Carolina Cutri | Senior Capstone Stuido | Spring 2019



— Design Research —

BLACK BUSINESS INCUBATOR

University of California, Davis
Department of Human Ecology
Landscape Architecture Major

TABLE OF

CONTENTS

03 Abstract
05 Introduction
06 Issue
10 Thesis
11 Methods
12 Community Research
14 Literary Analysis
16 Community Member Interviews
18 Case Studies
28 Site Selection Parameters
38 Design Proposal
58 Potential Partners
59 Conclusion
60 Bibliography

ABSTRACT

ISSUE
Economic systems continue to be opressive institutions for Black business owners.

THESIS
A Black business incubator space in Sacramento would help stimulate the local Black economy which would ultimately be beneficial for the economy of the entire city.



Oak Park Community Center. Source: Carolina Cutri



T&R Taste of Texas Barbeque. Source: Carolina Cutri

Sacramento Property Based Improvement Districts



This project uses **literary analysis and community outreach** to inform a design for a Black business incubator in Sacramento. Historical and recent texts were analyzed for precedent on spaces designed to **stimulate entrepreneurial activity in minority communities**. Common themes were applied to Black communities in Sacramento. There was primary focus on economic corridors in Sacramento which led research to the **Promise Zone** in Sacramento which works to increase economic activity and leverage private investment in the community. The Promise Zone then led focus to more concentrated efforts to stimulate economic activity in underprivileged communities.

Property Based Improvement Districts, or PBID's, were scouted for vacant properties available for development. Del Paso Boulevard, the Oak Park neighborhood, Stockton Boulevard, and Franklin Boulevard are all communities with relatively higher concentrations of Black people. A site was chosen along **Stockton Boulevard** because of the close proximity to the UC Davis Medical Center, a college prep school, and a child development center that provides child care services. The following report will describe the process and present the resulting design for a **Black business incubator**.



"Stockton Boulevard" 38°32'37"N 121°27'01"W. **Google Earth**. June 5, 2019.

INTRODUCTION

Economic systems continue to be oppresive institutions for Black business owners. The inequality in economic wealth between Black and non-Black families makes it harder for Black entrepreneurs to start businesses let alone establish a profitable one. Black entrepreneurs must work harder than their White counterparts to prove that they are capable of being business people. **The lack of economic investment in the Black community leads to lower numbers of Black owned businesses and a lower rate of success among Black businesses.**

This design attempts to support the Black economy by providing access to resources needed particularly by Black entrepreneurs. These resources include physical and social infrastructure.

Business incubation is the process of supporting viable businesses in their infancy stages. With unique and highly flexible combinations of **business development processes, infrastructure, and people,** incubators provide resources for new and small businesses.

By providing a physical facility with concentrated support systems, businesses gain from the close proximity to like **minded entrepreneurs, local knowledge, and a shared learning environment.** Incubators also prioritize local market needs which create unique, internally-stimulated business markets.

There are many **benefits of business incubators**. Among other things, they can help young companies overcome obstacles that often lead to early downfall, help entrepreneurs overcome the isolation and stess of starting a business, and provide a team of expertise, mentors, investors, and specialist advisors, and provide access to university and corporate research.

Deeply established systems of oppression create a deep need to support **place-based strategies** that help disinvested communities access resources and opportunities in order to become economically viable.



Oak Park Community Center, Sacramento

ISSUE

There are **deep inequalities in wealth** among families of color, particularly for **Black households**. Following the Great Recession in 2008, the wealth of White and Asian families has begun to recover while the wealth levels of Black and Latino families continue to decline. The wealth gap is perpetuated by a cycle of little to **no intergenerational wealth transfer** among Black Americans to their children (Williams, 13). A significant **lack of access** to generational wealth, assets, financing, and systems of credit cause black businesses to struggle, not only to gain a footing in the market, but also to produce a significant return on their investment. This results in **lower sales and smaller profits** (Jones, 320). In 2011, a study found that even though Black people in the United States have a tremendous amount of buying power, the number of black-owned businesses lags behind white-owned businesses three to one (Jones, 320). This lack of access to fair capital loans is a result of **race-based discriminatory practices** in lending agencies results in minority businesses experiencing higher loan denial probabilities and paying higher interest rates than white-owned businesses (Jones, 322). A report done in 2012 had 62 to nearly 66 percent of Black loans were rejected compared to 27 to 29 percent of White-owned business applications. And for the loans that were approved for Black-owned businesses, they had to pay interest rates that were 1 to 1.7 percent higher than what White-owned businesses paid (Jones, 322). Other than capital, Black entrepreneurs also encounter challenges gaining the **knowledge and market access** needed to grow their businesses. Deeply established systems of oppression create a need to support **place-based strategies** that help disinvested communities gain access to resources and opportunities that make them economically viable. I believe that more spaces designed to **support local Black entrepreneurs** is a strategy for improving the Black economy.

"If unattended, trends at the median net wealth rate suggest Black household wealth will hit zero by 2053."
- Muhammad et al. (2017)

Sacramento Racial Distribution
(2016)

White	33.4%
Hispanic	28.6%
Asian	18%
Black	**13%**
Median Household Income	**$55,187**

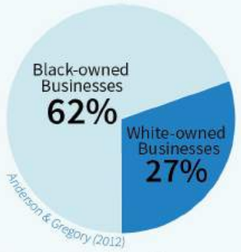
http://www.city-data.com

Sacramento Business Ownership by Race
(2012)

White-Owned	55.7%
Hispanic-Owned	19.8%
Asian-Owned	13.3%
Black-Owned	**11.1%**

http://www.city-data.com

Cash Loan Rejection Rates



For every **1** there are **3**

Black-owned businesses, White-owned businesses

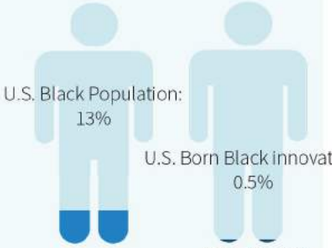
Ogbolu (2011)

Approved loans for Black businesses paid interest rates that are up to

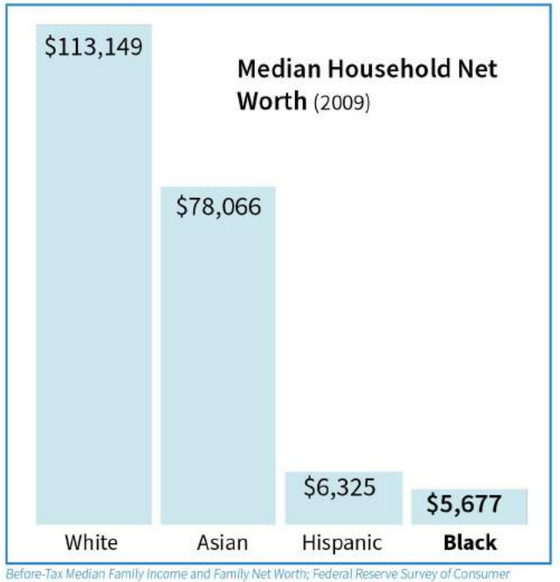
1.7%

higher than what White-business owners paid

Anderson & Gregory (2012)



Nager, et al., 2016)



Median Household Net Worth (2009)

Before-Tax Median Family Income and Family Net Worth; Federal Reserve Survey of Consumer Finances 2010

HISTORICAL BLACK WALL STREETS



"Son of Jackson Ward" Source: Style Weekly



Source: The Oklahoma Eagle



Source: Durham County Library, NC Collection

Jackson Ward, Richmond, VA
1900-1950s

Jackson Ward became a predominatley Black community after freed and enslaved African-Americans began moving there in the mid 1800s. By 1900, Jackson Ward had become a thriving Black community with "a vibrant self-sufficient economy." There were banks, barbershops, restarants, insurance companies, and medical practices. Jackson Ward was nicknamed "the Harlem of the South" for its prominent social and economic status. The neighborhood was ultimately destroyed by plans for urban renewal which were eventully altered, but not before displacing homeowners and businesses.

Greenwood District, Tulsa, OK
1906-present

Greenwood is a historic freedom colony that was popularly known as "Black Wall Street". A class of Black entrepreneurs sprang up to meet the needs of the growing Black population. The result was a vibrant, vital, and self-contained economy. Greenwood was a community of over 100,000 people. Businesses included nightclubs, hotels, cafes, clothiers, movie thatres, doctors' and lawyers' offices, beauty salons, and more. It also had a nationally recognized school system, and six private airplanes. Greenwood was eventually destroyed in a race riot in 1921. Mobs of people from neighboring White communities burned buildings, raided houses, dropped turpentine bombs from airplanes overhead, and shot Greenwood residents in the streets. The rampage lasted two days resulting in 40 blocks of property that were completely destroyed.

