

c. healthy



Increasing access to healthy, fresh foods is key to reducing obesity and heart disease, and promoting a better quality of life



Providing facilities for a range of alternative modes of transportation allows for passive exercise opportunities



Community gardens create spaces to sustainably grow food and develop connections with neighbors

C3. Sustainable Community and Environment

Goal

Support community-oriented programs that promote inclusivity, community health and sustainability

Why it's Important

Creating and maintaining a sustainable community and environment is essential for the success of Downtown Hawthorne. Developing a community culture that supports healthy foods, exercise and environments will improve Hawthorne's livability and provide additional opportunities for community involvement.

Strategies

- C3.A Expand opportunities for **youth activities and education**, particularly within the Civic Center site (see Chapter 4).
- C3.B Establish a focused **Healthy Communities Strategy** to improve access to fresh foods, outdoor exercises and a clean, safe environment. 🌱
- C3.C Support **cultural events** that celebrate Hawthorne's diversity.
- C3.D Utilize large parking areas near transit and bike/pedestrian facilities for **flexible market and festival space**. 🌱
- C3.E Explore the opportunity to create a permanent, **weekly farmers market** within Downtown Hawthorne to expand residents' and workers' access fresh and healthy foods. 🌱
- C3.F Monitor the ratio between the number of fast food and non-fast food operators within Downtown, with the ultimate goal of encouraging more **healthy dining options**. 🌱

c. healthy



New plazas and parks, at strategic infill locations, can provide needed outdoor spaces along Hawthorne Boulevard



D1. Strong Brand and Identity

D2. Design for Livability

D3. Revitalized Buildings

d. attractive

Establishing a strong Downtown brand and identity will help Hawthorne to harness its potential as a thriving city. The implementation of banners and unique signage will flank the boulevard. Large art installations will be bold, visual introductions to the city center and eclectic art dotting Hawthorne Boulevard will help to establish a sense of place and unique identity for the area. Improvements to the Hawthorne streetscape will expand beyond art installations and transform Downtown Hawthorne into a multi-modal hub. Safe and comfortable pedestrian and bicycle facilities, convenient transit, and easily accessible spaces automobiles will transform Hawthorne Boulevard into a hub of energy, activity and movement for all.

With an emphasis on a promoting positive city image, creating a livable environment, and engaging Hawthorne's rich past, several strategies are required to create an **attractive** Downtown. These include:

D1. Strong Brand and Identity

D2. Design for Livability

D3. Revitalized Buildings

d. attractive

D1. Strong Brand and Identity

Goal

To celebrate what makes Hawthorne distinctive through unique and identifiable gateways, signage and public art.

Why It's Important

Developing a unique brand for Downtown Hawthorne can enhance, unify and beautify the neighborhood through the thoughtful implementation of signage, public art and wayfinding techniques. Installing street banners and signage along Hawthorne Boulevard will provide residents, workers and visitors a visual queue as they enter Downtown. Upon entrance, people will be met with wayfinding tools helping to guide their experience to corridors and parking hubs. Finally, public art installations will enhance the neighborhood aesthetically and provide an opportunity to showcase Hawthorne's storied past and innovative future.

Strategies

D1.A Create unique, identifiable and consistent **wayfinding and signage**

in Downtown that provides people with information, direction and an understanding of the aesthetic brand for the City.

D1.B Maximize **ease of visual recognition** of major destinations for vehicular,

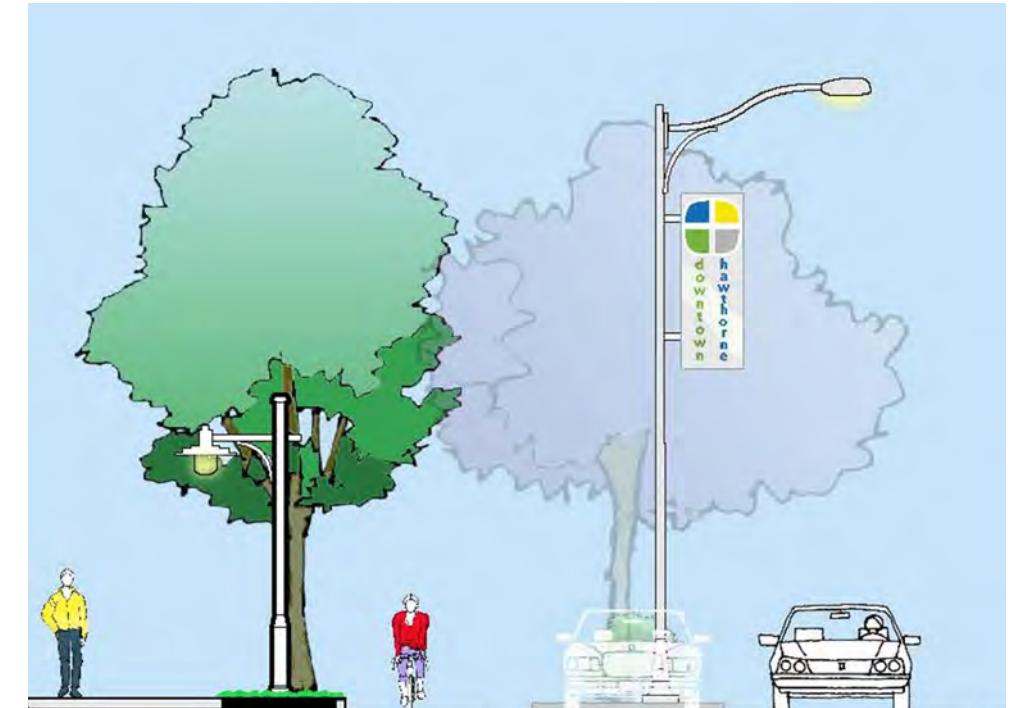
pedestrian and bicyclist circulation to provide an experience that is easy to navigate.

D1.C Provide **clear directions to parking areas and transit stops** so people

can easily and efficiently access retail, entertainment, civic and employment hubs.

D1.D Encourage and **expand public art** on Hawthorne Boulevard medians in order to highlight the City's aviation history, specifically:

- (a) expand upon the Rocket Park concept to create a network of community "pocket park" gathering spaces with a similar size and aesthetic.
- (b) Embrace Hawthorne's talent by commissioning "gateway" art pieces from local artists and crafts people.

