



CRENSHAW CORRIDOR PROFILE

BRINGING INVESTMENT TO LOS ANGELES' GATEWAY



Crenshaw Boulevard to the southwest taken from a blimp. The May Co. is the large white building seen mid-way on the right. 1952

PROJECT SUMMARY

Los Angeles LISC (LA LISC) and the City of Los Angeles' Housing and Community Investment Department (HCID) have created this profile to better understand the economics of the Crenshaw area and the anticipated impact of the construction of the Metro Crenshaw/LAX Transit Project. With the advent of the new Crenshaw light-rail line, there are a number of projects aimed at taking advantage of the window of opportunity the rail line provides to attract investments that meet long-standing needs, including quality grocery, sit-down restaurants, employment, educational resources and access to health care.

LISC gathered market data and engaged with community stakeholders to better understand the community's assets and unmet market demands. Since 1997, LA LISC has invested \$3.9M with its Crenshaw Corridor partners. LA LISC expects to use this Profile, along with the plans developed through other efforts, to guide its strategic investments. HCID will use the Profile to help align public resources to fund catalytic projects.

The market research was conducted by LISC MetroEdge (LME), which works with LISC offices and communities nationwide to develop viable commercial corridor and economic development strategies. The LME approach combines innovative market research, quantitative analysis, and grassroots community engagement to correct misperceptions of urban markets, identify hidden assets and help communities exercise more control over their economic futures.

Residents, business owners, and leaders from local non-profit organizations and community development corporations clarified the community context and informed the Profile recommendations.

Summary findings:

1. One of every two dollars leaves the trade area amounting to \$562 million in unmet total demand.
2. Projects whose success relies on the engagement and integration of the entire leadership of the Corridor, as well as from foundation, intermediary and government leaders include:
 - Maximizing the Metro transit stops on the Corridor to attract new investment.
 - Thoughtful development of Marlton Square.
 - Marketing and branding of the refreshed corridor.
3. Investment in existing and new small businesses is at the core of the long-term success of the Crenshaw Corridor.

METHODS

- Approximately one of every two dollars leaves the Trade Area, amounting to over \$562 million in unmet retail demand.
- Residents, business owners and non-profit leaders met with MetroEdge and LISC staff both one-on-one and as a part of group meetings to discuss needs and opportunities.
- Information on the area's history was gathered from public reports and stakeholder interviews.
- Members of the Profile team walked the neighborhood conducting informal interviews with merchants and residents.
- Team members met to discuss the community input and research findings in order to develop a series of recommendations.

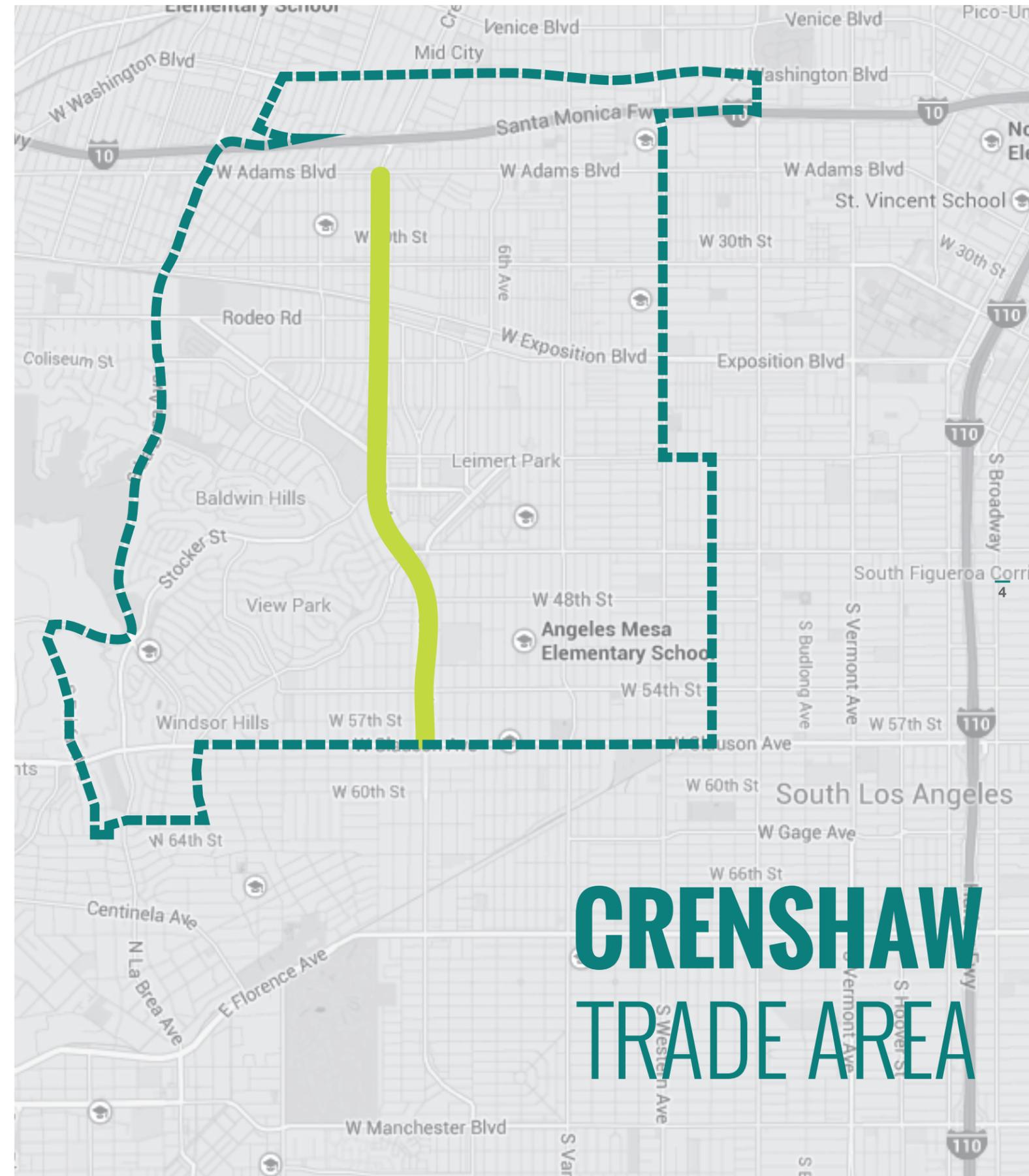
A full list of resources and sources is listed on page 26.