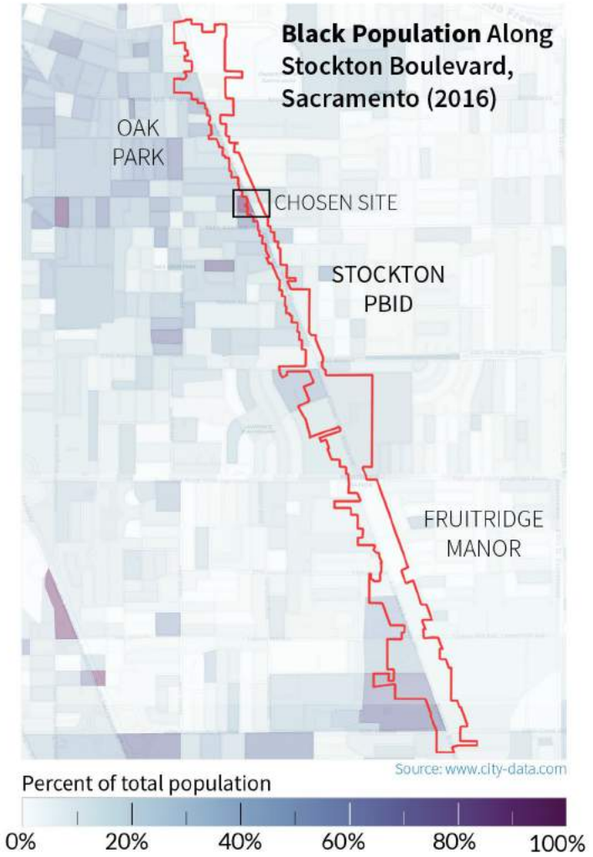
Hayti, Durham, NC
late 1920-1940s

The community of Hayti coalesced around the two major churches: St. Joseph's and White Rock Baptist, both built in the late 1800s. The owners of the North Carolina Mutual Life Insurance Company and other Black-owned businesses made significant investments to the community. Commercial buildings were upgraded and rental housing was built. Wealthier members of the community worked to establish civic assets such as a library and hospital. After the nation's desegregation in the 1960s, Hayti began to decline economically. Goals to consolidate land and move lower income people into public housing resulted in the near total demolition of Hayti. St. Jospeh's still stands today.

How can we design a space that stimulates entrepreneurial activity within the local Black community?

THESIS

A Black business incubator space in the city of Sacramento would help stimulate the local Black economy which would ultimately be beneficial for the economy of the entire city.



Entrepreneurship is often viewed as a mechanism for promoting economic growth, wealth accumulation and job creation in minority communities, a tool for alleviating these differences (Boston, 1999, 2006; Bradford 2003). Inclusive incubator spaces that provide Black entrepreneurs with necessary tools in a convenient way can help to improve the success rate of Black-owned businesses.

METHODS

Community Research



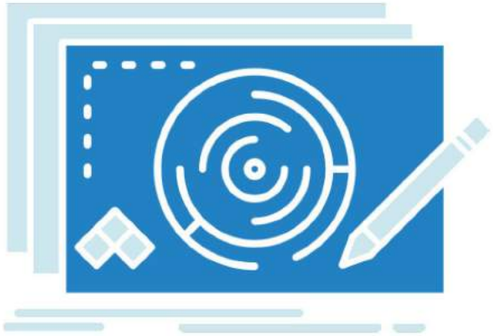
Analysis of the historical and present culture of the Black community was used to inform the design. A clear understanding of the experience of Black community in Sacramento allowed the design to be place-based and meaningful to it's users.

Literary Analysis



Relavant literature provided information on the reasons Black entrepreneurs have a harder time starting successful businesses than their White counterparts. The resulting design attempts to eliviate these imbalances.

CONCEPTUAL DESIGN



Community Interviews

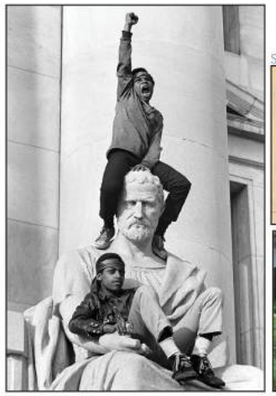


Black professionals were contacted for information and feedback during all stages of the design process. The professionals provided helpful referalls to other knowledgeable people, relevant case studies, programming suggestions, and literature to review.

Feedback & Editing

Sacramento Black-Owned Businesses and Organizations

Sacramento has a long history of Black entrepreneurial activity. There was a large Black community in Sacramento, particulalry in **Oak Park.** The neighborhood was always diverse, with Black and Mexican American families residing there along with Europeans. After World War II, the Black population grew in Sacramento generally, but non-white residents were drawn to Oak Park because of the absence of racially restrictive housing rules. As more Black people moved in to Oak Park, Black businesses emerged.



Source: Pinterest

George Seabron was a Black real estate agent that took advantage of the growing demand for housing. Seabron began selling real estate to Sacramneto's Black community in 1958. He worked with the NAACP and Sacramento's Urban League to push for fair housing and bought property to establish a grocery store and job training center for the community. **The Sacramento Observer** has been named the nation's top Black newspaper six times. It was established in 1962 by Dr. William Hanford Lee and has continued to serve the community for five decades recieving over 600 local and national awards for community service and journalism excellence. **The Sacramento Chapter of the Black Panther Party** had thier office in Oak Park from 1968 to 1971. They ran their free breakfast program for school children out of a local church. They also printed a Party newspaper that was sold on the Sacramento State, UC Davis, and Sacramento City College campuses as well as door-to-door throughout the community. Today, there are still many successful Black businesses throughout Oak Park and Sacramento.

Source: Center for Sacramento History





Source: Yelp



Source: Google



Source: Midtown Monthly

Underground Books is a Black-owned bookstore that opened in 2003 and is now a central social hub of Oak Park. Underground Books also hosts community events and lectures, and also sells products from other local businesses. The **Yisrael Family Urban Farm** is dedicated to bringing autonomy and self-sufficiency back into the South Oak Park community. They are actively transforming the "hood for good" by providing free and discounted services that educate the community about the benefits of urban farming. Backyard garden builds, edible plant education, youth programs, community workshops, and farm tours are some of the services the family farm provides to the community.

Sacramento Black Urban Agriculture Movement

In addition to the Yisrael Family Farm, there are many other urban farms focusing thier efforts on the Black communities in Sacramento. Many programs are focusing on youth education in order to foster a new generation of sel-sufficient urban farmers. Green Tech Education and Employment is a nonprofit that runs the **Teching Urban Farming, Forestry, and Aquaponics (TUFFA)**. The goal of the program is to increase youth knowledge of growing food using soil-based gardening and aquaponics, which involves growing fish and vegetables together without soil. The program is ran in South Oak Park and most students come from low-income families of color. Stipends for the students are provided by Green Tech.

The Yisrael Farm also runs a youth program, **Project GOOD!** that "teaches young people about human's symbiotic relationship with nature through a combination of workshops, field trips, neighborhood organizing, and other projects"(Berkeley Media Studies Group). Luther Burbank High School runs the **Burbank Urban Garden** on its campus. The student body is 97 percent youth of color. The garden is about one acre large, that includes a full production sized greenhouse, 2,000 square feet of vegetable production beds, 45 fruit trees, 800 square feet of flower production beds, pollinator and native plant beds, and a tool and tractor barn (SCUSD). Students grow, harvest, and market what they produce in the campus garden and greenhouse.

The **Oak Park Farmers'Market**, organized by Gernie Williams, is intended to help bring food access to the community. Incentive programs for people using food assistance programs, such as Supplemental Nutrition Assistance Program (SNAP) help to encourage the most disadvantaged folks to choose haelthy, local food options. Average weekly attendance at the Oak Park Farmers' Market is 600-800 people (Andrak, 22). **Broadway Sol** and **Oak Park Sol Community Gardens** were developed in response to city-run and organized community gardens that were mostly empty and poorly managed. The city gardens were padlocked with an iron gate that sent an unclear message of accessibility to residents. Plots were also available for a monthly fee which made the space unavailable to some communiy memmbers. Broadway Sol is a truly open, community-run space that is much easier for the public to access. Not only are production plots available, but **community classes, outdoor kitchen, and outdoor gathering space** is also offered at the garden. Valenzuela Garcia, an Oak Park resident, community organizer, and then-consultant for Sacramento's Urban Agriculture Coalition, described the garden as "a true community space" (Gehlert, 4).



Source: www.alchemistcdc.org



Source: www.www.yisraelfamilyfarm.net





Literary Analysis

Upon reviewing current and relevant literature on the topics of wealth inequality and Black entrepreneurship in America, a better understanding of the Black business experience was gained. Taylor and Harvey's article focuses on reasons that Black entrepreneurs choose to start thier businesses. They specifically wanted to understand "entrepreneurship as a socially significant endeavour influenced by race, class, and gender" (Wingfield & Taylor, 1681). The report analyzes interviews of Black business owners to uncover notable and common themes. One topic discussed was access to capitol and the importance of mentors: "For black entrepreneurs, **access to personal wealth is often limited** and, in lieu of desiderating investors, many appraise the importance of mentoring relationships to help them overcome the hurdles of starting and/or growing a business"(Wingfield & Taylor, 1687). Respondents also expressed how they **intentionally sought out other Black business owners as mentors and peers**. The respondents used ties to other Black entrepreneurs as social capital to help accelarate their success. A report by Portes and Rumbaut (2006) suggests that **"ethnic solidarity helps foster social capital that can drive entrepreneurship."** For Black entrepreneurs, a lack of class resources makes the need for intraracial solidarity to be even more pronounced. One respondant expressed the importance of working with people who look like her, by which she meant "young black women" (Wingfield and Taylor, 1689). Visibility is very important in helping nascent entrepreneurs overcome hurdles in starting a business.

Another article focuses on barriers overcome by Black entrepreneurs in Texas. Henry Williams aimed to answer the question of why Black entrepreneurs were not doing as well in business as thier counterparts. The introduction was also filled with useful empirical data that helped to inform the design. Facts such as the Nyberg and Wright (2015) finding "that the **ongoing prejudice and related barriers that were established for Black business owners were some of the factors that slowed the process and success of Black entrepreneurs**" reinforced the need for an inclusive space this is proposed here. It is also recommended in the literature that "facilities be created within contemporary Black business networks...by which entrepreneurs heading **young businesses can be mentored by older, seasoned entrepreneurs** with records of accomplishment for weathering uncertainty and growing businesses through the early 5-year period of uncertainty when businesses are most likely to fail" (Williams, 39).

