

ECONOMIC DEVELOPMENT STRATEGIC FRAMEWORK:



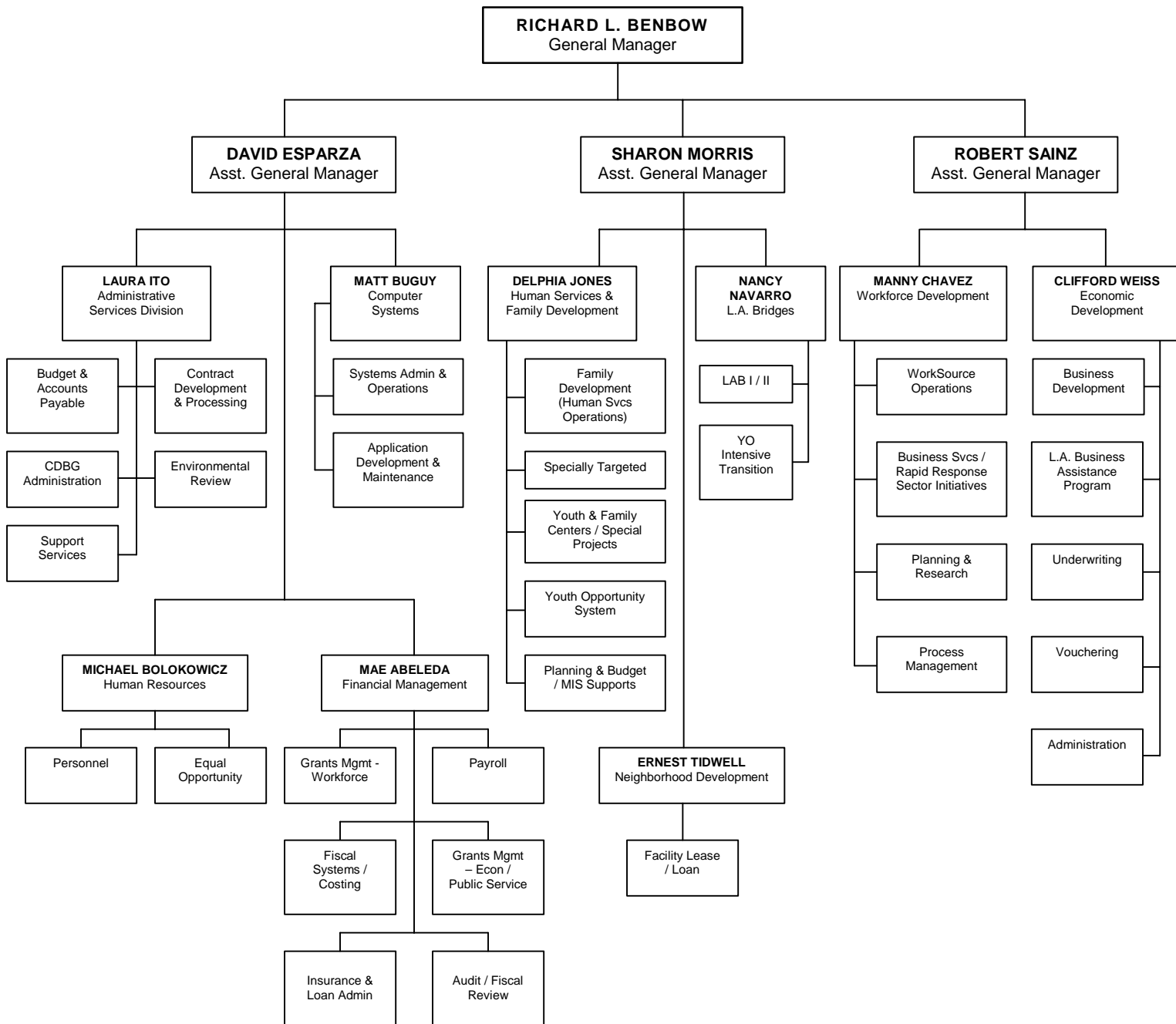
APPENDIX



CITY OF LOS ANGELES
COMMUNITY DEVELOPMENT DEPARTMENT



Organization FY 2006-2007





CITY OF LOS ANGELES
COMMUNITY DEVELOPMENT DEPARTMENT



VISION

To build self-sustaining communities by assisting families to become stable and economically independent

