

CITY OF INGLEWOOD OFFICE OF ECONOMIC AND BUSINESS DEVELOPMENT 2004 ANNUAL REPORT



ECONOMIC AND  
BUSINESS  
DEVELOPMENT

## Reflections from the Director



As I reflect on 2004, the Office of Economic and Business Development's greatest accomplishments were creating partnerships and initiating collaborative efforts to facilitate economic development progress. The Office kicked off the year with an effort to bring policy makers, business leaders, developers, and employees together to reach consensus on one fact, "Inglewood is On the Move." In a video produced by Milton Brown and South Bay Performing Arts Initiative and debuted at the Annual Chamber of Commerce State of the City luncheon, the tone was set for a year that would involve pulling people together.

The International Conference of Shopping Centers produced a publication in collaboration with numerous leading real estate and urban planning organizations who noted, "While there are many important parties involved in the development process, such as brokers and financial intermediaries, there are four critical interest groups that can work... in partnership to overcome the challenges and obstacles to development in underserved communities. The four interest groups are community (residents, community-based organizations), developers, government (elected officials and professional staff) and retailers."

It is in this vein that we approached each of our efforts - bringing together the input, insight and intellect of all of these groups to forge Inglewood forward in its economic development growth. In April, the Office kicked off the Economic Development Loan Fund at a press conference that included residents, business leaders, small business owners, government officials, brokers and investors, financial practitioners, community-based organizations, and staff in the audience of more than 70 participants in Inglewood City Hall's Council Chambers.

In July, the Office put together the State Enterprise Zone application to position the City to receive tax credits and employment incentives to encourage investment and enhance our business attraction efforts. Staff collaborated with other departments, State and County officials, the South Bay Workforce Investment Board, the Chamber of Commerce and other cities.

In August, the City kicked off the Economic Development Strategic Planning effort with a press conference in the Council Chambers, which included residents, business leaders, community-based organizations, city officials and staff. The six-month strategic planning process involved consensus building and collaboration with more than 200 residents who participated in five community meetings, a charrette, and a public hearing; 40 business leaders participating in a business roundtable and Chamber of Commerce Board meeting; and more than 25 meetings with city officials and key staff. And to ensure that all residents were engaged in the process, all meetings were televised on the local cable channel and all material was available on the website.

In addition to bringing all parties together to facilitate development efforts in the City, the Office focused a great deal of attention on assisting businesses to grow and expand. As a result of relationships with several banks and community lenders, the Office assisted eight businesses in accessing more than \$2 million in capital and creating or retaining more than 30 jobs.



By providing technical assistance to several businesses and investors, negotiations are underway or deals have been consummated for new retail uses coming into Inglewood, including women's apparel A.J. Wright at Crenshaw & Imperial, Fatburger at Crenshaw & Manchester; Del Taco on Century in front of Costco; and Red Lobster that will built at the Village at Century.

2005 offers a great deal of promise because of many efforts initiated in 2004. Therefore, we end 2004 with a commitment to continue collaborative efforts to urge Inglewood's economic development progress. Further, we end 2004 with the same optimism with which we began, "Inglewood Is On The Move!"

Collaborating for a better Inglewood,

Hilda J. Kennedy  
Director



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### CITY OF INGLEWOOD

Mayor  
Roosevelt F. Dorn

Council Members  
Curren D. Price, Jr. District 1  
Judy Dunlap District 2  
Eloy Morales, Jr. District 3  
Ralph L. Franklin District 4

City Clerk  
Yvonne Horton

City Treasurer  
Wanda M. Brown

City Administrator  
Mark F. Weinberg

Deputy City Administrator  
Larry Kirkley

OEBD Director  
Hilda J. Kennedy

## The OEBD Office

The City of Inglewood is committed to Community Beautification and Economic Development as its priorities. The Office of Economic and Business Development (OEBD) was established to help foster a vibrant and productive relationship between the City and its businesses by creating financial incentives and services tailored to attract and retain a competitive and diverse business and industry mix and to enhance the local economy. Our primary mission is to advocate for businesses and to provide resource and referral information to help businesses prosper. The Office's three focal areas include 1) Business Assistance; 2) Business Retention/Expansion; and 3) Business Attraction. On a broader scale, our office gathers and evaluates demographic and economic data vital to the economic growth of the City. OEBD disseminates this information and meets regularly with various departments and regional partners as a part of its Smart Growth Initiative.