CRENSHAW TRADE AREA

LISC defined the Crenshaw Trade Area to include sections of a number of surrounding communities – including Leimert Park, Arlington Heights, Jefferson Park, West Adams, Baldwin Hills, View Park, Windsor Hills, Hyde Park, Vermont Square, Chesterfield Square, Harvard Park and Vermont Slauson. The boundaries extend from Washington Boulevard on the north, to 63rd Street on the south, to Denker Avenue on the east and South La Brea Avenue on the west. The Trade Area is both a convenience market for residents seeking nearby goods and services, as well as a destination market for the Baldwin Hills Crenshaw Plaza. The area was selected to provide a balanced profile of the residences that might be expected to shop along the Crenshaw Corridor.

While the Profile contains many business districts, the emphasis is on maximizing the opportunities to expand businesses along the Crenshaw Corridor from Adams Boulevard to Slauson Avenue, which will be heavily impacted by the incoming light rail line. Also discussed is Marlon Square, a 22-acre (89,000 m²), retail and residential area located adjacent to the Corridor. The site is bordered by Martin Luther King Jr Boulevard on the north, Marlon Avenue on the east, Santa Rosalia Drive on the south, and Buckingham Road on the west. Across Marlon Avenue is the Baldwin Hills Crenshaw Plaza shopping mall.

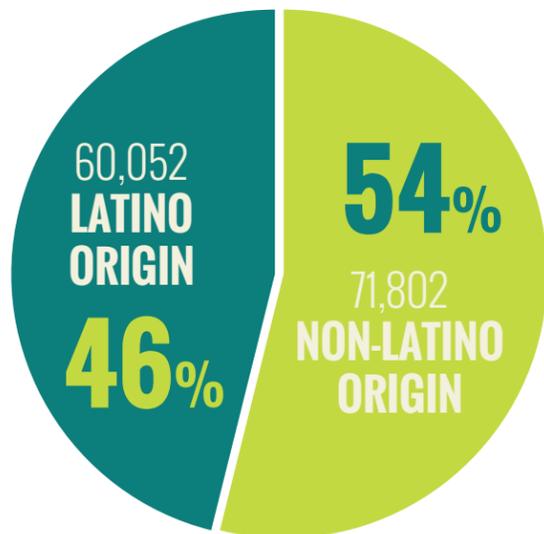
HCID and MetroEdge generated detailed market data and maps on job density that are available on the LA LISC website: lisc.org/los_angeles/place-based_initiatives/crenshaw_corridor.php.



DEMOGRAPHICS

The demographics of the Trade Area reflect the ethnic and income diversity of Los Angeles. According to Nielsen Pop-Facts for 2014*, the Trade Area has a population of nearly 132,000 individuals, with 46,485 households. African Americans make up 47% of the population with a concentration in its southwest region, and the Hispanic/Latino population is of similar size (46%) and is concentrated in the northern region. While there are many young people (34%), the majority of the population is between the ages of 25 and 64 (55%). The Trade Area is home to the established professional communities of Baldwin Hills, Leimert Park Village and View Park that contain many single-family homes, as well as high density, lower income neighborhoods, that combined have significant buying power. The diverse income profile makes the Crenshaw Trade Area a prime market for retailers, restaurants, and entertainment.

Ethnic Profile



Racial Profile

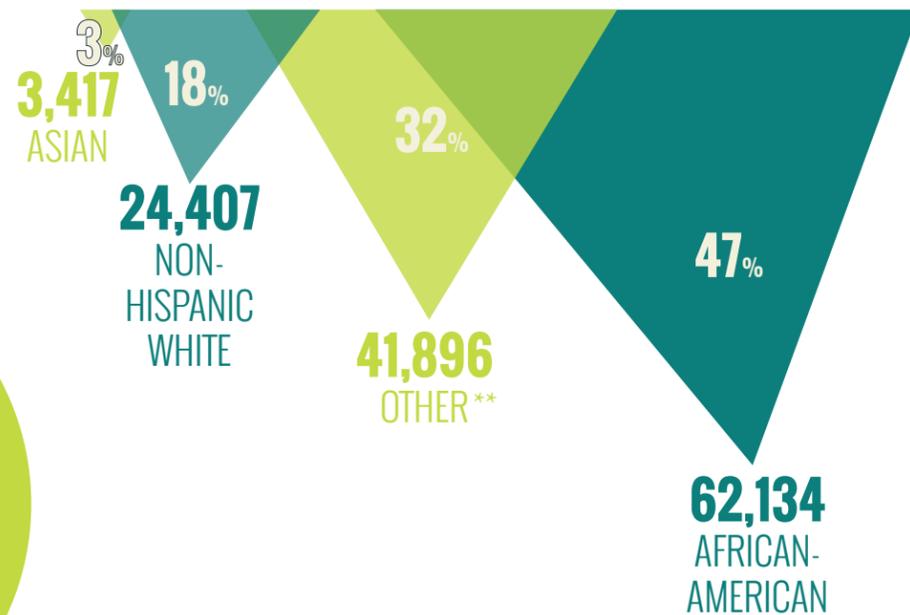
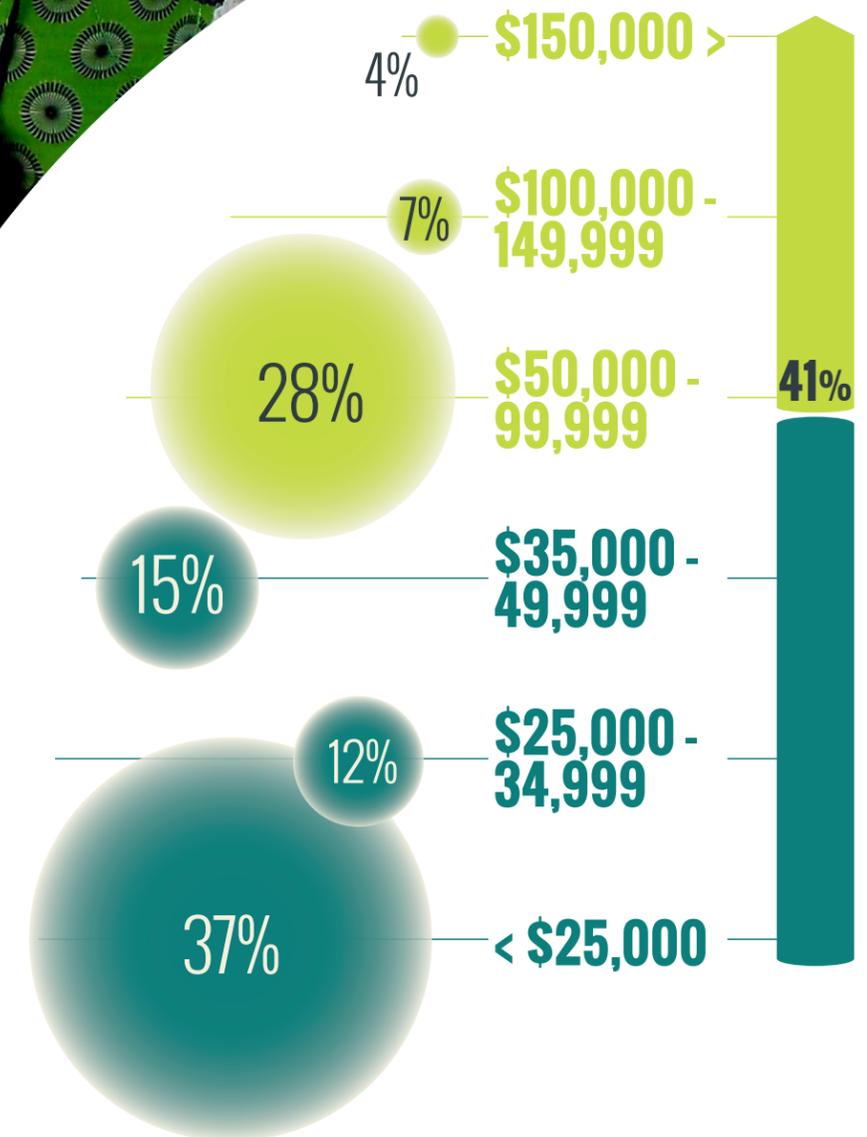