MISSION

Create Jobs and Strengthen Families

VALUES

Integrity in our relationships and practices

Resourcefulness in our efforts to be effective and efficient

Performance excellence in our daily work



Objectives

The Community Development Department manages programs designed to develop and maintain healthy, self-sufficient families; to create safe, viable neighborhoods; promote economic development through employment, training and job-placement; and to assist with the growth and sustenance of small and medium-sized businesses using city resources throughout the City of Los Angeles.

The Community Development Department (CDD) operates under the following mission:

“Create Jobs and Strengthen Families”

The Department’s key objectives are to:

- Sustain and grow businesses in targeted neighborhoods
- Build the capacity of non-profits for economic development
- Develop aptitude of residents in targeted neighborhoods through training, technical assistance and/or funding
- Develop relationships with community based, private and public organizations
- Coordinate and collaborate with other organizations
- Keep abreast of other community needs
- Work with community advisory boards to create community development strategies
- Promote neighborhood development facility improvement

These objectives are carried out through seven major programmatic divisions and four operational divisions.

Reorganization

The department reorganized its distinct divisions into three groups: 1) Economic and Workforce Development group; 2) Youth and Family Group; and 3) Administrative Services group. This reorganization allows greater integration of resources and services to the business community and the City’s workforce.



Economic Development Division

The Economic Development Division (EDD) of the Community Development Department is one of the primary vehicles for promoting economic growth throughout the City of Los Angeles. This division has a mission to encourage and stimulate economic investment in Los Angeles and further broaden the City's tax revenues and employment base. Through a broad array of products and advisory services, EDD addresses development, expansion, real estate and technical assistance needs of businesses both small and large. The Division also serves eligible businesses by providing financial assistance for property acquisition, new equipment, renovation, working capital and other purposes through the use of low-cost financing.

EDD oversees roughly \$650 million dollars in financing capacity. These resources are used as incentives for development efforts predominately in low-to-moderate income areas of the City. However, EDD's portfolio also includes resources that can be utilized throughout the entire City of Los Angeles. These services consist of non-profit bond financing, business advisory services for small and micro-business, and tax incentives that further encourage businesses development.

Targeted areas are identified on the State and Federal level through analysis of census tracts and income distribution. Additionally, Federal, State and Local policies help to drive the focus and scope of financing and service capabilities of the division. EDD's jurisdiction includes the Federal Empowerment Zone, Renewal Community and State Enterprise Zones and allows special financing opportunities for organizations that directly impact residents of these communities.



Human Services and Family Development Division

Services provided through contracts administered by the Human Services and Family Development (HSFD) Division target individuals, families and neighborhoods in need in pursuit of the Division's mission to "develop and maintain strong, healthy, self-sufficient families and safe, viable neighborhoods" in the City of Los Angeles. Partnerships with community-based organizations, citizens' groups, task forces, advisory panels and business interests provide a key link to communities in need. The partners bring insight, sensitivity and a sense of urgency to the pressing concerns of socially and economically disadvantaged residents of the City.

The HSFD incorporates two service delivery models: 1) Twelve Family Development Networks (FDNs) comprise an outcome-focused, integrated approach based on a consortium model for delivering comprehensive social and supportive services; and 2) Seventy-seven Neighborhood Action Programs are traditionally single agencies, each providing services within a specified geographic area(s) to special needs groups, the working poor, youth and other eligible lower income populations.

Other major programs for which the HSFD presently administers are City agreements that include Domestic Violence Shelter Operations, the City's Youth and Family Centers (YFCs), Continued Use (Facility Lease/Loan), and Specially Targeted projects such as LA's Best, Day Laborer, the Rita Walters Learning Complex for Family and Community Development and the Central City Neighborhood Partners (CCNP) Collaborative. The HSFD also manages the agreement with Shelter Partnership, Inc., a contractor providing capacity-building support and technical assistance to agencies serving families, including those impacted by domestic violence.