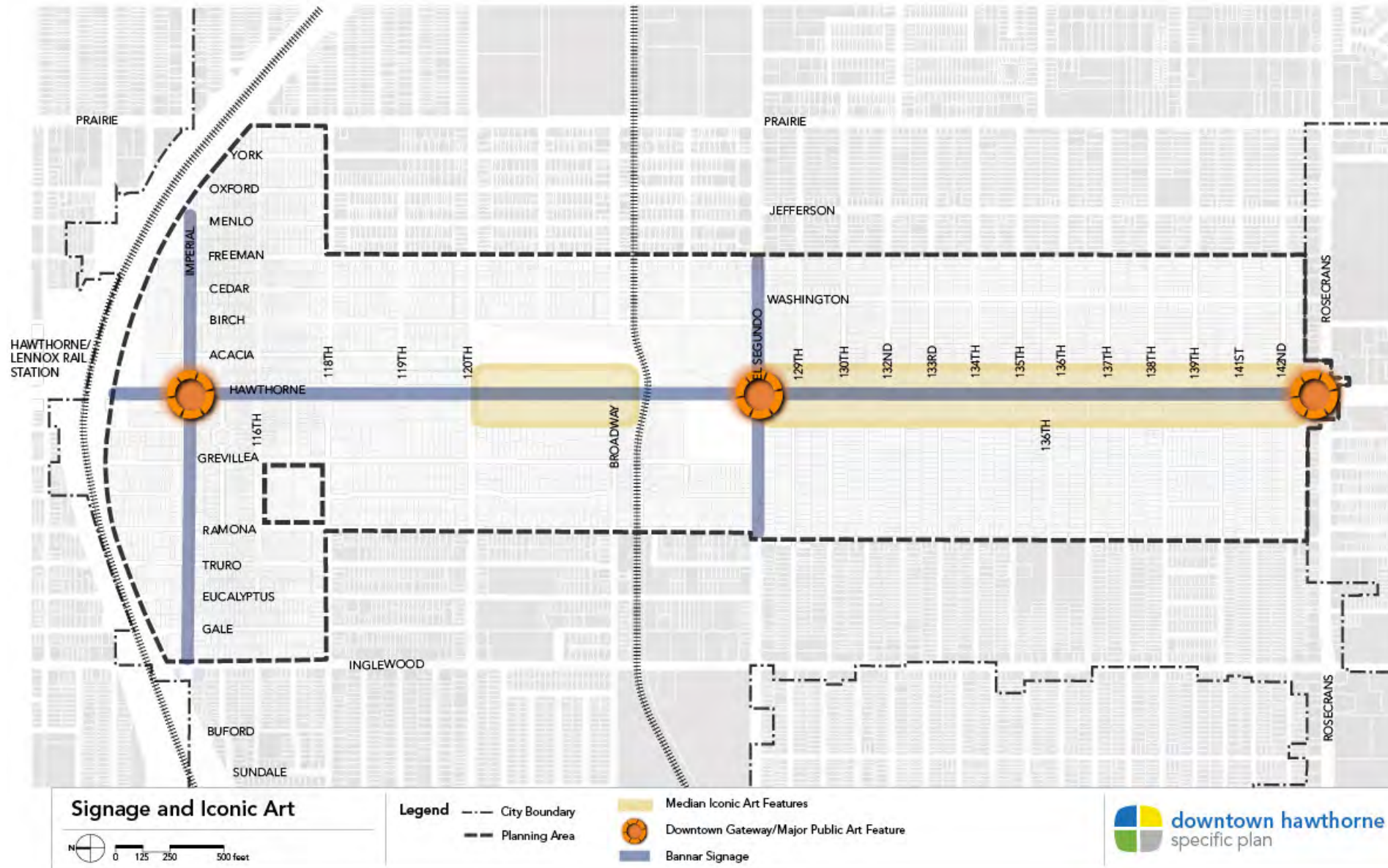


Signage and banners help to create an identity within a Downtown



Community spaces, like the Hawthorne community garden, establish a unique sense of place

d. attractive



MEDIAN ICONIC ART FEATURES

The broad median in the center of Hawthorne Boulevard provides an ideal space for iconic art features. Median art features can be functional and enhance gathering spaces in the form of street furniture, or can be colorful eye-catching sculptures. The median art features will extend along the majority of the Downtown portion of Hawthorne Boulevard and will help to create a unified identity and character for this space. Additionally, art installations could be commissioned to local artists or crafts people to exhibit the local creative culture.

DOWNTOWN GATEWAY/MAJOR PUBLIC ART FEATURES

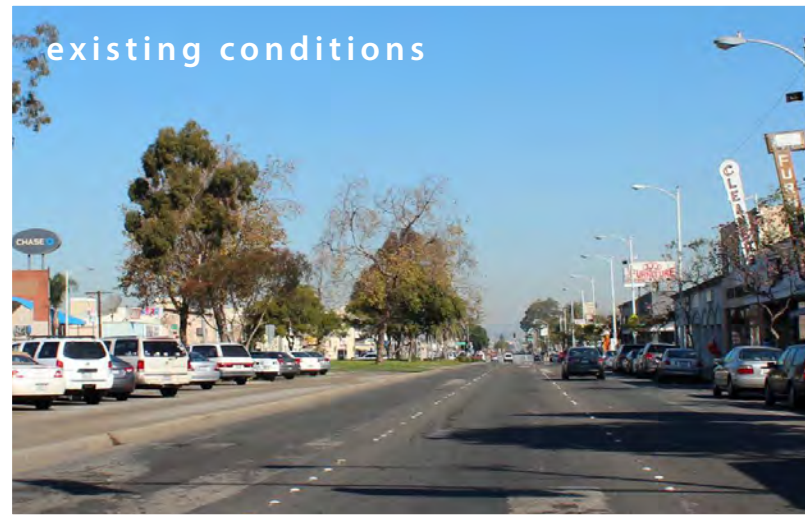
Gateway and major public art features will help to define the Hawthorne character through public art installations. The gateway pieces will be large scale, permanent installations which will provide a bold visual statement for visitors entering the city and also work to define Hawthorne’s creative character.

BANNER SIGNAGE

Adding customized banner signage is a low cost, flexible way to identify entry into Downtown and promote the local brand. Banners can be designed to be easily changed out by City maintenance workers at different times throughout the year to promote festivals, holidays or other special events.

MAJOR THEMES

The Signage and Iconic Art diagram illustrates the locations of proposed signage, **median iconic art features, downtown gateway/major public art features, and banner signage**. The implementation of the signage, median art and gateways will be located along the main corridors to maximize exposure. The individual signage components work together to help inform Downtown users of Hawthorne’s identity, brand and image. Signage and iconic art features could also incorporate wayfinding techniques to direct pedestrians to commercial centers, historic features and entertainment venues while simultaneously providing the opportunity for Hawthorne to define its identity as a vibrant and thriving downtown.



Flexible food truck events can provide social gathering spaces during times when parking demand is low

d. attractive



Comfortable pedestrian environments are essential for healthy public spaces



Stormwater planters are a green alternative to traditional drainage techniques, shown here in Portland, Oregon

D2. Design for Livability

Goal

To ensure that public realm improvements contribute to an enhanced Downtown environment.

Why It's Important

Hawthorne Boulevard's central location, which acts as the "spine" of the community, offers the potential to create a multi-modal street that provides easy walking and biking for everyone. Through enhancements of the streetscape, including gracious street trees, sustainable sidewalk infrastructure and forward-thinking sustainable design, Hawthorne Boulevard can become an even more integral, livable part of the community.

Strategies

D2.A Enhance Downtown Hawthorne to become a **welcoming and beautiful environment** for all residents, workers and visitors.

D2.B Install naturally drained, landscaped **stormwater planters** to transition from piped to natural percolation within public areas.

D2.C Encourage **permeable paving materials** or porous asphalt to promote natural drainage.

D2.D Use low-maintenance **native or drought-tolerant plants** to minimize water consumption and maintenance.

D2.E Maintain a **well-designed and safe environment** throughout Downtown.

D2.F Install **new street furniture** and the expand public lighting amenities.

D2.G Improve **streetscape amenities**, including: seating, trash receptacles, and bus shelters.

D2.H Provide bicycle racks and/or lockers at key retail and transit locations.

D3. I Integrate **green or living walls** into public spaces to enhance and beautify the public realm

d. attractive

D3. Revitalized Buildings

Goal

To transform aging and poorly maintained buildings in order to improve the image of Downtown and provide new office, retail and flex-space opportunities.

Why It's Important

Improving the quality of local building stock by rehabilitating old and poorly maintained buildings is key to enhancing the image of Downtown. It also helps to better support other existing businesses and assist in the attraction of new businesses and development to Downtown Hawthorne's core. Improvements to property values will also contribute to the fiscal health of the City in the form of property tax revenues. As building revitalization is a key factor in business retention and attraction, there is some overlap between the programs and projects listed in this section and section A1.

Strategies

D3.A Partner with property owners to **improve the local business stock** by rehabilitating old and poorly maintained buildings.

D3.B Tailor fiscal and regulatory incentives that increase property values to ensure they also contribute to the fiscal health of the City in the form of property tax revenues.



Building facades along Hawthorne Boulevard need to be improved upon, as may vary dramatically in both style and state of repair/disrepair



E1. Neighborhood Services

E2. Celebrated History and Heritage

E3. Ranges of Housing Choices

e. inclusive

To become a truly great place, Hawthorne’s history, culture, and community fabric must all shine. People need to be able to walk down the street to buy convenient and fresh groceries. Local residents need choices for affordable, quality housing that has access to a variety of transportation options. And the entire community needs to understand and celebrate the rich history that has shaped Hawthorne. Combined, these seemingly disparate uses and ideas meld to create a dynamic, inclusive Downtown neighborhood that supports and strengthens the local community.

With an emphasis on embracing the local culture, providing needed facilities and services, and addressing the current and future housing and shopping needs of a diverse community, several strategies are required to create a fully **inclusive** Downtown Hawthorne. These include:

E1. Neighborhood Services

E2. Celebrated History and Heritage

E3. Range of Housing Choices

e. inclusive

E1. Neighborhood Services

Goal

To provide neighborhood-oriented services, retail, education and public facilities throughout Downtown.