"A Descriptive Exploratory Study: Neighborhood Factors Related To Black Business Density" presents research that shows how support of Black entrepreneurship can significantly reduce the racial wealth gap and Black unemployment in America. This article also states that "**there is a deep need to support place-based strategies that help disinvested communities access resources** and opportunities in order to become economically viable" (Williams, 2). Natasha Jones' research on the rhetorical narratives of Black entrepreneurs presented the historical examples of successful Black economies. Durham's Black Wall Street was mentioned and led to more research in other historical Black Wall Streets in the U.S. In discussing the current state of Black entrpreneurship, it is stated that **Black youth are more interested in entrepreneurship than thier White counterparts (**Walstad and Kourilsky, 12). This information inspired the addition of a Youth Lab space to help inspire a new generation of Black business people.

Overall, the literary analysis helped to build a strong foundtion on which to justify the need for an inclusive Black incubator on the proposed site. Qulaitative and quantitative data is presented that shows the difficulties Black entrepreneurs must face when going through the process of starting a business. Having a better understanding of those particular struggles helped to inform what services and amenities would effectively provide for the Black community.

Community Member Interviews



Kimberley Edington, Assistant to CEO/President of Sacramento Black Chamber of Commerce

Kimberley was able to provide helpful information about the Black business community in Sacramento. She suggested that any space that Black entrepreneurs could "connect" would be very helpful. She also suggested that the space be member and fee drien, like the Black Chamber of Commerce is. She wanted focus to be on challenges of Black business owners and ways to provide access to resources, specifically time, finances, and city codes. There was also discussion about the sustainablity of a community and how that helps to support small businesses and local economies. Banks are not inclined to open in lower income neighborhoods and without access to liquid assets, such as cash loans from banks, Black entrepreneurs have a harder time beginning the business process started. Kimberley also referred to the Hacker Lab, an incubator space in Sacramento and Dr. Rahim Reed, who's interview is summarized below.

Dr. Rahim Reed, Vice Chancellor for Campus Community Relations and Interim Lead for Diversity, Equity and Inclusion at UC

Dr. Reed was able to refer the Aggie Square project which is envisioned to providing services that support economic develpment in Sacramento. An incubator space is planned for Aggie Square. Dr. Reed also introduced Proimse Zones which ended up being a site selection parameter for the project. He also passed on information about which neighborhoods had relatively high Black populations (Del Paso Heights, Oak Park, Meadowview, and Fruitridge). Many different agencies and programs that support Black entrepreneurs was referred as well, including thr Greater Sacramento Urban League and the Sacramento Housing and Redevelpment Agency.

Caru Browns, Principal Planner and Designer at CBC eLandscapes

Caru Brows was able to help with design and layout feedback. She suggested to refine the progrm of the design and ensure that it served the community it was aiming to help. Browns also thought that connecting the design to surrounding places that provided helpful services and including those in the site analysis. She suggested that the design should focus on a particular field of work that is underrepresented in the local Black comunity but would be lucrative to be invloved in. This suggestion led to the researchof Sacramento's urban agriculture movement and the inclusion of experiental gardens on site.

Julian Love, Chief Financial Officer at St. HOPE

St. HOPE is a non profit that is committed to serving and protecting the existing community in Oak Park from the threat of displaement and white-washing that gentrification brings. He suggested methods for community outreach for the center. He thought there should be more attention paid to the logistics of the design. He wanted information on where investment in the space would come from and exactly how programs would operate out of the space. Suggestions on programming were given, including training courses and discounted memberships for locals.

Hood Incubator
Oakland, CA



Source: Leafly

IN_3 Incubator
Washington, D.C.



Source: in3dc.com

Space Called Tribe
Miami, Florida



Source: coworker.com



Source: vector90.com

Vector 90
Los Angeles, CA

Source: in3dc.com

CASE STUDIES: BLACK-OWNED BUSINESS INCUBATORS

Business incubators are **"highly flexible combinations of business development processes, infrastructure, and people"** (United Kingdom Science Park Association). Incubators are used in all scales, stages, and types of businesses and economies. They provide concentrated business support services and a shared environment that helps businesses flourish, especially in early stages. Entrepreneurs benefit highly from the close proximity they have to like-minded individuals sharing a work environment. Various levels of work spaces are usually rented out by paying members of the incubator. Larger spaces are also available for events and conferences.

Support provided by a business incubator usually consists of business planning, research support, training, management development, personal development and assistance raising finance. Benefits of incubators are numerous and include acting as a catalyst for **economic development**, help entrepreneurs relieve stress of starting a business, **provide access** to expertise, mentors, investors and specialists, provide visibility in the marketplace, facilitate relationships between university and corporate research, and promote rural and **urban regeneration**. There has recently been a rise in **Black-owned business incubators** around the country. These spaces have grown in response to the lack of access to "safe spaces for Black people amid the growing gentrification of historically Black neighborhoods" (Dorsey, 2018). The increasingly popular practice of White people calling the police on Black patrons in public places is also driving the need for Black safe spaces. There are currently 4,000 business incubator spaces that exist across the country in some form and the **number of physical business incubators are expected to reach over 6,000 nationwide by 2022** (Global Coworking Forecast, 2018). There are 56 Black-owned business incubators across the country, providing safe spaces for Black entrepreneurs to pursue work in the field of innovation, where they have largely been excluded (Dorsey, 2018).

Though there are many incbator spaces in the U.S., it is difficult to find one with a diverse group of members. Having spaces that are supported by mostly Black and people of color will encourage more Black people interested in starting a business to pursue entrepreneurship. Urban designers, like Jusitn Moore, believe that **"space itself can be designed to help people feel more inclusive."**

The following pages feature incubator spaces that provided inspiration for the final deign of this research project. Some case studies informed physical design and others inspured programming elements included in the design.

THE HOOD INCUBATOR

OAKLAND, CA



Staff and members of The Hood Incubator. Source: www.canabisnow.com

The Hood Incubator is on a mission to "increase the paticipation of Black and Brown communities in the legal cannabis industry" (The Hood Incubator). With a model focusing on **community organizing, policy advocacy, and economic develoment,** The Hood Incubator provides access, resources, and support that benefits the Black and Brown community. This incubator space opened in responce to marijuana legalization in California. Founders Lanese Martin and Ebele Ifedigbo, are committed to empowering communities that have been adversley affected by the war on drugs. They want to prioritize the generations of people who have participated in the informal marijuana business, "often because it was the only forms of income they had available once formal economy jobs left thier communities" (The Hood Incubator). The Hood Incubator has built a nationwide membership of over 2,000 people and supported 10 Black and Brown entrepreneurs since 2018. Thier **Cannabis Business Accelerator** program is the first program of its kind, piplining people of color into "living wage, locally based jobs" (The Hood Incubator). The annual Accelerator Program supports Black and Brown startup entrepreneurs with **technical assistance, business education, access to cannabis industry resources, and mentorship**.

The Hood Incubator

This space will help to inform what programming is necessary to support Black and Brown communities in startups. Even though this incubator focuses specifically on the cannabis industry, elements of programming, like the business accelerator program, can be applied to any incubator space for people of color. Programming at the Hood Incubator is also focused on providing fair access to resources that are not readily available in Black communities.

INCLUSIVE INCUBATION INCUBATOR (IN_3)

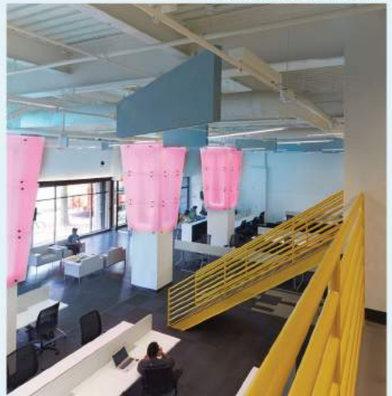
WASHINGTON, D.C.



Staff and members of IN3. Source: www.medium.com

Inclusive Innovation Incubator is a tech-focused incubator with bootcamps, trainings, mentorships, rentable desk and office space, workshops, and special events. There are varying levels of affordable membership plans with availability on the nights and weekends. IN_3 is **"committed to creating a collaborative environment where under-resourced members have access to the space and services needed to build or grow a successful business"**(In3). IN_3 utilizes a program called the **Inclusive Innovation Lab** that provides support for entrepreneurs to make their business into reality. The program addresses the need for entrepreneurs with viable ideas. Participants go through a series of workshops that allow businesses to plan their budget and business model appropriately. Completion of the program results in accessibility to a IN_3 open desk and one-on-one consulting.

The interior design of the space was also used as inspiration for the final design of this project. The bright colors highlighting infrastructure and boundaries bring a modern and bold feel to the space. The open desk floor plan and large street-facing windows translate the idea of **collaboration and inclusivity** well.