Los Angeles Bridges Division

The L.A. Bridges program was established in 1997 and offers both gang prevention and gang intervention services. These activities are offered through collaboration with 27 middle school communities throughout the City of Los Angeles. The main objectives are to improve youth (ages 10 to 14) achievement, strengthen family foundations, and promote community action among stakeholders. Partners in this effort include community residents, Los Angeles Unified School District, LAPD, probation, the Mayor's Office, community-based organizations, businesses, among others.

Gang intervention is designed to maintain safe and peaceful neighborhoods. Community-based organizations work with gang members to develop and maintain gang truces and cease-fires, defuse violent situations between gangs, create opportunities for gang members to engage in productive activities, such as sporting events between rival gangs, and provide educational, employment and skills training for gang members.

Gang prevention is accomplished by engaging middle school youth in after-school activities such as homework assistance, mentoring, arts and crafts, and field trips. The most at-risk youth and their families are case-managed. Success in school means a greater likelihood that at-risk youth will not join gangs. Understanding the vital role that parental supervision plays in a childhood development, parents are also given the necessary support and skills needed to nurture their children and support their progress. Additionally, the community is involved so the needs of the community are incorporated into this program.



Neighborhood Development Division

The Neighborhood Development Section (NDS) is responsible for the renovation and construction of facilities operated by nonprofit community based organizations and City departments. In accordance with City and HUD (the federal agency of Housing and Urban Development) regulations – renovation and construction activities focus on agencies that provide services to low and moderate income neighborhoods (based on census tract demographics) and/or limited clientele (specific populations presumed to be low and moderate income), such as – abused children, battered spouses, children with special needs, homeless persons, migrant farm workers, senior citizens, and persons with AIDS/HIV. NDS also coordinates major repairs on several City-owned facilities that are leased to non-profit organizations that provide services to low/moderate income and limited clientele.

A major activity of NDS is the Neighborhood Facilities Matching Grant/Loan Program. This program is designed to make Community Development Block Grant (CDBG) funds available to nonprofit agencies for the acquisition, construction and/or renovation of neighborhood facilities. A Request for Proposal (RFP) is publicized and administered to award grant/loans up to \$400,000 for each project. Grant/loans are paid back to the City by providing services to the community. The primary objective of the program is to select and fund projects that will provide new or increased services to economically disadvantaged resident of serve limited clientele of the City. In 2000, the 8th Round RFP resulted in funding sixteen (16) agency projects, with priority given to childcare and youth services.



Workforce Development Division

The Workforce Development System (WDS) works in cooperation with the Los Angeles City Workforce Investment Board (WIB) to oversee and administer over \$50 million annually for job search assistance, training and placement services for youth, adults, older workers, welfare recipients and displaced workers. WDS also provides targeted economic development and business assistance services to the City's business community. The WDS is a leader in developing a well-prepared workforce that meets employer needs while promoting economic growth for the City of Los Angeles. The WIB is the strategic policy arm of the System, serving in partnership with the Mayor and City Council as the City's lead advocate for the value of a trained workforce to preserve its economic vitality, while ensuring opportunities and upward mobility for its workforce.

WDS Adult Programs, through its 18 WorkSource (One-Stop) Centers, offer self-directed access to job search resources, and an array of comprehensive career development and employment services to over 130,000 residents each year. OneSource Youth programs include work experience, work readiness training, career development opportunities and vocational skills development.

Attracting and retaining business in the City and creating job opportunities is a major component of the Workforce Development System's economic development strategy. WDS works closely with the WIB and its partners to provide the most innovative, targeted and comprehensive economic and employment development services. Our partners include: The Office of the Mayor and City Council, The Community Development Department's Economic Development Division, the Los Angeles Chamber of Commerce, the Los Angeles County Department of Public Social Services, the Los Angeles County Economic Development Corporation, the Small Business Administration, the State of California Employment Development Division, the Los Angeles Unified School District, the Los Angeles Community College District, Labor unions, and Community Based Organizations.