Why It's Important

The electric mix of people and places in Downtown Hawthorne requires a variety of amenities and services that allow for this central hub to function safely, effectively and properly. Neighborhood services include schools, libraries, community centers and civic facilities, which are all paramount to the success of both Downtown and the larger city. Similarly, supporting and encouraging a mix of small-scale neighborhood convenience stores and shops will help bring positive energy and needed services to Downtown residents.

Strategies

- E1.A** Develop **partnerships between innovative tech businesses and local schools** to create technology and science oriented curriculum and youth employment opportunities.
- E1.B** Consolidate City and other public agency facilities within a **new Civic Center complex** to reduce costs, improve public services and establish a community gathering space (see Chapter 4: Transformative Strategies).
- E1.C** Expand **access to libraries and community centers** by improving facilities (e.g., new Civic Center complex) and identifying creative ways to reach the broader community (e.g., mobile libraries, improved internet access/website, community-led events, etc.).
- E1.D** Support **smaller corner stores and markets and delicatessens** that promote fresh and healthy foods at the corner of an intersection or prominent area within existing residential neighborhoods, while also carefully reviewing such proposals to minimize any potential negative impacts to the local community (e.g., liquor stores, gun and ammo stores, fast food, etc.).



Key civic facilities, such as libraries, support the entire community—kids to adults



Convenient access to fresh, healthy foods is important in every neighborhood

e. inclusive



St. Joseph's Catholic Church is an architectural and civic focal point in Downtown



The variety and creativity of signage adds to the unique character of Downtown



The Kiwanis Parade used to draw thousands to Downtown Hawthorne

E2. Celebrated History and Heritage

Goal

To celebrate local history, provide educational opportunities and enhance historically-significant landmarks throughout Downtown.

Why It's Important

Hawthorne's rich history tells a story of how the community developed from its beginning as a quaint beach town into its present day state. Downtown is home to iconic restaurants, shops and destinations. Protecting the area's heritage is key to preserving Downtown's uniqueness, while also finding opportunities to recapture some of the nostalgia from the past.

Strategies

- E2.A Promote programs and activities that **educate the community** about the rich history of Downtown Hawthorne.
- E2.B Continue to **protect historic signage** based on both the age and significance of existing landmarks.
- E2.C Consider regulatory or financial incentives for the **preservation and maintenance of historically-significant signage**.
- E2.D Look for opportunities for existing or new community events in Downtown Hawthorne, such as the annual festival at St. Joseph's Catholic Church, to **showcase the history of the area** as a way to build local pride and encourage tourism.

e. inclusive

E3. Range of Housing

Goal

To ensure that Downtown has a range of housing options that meet different desires, needs and income levels.

Why It's Important

Offering a range of housing choices will provide Hawthorne residents of different ages, incomes and backgrounds the ability to remain a part of the community as their housing needs change. Adding or updating housing options will also help the local economy by expanding the local workforce and reducing commute times for people currently work in the city but live elsewhere. Additionally, having a stable base of residents who both live and work in Hawthorne will enable the City to capture a greater share of retail revenue and reduce local commute times, thereby enhancing quality of life and reducing the environmental impact associated with commuting.

Strategies

- E3.A** Continue to **work with local housing developers** to facilitate new or redeveloped high-quality, housing options near transit within the Downtown area that meets current and projected housing needs. 🌱
- E3.B** Facilitate the development of **high quality residential projects** that reflect a mix of densities, product and unit types, and income needs.
- E3.C** Focus **higher density housing** towards areas that have good access to transit, jobs and larger retail uses.
- E3.D** Establish **property maintenance expectations** for existing housing, including programs that require property management companies to maintain both their buildings and landscaping up to specified standards.
- E3E.** Continue to support a **wide range of housing options** for various incomes and mixed-income housing.



Well designed multi-family housing is desired by many new homeowners



Rental apartments provide needed and affordable housing for local workers



Owner-occupied single family homes support long-term housing needs

Summary

The Plan Strategies presented in this chapter encapsulate the ideas and desires embodied in the community's vision for the future of Downtown Hawthorne. They offer a range of retail, entertainment, housing and public uses that will support residents of different ages, incomes and backgrounds. They address key economic development objectives and focus ways for Hawthorne to take advantage of its regional location and access to great transportation networks. They also establish the broad design concepts to transform major streets in Downtown Hawthorne into dynamic, safe, accessible and inviting spaces that will support both the needs of the community and the needs of local businesses.

Each of the Plan Strategies relates to one another and help frame an organized process for facilitating future policies, programs and projects in Downtown Hawthorne. Collectively, they fully express the Specific Plan's vision elements while addressing community needs and concerns.





chapter four

TRANSFORMATIVE PROJECTS

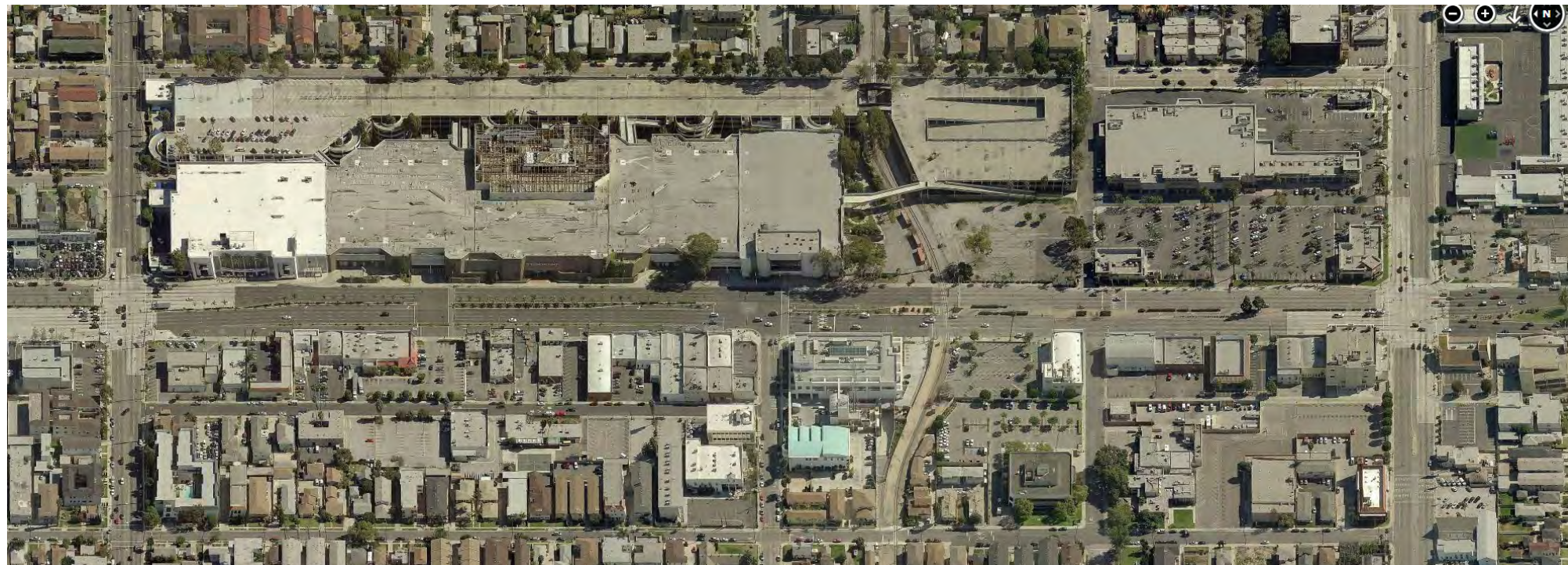
The ideas and inspirations on the following pages represent core, tangible opportunities to re-energize Downtown Hawthorne. A renewed Civic Center complex surrounded by stores, restaurants and homes creates a central community destination. A revitalized and vibrant Hawthorne Mall becomes the shopping and entertainment hub for the entire city and greater South Bay region. Strategic infill projects, such as mixed use development at South Bay Ford, create energy and excitement in the southern part of Hawthorne Boulevard. Finally, a flexible and functional St. Joseph's Plaza frames both the historic church and Chips restaurant, while adding needed space for community gathering and special events.