Photo by Ben Caldwell KAOS Network

INCOME DIVERSITY



* Nielsen Pop-Facts data builds on the 2010 Census and updates it with data sources from public and private organizations, city, county, regional planning agencies, direct mail list companies, utility companies and marketing firms.

** The 2010 Census had a rising share of people selecting "Some Other Race (SOR)" when asked to pick a racial background. The Census is considering, for 2020, allowing respondents to choose from both racial and ethnic designations to reduce the number of individuals selecting SOR.

THE CRENSHAW CORRIDOR - A TRADITION OF RESILIENCE

The Crenshaw Corridor shares historical themes that resonate nationwide. Like many cities, in the early decades of the 20th century Los Angeles developed electric streetcars lines. In the 1920s, the yellow streetcars ran down a center divider on Crenshaw from Hawthorne up to Eagle Rock, past the 1-acre urban oasis Leimert Park Plaza which was developed by the famed Olmsted Brothers. The train gave residents easy access to jobs just 15 minutes away in downtown Los Angeles.

As one of Los Angeles' early suburbs, Crenshaw is home to one of the first malls in the nation. Built in 1947, the mall – now called the Baldwin Hills Crenshaw Plaza, has Albert C. Martin's streamlined Macy's building as its anchor store.

From the 1920s to the 1940s, Los Angeles was governed by racially restrictive covenants, with fully 95% of housing reserved for whites, including the beautiful homes along the Corridor.

To protest racial discrimination Reverend Clayton Russell and Charlotta Bass, publisher of the African American newspaper The California Eagle, established the Negro Victory Committee to advocate for employment in the defense industry. African Americans from around the country came to Los Angeles to work in the automobile, rubber and steel industries, but their housing choices were limited to a small area bounded by Main Street, Slauson Avenue, Alameda Boulevard, and Washington Boulevard; or farther south in Watts. This placed tremendous pressure on housing availability.

Once racial covenants were deemed illegal in 1948, and despite hostility from white residents, African American and Japanese families began buying or renting in the Crenshaw District. Japanese families, who had been interned during the war, came to the area and developed businesses like the historic Holiday Bowl, a combination bowling alley, pool hall, bar and coffee shop built in 1958 by Japanese entrepreneurs, serving the area's diverse residents. The influence of Japanese American businesses that filled the Crenshaw Square Shopping Plaza can still be seen today in the architecture and landscaping.

The yellow cars continued to operate along the corridor until the 1950s, when construction of freeways led to a shift toward buses, thought at the time to be a less expensive option over maintaining the rail lines.

By the 1960s, African Americans living in Baldwin Hills and adjacent areas made the Crenshaw area the home to the most affluent African American community west of the Mississippi, and good paying jobs in the nearby aerospace industry created a well established middle-class. The area attracted African American professionals and celebrities. Even as the community grew and prospered, some white residents were persistently hostile to African Americans, and over time many whites left the area for other areas of Los Angeles. Discriminatory police and schooling policies, and limited opportunity in communities south of Crenshaw led to the 1965 Watts riots.

8 line #1328 at terminal on 54th Street and Crenshaw Blvd., Photo by Alan Weeks, via Metro Library & Transportation Archive's Flickr



As whites continued to leave the Corridor, African American musicians, writers and artists began to move into Crenshaw and transformed it into a cultural destination for entertainment, food and business. In 1967, Alonzo and Dale Davis opened Brockman Gallery in Leimert Park, promoting the work of artists of color. While the relative prosperity of the area meant the decline in retail along the Corridor was less severe than in other South Los Angeles communities, the quality of offerings of many mainstream stores declined. Light industry replaced retail, and residents were forced to do their shopping in adjacent communities.

The nationwide trend of fewer aerospace and other manufacturing jobs in the 1970s undercut the working and middle class, contributing to growing unemployment. In the 1980s and 1990s conditions deteriorated, with fewer opportunities, worsening school conditions, persistent unemployment and miscarriages of justice which led to the 1992 uprising.