Youth Opportunity Movement

The mission of the Los Angeles Youth Opportunity Movement (LAYOM) is to promote youth achievement by working with families and community partners to create opportunities that help youth reach their education, employment, and personal development goals. LAYOM works with youth ages 14-21 in the communities of Watts, Boyle Heights, and the north San Fernando Valley to reduce poverty and unemployment. LAYOM is part of the City of Los Angeles' One Source Youth Workforce Investment Act System.

Since its inception in 2000, LAYOM staff and community partners have worked hard to create a program that effectively addresses the needs of the youth. Our positive impacts speak for the success of the program. In 2004-2005, LAYOM placed nearly 450 clients in unsubsidized jobs. Since 2000, LAYOM has placed over 2,000 youth in unsubsidized employment. In addition, nearly 1,800 clients entered post-secondary education, and over 900 clients entered short- and long-term occupational or vocational skills training.

Within the city's youth workforce development system, LAYOM has been the most successful at recruiting and retaining out-of-school youth. On the ground, LAYOM is a model of collaboration, with a network of partners including traditional schools, alternative schools, community colleges, mental health service providers, recreation providers, youth leadership programs, and occupational skills training programs. LAYOM's major partners include the Los Angeles Conservation Corps; the Los Angeles County Office of Education; and the Los Angeles County Probation Department.



GEOGRAPHIC AREA DEFINITIONS AND PROFILES

GEOGRAPHIC AREA PROFILE



Los Angeles is diverse in its residents and economy. It is this diversity that has helped to develop range in the local economy serving as a major driver of both the state and country’s economy.

The following sections provide an in-depth analysis of past and current conditions within each defined key area in an effort to improve regional and national economic competitiveness. For the purpose of this report, the City has been divided in eight areas defined by both geography and distinct economic drivers. These areas include:

- Central City
- Downtown Core
- Eastside
- Harbor
- LAX
- San Fernando Valley
- South Los Angeles
- Westside

In addition to these eight key areas, data is provided for the city, state and national levels in order to provide a context and comparative basis.

Area	Neighborhoods
Central	Hollywood, Westlake, Wilshire
Downtown Core	Central City (Bordered by Cesar Chavez Ave., Santa Monica and Pasadena Freeway and Alameda Street) Includes: Civic Center, Bunker Hill, Financial Core, Convention Center/Arena, South Park, Center City/Historic Core, Little Tokyo, Central City North
Eastside	Boyle Heights, East Los Angeles, Silver Lake- Echo Park
Harbor	Harbor Gateway, Port of Los Angeles, San Pedro, Wilmington-Harbor City
LAX	Westchester-Playa Del Ray, LAX
San Fernando Valley	North Valley, South Valley Includes: Canoga Park – Winnetka, Encino – Tarzana, N Hollywood - Valley Village, Reseda - West Van Nuys, Sherman Oaks - Studio City, Van Nuys, Arleta – Pacoima, Chatsworth - Porter Ranch, Granada Hills - Knollwood, Mission Hills, Northridge, Sun Valley - La Tuna Canyon
South Los Angeles	South Los Angeles, South East Los Angeles, Baldwin Hills, West Adams
Westside	Bel Air-Beverly Crest, Brentwood-Palisades, Palms-Mar Vista-Marina Del Rey, Venice, West Los Angeles, Westwood