St. Joseph's Catholic Church is a key civic asset in need of plaza space to host events



The South Bay Ford site has potential for strategic, infill development at a smaller scale



The Hawthorne Mall and Civic Center sites represent large, centrally located areas that hold huge potential for public and private investment over the coming years

Transformative Projects

Each of the five transformative projects presented in this chapter have the potential to create strong anchors of revitalization throughout the community. No single site or project is capable of transforming Downtown Hawthorne on its own, but if accomplished together, these projects will go a long way toward achieving the community vision for Downtown. Building on the detailed Plan Strategies framed in Chapter 3, this Transformative Projects chapter focuses on the following specific areas:

T1. Hawthorne Mall

A nearly three-block site that can become the anchor of a revitalized Downtown Hawthorne

T2. Civic Center

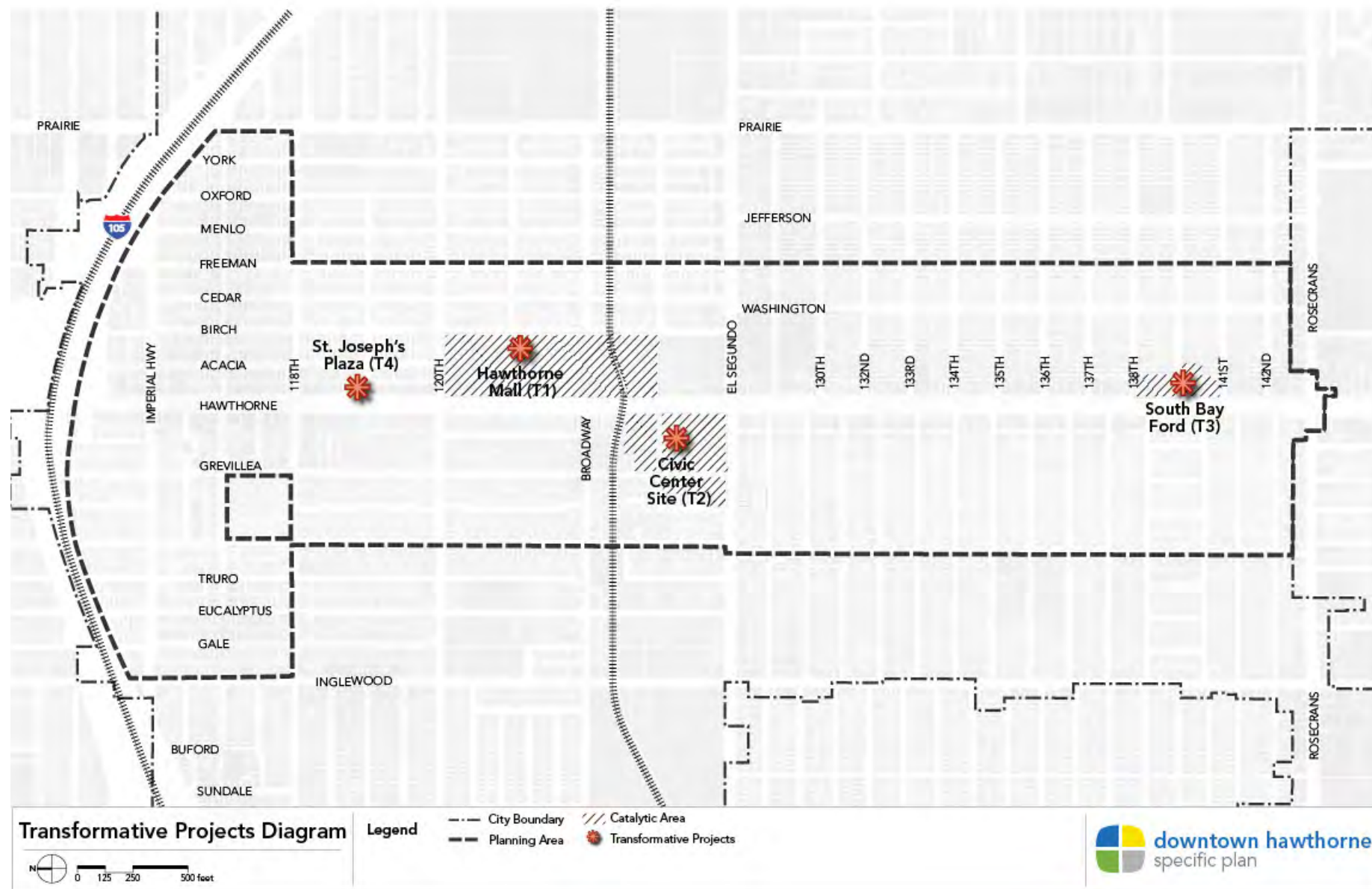
A public-private partnership opportunity that can have a mix of civic, hotel, retail and housing uses that frame a community gathering space

T3. South Bay Ford

A mid-scale mixed-use development that helps catalyze the southern portion of Hawthorne Boulevard

T4. St. Joseph's Plaza

A underutilized corner that can become a new, dynamic public space



MAJOR THEMES

Each **Transformative Project** represents sites where a combination of ownership, redevelopment potential, location and the age/condition of current buildings creates a opportunity for a dynamic and exciting project that results in tangible change for Downtown Hawthorne. Intentionally, these sites vary in size and location. This will allow for different size projects to be created—some which can be accomplished in the near term and with lower costs, and others that will require significant time to fully design and substantial capital investment.



The Hawthorne Mall site presents an opportunity to create catalytic retail or mixed-use development on Hawthorne Boulevard

t1. hawthorne mall



Hawthorne Boulevard's streetscape and pedestrian experience benefit from the existing buildings having been placed directly on the street, with parking located behind



New development should help activate and enliven the street, not deaden it with blank walls and unused, barren spaces



Hawthorne Mall's street frontage needs improvements



Transforming uninviting pedestrian paths into places with outdoor dining and lively activity will improve the pedestrian experience along Hawthorne Boulevard

Design and Development Concepts Land Use Strategies

Spanning nearly three city blocks, the former Hawthorne Mall presents a key opportunity to transform the heart of Downtown with a single, large-scale development project. This may include complete demolition and reconstruction of the site, or an adaptive reuse project that takes advantage of the building's "bones" to lower construction costs.

T1.A Allow for **medium to high density mixed use** retail, dining, residential, flex space and commercial uses

T1.B Create new **plazas and greenways** that provide outdoor public spaces while sensitively linking the site to neighboring streets

T1.C Improve **wayfinding and signage** throughout the site to help people navigate the space and easily identify parking

T1.D Expand **transit, bike facilities and pedestrian access**, connections and safety to Hawthorne Boulevard

Development Guidelines

New development and rehabilitation should improve rather than degrade the pedestrian experience. This includes extending outward onto Hawthorne Boulevard, rather than designing an inward facing complex, to better serve the parking garage; complement rather than detract from successful nearby retail businesses; and offer additional public space that can be enjoyed by all who come to Downtown.

T1.E Create a **pedestrian-oriented mixed-use district** that serves as a central retail and dining destination for Downtown Hawthorne and attracts patrons from throughout the South Bay region

T1.F Include **flexible office and research space** that can become an incubator for start-up companies

t1. hawthorne mall

T1.G Require **upper-story step-backs** for floors over three stories to limit bulk near the boulevard and to increase natural lighting