OEBD Team - Hilda Kennedy, Debbie Curtis (seated); David Dill, Richard McNish, James Brown (Standing, L-R)

## Creating New Opportunities to Serve Businesses

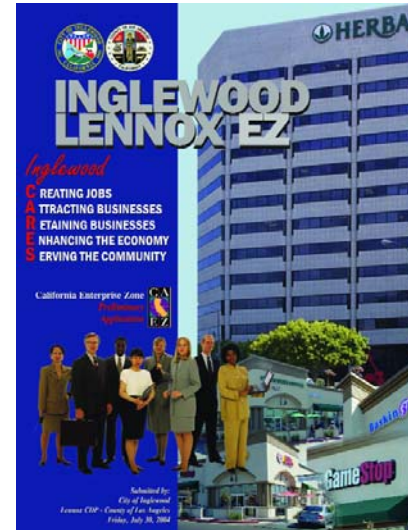
**E**conomic Development Loan Fund - Following a year long planning and approval process, the Office kicked off its newly approved \$45 million Economic Development Loan Fund with a press conference moderated by City Administrator Mark Weinberg. More than 70 people attended the press conference, including Congresswoman Maxine Waters; representatives from the U.S. Department of Housing and Urban Development and the Federal Home Loan Bank of San Francisco; the City's partner banks, including Far East National Bank, First State Bank, and Community Bank; the South Bay Workforce Investment Board (SBWIB), the South Bay Economic Development Partnership (SBEDP), the Chamber of Commerce, small business owners, and several prospective borrowers.

Special acknowledgement was given to the San Francisco regional offices of the Federal Home Loan Bank for their commitment to encourage participation of their member banks in the Advances for Community Enterprise (ACE) program. The ACE Model was described as the center piece of the City's loan fund, with the City lending up to 40% of a project's cost with its HUD Section 108 funds, leveraging 50% of the cost from one of the three participating banks and requiring the remaining 10% from the borrowers as their equity contribution. U.S. Congresswoman Maxine Waters complimented the City for taking such an innovative approach to making financing available for local business.

**Enterprise Zone Application** - Aggressive in its efforts to identify investment incentives to attract and assist businesses, the Office teamed up with Planning, Redevelopment and Public Works to put together a California State Enterprise Zone Application (EZ). Collaborating with the County of Los Angeles and supported by the consulting assistance of Adrienne Gardner of GC Tech, the City's EZ application outlined a commitment from the City and County to create a zone that Creates jobs; Attracts business; Retains businesses; Enhances the economy; and Serves the community (C.A.R.E.S.).

**Franchise Seminar** - Initiating an effort to establish a Franchise Institute, the Office teamed up with the South Bay Workforce Investment Board/One Stop Center, Entrepreneur's Source, and Personal Wealth Journal to begin a quarterly series on "How to Begin a Franchise." Attended by more than 50 participants on a Saturday morning, the Office held its first seminar featuring Burger King, 7-11, Quizno's, Kinder Dance, Del Taco, Denny's, Golden Krust Grill and Bakery, and Baskin Robbins. The event was sponsored by Hollywood Park, the Haagen

Company and 7-11. Several participants initiated efforts to explore franchising options following the seminar.



Jim Yacenda, Federal Home Bank of San Francisco describes their commitment to partner with the City.



Congresswoman Maxine Waters commends the City for introducing a program to bring capital to growing businesses.



Denny's and Del Taco Franchisee Tony Mack discusses his experience as a franchisee.



Seasoned franchisee and owner of multiple Burger King restaurants Ronald Smothers describes how he has been successful over 30 years in the business.

## Growing Business and Creating/Retaining Jobs to Enhance the City's Economic Base

The Office has employed a number of programs in 2004 to assist businesses in growing and expanding and has several successes to report. Over the year, the Office has assisted eight businesses with financing and related technical assistance that total more than \$2.05 million and results in the creation or retention of more than 30 jobs. Thanks to several of the Office's lending partners and technical assistance providers, these businesses have been able to expand, purchase new equipment, receive funds for working capital and to grow to the next level.

■ **LAX Taco Expansion** - LAX Taco, a small family owned and operated business that has served the Inglewood, Hawthorne and Airport area for 18 years at its location on Arbor Vitae, received funds to add a sit down dining area to the restaurant, along with a drive thru window. OEBD staff assisted the business with planning the design and financing for its expansion, and walked hand-in-hand with the business in its interaction with other city departments. The City's banking partner, Far East National Bank financed the loan.