Interior of IN3. Source: in3dc.com



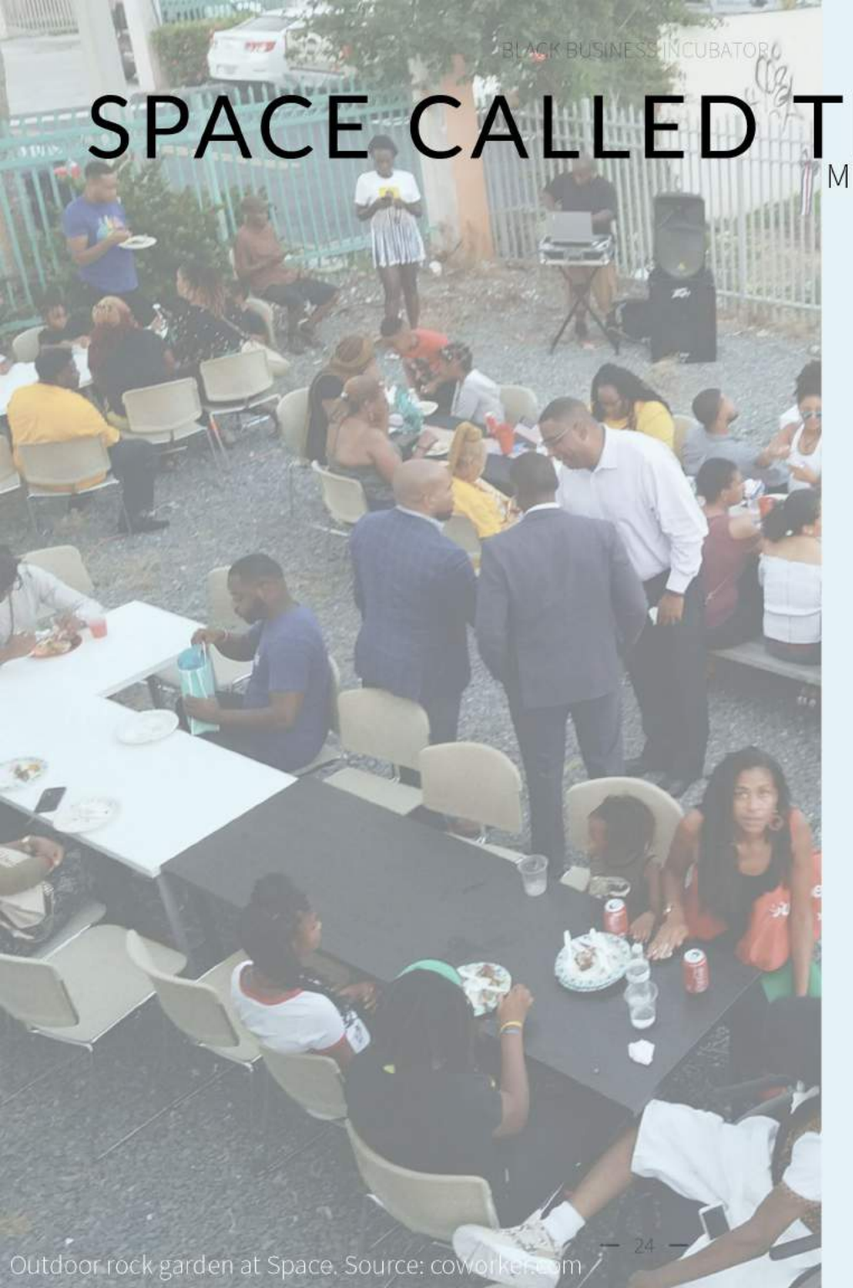
Interior of IN3. Source: in3dc.com



Interior of IN3. Source: in3dc.com

SPACE CALLED TRIBE

MIAMI, FL



Outdoor rock garden at Space. Source: coworker.com

The Space Called Tribe Co-Work and Urban Innovation Lab is currently Miami's only Black operated Coworking space. Space is operated by Code Fever which is a non-profit dedicated to shifting the way Blak and minority communities engage with, contribue to, and are valued in the innovation sector. Code Fever Miami gathers resources such as training, networks, and funding in order to build these assets and spaces so that innovation can thrive in the Black communiy. Space uses a combination of **youth and adult programming** .Youth programming focuses on increasing the number of students pursuing careers in the STEM field. Adult programming focuses on increasing access to, and understanding of, technology and entrepreneurial opportunities. Long term goals of these programs include increase in qualified minorities to fill positions within the technological ecosystem and an increase in the number of minority founded businesses in the U.S.

The **outdoor rock garden** is a wonderful example of an outdoor collaborative space. It was inspirational for the outdoor event space included in the final design. The Outdoor Rock Garden at Space Called Tribe is open for member use and can also be reserved for larger events. The final design also uses adult and youth programming in order to foster intergenerational exchange and support future generations of innovators.

Event at Space. Source: www.spacecalledtribe.com



Outdoor rock garden. Source: www.spacecalledtribe.com



VECTOR 90

LOS ANGELES, CA

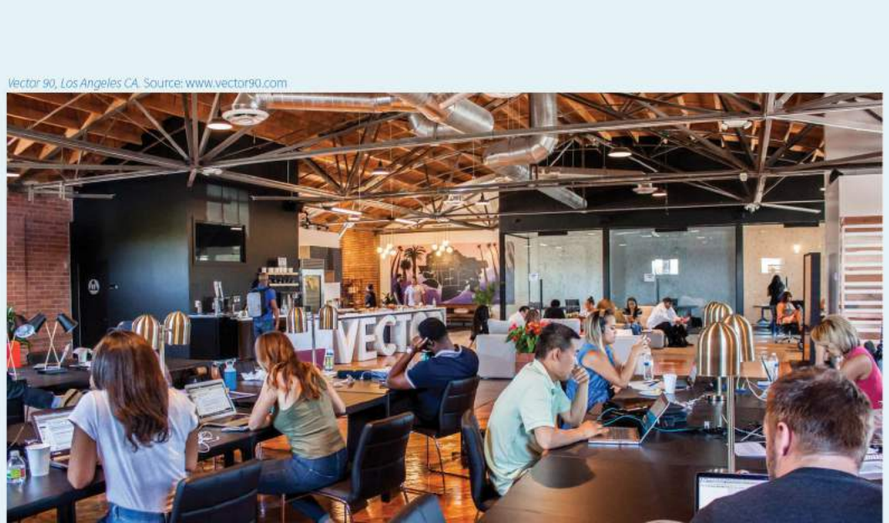


Real estate developer David Gross and Nipsey Hustle at the launch of Vector 90 Source: Timothy Smith

Vector 90 was opened in partnership with Los Angeles legendary rapper, entrepreneur, and community activist Nipsey Hussle. It's mission is to **"anchor cultural and intelletual hubs for entrepreneurs and creatives"** (Vector 90). Focus is put on innovation in the STEM sector. Dedication is focused on "calling attention to the lack of diversity in the science, technology, engineering and mathematics fields" (Kelley, 2018). Monthly **"Burnout" nights** are available to members that encourage local people to network and collaborate, accelerating their business building process. The work night goes on over night for 12 hours, music is provided by a live DJ, and cafe and open kitchen services are available. "The hope is to serve as a conduit between underrepresented groups and corporate partners in Silicon Valley and beyond" (Kelley, 2018).

This space is an example of **community outreach programs** that are engaging and effective. The Burnout night can be replicated in urban cities all around the country. They encourage local people to engage and exchange ideas with each other while still keeping local community issues and markets a priority.

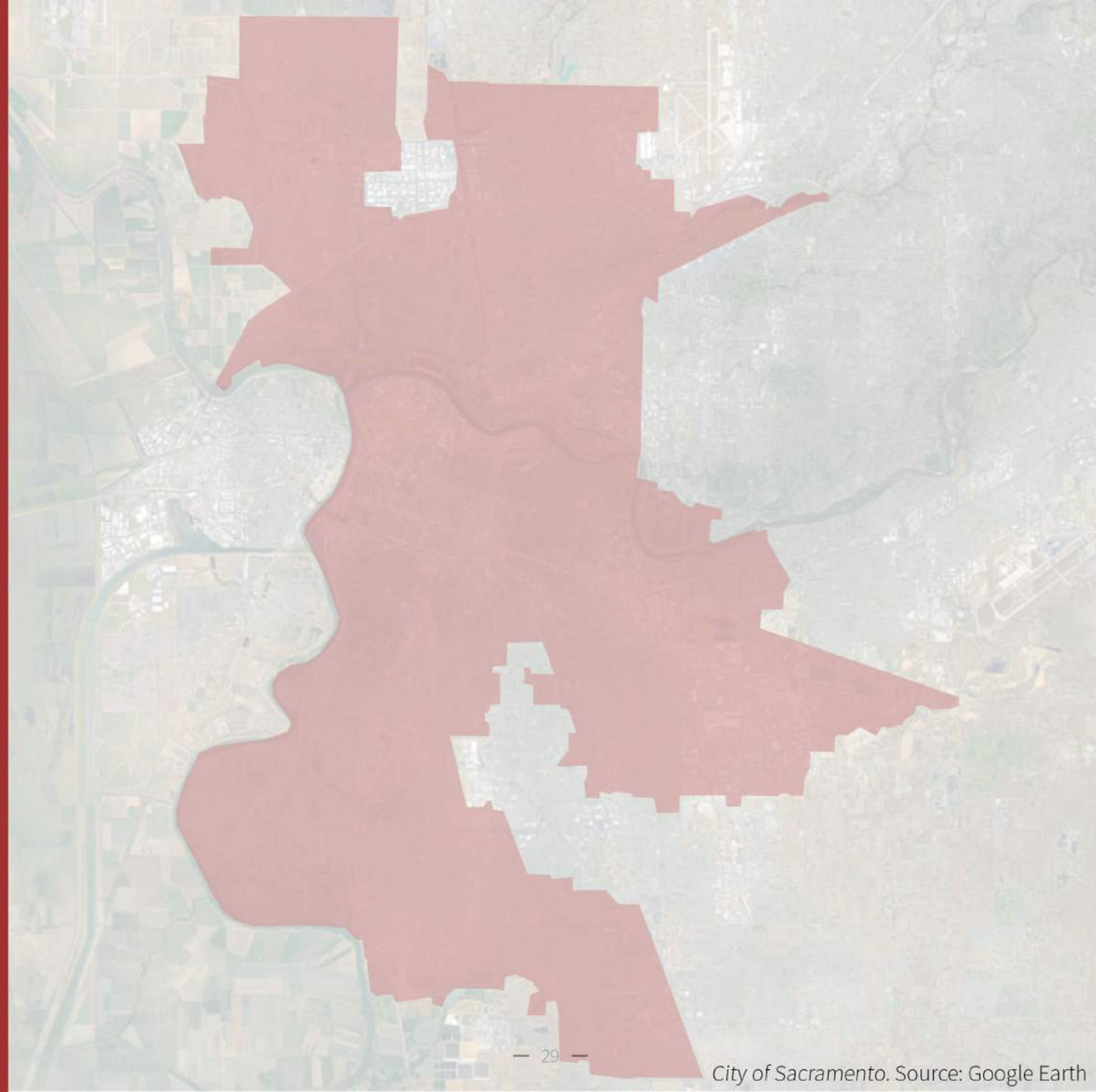
Vector 90, Los Angeles CA. Source: www.vector90.com



SITE SELECTION PARAMETERS

Promise Zones and Property Based Improvement Districts (PBIDs) in Sacramento were used as parameters for site selection. They are areas that are currently recieving investment for local economic development. Both the Promise Zone and PBIDs have an emphasis on disadvantaged and underepresented communities that often include historically Black and Brown neighborhoods. With the ever-looming threat of gentrification in urban cities around the country, special districts like these must be developed thoughtfully, with the interest of the existing community members must be prioritized. The combination of interest in economic development in disadvantaged communities of color and the acceleration of local efforts made Promise Zones and PBIDs the perfect places to select a site for a Black business incubator design.