After 1992, a number of new efforts by community leaders worked to leverage the greater awareness of the poor conditions among the city's public and private sector leadership. Community Build, Inc. was founded in 1992, and in 2005 organized the Leimert Park Village/Crenshaw Corridor Business Improvement District. Ward EDC was also founded in 1992 to support neighborhood, housing, economic, and leadership development and the West Angeles Community Development Corporation was founded in 1994 to reduce poverty and increase social and economic justice. New community development corporations worked collaboratively to attract investment and help rebuild. Their efforts were supported by individual promotion to bring art and artists to the area – with Billy Higgins and Kamau Daáood's World Stage, Richard Fulton's 5th Street Dicks, and the blues club Babe's and Ricky's Inn.

By the 2000s, conditions began to improve through the diligent work of community and youth development organizations. However the stable neighborhoods surrounding the Corridor, like most south of the 10 freeway were described as "South Central", a term formerly used accurately to indicate the African American community along South Central Avenue. In 2003, the City of Los Angeles renamed a 16-square-mile district South Los Angeles to counter the negative "South Central" branding in mainstream media. To foster pride, the Eight District Empowerment Congress worked with community residents to create smaller neighborhood identities that were more reflective of the community's diversity.

In 2008, with the approval of Measure R, the Crenshaw/LAX Transit Project became one of 12 major transit initiatives approved, bringing new attention to the Crenshaw Corridor.

Residents began to work to retain valued assets, including Leimert Park's advocacy for a Historical Preservation Overlay Zone to maintain the distinct architectural character of the area, and community engagement efforts grew. Recent investments including the multi-million dollar refurbishing of the Baldwin Hills Crenshaw Plaza and newly restored Vision Theatre signal the advent of a new era of investment.



A HERITAGE OF COMMUNITY ENGAGEMENT AND STRENGTH

Many communities impacted by rail developments have to build new infrastructures to participate in and mitigate the impacts of construction and operations of new rail lines. The Crenshaw Corridor is an exception, in that it has a strong history of civic engagement. Corridor leadership is provided by the South Los Angeles Executive Directors Forum (SLEDF), a strong network of non-profit organizations that provide safety-net services, advocacy, and business supports.

SLEDF works to promote job creation, environmentally safe industry, business development, and the engagement of local stakeholders. They, along with residents, have worked closely with the City of Los Angeles Planning Department to design guidelines for a mixture of land uses that promote economic vitality, and serve the needs of the community through well designed, pedestrian safe, and accessible areas that highlight the Corridor's unique historic and cultural assets.

Throughout the past decade, over 200 stakeholders have taken part in various meetings to envision and advance change.

There are three Community Development Corporations (CDCs) that were established in the early 1990s to work along the corridor on housing and business development. Each has the capacity to lead different projects in the area simultaneously.

- Community Build, Inc.
- Ward Economic Development Corporation
- West Angeles Community Development Corporation

Cultural innovators and promoters, musicians, artists and poets not only bring vitality but are building institutions like the historic nightclub Maverick's Flat, the artists collective KAOS Network and the non-profit LA Commons, as well as the Debbie Allen Dance Academy, Lulu Washington Dance Academy and the new Papillon Gallery - all key supporters of the cultural scene in Leimert Park and along Crenshaw.

Small business development has been cultivated by long-time area champions from the Los Angeles National Urban League - with its Small Business Development and Entrepreneurship Center - the Brotherhood Crusade, and the Crenshaw Chamber of Commerce. The Los Angeles Neighborhood initiative (LANI) and the Greater Leimert Park Village/Crenshaw Corridor Property Business Improvement District (BID) have led efforts to improve the business climate through street improvements.

Local advocates, including the staff of the Community Health Councils (CHC), have been effective in highlighting the need for quality grocery stores, and have worked to ensure that the coming rail lines and transportation policies create safe environments for pedestrians and bikers. The Crenshaw Subway Coalition succeeded in securing a light rail stop at Leimert Park and continues to promote community engagement in monitoring Metro's implementation of the Crenshaw line.



Photo by Ben Caldwell KAOS Network

CRENSHAW CORRIDOR ANCHORS

Traditionally, an anchor institution is a community resource that, once established, tends not to move location. Community development professionals across the country are looking for ways to more fully incorporate anchor institutions in community wealth building so that their roles as community partner, employer, and developer can be better coordinated across the business, cultural, spiritual, finance, health and education sectors.

The Crenshaw Corridor has a number of historical anchors, built prior to the economic downturn in the 1980s that have stayed and continued to serve the area over many decades. As part of the corridor's development, investment in existing anchors and expansion of anchors from sectors not well represented could create an even stronger draw for residents and rail line users. Greater connections between anchors would also help to move customers throughout the corridor, benefitting the smaller businesses between them.

ESTABLISHED

Business Anchors: The Baldwin Hills Crenshaw Plaza is the primary retail and entertainment anchor on the Crenshaw Corridor. Its operator Primstor recently invested \$40 million in improvements to the 43 acre property including the remodeling of RAVE Theatres, along with the addition of the upscale restaurant Post & Beam. Farther north at Rodeo and Crenshaw a new District Square development will add 300,000 square feet of new retail space.

Cultural Anchors: In 1931, Stiles O. Clements, a leader in the Art Deco and Streamline Moderne movements, designed the elegant Vision Theatre. Its current \$11 million renovation provides more opportunities for cultural programming in the area like the Pan African Film Festival, Martin Luther King Day, Juneteenth, and Kwanza celebrations, and an African Marketplace. It is also a resource for Asian American, Latino and Native American community celebrations and holiday events. Cultural institutions Kaos Network and LA Commons are located next door to the theatre, and there are plans to convert the street in front into a pedestrian plaza from Leimert Boulevard to Degnan, creating even more public space for the arts.

Spiritual Anchors: Churches are integral to coherent development strategies in this Trade Area. Some of the largest churches in Los Angeles are located in the Trade Area, drawing in thousands of visitors each week. West Angeles Church of God in Christ with properties located just north and south of Jefferson Boulevard, has a membership of 22,000, and serves 5,000 attendees at each service. First African Methodist Episcopal Church, two miles east of Crenshaw at Adams, has a membership of 19,000. Iglesias de Restauracion located at Adams and Crenshaw is one of the largest Latino Pentecostal churches in Los Angeles. Many of its 3,500 congregants travel to the church from other parts of Los Angeles. Among the historical churches in the Trade Area that provide additional vital leadership are Holman United Methodist Church, Holy Name of Jesus Catholic Church, Ward African Methodist Episcopal Church, and Trinity Baptist Church.