■ **RJ's Demolition & Disposal** - Also a family owned and operated business, the Office assisted this business through its newly introduced Economic Development Loan Fund. The business serves large general contractors in the construction industry and needed to expand to keep up with industry trends. The expansion included a rearrangement of the business' plant and facilities and the purchase of a sophisticated piece of equipment that would allow the busi-

ness to more efficiently serve its customers and save time and money. Collaborating with its banking partner, Community Bank, the Office packaged the first Section 108 loan for the equipment and the bank financed the facility improvements. The results of this business expansion will facilitate the creation of 10 new jobs. OEBD staff also walked hand-in-hand with the owner in its interaction with city departments and facilitated contacts with an architect to ensure that the new facility would be designed properly and according to code.



*"It made good sense for the City to work with us to expand our business knowing that it had State mandated recycling goals to meet. When the construction is completed and my machine is operating, I look forward to helping the City meet its recycling goals".*

**Juan Rodriguez, owner of RJ's Demolition and Disposal**

■ **Fat Burger** - Though not yet open, the Office worked diligently with the business owner to find a suitable location in Inglewood after choosing to relocate from Los Angeles. Selecting as its new home a site at Crenshaw and Manchester, the Fat Burger is slated to open its doors the first quarter of 2005. The Office assisted the owner with obtaining financing, also through its banking partner, Far East National Bank. The project will create 19 new jobs.



## Growing Smart...Implementation of Economic Development Strategic Plan

Culminating the third year of the Department of Commerce Economic Development Administration Smart Growth Planning Grant, the Office initiated the Citywide Economic Development Strategic Plan with consultant team, Wilbur Smith Associates and USC Center for Economic Development. The process included a comprehensive and inclusive collaborative effort that involved the Mayor and Council Members, City Administration, department heads and division heads, residents, businesses and the Chamber of Commerce. The consultants conducted five community meetings with the Mayor and each member of the Council in their respective districts, a business roundtable, a meeting with the Chamber of Commerce Board of Directors, a vision session with the full Council; a public hearing at the City Council meeting, individual meetings with city department and division heads, and regular briefings with a Steering Committee comprised of department and division heads. All of the community meetings were recorded by Mr. Milton Brown and the South Bay Performing Arts Initiative and televised on the local cable channel; and all reports and milestones were placed on the website. More than 200 people participated in the community meetings and over 40 businesses, developers or investors participated in the business meetings.



Staff and the consultants were completely engaged in reviewing elements of the Strategic Plan.



Distinguished panel of real estate, urban planning and economic development experts discuss the 60-acre site at Hollywood Park at the Real Estate 101 Seminar. Pictured left to right - Greg Whitney, LAEDC; Leonard Mitchell, Esq. USC Center for Economic Development; James Regan, Urban Land Institute; Dr. Raphael Bostic, Associate Director, USC Master in Real Estate Planning



*Supplementing the strategic planning effort, the Office of Economic Development worked, in conjunction with the Council Community Development Committee, to bring together real estate, urban planning and economic development experts to discuss the future of the 60-acre site at Pincay Drive & Prairie Avenue. A wealth of information was shared at the meeting and the residents were fully engaged in the discussion. The immediate actions recommended as result of the meeting included 1) engaging the owners of the site in a community meeting to discuss their plans for the site and 2) development of a Specific Plan for the site and the area surrounding it.*

## Rolling Out the Red Carpet...Grand Opening/Ground breaking Ceremonies

2004 has seen a number of business openings and marked some tremendous milestones for future development projects in the City of Inglewood.

### Sav On Drugs

Sav On drugs opened their third store in the City of Inglewood at Century & La Brea in grand fashion with involvement of the Mayor and Council members and other community and business leaders. The Office coordinated with the Inglewood One Stop Center to promote job opportunities to fill the thirty new positions that were available at the store and assisted the store's real estate team in promoting the opening.

### CMT Studios

The City's first art studio was opened on Market Street and Manchester with world-renowned artist Christopher Thomas at CMT Studios. After more than a year of research with OEBD staff, Mr. Thomas found the perfect location with perfect lighting on the second floor of the Koper building. The grand opening celebration included an afternoon showcase and a formal evening reception. The Office coordinated with Inglewood/Airport Area Chamber of Commerce and the Mayor and Council Members in welcoming CMT Studios to Inglewood.