The site must also be large enough to house a main incubator space and a youth outreach center. This project also focuses on agriculture as a step towards autonomy in the Black community. The site must also be equipped for food and flower production. It is estimated that the ideal size for an incubator of this type is around 8,000-10,000 square feet.

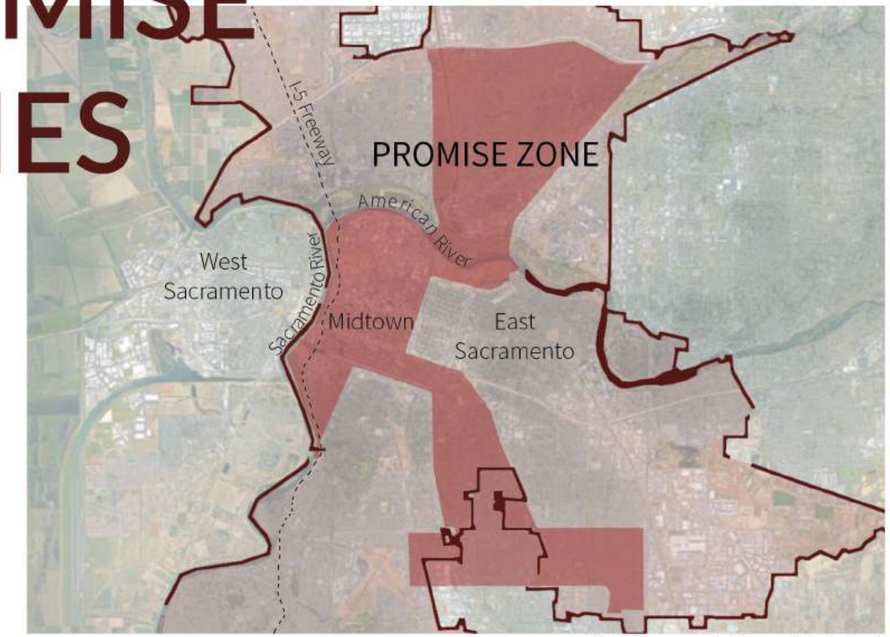


City of Sacramento. Source: Google Earth

PROMISE ZONES

Various goals being met by federal Promise Zones:

1. Improve educational outcomes
2. Foster a sustainable economic base
3. Accelerate job creation
4. Promote healthy behaviors
5. Support sustainably built communities



City of Sacramento. Source: Google Earth



City of Sacramento. Source: Google Earth

In today's American communities, the zip code someone grows up in impacts their odds of graduating highschool, health outcomes, and life-time economic opportunities. **Promise Zones are designated areas in high poverty, urban, rural, and tribal communities across the country.** The federal government partners with local leaders to increase economic activity, improve educational opportunities, leverage private investment, reduce violent crime, enhance public health and address other priorities identified by the community.

Both the federal Promise Zones and the city-level PBID's were used to locate zones currently receiving investment from the city. Overall, the **benefits of the Promise Zone program will accelerate local efforts**. The Sacramento Promise Zone covers 22 square miles of Sacramento's most underprivileged communities.

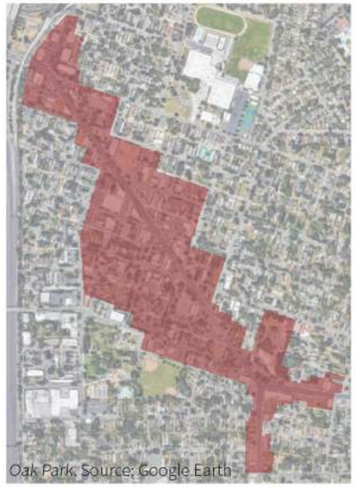
PBID'S

(Property Based Improvement Districts)

The City of Sacramento uses Property Based Improvement Districts (PBIDs) as a financing mechanism that encourages proper owners to enter into a special district to improve the city commercial districts. These districts contribute to the **stimulation of the local economy and overall health of the community**.

Four PBID's with relatively high Black populations were surveyed for vacant properties available for development. **The Stockton Boulevard Partnership**, the district where the chosen site is located, is committed to security and safety, image and maintenance, advocacy, and economic development.

Oak Park Business Association

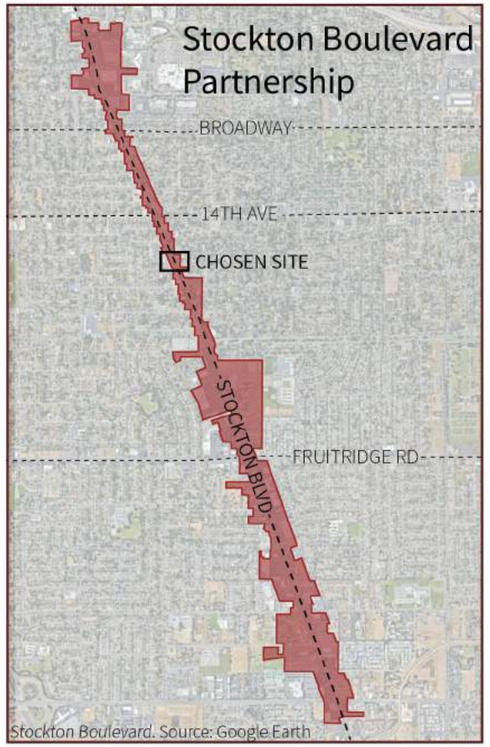


Oak Park. Source: Google Earth

Franklin Blvd. Business District



Franklin Boulevard. Source: Google Earth



Stockton Boulevard. Source: Google Earth

Del Paso Boulevard Partnership

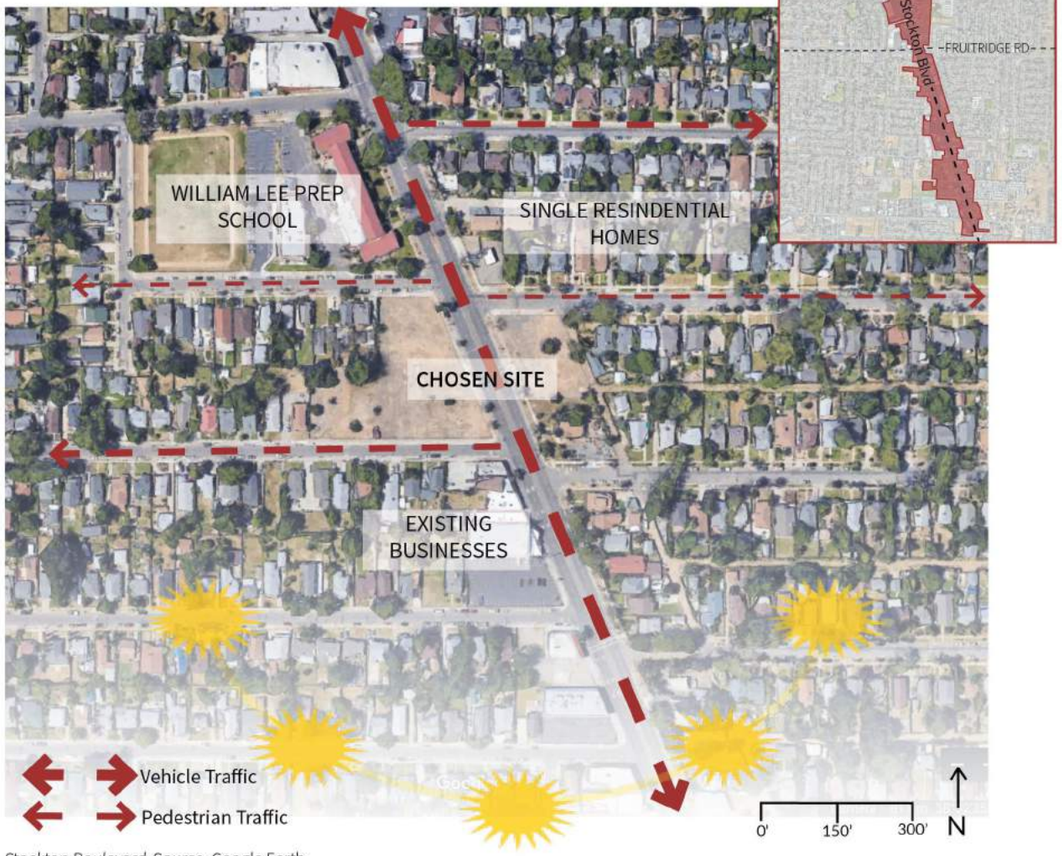


Del Paso Heights. Source: Google Earth

CHOSEN SITE

3400 Stockton Boulevard & 4722 9th Avenue

Central Oak Park



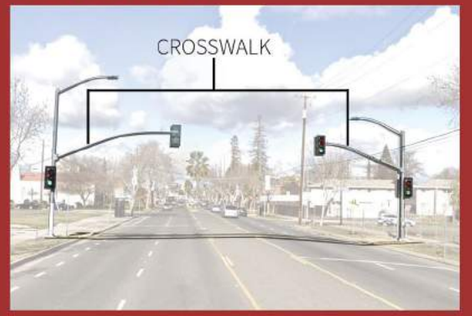
Stockton Boulevard. Source: Google Earth

Existing Conditions



Transit Stops

Existing bus stops will increase accessibility to the center. Both stops are less than a block away from the center.



