles, Downtown Los Angeles, Hollywood, and the San Fernando Valley.

The South Los Angeles Economic Alliance (SLAEA) will: (1) prepare each sub-CEDS and a citywide CEDS with an executive summary that will promote sustainable economic development and opportunity focusing on the growth industries, foster effective transportations systems and transit oriented development, enhance and protect the environment, and balance resources through sound management of development, (2) work closely with the Mayor's Office and the City Council Offices that cover the various sub-CEDS areas to identify community groups to ensure broad-based and diverse community participation as prescribed by EDA, (3) establish a CEDS Committee in accordance with EDA guidelines, (4) Identify catalytic economic development projects and related small business and job training linkages, and (5) write four EDA Investment Summaries and related preapplications on behalf of the Mayor's Office by December 29, 2006.

More specifically, some of the proposed elements to be addressed are:

I. Prepare Updated sub-CEDS

Tasks:

- Prepare updated Sub-CEDS for each sub-CEDS area.
- Develop a matrix of project area problems and opportunities for each Sub-CEDS planning area.
- Identify strengths, weaknesses, opportunities, and threats to the Los Angeles economy.
- Review and assess M/W/DBE and small business needs.
- Assist the City in EDA sub-CEDS approval process

II. Provide and Analyze Economic, Labor Market, and Demographic Information for Each Sub-CEDS Planning Area to Formulate a Citywide Education and Job Training Opportunities Action Plan Coordinated into the Citywide CEDS.

Industry Analysis:

- Leverage existing data from the Economy Project and analyze recent demographic, socio-economic, and labor market trends, and other direct and indirect factors impacting the local economy. Utilize 2000 Census, California Employment Development Department (EDD) Labor Market Information, and other reliable Census estimates to determine an accurate population and employment profile. The analysis will identify major characteristics of the local population with particular emphasis on age, ethnicity, income, and occupational distribution over the last decade. This information will determine which sectors in the local economy play a dominant role in terms of jobs, sales, taxes paid, and linkages to other industry. SLAEA will identify important linkages between the local economy and the regional economy in order to gauge the extent to which local sectors respond to changes in the regional, national, and international economy. We will supplement this analysis by conducting a survey of existing literature, planning studies,

consolidated plans, redevelopment studies, regional economic development and marketing strategies conducted by the City, Los Angeles County Economic Development Corporation (LAEDC), UCLA Anderson Forecast for California, and the County of Los Angeles. SLAEA will also incorporate market analysis from the Casden Real Estate Economic Forecast, which is published annually by the USC Lusk Center for Real Estate Development.

- Identify growth industries and examine current industry strengths, weaknesses, and what specific steps can be taken to capitalize on employment opportunities through education and job training to City residents.
- Identify strengths, weaknesses, opportunities, and threats to the Los Angeles economy.
- Identify potential growth industries in each sub-CEDS planning area.

III. Prepare and Submit EDA Preapplications

Tasks:

- *Evaluate potential sites and identify the sites eligible for EDA assistance*
- *Prepare Investment Summaries and related preapplications for each of the identified sites*
- *Assist the City in presenting the preapplications to EDA*

IV. Conduct Community Dialogues - Meetings/Focus Groups/Roundtables/ Workshops

Tasks:

- Facilitate economic development dialogue and coordination between local business community, civic groups, and government officials to identify resources, vision, and action plans.

- Update the City's economic development priority list that addresses both the direct and indirect reasons for economic decline such as business closures, crime and the perception of crime, and image of the region.

V. Develop Citywide Economic Development Strategy

Tasks:

Develop and update strategy to create new jobs and wealth in economically distressed areas of the City.

- Review business incentives, analyze, and make recommendations to improve delivery of current economic programs.
- Empowerment Zones, Enterprise Communities, New Market Tax Credit, SBA, business tax and access to capital.
    - Coordinate efforts with Mayor's Office of Housing & Economic Development, Los Angeles Housing and Business Team, Community Redevelopment Agency, and Los Angeles County Economic Development Corporation to refine business tax and incentives to attract and retain industry.
- Assess opportunities to take advantage of the region's economic development drivers and growth engines. Coordinate and dialogue with LAX, Convention Center Bureau, and downtown stakeholders and associations.
- Identify funding opportunities and grants for public-private partnerships/private investments.
- Review, analyze, and integrate findings from the Mayor's Office Industrial Development Policy Initiative (commercial, retail and property availability and estate trends) – including identification of site assemblage opportunities. Assess potential for mixed-use development to create new housing opportunities that bolsters quality of life for City residents. Review and analyze surplus retail and/or dysfunctional industrial space that exists within

City and potential remedies for re-use (recycling). Coordinate efforts with Mayor's Office of Housing and Economic Development.

- Review, analyze, and integrate findings from the Blue Ribbon Task Force on Infrastructure Development.
- Identify brownfields redevelopment opportunities for industrial and mixed-use development.
- Develop strategies to improve the quality and supply of entry-level and higher paying jobs that meet the needs of local and prospective businesses. Review the literature on education gap and identify new paradigms for job training.
- Identify opportunities for adaptive reuse, alternative clean energy, clean manufacturing, reindustrialization, recycling, and eco-industrial development.

VI. Develop Citywide CEDS Draft and Final Reports

- Present a draft final report to the Strategic Planning and Project Development Department of the Mayor's Office of Housing and Economic Development within 30 working days prior to the completion of the Project.
- Incorporate comments and suggestions recommended by the City.
- Submit 30 bound, two unbound, and an electronic copy of the final report.

The project will be completed by June 30, 2007. Reports and other deliverables will be submitted to the Strategic Planning and Project Development Department of the Mayor's Office of Housing and Economic Development per attached *Project Task Schedule and Timeline*.

Proposed CEDS Project Task Schedule and Timeline

NO.	TASK	DELIVERABLE	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
I	Prepare an Updated sub-CEDS	Five updated sub-CEDS reports and assistance in EDA approval process												
II	Analyze demographic, socio-economic and labor market trends for each sub-CEDS area and Coordinate Job Training Opportunities Action Plan in to the Citywide CEDS.	Progress Report												
III	Prepare and submit EDA preapplications	Four Investment Summaries and related preapplications, and assistance in EDA approval process												
IV	Conduct community dialogues	Meetings, Focus Groups, and Roundtables												
V	Develop Citywide Economic Development Strategies	Interim Progress Report												
VI	Develop Citywide CEDS Draft and Final Reports	DRAFT and FINAL REPORTS [Incorporating all five Sub-CEDS areas]												

Submit Reports Activities

Proposed CEDS Project Task and Payment Schedule

NO.	TASK	PERFORMED BY	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
I	Prepare an Updated sub-CEDS	SLAEA, USC, & consultants												
II	Analyze demographic, socio-economic and labor market trends for each sub-CEDS area and Coordinate Job Training Opportunities Action Plan in to the Citywide CEDS.	SLAEA & USC												
III	Prepare and submit EDA preapplications	SLAEA & consultants												
IV	Conduct community dialogues	SLAEA and consultants												
V	Develop Citywide Economic Development Strategies	SLAEA, USC, and consultants												
VI	Develop CEDS Draft and Final Reports	SLAEA, USC, and consultants												
	PAYMENT SCHEDULE	**TOTAL: $300,000**			75,000			125,000			50,000			50,000