### The Rio Cabaret

With a great deal of fanfare, the Rio Cabaret rolled out the red carpet for city officials, dignitaries and other distinguished guests at its grand opening celebration. The Office, in conjunction with several other departments, provided the owners with class "A" support in facilitating a successful opening. The Rio enjoyed great benefits from the Mayor and Council Members' efforts to adopt a valet parking ordinance so that they could treat their guests with royal treatment upon every visit.

### Ground-Breaking Ceremony - The Village at Century

The Redevelopment Agency, in conjunction with the Haagen Company created an exciting celebration environment at its groundbreaking ceremony for the 16.8-acre development of the Village at Century. The Office joined those celebrations with particular pride in its business attraction efforts with Red Lobster & Chili's sit-down restaurants.



Pictured left to right is Hilda Kennedy, Director Economic Development with CMT Studios CEO and Artist Christopher Thomas, and Chamber President, David Stewart.



Grand Opening of Sav On Drug Store at Century and La Brea.

## Creating a Thriving Shopping, Dining & Entertainment Environment

**Façade Improvements Efforts** - Store front façade improvements were completed in June 2004 on three buildings facing Market Street and Queen Street in downtown Inglewood. The most prominent of these buildings is a two-story structure located at the corner of Market Street and Queen Street, housing nine businesses. Fresh paint and detailing accents the carefully designed mix of art deco and mediterranean themes that characterize the buildings. Colorful retractable awnings offer shade during more temperate months and enhance the business' entranceways, year round. Customized signage allows each business to offer the public its own personal invitation to "come in and Shop Inglewood".

**Business Improvement District Study** - The City's efforts to assist downtown property and business owners in determining whether they wish to establish a business improvement district continued in 2004. The businesses teamed up to facilitate a downtown event that included Nike's Brand Jordan event to kick-off the All Star Games. More than 1,000 people visited downtown Market Street to enjoy entertainment, food from local businesses and an array of Nike offerings. Property owners and business formulated a formal Committee and initiated a preliminary petition to determine if property owners would like to support a PBID.

**Market Street Festival** - The Office teamed up with the Recreation, Parks and Community Services Department in its Annual Market Street Festival initiating a raffle to urge participants to visit the downtown businesses. More than 70 individuals participated in the raffle and five prizes were awarded.

**Kwanzaa Celebration** - Working with small business owner Queen Aminah, the Office provided support to facilitate the Kwanzaa Celebration. Held on Queen Street & Market on December 26th, the Celebration included food, entertainment and a tribute to the African American tradition focused on unity. Many people donned downtown Market Street to enjoy the festivities and do some after-Christmas shopping.

**North La Brea Celebration** - The Office coordinated efforts with North La Brea merchants to facilitate two Sundays of arts, crafts and entertainment. Numerous residents and visitors visited the North La Brea commercial corridors to enjoy the crafts and shop at the local businesses. Efforts are underway to create ongoing arts and crafts events along the corridor throughout 2005.



## Sharpening Our Tools and Expanding Inglewood's Presence in the Commercial Real Estate Market

The Office participated in several events and conferences in 2004 to expose commercial and retail markets to Inglewood's tremendous development progress and the numerous investment opportunities that exist within the City.

■ **Urban Land Institute Conference** - The Office coordinated with Planning and Redevelopment to secure registrations for the City of Inglewood at the Urban Land Institute's Annual Conference that included dynamic presentations from developers, retailers and investors seeking to expand in the urban marketplace. Following the very informative panel discussions, the Office had a display table to showcase Inglewood to the more than 500 participants in the conference.

■ **Federal Home Loan Bank Conference** - Featuring a unique public-public-private partnership, the Office served on a panel discussion to showcase the new \$45 million Economic Development Loan Fund that includes a collaborative relationship between the City of Inglewood, the U.S. Department of Housing and Urban Development; and three member banks of the Federal Home Loan Bank of San Francisco. Staff, along with its banking partners, shared the details of two deals within the loan fund's portfolio as case studies in a training workshop during the conference featuring commercial real estate development strategies. More than 300 community lenders, bankers, faith-based organizations and community development practitioners attended the conference.