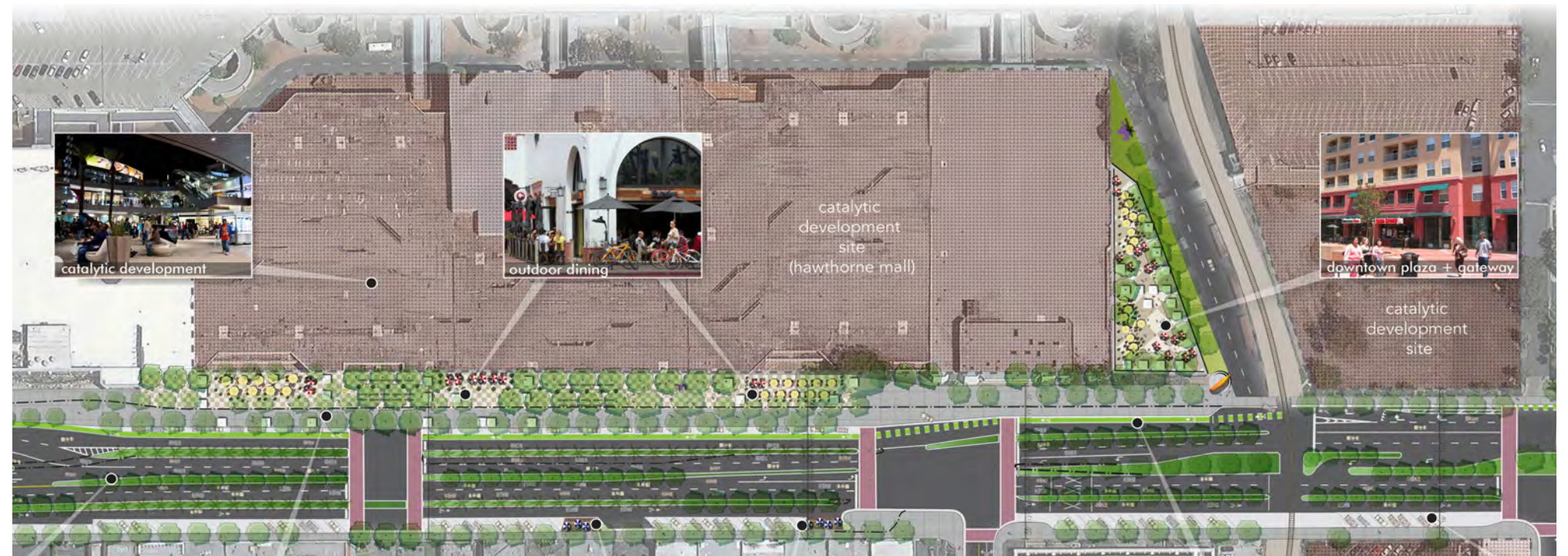
Street Frontage Guidelines

Hawthorne Mall was built directly fronting Hawthorne Boulevard, rather than with a parking lot fronting the street, this helped maintain a more pedestrian experience even as the mall stood empty. But too much of the original mall faced inward, not outward onto the street. New development should address this condition and serve to help Downtown become more lively and pedestrian friendly, in addition to boost economic development and tax revenues. Outdoor dining and other retail spaces need to invite people from the street to help create a more lively experience. The width of the street and the expansive size of the site offer many opportunities for more pedestrian and public spaces along the street frontage.

T1.H Encourage developers to design any new buildings so they are **open and inviting to pedestrians** along the site's street edge, in order to promote retail and outdoor dining fronting Hawthorne Boulevard

T1.I Use development improvement funding to **enhance the streetscape** along the mall site by widening the sidewalk in order to provide significant new public, retail and outdoor dining space

T1.J Explore redesigning the triangular open area bordering the rail line at the southern edge of the site as a **downtown gateway and public plaza**



Downtown Hawthorne stands to benefit most from a revitalized Hawthorne Mall, if new redevelopment has a strong and active street frontage. New corner plazas and outdoor dining located on a widened sidewalk along the boulevard, rather than an internal "food court," will dramatically benefit the street environment



Development should be open and friendly to the street, with outdoor dining and improved landscaping



New or remodeled buildings should support improved public spaces, and setbacks should be incorporated into building design to reduce bulk and preserve natural light

t2. civic center



While the Civic Center area has the benefit of having a large number of civic institutions clustered together, it has no cohesive design and is largely designed for automobiles



The site currently contains a mix of key public uses, such as a library and fire station, which should be enhanced and expanded upon as new development occurs



City Hall has some open space and elements of a public plaza that should be improved and expanded as part of a comprehensive design



A bird's eye view of the Civic Center area today shows virtually all the land not built upon is devoted to parking

Design and Development Concepts Land Use Strategies

With its cluster of civic anchors and boulevard-fronting stores and restaurants, the Civic Center site is a key site at the corner of Hawthorne Boulevard and El Segundo Boulevard. The site presents a special opportunity to unite a disparate set of municipal buildings into a cohesive and inviting civic center, with a central city square or plaza. With parking consolidated into parking structures, existing surface parking lots can be transformed into new uses and public spaces that can provide needed open space and become the civic heart of Downtown Hawthorne.

T2.A Consider entering into a **public-private partnership** to facilitate new catalytic development at the Civic Center site, including a mix of uses such as residential, retail, hotel or office

T2.B Consider **office uses** only if a viable tenant (such as the City of Hawthorne) is already in place

Development Guidelines

Redevelopment of the Civic Center area should be sensitive to, and take advantage of, the area's high concentration of civic and institutional anchors. A primary goal of the development should be to unite and centralize key civic facilities.

T2.C Create a **consistent architectural theme** and rhythm of buildings throughout the Civic Center site to create an attractive and identifiable place

T2.D Incorporate **energy and water reducing design** throughout the site to reduce operational and maintenance costs and promote sustainability

T2.E Install **iconic art and design features** to create a unique plaza environment within the site that brings prominence to the area

t2. civic center

Design Concept 1

Design Concept 1: Civic and Commercial Expansion

This concept represents a modest change to the overall site with improvement of public space via transformation of public right-of-way and publicly-owned land. West 126th Street, which runs through the Civic Center, would be transformed into a shared plaza, tied together with expanded and enhanced open spaces surrounding City Hall and the municipal building across 126th Street. New street trees would help green the area, calm traffic, and provide shade for workers' and visitors' daily enjoyment. Additional civic or new commercial buildings and a hotel could be accommodated along the site's southern edge bordering El Segundo Boulevard. Parking would be consolidated and designed to be more efficient.

Redesign 126th Street as a shared plaza street

Re-purpose surface parking lot space into a new downtown civic plaza

Expand and enhance open space around City Hall, and plant new street trees

Redevelop southern edge of site with civic or commercial development



Design Concept 2

Design Concept 2: Full Mixed-Use Redevelopment

This concept would involve a major re-imagining and overhaul of the Civic Center site, to transform the area into a full mixed use district with possibly a hotel. Most surface parking would be consolidated into parking garages, with ground-floor retail fronting onto Hawthorne Boulevard. The center of the site would be transformed into a new, pedestrian-friendly mixed use area, with vibrant new open and public space at its core, which would serve as a major new Downtown square for residents, shoppers and visitors.

Consolidate surface parking lots into parking garages, with ground-floor retail

Redevelop core area with new mixed use buildings or hotel

Capitalize on mixed use and hotel development to provide new signature public space

Enhance and improve street-level frontages along Hawthorne and El Segundo Boulevards



t3. south bay ford



The South Bay Ford site is currently comprised primarily of parking lots



Development should enhance the streetscape and improve the pedestrian experience

Design and Development Concepts

Land Use Strategies

South of El Segundo Boulevard, the former South Bay Ford site is a smaller catalytic development site that has the potential to serve as a demonstration project for mid-scale development along Hawthorne Boulevard. The site is large enough to be a commercial center, while also offering the chance to provide a model for a high-quality mixed-use residential development. It can also provide a legible transition and bridge from the mostly commercial Hawthorne Boulevard to the lower-density residential areas just off the roadway.

- T3.A** Allow for **horizontal mixed-use**, with a possible larger-format commercial center that can anchor the southern portion of Hawthorne Boulevard
- T3.B** Include **medium and higher density residential** uses that can take advantage of bus transit, as well as improved bicycle and pedestrian facilities

Development Guidelines

Redevelopment of the South Bay Ford site should incorporate strong and vibrant ground-floor retail uses that activate the boulevard and improve the pedestrian experience in this auto-dominated area. At the same time, the redevelopment design should respond to lower-density residential uses at the back of the site, furthest from Hawthorne Boulevard. Residential and mixed uses will be most appropriate for much of the site. A transformative project that serves as a model for mid-scale development should be a key goal for redevelopment of this site.

- T3.C** Maintain a consistent scale and theme with surrounding commercial uses on Hawthorne Boulevard
- T3.D** Step-back higher floors to ensure adequate light and character along the boulevard
- T3.E** Provide parking for residents with community space over parking podiums rather than open surface parking lots

Design Concept

This development concept, seen in the rendering on the following page, shows the old South Bay Ford site transformed into a vibrant mixed-use area with distinctive and active buildings that enliven the street and enhance the neighborhood. Medium density buildings with careful articulation and setbacks would provide a strong street wall in place of surface parking lots, while inviting ground-floor frontages would improve the pedestrian experience along Hawthorne Boulevard. Parking could be centralized beneath private resident courtyard and open space on a podium, or could be tucked out of the sight from the street. Townhouses would provide a graceful and sensitive transition to the lower-density residential neighborhoods furthest from the boulevard.



existing conditions

A massing diagram of the existing site and its buildings reveals a disjointed, relatively poorly-utilized space

t4. south bay ford

potential future conditions



t4. st. joseph's plaza



New events, such as farmer's markets and community festivals, can take full advantage of the sites prime location along Hawthorne Boulevard



St. Joseph's School already restricts vehicle access onto Acacia Avenue for students' safety, underscoring a strong need for improved public space in this area

Design and Development Concepts

Land Use Strategy

A gas station currently occupies what could be a lively new neighborhood plaza framing two major neighborhood landmarks, St. Joseph's Church, and Chips Restaurant. A new public plaza could enhance the open space needs in the area, while also serving to support the church and its accompanying school's public space demands, and to help cement Chips' role as a major community landmark.