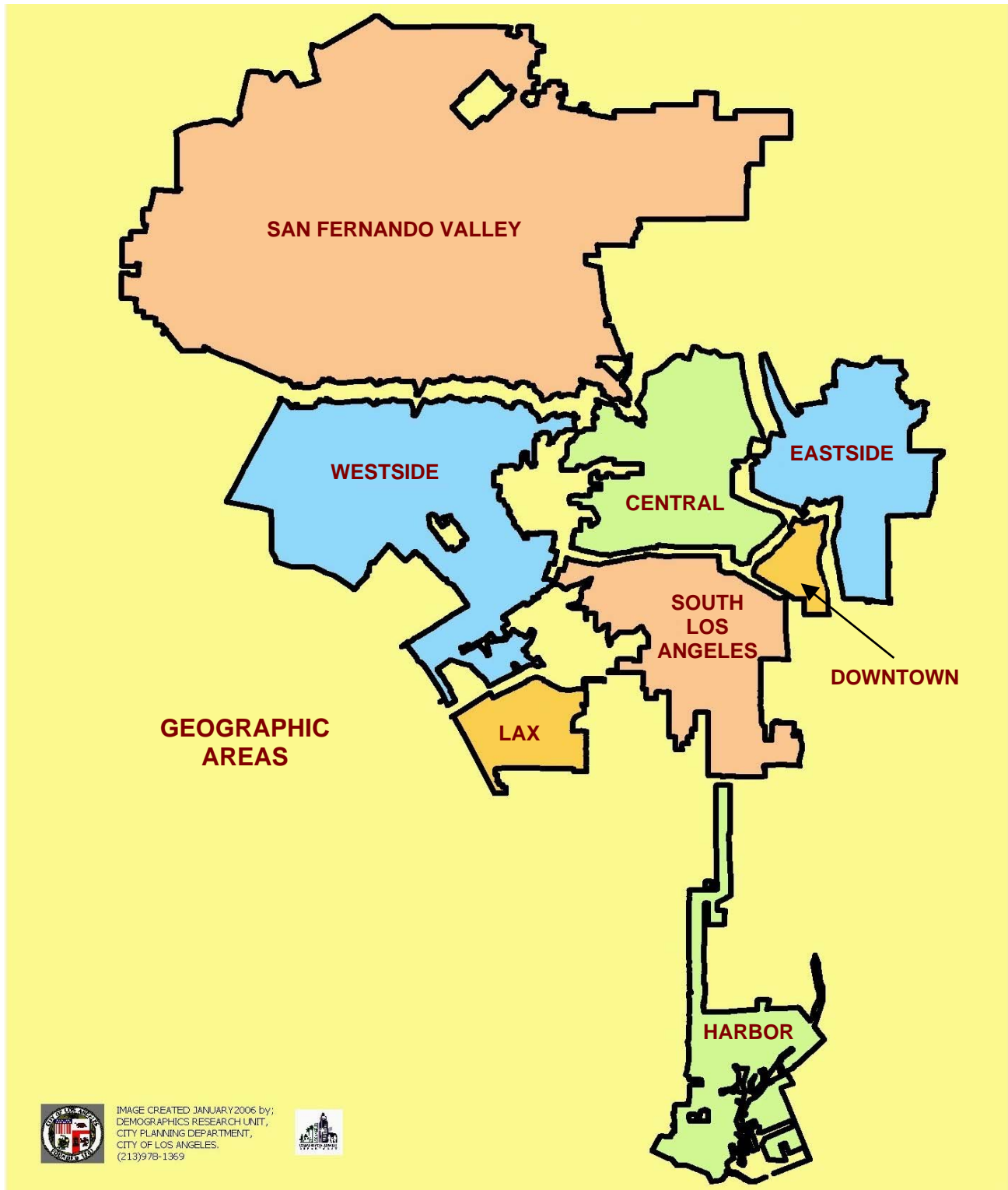


GEOGRAPHIC AREA DEFINITIONS AND PROFILES

GEOGRAPHIC AREA PROFILE



CITY OF LOS ANGELES





NATION, STATE AND CITY ECONOMIC COMPARISON

SNAPSHOT



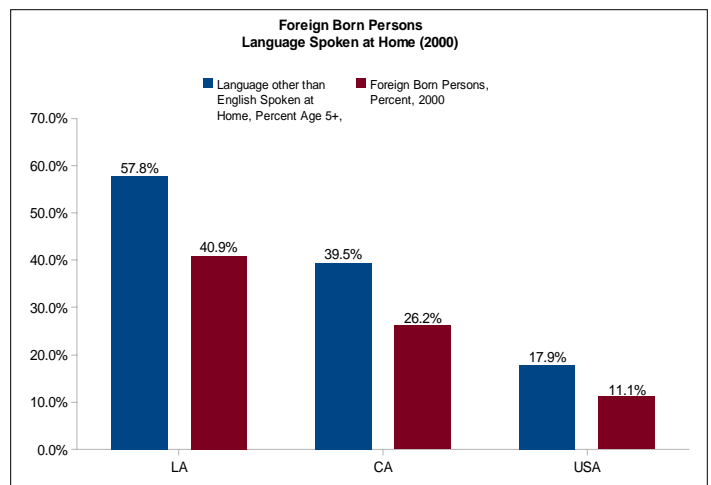
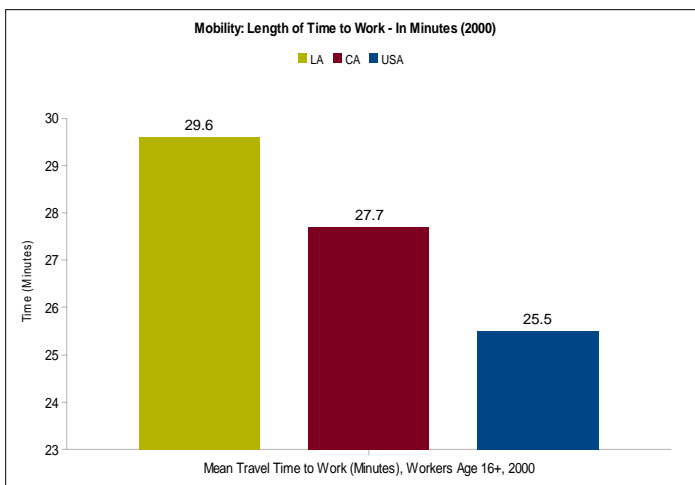
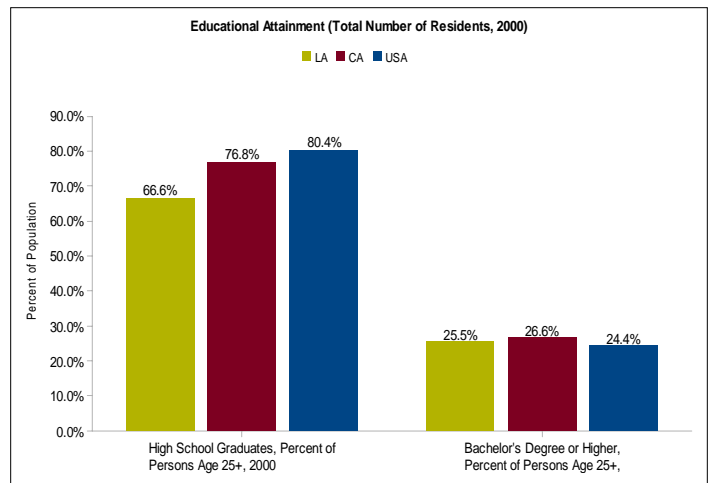
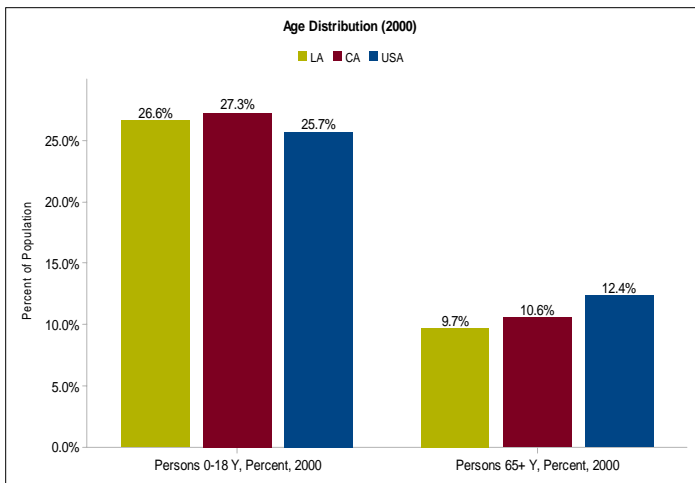
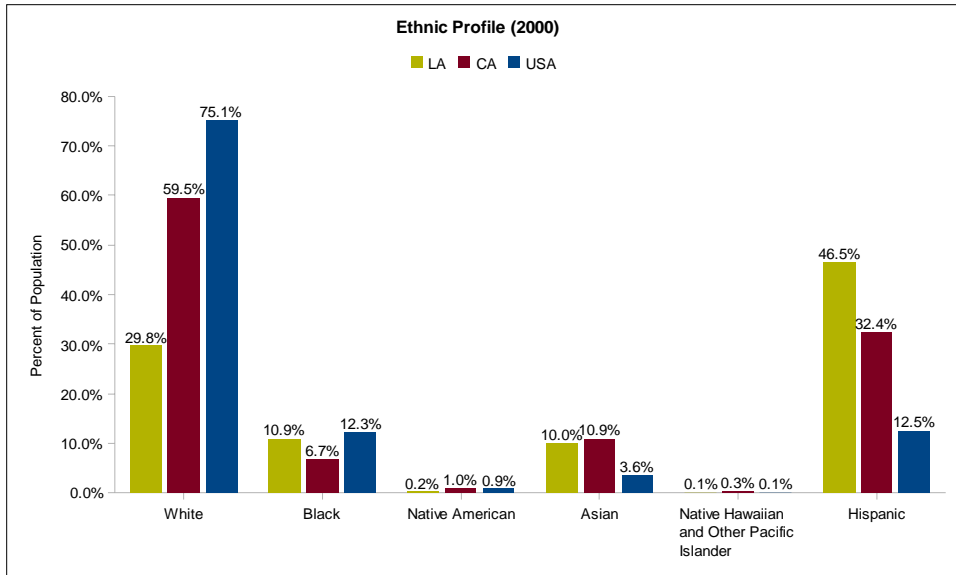
DEMOGRAPHICS	USA	CA	LA
Population, 2003 Estimate	293,655,404	35,484,453	3,819,951
Population, 2000	281,421,906	33,871,648	3,694,820
Population, Percent Change, April 1, 2000 to July 1, 2003	4.3%	4.8%	3.4%
Population, Percent Change, 1990 to 2000	13.1%	13.6%	6.0%
Persons Under 5 Years Old, Percent, 2000	6.8%	7.3%	7.7%
Persons 0-18 Y, Percent, 2000	25.7%	27.3%	26.6%
Persons 65+ Y, Percent, 2000	12.4%	10.6%	9.7%
Female Persons, Percent, 2000	50.9%	50.2%	50.2%
RACE/ETHNICITY (2000)			