Photo by Jason Gutierrez for Community Build Quality of Life Plan 2009

Financial Anchors: A significant number of banks representing both large national and regional financial institutions are located on the Corridor including the African American owned OneUnited Bank, as well as two JP Morgan Chase branches, and branches of California Bank and Trust, Wells Fargo Bank, and Bank of America.

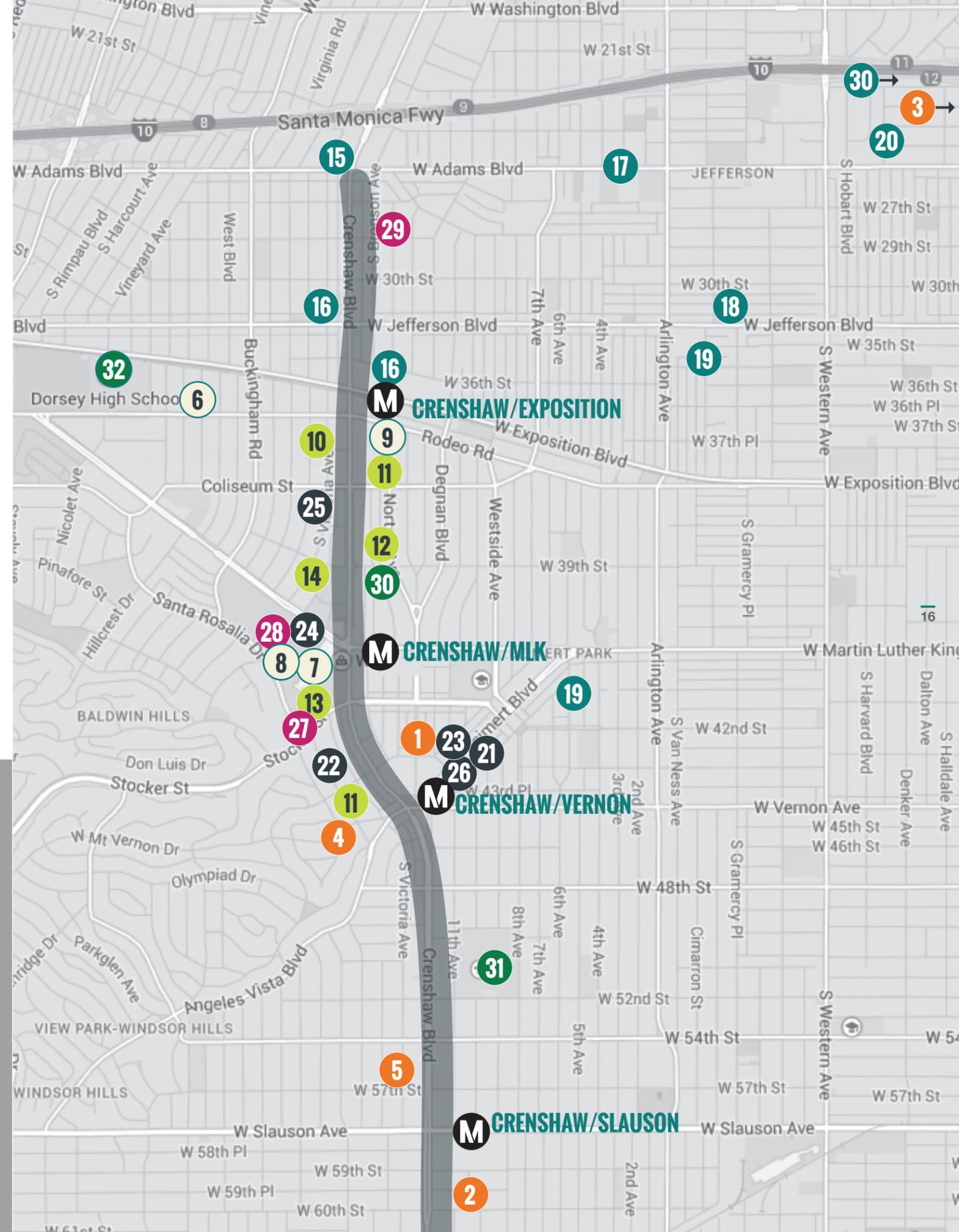
EMERGING

Health Anchors: A new Kaiser Medical Center is slated for development at Mariton Square. The medical facility will bring hundreds of employees and patients to the area during the week, and also include the development of a public green space for local residents. Kaiser's arrival complements the trend towards incorporating healthy activities into public spaces, for example the Crenshaw Plaza's Saturday Farmers' Market, and twice weekly Zumba classes in the bridge that crosses Martin Luther King Boulevard.

Educational Anchors: Community Build, Inc. has recommended that a satellite community college be located at Mariton Square. An institution of this kind would provide much needed educational services to the community. Workforce development goes hand in hand with economic development. With the cost of 4-year colleges increasing, community colleges are a critical institution for preparing adults for living-wage careers, in high demand health care, and the science, technology, engineering, and math (STEM) fields. In addition, both a community college and the new Los Angeles Unified School District - Diane Edith Watson Career Training Center on Crenshaw Boulevard would support residents interested in trades such as construction secure the certificates and skills they need.

Transportation Anchors: The four transit station portals and plazas along the Corridor will create natural new anchors, and could be integrated mobility hubs that provide for greater safety and ease of access to the commercial properties for pedestrians, bicycles, autos and buses. They could also be sites for new car share, bike share, or car for hire options.