- T4.A** Recreate the site into a new, **landmark public plaza** that serves as a community focal point, and helps frame the historic St. Joseph's Catholic Church and Chips restaurant
- T4.B** Allow **event flexibility at the new plaza** so it can easily host community events, farmer's markets, formal private events and other gatherings that support the community and help activate this part of Downtown

Development Guidelines

Development at this site should seek to replace the existing use with one that would provide greater benefit to its important neighbors. St. Joseph's Catholic Church and adjacent school already require public open space, which they currently obtain by restricting vehicle access on Acacia Avenue during daytime hours. The pedestrian environment around the new plaza should be enhanced to improve access and safety for all users. Green features should be integrated into the plaza's overall design.

- T4.C** Ensure the plaza, and activities held there, are **compatible with surrounding uses**, especially St. Joseph's Catholic Church, but also restaurants, retail and office uses
- T4.D** Create a small-scale **neighborhood plaza or park** that showcases St. Joseph's Catholic Church and enhances the street corner
- T4.E** Expand opportunities for **bike, pedestrian and transit access** to and from the site

Design Concept

The site is currently occupied by a gas station. This development concept, as seen in the photo simulation on the following page, would transform the site into a vibrant new public plaza. Sidewalks and crosswalks would be upgraded to improve pedestrian conditions, while a green bike lane would offer a new facility for bicyclists. The plaza would offer much-needed open space and public amenities for day and night use.

t5. st. joseph's plaza



Summary

The Transformative Projects presented in this chapter hold the potential to spur the positive evolution of Downtown Hawthorne for years to come. These projects vary in scale and location, creating opportunities for short-term changes in addition to longer-term investments. Larger-scale projects, such as the redevelopment Hawthorne Mall and Civic Center Complex take cues from surrounding uses and densities to ensure that designs seamlessly integrate into the neighborhood fabric, while catalyzing the growth and improvement of the area. These developments will transform existing underused or blighted sites into lively mixed-use and entertainment destinations for the city and South Bay region. Smaller-scale infill projects, such as South Bay Ford and St. Joseph's Plaza, provide opportunities to enliven Hawthorne Boulevard with creative and vibrant spaces for community events, housing and mixed use projects.

Each of the Transformative Projects prioritizes public realm and mobility enhancements, ensuring a safe and inviting environment for pedestrians and bicyclists alike. Together, they provide a range of opportunity to begin an exciting transformation of Downtown Hawthorne.





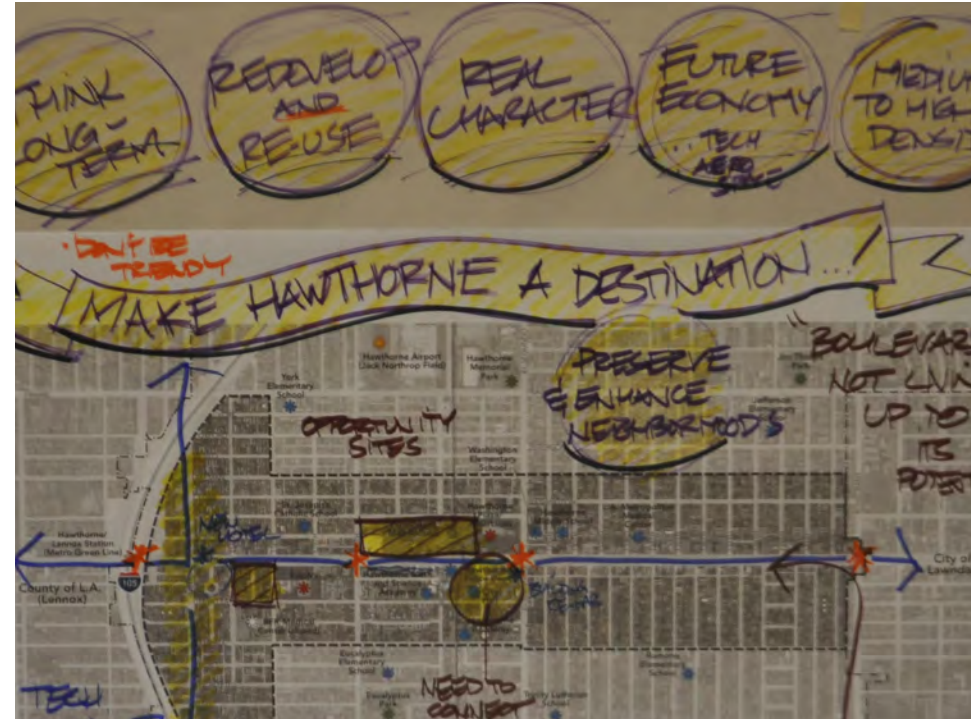
chapter five

IMPLEMENTATION

The Downtown Hawthorne Specific Plan is designed to be implemented over the next sixteen years (2014—2030) by a broad spectrum of residents, business and property owners, non-profit organizations, community groups, City planners, and elected and appointed officials. It is a community-driven plan that offers realistic, common-sense and “quick win” solutions to the main concerns identified by residents, workers and the business community. That does not mean, however, that the plan thinks small, or avoids addressing the most pressing, complex or resource-scarce issues. On the contrary, this plan tackles the biggest challenges head on. While some actions will be straightforward and relatively easy to achieve, others will demand significant investment of time and money and will require steadfast commitment on numerous levels.



Some strategies, such as streetscape improvements, require significant public financing



Moving from vision to implementation will require strong public/private partnerships



Strategic partnerships will bolster support for plan strategies and projects

Overview

Advancing the broad range of goals, strategies and projects included in the Downtown Hawthorne Specific Plan will require the thoughtful and collaborative implementation of numerous specific actions. In some cases, regulatory actions may be the best ways to facilitate implementation. In other instances, significant public, private or public-private investment may be required. As always, good working collaboration between the City, other public agencies and key stakeholders will be crucial, and where gaps in partnerships exist, the formation of new partnerships will be needed.

This Implementation chapter includes the following major sections (it is important to note that these are broad categories; in reality, many goals and strategies in this plan will require action in more than one – and perhaps all three – categories for their implementation to ultimately prove successful):

policy and regulatory actions

Policy, regulatory, programmatic and administrative changes the City can undertake as a starting point for positive change

partnerships

Relationships that can help bolster support and steer the course for implementation

investments

Economic decisions that will help finance plan strategies and projects

Policy and Regulatory Actions

Public policy and regulatory actions are a critical first step in creating an effective pathway to positive change over time. **Small changes in City policies, regulations and procedures can have big impacts**, both in the short-term and over the accrual of many years worth of plan implementation. Clear, concise and actively-managed policies and regulations are critical in assuring that Downtown Hawthorne protects what it wants to protect and grows the way it wants to grow.

On the other hand, regulatory flexibility is also important to enable and encourage new, **creative approaches to solving enduring problems that existing regulations may not have been able to fix**, or may even have made worse. Supporting this creativity is especially important in Downtown Hawthorne because it is the commercial, social, civic and economic heart of the city. Doing so will help ensure that the City is a partner rather than an impediment to the new approaches, ideas and solutions that Downtown demands.

The policy and regulation actions that follow offer common sense changes and proven solutions. They seek to offer steadfast support to preserve and strengthen the best things going for Downtown Hawthorne, while remaining flexible in approach and intent to help encourage and make possible a wide range of new directions and opportunities to come.

Any plan without a clear policy directive and means to implement it risks sitting on the shelf, ineffective and unused. It is therefore critical that the Downtown Hawthorne Specific Plan becomes the key policy framework for Downtown, and that all future development and change be consistent with the goals, policies and strategies set forth within this plan.