■ **International Conference of Shopping Centers** - Both at its May and October conferences, the City of Inglewood was well represented. The Office coordinated almost 20 meetings over two days with prospective developers and retailers, along with the Deputy City Administrator, Redevelopment staff, and the Mayor and Council Members at the May Conference where more than 40,000 developers and retailers were gathered in Las Vegas. In Palm Springs, the Office coordinated over ten meetings with prospective developers and retailers. The Office also reserved booth space and purchased a first class exhibit booth to showcase Inglewood to the more than 3,000 participants at the conference. Over 200 people visited the booth and a number of developers are looking at locations within the City as a result of the conference.

■ **California Association of Local Economic Development (CALED)** - Staff attended the CALED conference and learned a great deal on business retention strategies and financing options for growing businesses. Follow-up efforts from the conference resulted in the City initiating a business survey and applying for the State Enterprise Zone designation.



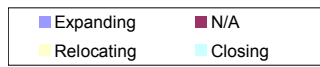
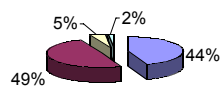
Redevelopment Coordinator Marla Stevens and Developer Andy Natker of the Haagen Company pose for a picture at the City's Display Exhibit at the International Conference of Shopping Centers in Palm Springs.

## Business Retention Survey...Seeking to Serve Better

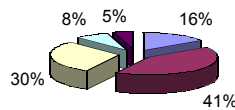
Recognizing that small businesses are the foundation of any community, the Office of Economic Development maintains a strong commitment to keep the pulse of the businesses and employ strategies to help small businesses grow and expand. To that end, the Office initiated a Business Survey and sent it to more than 4,000 existing businesses. The results are summarized below.

Approximately 4,400 Inglewood businesses were asked to provide information about their current status as well as their plans for the near future. In addition, they were asked to assess City services, and to make suggestions as to how the City can better serve their needs. The survey was distributed via mail to all businesses with "active" and/or "pending" business tax licenses at the time of the mailing. The survey was also made available via the City of Inglewood website. Of those distributed, sixty-four (64) surveys were received.

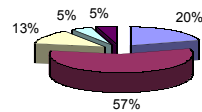
**Anticipated Changes in Business Operations.**



**City Services: Overall Ratings**



**City Services: Business Licensing Process Ratings**



As the above results demonstrate, overall rating of City services is relatively high. Over half of the respondents rated the services they've received from the City as being "Good" to "Excellent", and less than ten percent reported receiving "Poor" service. In addition, over three-quarters of those responding to the survey felt that the City's business-licensing program was "Good" to "Excellent", while only five percent reported receiving "Poor" service. Also, although, the majority of respondents reported no expected change in business operations, nearly half expressed plans to expand their operations within the City in the next few years. With regard to the five percent of businesses planning to leave Inglewood, and the two percent planning to shut down, the reasons given were: "Bad Business", and retirement.

Businesses were also asked to describe the types of services they have received from the City, and to make recommendations about potential topics for future City-sponsored workshops. The most frequently mentioned City services were: utilities, business licenses, and police and fire services. Respondents also reported receiving services in the areas of: planning and zoning assistance, signage and infrastructure improvements, library services, business development consultation, and loans.

There were a variety of suggestions regarding City-sponsored workshops. The four most requested topics, in the order of popularity were: 1) marketing and advertising (with at least one respondent inquiring about e-commerce specifically); 2) financing/access to capital; 3) doing business with government agencies/getting on bidding and vendor lists (with the City of Inglewood, in particular); and 4) bookkeeping and business management. Respondents were also interested in learning more about local hiring opportunities, City zoning and other regulations, employment laws/worker's comp, and purchasing commercial real estate.

**Watt Housing Recruitment** - OEBD teamed up with the Inglewood One Stop Center and the SBWIB to host a positive recruitment for laborers interested in working on the 376 single family detached Inglewood Renaissance housing project being constructed on Pincay Drive just east of Gate 7 on the Hollywood Park property. Fifteen subcontractors interviewed approximately 120 Inglewood area residents. At the end of the day, an estimated 28 attendees were contacted for possible placement opportunities.





## Mission Statement

Committed to Community Beautification and Economic Development

It shall be the mission of the Office of Economic and Business Development to foster investment in the local economy by providing services that strengthen and enhance the business community through business assistance, attraction, retention/expansion, and to provide a thriving commercial/industrial environment for all people who live, work and do business in the Inglewood community.



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