- **COMMUNITY DEVELOPERS**
 - 1. Community Build, Inc.
 - 2. West Angeles CDC
 - 3. WARD EDC
 - 4. LA National Urban League
 - 5. Brotherhood Crusade
- **BUSINESS**
 - 6. Crenshaw Chamber of Commerce
 - 7. Baldwin Hills Crenshaw Plaza
 - 8. Post & Beam
 - 9. District Square
 - 10. (Under construction)
- **FINANCIAL**
 - 11. OneUnited Bank
 - 12. JP Morgan Chase
 - 13. California Bank and Trust
 - 14. Wells Fargo Bank
 - 15. Bank of America
- **SPIRITUAL**
 - 16. Iglesias de Restauracion
 - 17. West Angeles Church of God in Christ
 - 18. Holman United Methodist Church
 - 19. Holy Name of Jesus Catholic Church
 - 20. Trinity Baptist Church
 - 21. First AME
- **CULTURAL**
 - 22. KAOS Network & LA Commons
 - 23. Maverick's Flat
 - 24. Papillon Gallery
 - 25. Debbie Allen Dance Academy
 - 26. Lulu Washington Dance Theatre
 - 27. The Vision Theatre
- **HEALTH**
 - 28. Community Health Councils (CHC)
 - 29. Kaiser Medical Center (Future site)
 - 30. Asian American Drug Abuse Program, INC
- **EDUCATION**
 - 31. Diane Edith Watson Career Training Center (Future site)
 - 32. Crenshaw High School
- M **METRO STOPS**



LEVERAGING MARKET CAPACITY

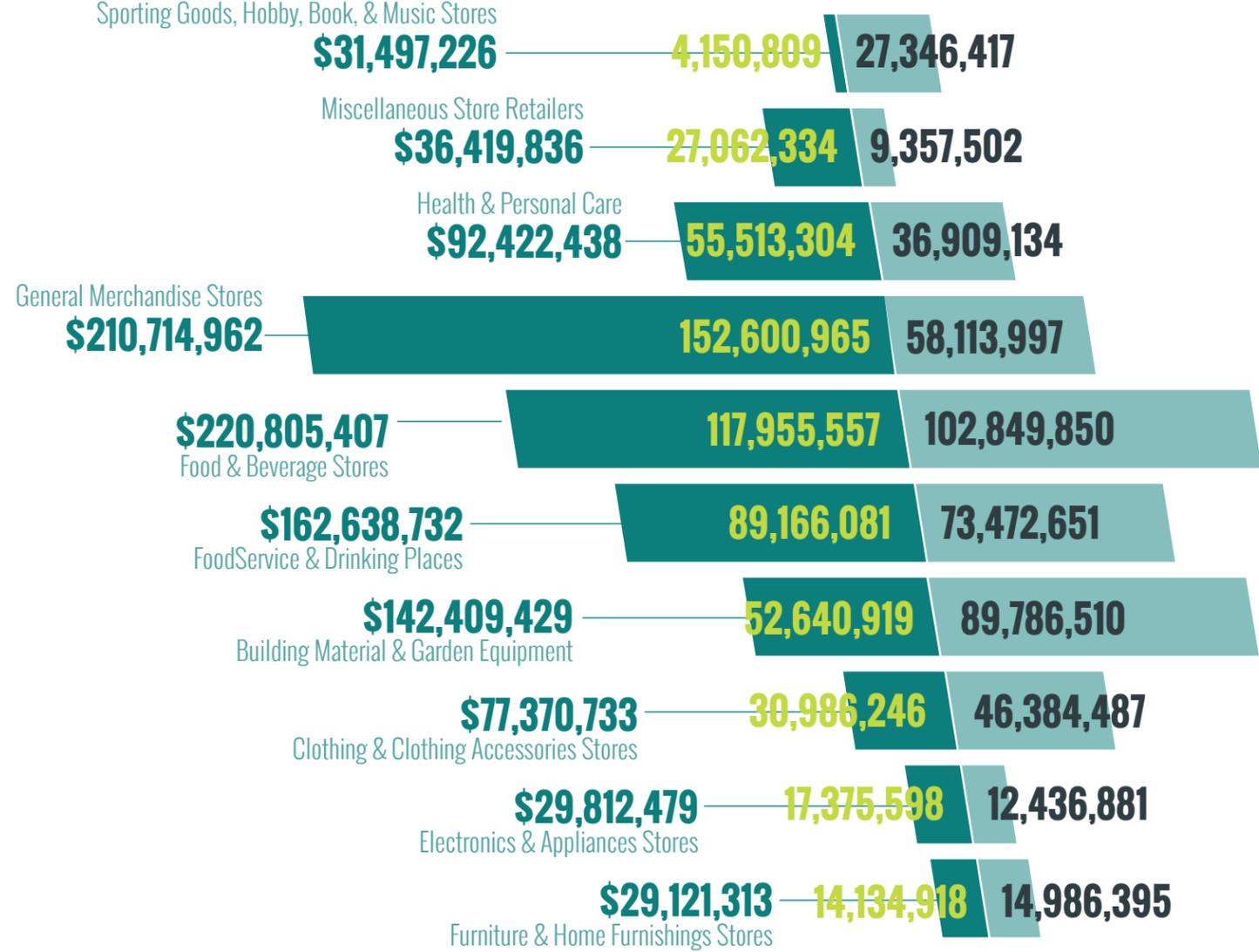
The potential of the Trade Area for investment is reflected in the unmet market demand. The Trade Area residents spend an estimated \$1.03 billion combined for goods and services annually, but only a portion of these dollars is spent within the Trade Area. By comparing the Trade Area residents' spending capacity with the retail supply, LISC Metro Edge estimates that \$562 million in residents' spending goes to businesses outside the Trade Area. In order to keep those dollars in the community, the Crenshaw Corridor has to compete with vibrant streetscapes and business choices in adjacent communities like Culver City to the west, Koreatown and Fairfax District to the north, and the Western/Slauson and Century Plaza Shopping Centers to the south. While surplus demand is not likely to be the sole driver a developer will use when choosing a location, it could be an initial factor in deciding to develop, and be used to inform and substantiate decisions to invest.



Demand: The amount of money that people living in the Trade Area spent for retail goods and services both within and outside of the Trade Area the previous year.

Supply: The amount of sales by retail stores in the Trade Area for the current year.

Surplus Demand: The difference between supply and demand; a measure of opportunity for new businesses or existing businesses to fill the gap. Market analysis draws on key factors including household size, wealth and age to determine demand.



Market analysis confirms the need for additional businesses in the area, notably Food and Beverage Stores (i.e. Grocery Stores), and Foodservice & Drinking Places (i.e. Restaurants).

* Market Data comes from the Nielsen Retail Power Survey (2014).