General Plan Consistency

Hawthorne is a complex, diverse and multi-layered city that encompasses many different neighborhoods, businesses, environments and transportation networks. While Downtown is a key area within the city that will see significant investment in the coming years, each neighborhood has its own special purpose and role in the overall success of Hawthorne. To coalesce a comprehensive vision for the future of Hawthorne, the City prepared and adopted the 1990 General Plan. This document presents the overarching policy framework for all of Hawthorne. It sets forth the community's vision for the future of the city, and establishes a series goals, policies, standards and programs to ensure that vision is achieved.

The Downtown Hawthorne Specific Plan, in turn, is a **strategic tool the City will use to implement the 1990 General Plan within the Downtown area**. As a requirement of California law, shortly after adoption of this specific plan the City will prepare a focused amendment of the 1990 General Plan to ensure it is fully consistent with the new Vision Framework established under this specific plan.

Diagrams

Some key regulatory and policy actions that the City will undertake include updates to the land use, mobility and infrastructure requirements within Downtown Hawthorne. These changes are encapsulated in the three diagrams on the following pages. Together, these three diagrams provide the base regulatory context that all planning decisions will respond to.



Ensuring policy and regulations are consistent throughout Hawthorne will allow for better clarity and understanding during the development review process

Land Use Diagram

Establishing a balance and synergy between different types of buildings and uses is vital to promoting vibrant retail and entertainment corridors, expanding employment incubators, and capturing regional hotel demand. It is also critically important to protect and enhance the quality and character of existing residential areas. The Land Use Diagram to the right is a policy tool that **illustrates the proposed location and intensity of new development** necessary to create a vibrant and cohesive Downtown Hawthorne. The following are descriptions of each land use category included in the diagram.

Residential

Downtown Hawthorne has an eclectic mix of housing choices ranging from higher density apartment complexes to single family homes. The intent of this designation is to protect areas for housing that is inclusive of different income levels, needs and preferences. By protecting and supporting housing areas, people will have the opportunity to stay or move to the Downtown area and work at local businesses and employment centers. This designation will also allow the city to focus housing in areas that have access to transit, jobs and larger retail area. This designation is implemented by the following zoning districts: **Low Density** (R-1), **Medium Density** (R-2), and **High Density** (R-3).

Commercial

A wide range of stores, banks, restaurants and other businesses are encouraged along major corridors in Downtown Hawthorne. This Specific Plan suggests a series of strategies that will support each other in the pursuit of transforming Hawthorne Boulevard into a more dynamic and viable commercial district, including creating more active and vibrant public spaces that support retailers and patrons. This designation is implemented by the following zoning districts: **Local Commercial** (C-2), **General Commercial** (C-3), and **Automobile Parking** (P).

Public/Quasi-Public

Public and quasi/public buildings provide Hawthorne residents with needed civic, education and public facilities. These uses are conveniently located along Hawthorne Boulevard so they are easily accessible to residents, visitors and workers. As Hawthorne continues to grow, these public and quasi-public facilities will need to improve both their social functions and aesthetics to reflect the new vibrant face of Hawthorne. This designation is implemented by the following zoning districts: **Public/Quasi-Public** (PUP) and **Urban Open Space** (UOS).

Hotel Hub

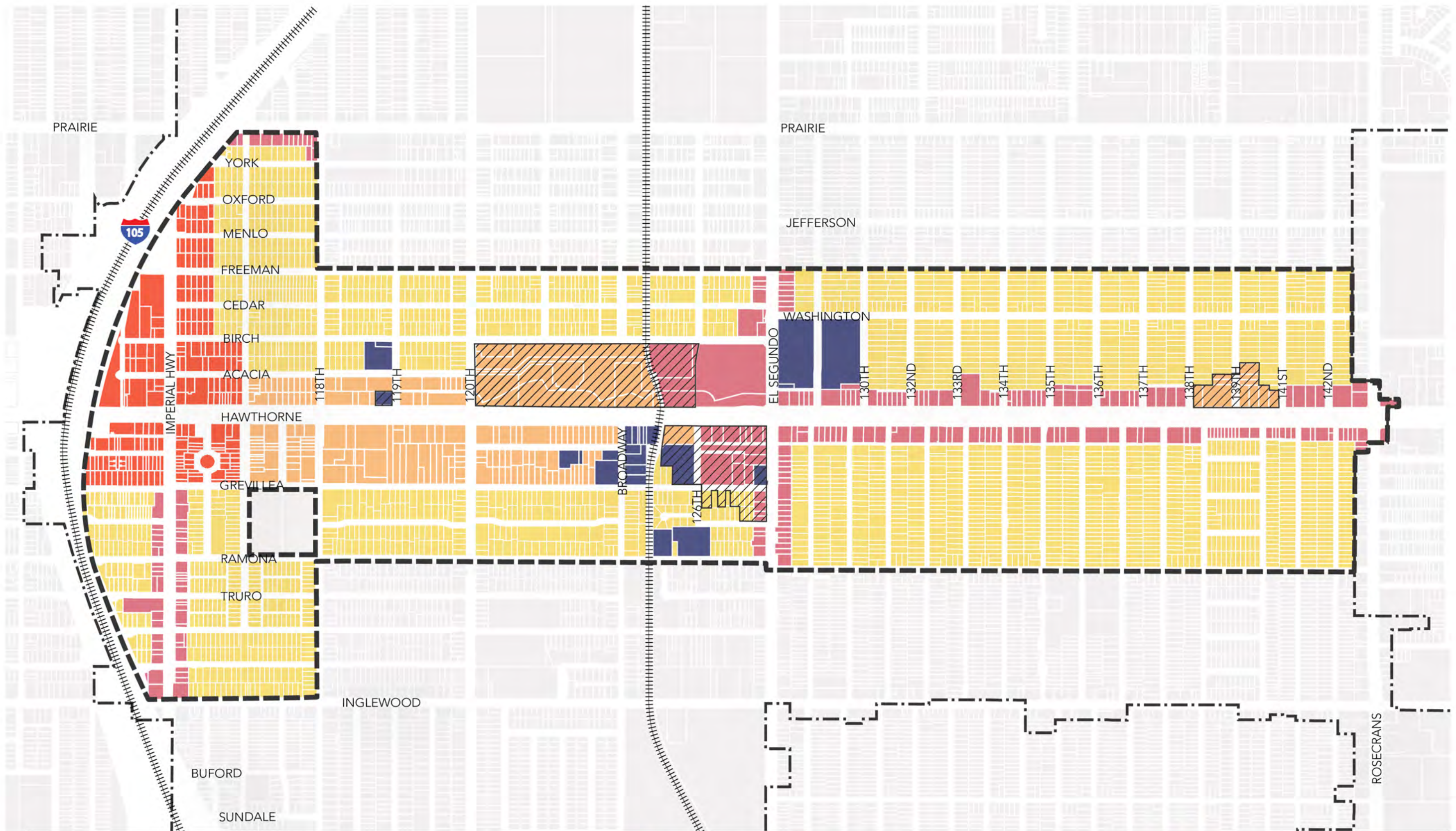
The northern end Hawthorne Boulevard, and the area surrounding the Imperial Highway, is designated for a Hotel Hub that will work to leverage Hawthorne's proximity to LAX and the beaches. This key location within Downtown, which has high visibility and great freeway/transit access, makes it a unique and attractive space for hotel investment. In the short-term, the City will focus on boosting its profile as a hotel destination while working to develop financial incentives to attract national hoteliers. This designation is implemented by the following zoning districts: **Hospitality Commercial** (CH) and **Automobile Parking** (P).

Mixed Use

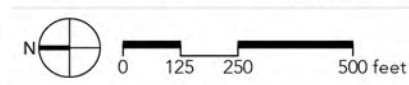
A new major Mixed Use district is identified in this Specific Plan along the northern portion of Hawthorne Boulevard. This district will provide a flexible space to locate and grow businesses. Intentionally, this designation allows for a range of different uses to be co-located in order to provide energy and so they can support one another. This "incubator" space will be a key area the City will use to focus new employment growth in the coming years. This designation is implemented by the following zoning districts: **Mixed Commercial** (CM) and **Automobile Parking** (P).

Transformative Projects

The Transformative Projects identify specific locations that will host new and catalytic development and investment within Downtown Hawthorne. These areas were identified because of their location, size, ownership patterns or potential for reinvestment in the coming years. Detail on the specific uses and development intensity envisioned for each transformative project is included in Chapter 4.