Existing Crosswalk

The crosswalk includes a pedestriam crossing light. It is necessary to ensure safety when crossing such a busy street. The crosswalk will connect the main incubator space to th youth lab across the street.



Surrounding Businesses

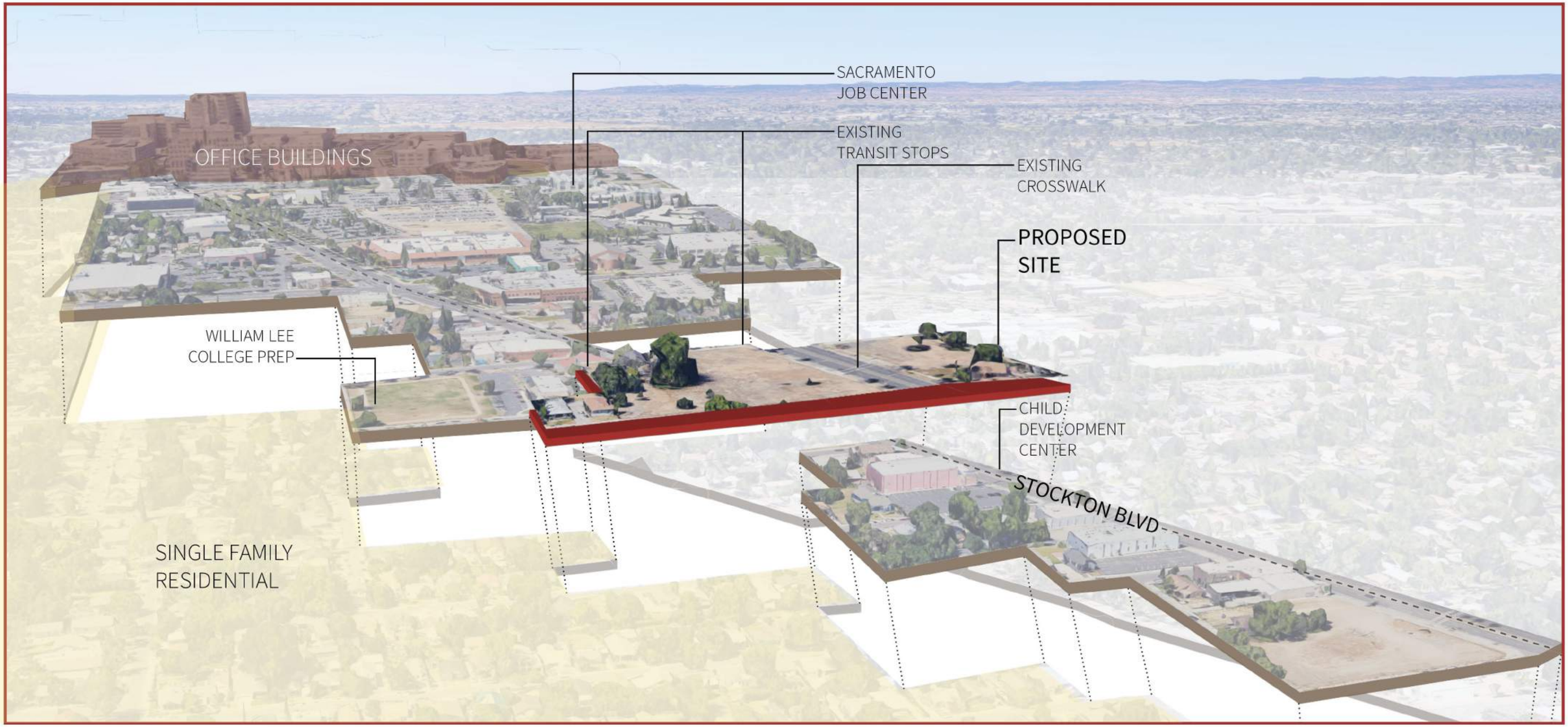
Connections can be made with existing businesses. The Colonial Theatre has historical value and operates regularly to this day.



William Lee College Prep

The close proximity to a college prep school provides opportunity for intergenrational connections among members and students.

SITE SELECTION PARAMETERS



The following design proposal uses the research and data gathered to inform a design for a Black Business incubator space in central Oak Park. The main goal of the design is to provide a safe space with access to resources needed by Black entrepreneurs that may not readily be available to them. The space attempts to ease the stress of starting a business by providing a concentration of useful tools for business development. These resources include physical and social tools such as work desks for rent and knowledgeable Black mentors. The design includes spaces that are not heavily progrmmed in order to provide platforms for community use. Lighter programming allows the community to use the space in ways that are most useful to the community memebers.

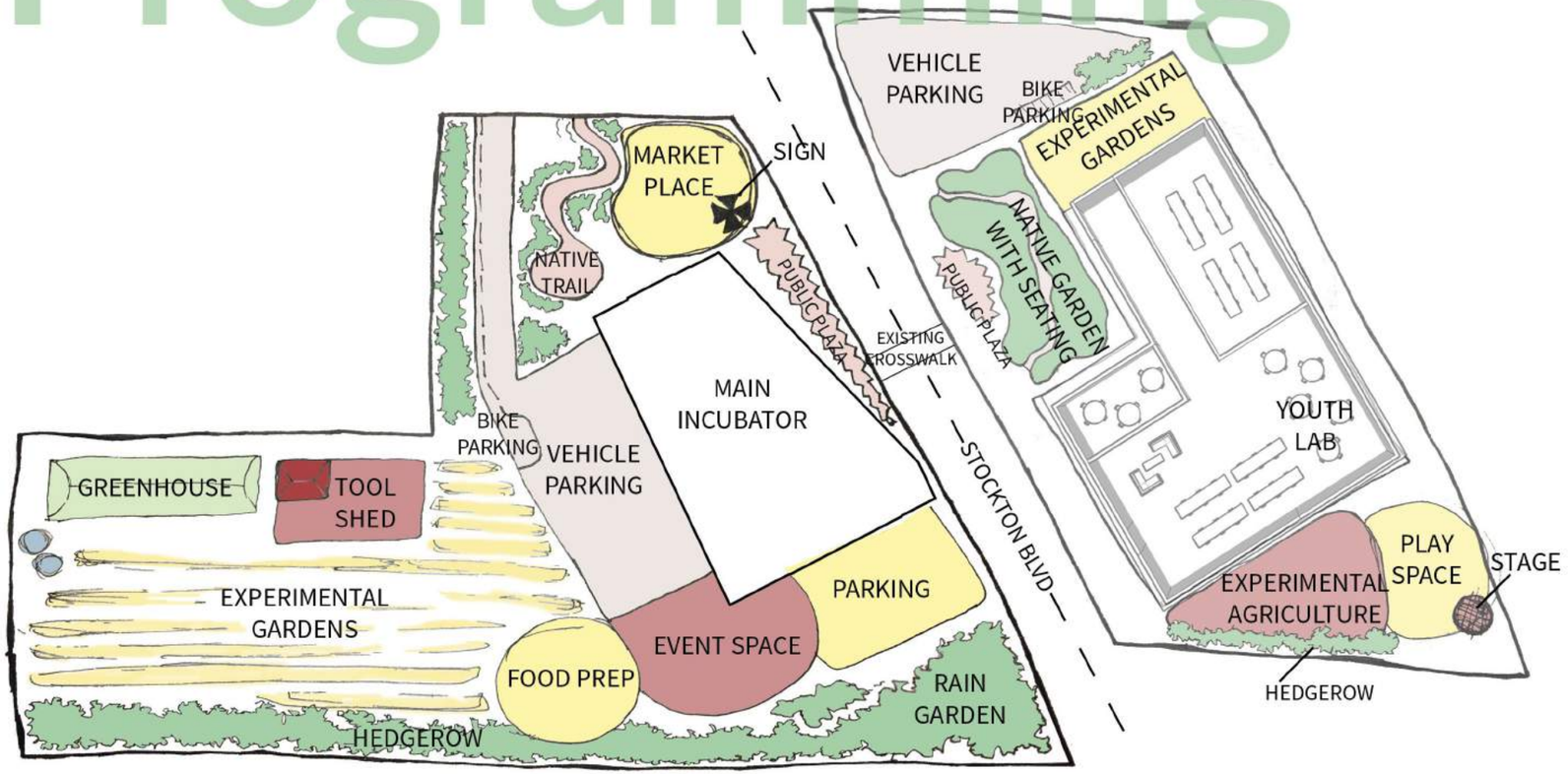
Site-native plants are showcased in order to expose and educate the public about the importance of native ecology in the urban landscape and increase appreciation for native landscapes. These are good plants to start a more detailed planting design for the site.

DESIGN PROPOSAL



City of Sacramento. Source: Google Earth

Programming



In order to provide equal access to the entire Black community, the design must be tailored to be as transparent and inclusive as possible. The design provides **easy access to resources** that are not readily available to Black entrepreneurs including affordable office space, fair cash loans, social networking opportunities, mentors, prototype development equipment, financial management knowledge, market information, advertising platforms, and management training.