MAKING THIS MOMENT COUNT

Over the coming months, as the light-rail line and the celebrated Leimert Station are built, the focus is on ensuring new opportunities promised by transit development along the Crenshaw Corridor are offered and seized. Integrating new stops with existing commercial development could be a powerful mechanism for the boulevard's revitalization. Both new development and maintenance of existing small businesses that have persisted through the difficult times are priorities. It is important that existing businesses are able to benefit from the new transit line rather than be displaced. In other communities, rail development led to mixed-use affordable housing (Boyle Heights, Boston, Philadelphia and Minneapolis/St. Paul) and the preservation of historical façade (San Francisco).

Metro is providing services to mitigate the impact on the approximately 800 businesses and other institutions along the corridor through its Crenshaw/LAX Community Leadership Council (CLC) and Small Business Resources POD meetings and services.

There is broad consensus across multiple planning efforts regarding the desired outcome. A 2005 Vision Plan study sponsored by Councilman Herb Wesson, a 2009 CRA sponsored report, and the current Vision 20/20 process have generated plans for a pedestrian oriented district, infrastructure enhancements, strategic transit oriented development, improved brand marketing, and business development strategies.

One proposal to increase cohesion of the commercial district is moving noncommercial uses off the corridor. For example, it may make sense to relocate the LA County Probation office at Exposition and Crenshaw. This was a recommendation made in a 2011 CRA mid-city plan and at that time, negotiations were underway to identify a new site.

Growth in the Trade Area is contingent on the development of new jobs. The workforce development and local hiring programs tied to the Metro development, and carried out by PV Jobs, are important. Making the area a job creation hub in the longer term will require investment in small businesses. Local financial institutions and business support service providers might consider building a consortia aimed at improving the availability of credit, and reducing the barriers small businesses face when seeking capital. The City of Los Angeles might also contribute to a trade fund for South Los Angeles, providing developers with incentives for investing in South Los Angeles businesses. These kinds of efforts would contribute to longer-term workforce development, business preservation and neighborhood vitality.



Photo credit: Metro



Photo by Deanna Cherry, Artist: Michael Massenburg Visions © 2006

MOVING FORWARD

REFRESH THE CRENSHAW CORRIDOR WITH BUSINESSES THAT RESPOND TO TRADE AREA DEMANDS AND THE OPPORTUNITIES PROVIDED BY THE NEW METRO LIGHT RAIL.

The Crenshaw Trade Area is home to many historical landmarks and counts among its assets long-standing small businesses that have demonstrated a commitment to serving this community. Storefront vacancies need to be filled to address possible negative perceptions of the area. Businesses need greater access to financing and protections from displacement during the transit construction. A broad spectrum of community agents are needed to coordinate a consistent advocacy message to increase investment. The priority is to minimize economic harms by stopping outmigration of existing businesses, fill vacancies with businesses that can meet the market demands of the Trade Area, and invest in relevant workforce development projects.

Short and mid-term action steps could include:

1. Developing a list of priority needs for each section of the corridor through collaboration among key leaders in the Trade Area and then garnering support for a business leasing program, and storefront and corridor beautification.
2. Building on the existing workforce development and local hiring programs, especially for jobs at Metro before and after the completion of the rail line, by investing in organizations with local expertise.
3. Prioritizing improvements on blocks where there are existing businesses that have a strong following and have demonstrated a commitment to serving the community.
4. Leveraging the work being conducted to plan for streetscape improvements that provide a more vibrant pedestrian experience, including broadening the sidewalk at strategic locations to allow for outdoor dining or other uses, greening, lighting, street and sidewalk repair, cleanup or beautification activities, and façade improvement using the parameters of the Crenshaw Corridor Specific Plan.
5. Examining the barriers to recruiting new businesses to fill vacancies and coordinating recruitment of new businesses to increase the number of options for fresh and healthy food, including grocery stores and full-service restaurants.
6. Supporting existing businesses in transforming their spaces, by reducing advertising for junk food, adding healthy choices to their menus and moving fresh fruits and vegetables to more prominent space.
7. Investing in small businesses like Phillips Bar-B-Que, Taqueria Los Anaya, and Chef Marilyn's so that they can be converted to full-service restaurants.

COMPLETE MARLTON SQUARE'S DEVELOPMENT IN ACCORDANCE WITH COMMUNITY NEEDS

While the development of Marilton Square has been on hold for over 30 years, the City of Los Angeles will soon be deciding what to do with the part of Marilton Square that it owns. Completing Marilton Square is critical to the economic and physical health of the Trade Area and its residents. The market demands outlined in this Profile can inform the new institutions and businesses brought in. At the same time, other resident needs that should be considered include training, health and recreation. Kaiser Permanente, which purchased 8.65 acres of Marilton Square in 2012, is renowned for its community benefits program, and could be a model for partnership with developers and new tenants. A job-training program for the healthcare industry would open opportunities for residents.

Short and mid-term action steps could include:

1. Engaging Kaiser Permanente leadership in designing a community benefits programs that brings more health, wellness, and employment opportunities to the Trade Area. Examples at other sites include: workforce development, farmers markets and health promotion courses.
2. Encouraging Kaiser Permanente leadership and various local community-based organizations to have shared health and well-being promotions within the Trade Area in order to build synergies at Marilton Square.
3. Working closely with the City of Los Angeles and other city or county agencies regarding the status of Marilton Square's development.
4. Collaborating on the additional resources that can be leveraged to create new public health and workforce development initiatives in conjunction with the Square's development.
5. Including in the corridor planning construction of a satellite community college campus to create a needed educational anchor, possibly in Marilton Square.
6. Securing a coordinator to help solicit and manage input on Marilton Square from multiple stakeholder groups including residents, non-profit organizations, the Baldwin Hills Crenshaw Plaza, CDCs, city departments, educational institutions and the business improvement district.

INVEST IN THE TRADE AREA'S UNIQUE IDENTITY FOR BRANDING AND MARKETING

Promoting the rich cultural diversity of the community to strengthen the commercial environment and attract more local residents as well as make it a more attractive destination for outside visitors has been highlighted in many prior efforts. Consistent with these other planning efforts, we recommend the following improvements.