White	75.1%	59.5%	29.8%
Black	12.3%	6.7%	10.9%
Native American	0.9%	1.0%	0.2%
Asian	3.6%	10.9%	10.0%
Native Hawaiian and Other Pacific Islander	0.1%	0.3%	0.1%
Hispanic	12.5%	32.4%	46.5%
LANGUAGE, EDUCATION, TRANSPORTATION, FOREIGN BORN			
Foreign Born Persons, Percent, 2000	11.1%	26.2%	40.9%
Language other than English Spoken at Home, Percent Age 5+, 2000	17.9%	39.5%	57.8%
High School Graduates, Percent of Persons Age 25+, 2000	80.4%	76.8%	66.6%
Bachelor's Degree or Higher, Percent of Persons Age 25+, 2000	24.4%	26.6%	25.5%
Mean Travel Time to Work (Minutes), Workers Age 16+, 2000	25.5	27.7	29.6
HOUSING/HOUSEHOLDS			
Housing Units, 2000	119,302,132	12,214,549	1,337,706
Households, 2000	105,480,101	11,502,870	1,275,412
Median Value of Owner-Occupied Housing Units, 2000	\$119,600	\$211,500	\$221,600
Homeownership Rate, 2000	66.2%	56.9%	38.6%
Living in Same House in 1995 and 2000', Pct Age 5+, 2000	54.1%	50.2%	49.5%
Persons Per Household, 2000	2.59	2.87	2.83
INCOME			
Median Household Income, 1999	\$41,994	\$47,493	\$36,687
Per Capita Money Income, 1999	\$21,587	\$22,711	\$20,671
Persons Below Poverty, Percent, 1999	12.4%	14.2%	22.1%
ECONOMIC			
Accommodation and Food Services Sales, 1997 (\$1000)	\$2,460,886,012	\$42,312,641	\$4,526,693
Wholesale Trade Sales, 1997 (\$1000)	\$115,061,184	\$548,864,451	\$49,609,332
Retail Sales, 1997 (\$1000)	\$16,529,955	\$263,118,346	\$22,932,763
Manufacturers Shipments, 1997 (\$1000)	\$7,095,302	\$31,700,008	\$27,378,162
Retail Sales Per Capita, 1997	\$9,190	\$8,167	\$6,434
Total Number of Firms, 1997	N/A	2,565,734	341,117
Minority-Owned Firms, Percent of Total, 1997	14.6%	28.8%	32.8%
Women-Owned Firms, Percent of Total, 1997	26.0%	27.3%	26.3%
DENSITY			
Land Area, 2000 (square miles)	3,537,438	155,959	469