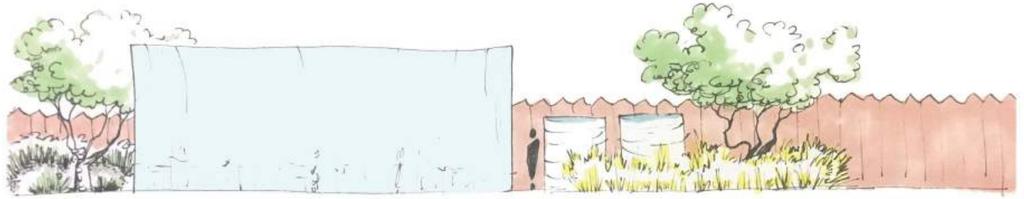
The following amenities will be included in the design in order to provide the most access to as many resources as possible including:

ADA accessibility
Child care services
Youth lab
Outdoor event/relax space
Indoor event sapce
Open office spaces
Private offices
Conference rooms
Kitchen/bar/cafe
Agriculture fields
Marketplace
Professional clothes rentals
Laundry services
Prototype lab
On-site parking

Various other forms of social and human resources will also be available including access to:

Mentors
Seasoned professionals
Social networking opportunities
Opportunities to collaborate with like-minded people

CONCEPTUAL DESIGN



EXPERIMENTAL GARDENS



NATIVE PLANT TRAIL



OUTDOOR EVENT SPACE



PLAZA AND MARKETPLACE



RAINGARDEN



SITE-NATIVE PLANTS:



Pacific Blackberry
Rubus ursinus



Black Elderberry
Sambucus nigra



Buck Brush
Ceanothus cuneatus



Coyote Bush
Baccharis pilularis

EXPERIMENTAL GARDENS AND HEDGEROWS

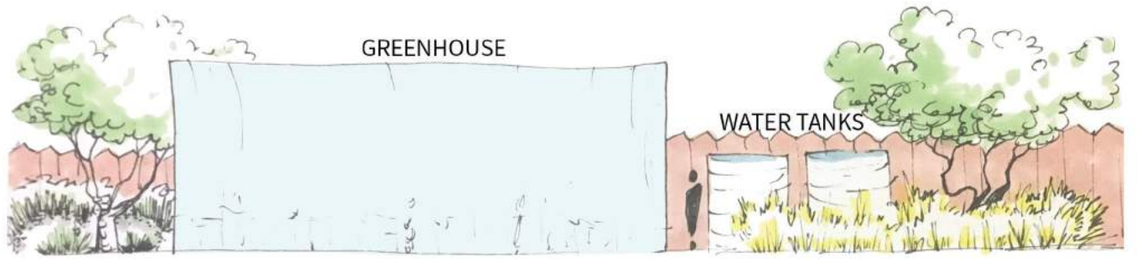
The experimental gardens are meant for members who are interested in entering the agriculture field of business. The fields are 18,000 ft² that features water tanks, a full production size greenhouse, and a tool shed. Educational tours will also be offered to the larger community in order to educate the community about lucrative business opportunities available in the agri-culture sector. Hedgerows will surround the fields in order to support local ecology and will attract pollinators to the gardens.



Sunflower
Helianthus annuus



California Wildrose
Rosa californica





SITE-NATIVE PLANTS:



Black Elderberry
Sambucus nigra



Coffee Berry
Frangula californica



California Fuchsia
Epilobium canum



Silver Lupine
Lupinus albifrons



California Poppy
Eschscholzia californica

NATIVE PLANT TRAIL

Native plants will be highlighted in the trail. There will be informative signage that informs visitors of the history, ecological importance, and uses of each plants. This area will be open to the public to activate the space surrounding the center and encourage people to explore the center from the sidewalk and surrounding residential areas. Pollinators will be attracted to the gardens, supporting the local ecology and helping pollinate the entire area.



Common Yarrow
Achillea millefolium



Deergrass
Muhlenbergia rigens





SITE-NATIVE PLANTS:



California Buckeye
Aesculus californica



Silver Lupine
Lupinus albifrons



Baby Blue Eyes
Nemophila menziesii



California Poppy
Eschscholzia californica

PLAZA AND MARKETPLACE



Common Yarrow
Achillea millefolium

Inviting annuals, perrenials, and ornamentals will dawn the entrance of the incubator center providing beauty to the storefront. Seat walls will encourage walkers-by to stop and relax under a tree and enjoy the flowers. Curb-appeal will also catch the eye of the many drivers traveling on Stockton Boulevard. Members will be relaxed and ready to work when they walk by the bright flowers and structural trees.

Seating will also be used during Buy Black Market days that will serve as a marketplace for the entrepreneurs and other local businesses to advertise and sell their own products.







SITE-NATIVE PLANTS:



California Buckeye
Aesculus californica



Mulefat
Baccharis salicifolia



California Fuchsia
Epilobium canum



Silver Lupine
Lupinus albifrons



California Poppy
Eschscholzia californica

NATIVE RAIN GARDEN

Native plants will be used in a rain garden to help control flooding and detoxify runoff from on-site parking lots. Bioremediation will increase the sustainability of the design and help to increase pollinator visits. The rain garden will also have informative signage that can inform community members on benefits of rain gardens and how they can be used in residential gardens.



Common Yarrow
Achillea millefolium



Purple Needlegrass
Stipa pulchra





SITE-NATIVE PLANTS:



California Wildrose
Rosa californica



California Buckeye
Aesculus californica



Deergrass
Muhlenbergia rigens

OUTDOOR EVENT SPACE

Seating and a food prep station will be featured in this part of the design. There will also be space for a small stage and serving table. Bike parking will enter right into the event space and the adjacent parking lot can be used for food trucks during special events. The outdoor space can be easily viewed through the glass walls of the indoor atrium, giving a permeable barrier between indoor and outdoor spaces.







SITE-NATIVE PLANTS:



Deergrass
Muhlenbergia rigens

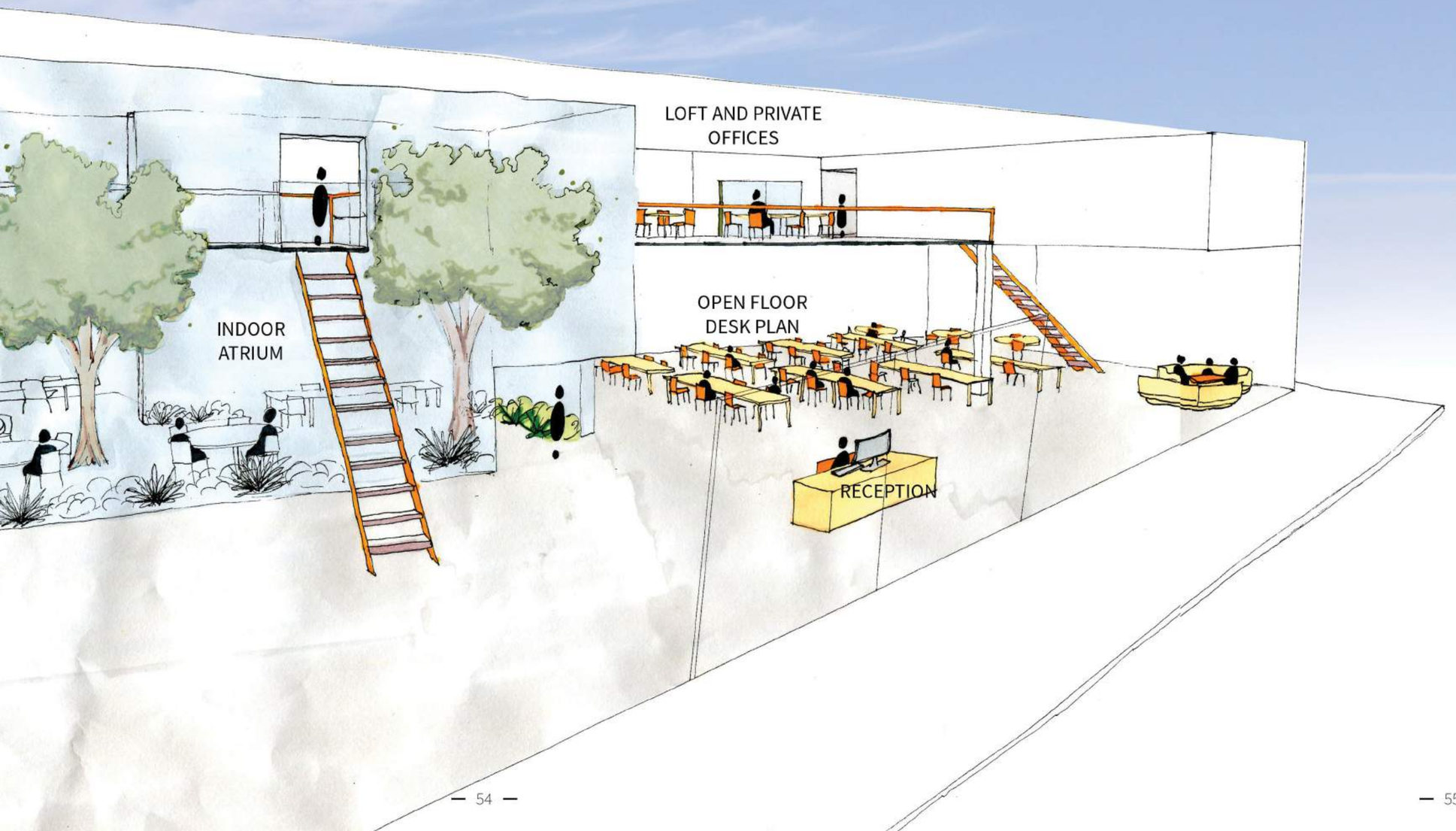


California Buckeye
Aesculus californica

INDOOR ATRIUM

This transition between the indoor work area and outdoor event space provides a solice area for members of the incubator. The plants and glass walls provide a convenitent plce for entrepreneurs to work, meet, or take breaks. This unique feature of the design reflects Sacramento's dedication to being the tree capital of the country. The tranquil, open design will aslo provide a decompression space for members.