Short and mid-term action steps could include:

1. Using design elements to highlight different cultural and commercial anchors within the Trade Area including signs, banners, columns, and other markers at various landmarks and at the north and south entryways to the Crenshaw Corridor so that people realize they are coming to a place with a distinct identity and history.
2. Highlighting various neighborhoods with information kiosks with maps and brochures at the new Metro stops along the Corridor to promote businesses within walking distance.
3. Connecting the Baldwin Hills Crenshaw Plaza to the corridor retailers through joint sales promotions, marketing efforts, and events that bring people together, as well as shared neighborhood newsletters, websites, and advertising all aimed at keeping dollars in the Trade Area.
4. Consider approaching the city for special designations or recognition of individual landmarks within the Trade Area.
5. Promoting the development of the cultural activities unique to the corridor possibly including artist live/work spaces, a microfilm studio, and an African American museum among other uses identified in the Vision 20/20 community planning processes.
6. Completing the Crenshaw Gateway project located on the east and west sides of Crenshaw Boulevard from the 10 Freeway to Adams Boulevard, and investing in greater beautification of the area to the north and south of the freeway to provide both residents and area visitors a welcoming entry into the community.

INTEGRATE THE CIVIC, INTERMEDIARY AND PRIVATE EFFORTS.

The integration of public and private support will be key to maximizing opportunities along the Crenshaw Corridor. LA LISC and HCID are interested in providing for or participating in continued engagement.

Short and mid-term action steps could include:

1. Convening a conversation with the Office of the Mayor to better understand how the Great Streets Initiative will coordinate with the improvements planned for the Crenshaw Corridor.
2. Clarifying the plans for deploying the Proposition 1C funds and building the collaborative structures to decide how to implement the area façade and streetscape improvements, and create effective means of leveraging those resources to promote and attract desired businesses.
3. Building on the work of existing studies like the CRA / LA MidCity recommendations, and creating more detailed plans for the area from Adams, north to the 10 freeway off ramp.
4. Assessing the existing business stabilization, retention and growth needs.
5. Convening the financial institutions, job development and business serving organizations in the Trade Area to consider how to reduce the barriers to capital for local small businesses.
6. Refining market data drawn from Nielsen through detailed inventories that better differentiate the grocers and restaurants that are meeting demand from those that are not.
7. Locating or conducting an updated vacancy study of commercial properties along the Corridor so that the specific opportunities for new businesses can be better communicated to potential investors.

PHOTO CREDITS

We'd like to thank the following organizations for their assistance providing photographs for the Profile:

Los Angeles Public Library Photo Collection, LA Commons, KAOS Network, Community Build, Inc., and the artists who designed and contributed to the murals depicted. Cover: mural photo by Jason Gutierrez for Community Build Quality of Life Plan 2009, Performer photo by Ben Caldwell KAOS Network, Metro rendering.

ACKNOWLEDGEMENTS

Los Angeles LISC wants to thank the following community stakeholders who met with us and contributed to this Profile. For more information about their work or to contact them directly, please go to their websites.

AADAP, INC., Terron Shaw, aadapinc.org

Community Build, Inc., Brenda Shockley, communitybuild.org

Community Health Councils, Lark Galloway-Gilliam, MPA and Malcolm Carson, JD, chc-inc.org

Crenshaw Chamber of Commerce, Armen Ross, crenshawchamber.com

KAOS Network, Ben Caldwell, facebook.com/KaosNetwork

LA Economic Development Corporation, Carolyn Hull, laedc.org

Leimert 20/20 Initiative Participants, leimertparkvillage.org

Primstor Development, Inc., Jason Lombard, primstor.com

West Angeles Community Development Corporation, Tunua Thrash Ntuk, Irvin Shannon, Sylvia Reid, westangelescdc.org

WARD Economic Development Corporation, Jackie Dupont Walker, ward-edc.org

Urban Design Center, Sherri Franklin, urbandesigncenter.com

Profile Team

LA LISC, Staff and Local Advisory Committee

LISC MetroEdge, Helen Dunlap, Joel Bookman and Frances Stanley

Los Angeles Housing And Community Investment Department (HCID), Rushmore Cervantes, Claudia Monterrosa, Edwin Gipson, Franklin Campos and Helen Campbell

Special Service for Groups (SSG), Eric Wat and Araceli Castellanos

Deanna Cherry Consulting, Deanna Cherry

Sarah Sommers Design, Sarah Sommers and Lisa See Kim

REFERENCES

City Center To Regional Mall 1920-1950 by Richard W. Longstreth, 1997

community-wealth.org/strategies/panel/anchors/index.html

"Crenshaw Boulevard Comes to a Crossroads," LA Times, Christopher Hawthorne, Sept 15, 2012

la.curbed.com

Mid-City/Exposition LRT Project 4.0 Affected Environment & Environmental Consequences Final EIR

Historic Resources Survey Report, West Adams-Baldwin Hills-Leimert Community Plan Area, Architectural Resources Group, Inc. Pasadena, CA, September 2012

"In Los Angeles, It's South-Central No More", Calvin Sims, April 10, 2003

Kaiser Permanente Plans Two Buildings at Marilton Square, The Wave, June 1, 2012

LOS ANGELES LISC

The Local Initiatives Support Corporation (LISC) is dedicated to helping nonprofit community development organizations transform distressed neighborhoods into healthy and sustainable communities — good places to work, do business and raise children. LISC mobilizes corporate, government and philanthropic support and provides local organizations with loans, grants and equity investments; local, statewide and national policy support; and technical assistance to achieve local visions for community development. Through the approach of comprehensive community development, LISC seeks to create investment opportunities with local partners that build on existing community assets and proven strategies. Since 1987, LISC has invested \$712 million in Los Angeles. These grants, loans and equity have leveraged \$1.9 billion to produce 9,300 affordable housing units and 1.8 million square feet of commercial and community space. In 2014, Los Angeles LISC announced an initial \$100 million in development capital that will be directed towards new transit-oriented projects around the city. This is one of a series of community-specific market assessments LISC will be conducting, working closely with local nonprofits and developers to draw up blueprints for neighborhood investment in communities where transit expansion is either planned or underway.

Los Angeles LISC
500 S Grand Avenue Suite 2300
Los Angeles, CA 90071
(213) 250-9550