All Data – Source: Department of Planning, City of Los Angeles, 2000 US Census, and 2003 Department of Planning Forecast



NATION, STATE AND CITY ECONOMIC COMPARISON

DEMOGRAPHIC SNAPSHOT



All Data – Source: Department of Planning, City of Los Angeles, 2000 US Census



GEOGRAPHIC AREA

HIGHLIGHTS



Central City

Strengths	Threats
<ul style="list-style-type: none"> Abundance of institutional quality work space Significantly high concentration of entertainment industry businesses containing entertainment and creative labor expertise 	<ul style="list-style-type: none"> Severely strained infrastructure Limited availability of developable land and existing high density developments Lower educated local population leading to inward migration of skilled labor pool

Downtown Core

Strengths	Threats
<ul style="list-style-type: none"> Hub of regional transportation system Strong professional & business service base 	<ul style="list-style-type: none"> Negative perception of area High levels of homelessness and crime Extreme traffic and transportation congestion

Eastside

Strengths	Threats
<ul style="list-style-type: none"> USC's health science campus and county general hospital Proximity to downtown core and transportation 	<ul style="list-style-type: none"> Negative perception of area Decaying infrastructure and obsolete commercial and industrial space

Harbor

Strengths	Threats
<ul style="list-style-type: none"> Busiest cargo terminals in U.S. handling 7.5M containers in 2005 Alameda Corridor Largest manufacturing base in city 	<ul style="list-style-type: none"> Business base built around the declining manufacturing sector Lacks new economy built around technology intensive industries that generate high wage jobs



GEOGRAPHIC AREA

HIGHLIGHTS



LAX

Strengths	Threats
<ul style="list-style-type: none"> Highly skilled and diverse pool of workers Abundance of institutional quality work space Fifth busiest airport in the world 	<ul style="list-style-type: none"> Ongoing traffic congestion and air quality issues Shortage of industrial space Workforce distinguished by a larger proportion of lower paid workers Airport reaching cargo and passenger capacity limits

San Fernando Valley

Strengths	Threats
<ul style="list-style-type: none"> Entertainment, creative and technology industry expertise Extensive transportation corridors and public facilities Proximity to ports provides gateway to international trade and investment Easily accessible to all major transportation corridors 	<ul style="list-style-type: none"> Global competition in entertainment, creative and technology industries Environmental challenges – severe air quality issues due to reliance on automobile Retail service growth from national chains, restaurants, and stores increasing the number of lower wage earners

South Los Angeles

Strengths	Threats
<ul style="list-style-type: none"> Proximity to port provides gateway to international trade and investment Easily accessible to all major transportation corridors 	<ul style="list-style-type: none"> Decaying infrastructure Obsolete commercial and industrial buildings Negative perception of overall area

Westside

Strengths	Threats
<ul style="list-style-type: none"> High-skilled labor pool Abundance of institutional quality workspace Technology, entertainment and biomedical expertise 	<ul style="list-style-type: none"> Significant amount of existing high density development Limited land available for additional development opportunities Substantial arterial congestion and severely strained infrastructure