LOFT AND PRIVATE
OFFICES
OPEN FLOOR
DESK PLAN
INDOOR
ATRIUM
RECEPTION



Upstairs Loft and Private Conference Rooms

The top level will have private offices, conference rooms, and more open desks and chairs for group meetings.

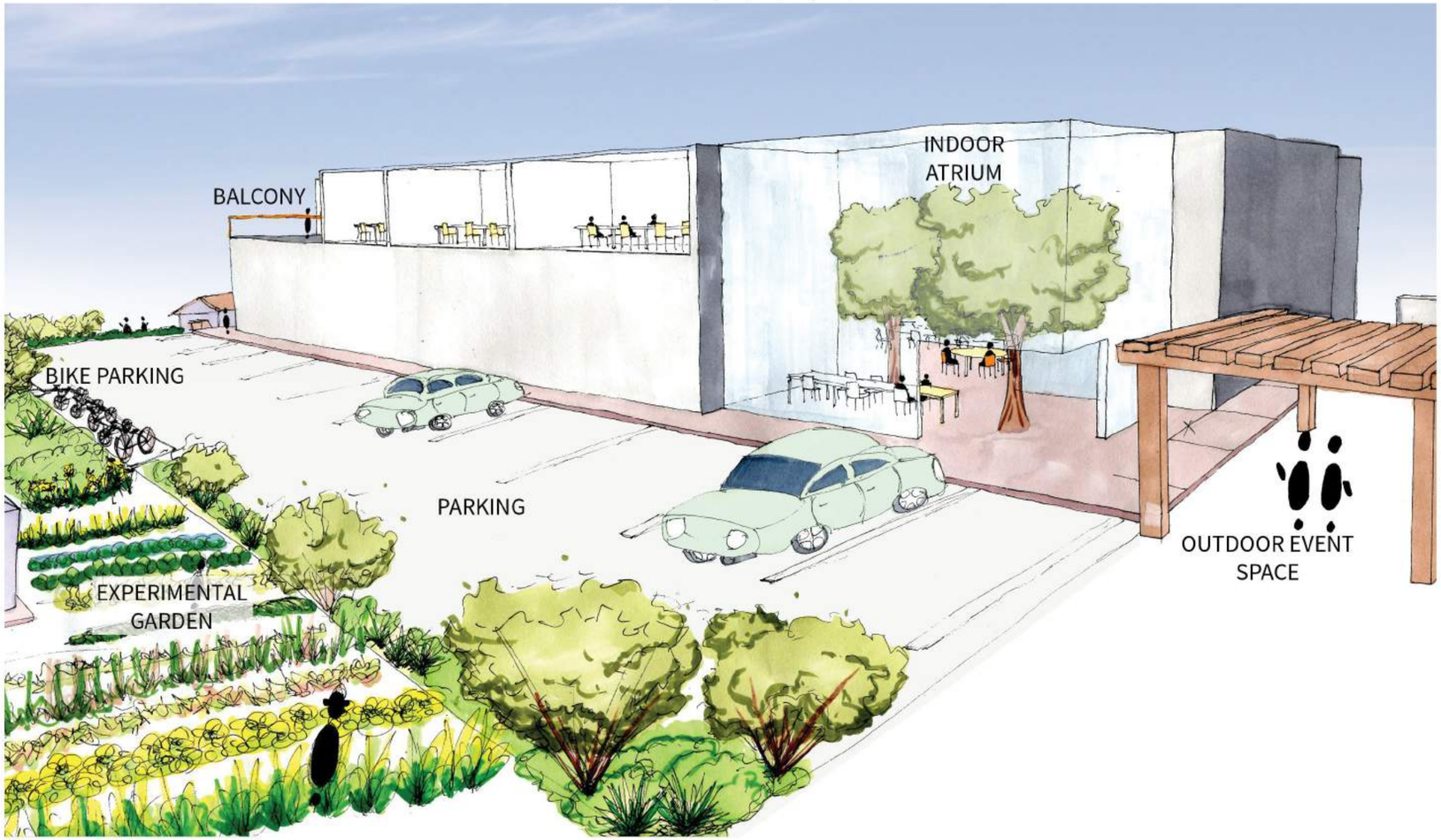


Indoor Atrium and Kitchen

Indoor atrium and open kitchen and cafe services are available to all members of the incubator. There will many different spaces for gathering to optimize collaboration among members. A display wall will feature accomplishments and events happening at local venues.

GREEN PARKING LOT

The incubator will run on a paid membership program with various levels of spaces available. There will be open desks, private offices, conference rooms, event spaces, a kitchen, outdoor gardens, agricultural fields, and public plazas. Across the street form the main incubator, the Youth Lab will provide space for younger aspiring entrepreneurs.



CONCLUSION

Hopefully, this design inspires other designers to provide safe, incluve spaces for people of color. Safe spaces are important to have in the current state of the country. As tensions grow between people of differening political and moral values, communities of color need to be protected from getting taken advantage of. As more affluent people move into inner city neighborhoods that have been historically underprivledged, existing residents moust have establishments in place that imporve the economic status of these communities. By creating spaces that encourage minority communities to invest in and support themselves, we can help to bring the Black community out of the oppressive cycle of generational poverty.

BIBLIOGRAPHY

"2018 Global Coworking Forecast: 30,432 Spaces and 5.1 Million Members by 2022." Global Coworking Unconference Conference, Global Coworking Unconference Conference, 18 Dec. 2018, gcuc.co/2018-global-coworking-forecast-30432-spaces-5-1-million-members-2022/.

A Space Called Tribe, Code Fever, www.spacecalledtribe.com.

Anderson, M., & Gregory, T. (2012). Our black year: One family's quest to buy black in America's racially divided economy. New York, NY: Public Affairs.

Andrak, Dawnie Marie. (2017). Defining The Food Movement In Sacramento, California: Branding America's Farm-To-Fork Capital. University of the Pacific, Thesis. https://scholarlycommons.pacific.edu/uop_etds/2967

Bates, T. (1990). Entrepreneur human capital inputs and small business longevity. Review of Economics and Statistics, 72(4), 551-559. doi:10.2307/2109594

Bradford, W. D. (2013). Minority businesses in the U.S.: An economic review of scholarly research since 2000. Retrieved from http://tabor100.us/Resources/Documents/Kauffman%20report.pdf

Dorsey, Sherrell. "The Rise of Black-Owned Co-Working Spaces." Vice, Vice, 3 Aug. 2018, www.vice.com/en_us/article/mb4pan/these-entrepreneurs-are-opening-black-co-working-spaces.

Fain, Kimberly. "The Devastation of Black Wall Street." JSTOR Daily, JSTOR, 5 July 2017, daily.jstor.org/the-devastation-of-black-wall-street/?utm_content=bufferb5abb&utm_medium=social&utm_source=twitter.com&utm_campaign=buffer.

Heather Gehlert. "From Farm to Every Fork: Rewriting the Narrative on Urban Agriculture in Sacramento ." BMSG, Berkeley Media Studies Group, May 2018, www.bmsg.org/wp-content/uploads/2018/05/bmsg_tce_bhc_from_farm_to_every_fork_sacramento_case_study2018-final-mid.pdf.

IN3, Inclusive Innovation Incubator, www.in3dc.com/.

Jones, Natasha. Rhetorical Narratives of Black Entrepreneurs: The Business of Race, Agency, and Cultural Empowerment. SAGE Publications, 2017.

Kelley, Sonaiya. "With a New STEM Center and a Revolutionary Marketing Strategy, Nipsey Hussle Is Music's Biggest Disruptor." Los Angeles Times, Los Angeles Times, 16 Mar. 2018, www.latimes.com/entertainment/movies/la-et-ms-nipsey-hussle-vector-90-victory-lap-20180228-story.html.

Nager, Adams, et al. The Demographics of Innovation in the United States . Information Technology & Innovation Foundation, Feb. 2016, www2.itif.org/2016-demographics-of-innovation.pdf.

Nyberg, A. J., &Wright, P. M. (2015). 50 years of human capital research: Assessing what we know, exploring where we go. Academy of Management Perspectives, 29(3), 287-295. doi:10.5465/amp.2014.0113

Ogbolu, M. N. (2011). Exploring the depressed rate of black entrepreneurship: The impact of consumer perceptions. Unpublished doctoral dissertation, Morgan State University, Baltimore, MD.

Open Durham. "Hayti." Open Durham, Preservation Durham, www.opendurham.org/category/neighborhood/hayti.

Portes, Alejandro, and Min Zhou. 1996. "Self-Employment and the Earnings of Immigrants." American Sociological Review 61 (2): 210–230.

"Son of Jackson Ward." Style Weekly, Style Weekly, 12 Jan. 2011, www.styleweekly.com/richmond/son-of-jackson-ward/Content?oid=1442610.

"The Hood Incubator." The Hood Incubator, The Hood Incubatolr, www.hoodincubator.org/.

United Kingdom Science Park Association. "A Brief Introduction to Business Incubation ." UKSPA, United Kingdom Science Park Association, 2015, www.ukspa.org.uk/sites/default/files/factsheet 1 - A Brief Introduction to Business Incubation.pdf.

Walstad, W. B., & Kourilsky, M. L. (1998). Entrepreneurial attitudes and knowledge of black youth. Entrepreneurship Theory and Practice, 23, 5–18.

Williams, Henry. Black Business Owners Overcoming Barriers in Texas. Walden University, 2018.

Williams, Janelle. A Descriptive Exploratory Study: Neighborhood Factors Related to Black Business Density. Tiger Prints, 2017.

Wingfield, Adia and Taylor, Taura. Race, gender, and class in entrepreneurship: intersectional counterframe and black business owners. Ethnic and Racial Studies, 2016.