Land Use Diagram



rev. 07.16.2015

Legend

- City Boundary
- Planning Area
- Residential
- Commercial
- Public
- Hotel Hub
- Mixed Use
- Transformative Projects



Mobility Diagram

The future success of Downtown Hawthorne lies on the ability to both sustain automobile circulation while also emphasizing pedestrian, bicycle and transit mobility. This complete “multi-modal” approach will result in Downtown becoming a safe, comfortable and accessible space for all residents, workers and visitors. Transforming the focus of Downtown from what is currently an auto-prominent thoroughfare into an increasingly pedestrian-scale area will also help to bolster vibrancy, energy and strengthen the Hawthorne community. The Mobility Diagram to the right is a policy tool that **illustrates future mobility improvements** necessary to improve overall circulation, support pedestrians and bicyclists, enhance transit, and create a more healthy and safe

Hawthorne Boulevard Corridor

Hawthorne Boulevard will be transformed into a multi-modal landmark street for the city. This includes adding bike lanes and cycle tracks, improving sidewalks and landscaping, installing gateway and art features, creating more efficient parking, and enhancing transit facilities—all while not reducing the number of automobile driving lanes. This approach, discussed in various strategies throughout the plan and illustrated specifically for the City Center area shown in Chapter 2, will help create a unique sense of entrance and place for Downtown.

Imperial Highway Corridor

The Imperial Highway Corridor will be enhanced with better bicycle and pedestrian features, including a new cycle track that will improve east-west circulation from the Hawthorne/Lennox Light Rail Station to neighborhoods in the western part of Hawthorne. These streetscape enhancements will help support the formation of the Hotel Hub in this area by improving the mobility, safety and aesthetics of the Imperial Highway Corridor.

Major Streets

In addition to the two large corridors, other Major Streets are key transportation arteries that connect adjacent neighborhoods and the broader city to Hawthorne Boulevard and the Imperial Highway. These roadways, which include (from north to south) 116th Street, 120th Street, El Segundo Boulevard, 136th Street and Rosecrans Avenue are important roadways that will be enhanced with improve pedestrian facilities, bike lanes and crosswalks.

Local Streets

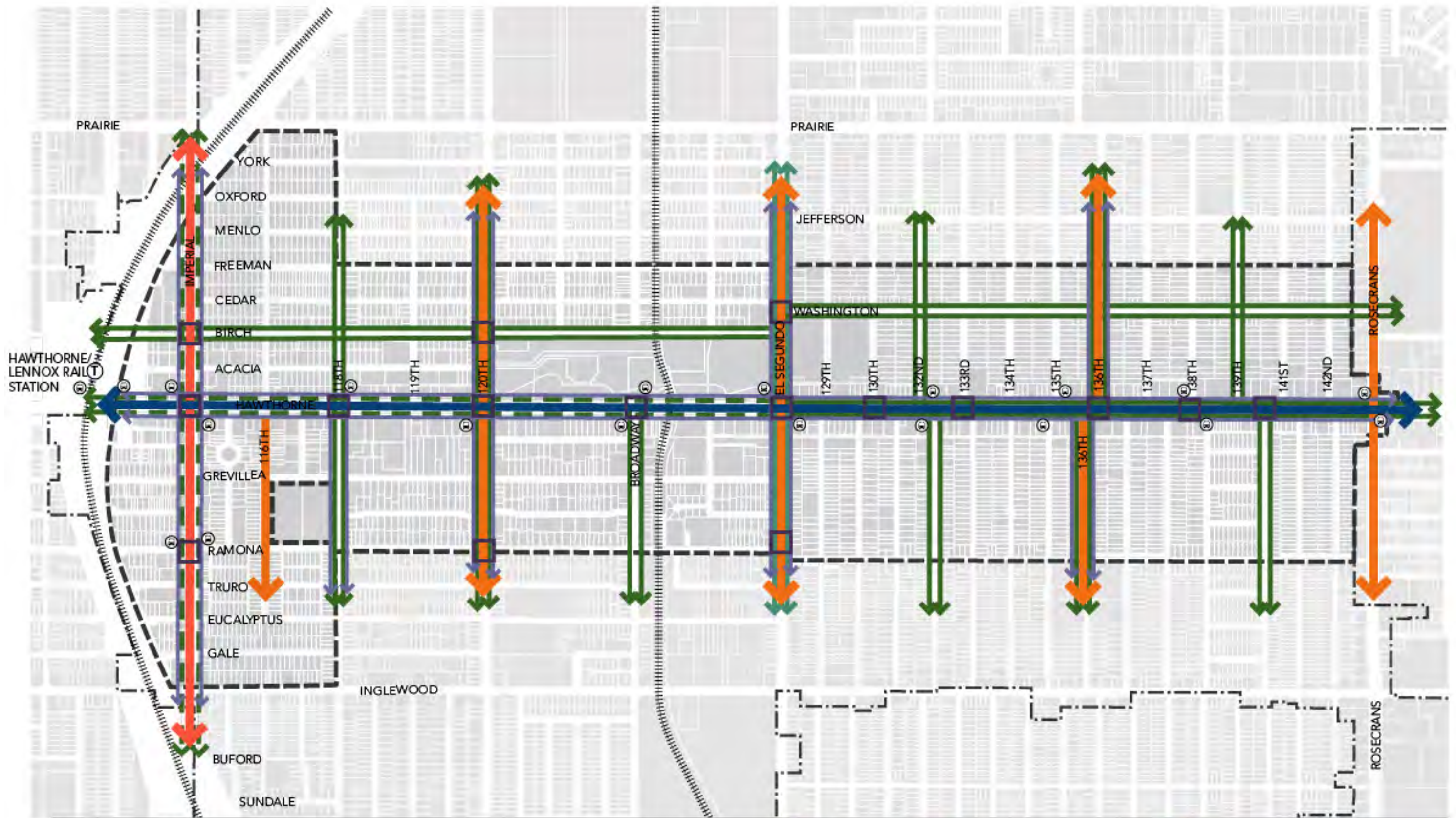
Local streets are the intimate linkages through residential neighborhoods, connecting homes and schools to the larger transportation network. These streets are calm, safe and comfortable. Most of these streets already function well for the homes and businesses they serve, and a key goal of this plan is to protect these streets for increased traffic or other impacts. There are, however, opportunities to enhance sidewalks and crosswalks to improve safety.

Bicycle Lanes and Cycle Tracks

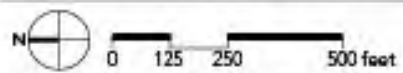
There are many opportunities to improve bicycle circulation throughout Downtown. Key projects include installing bike lanes along the southern part of Hawthorne Boulevard (south of El Segundo Boulevard), and adding cycle tracks to the northern part of Hawthorne Boulevard and the Imperial Highway. Cycle tracks are separated bike paths that allow cyclists to efficiently and safely move through Downtown. There are also opportunities to expand bike lanes on key north-south and east-west streets, including Birch Avenue, Washington Avenue, 117th Street, Broadway, 132nd Street and 139th/140th Street.

Light Rail and Bus Transit

Transit plays an important role providing an efficient and affordable means to move people throughout Downtown, and connect them to other neighborhoods and the greater Los Angeles region. Downtown benefits from having a Green Line station at its northern edge, and, as a key strategy of this plan, the Hawthorne/Lennox station will be enhanced and improved. It will be a key launching point connecting people to Downtown—and bus transit will be linked to the station and major retail, entertainment and employment destinations.



Mobility Diagram



Legend

- City Boundary
- Planning Area
- Key Intersection Improvements
- ↔ Bike Lanes
- ↔ Cycle Track
- Bus Stop
- Light Rail Stop
- ↔ Hawthorne Boulevard Corridor
- ↔ Imperial Highway Corridor
- ↔ Major Roads



Infrastructure Diagram

All existing and future development in Downtown Hawthorne relies on an intricate network of public infrastructure and public/private utilities. While underground and seldom seen, this webbing of water pipes, electrical and telecommunications lines, and drainage systems provides the necessary backbone to support development. The Infrastructure Diagram to the right is a policy tool that **illustrates the type and location of public infrastructure and utilities necessary to support future homes and businesses** envisioned within Downtown.

Main Water Lines

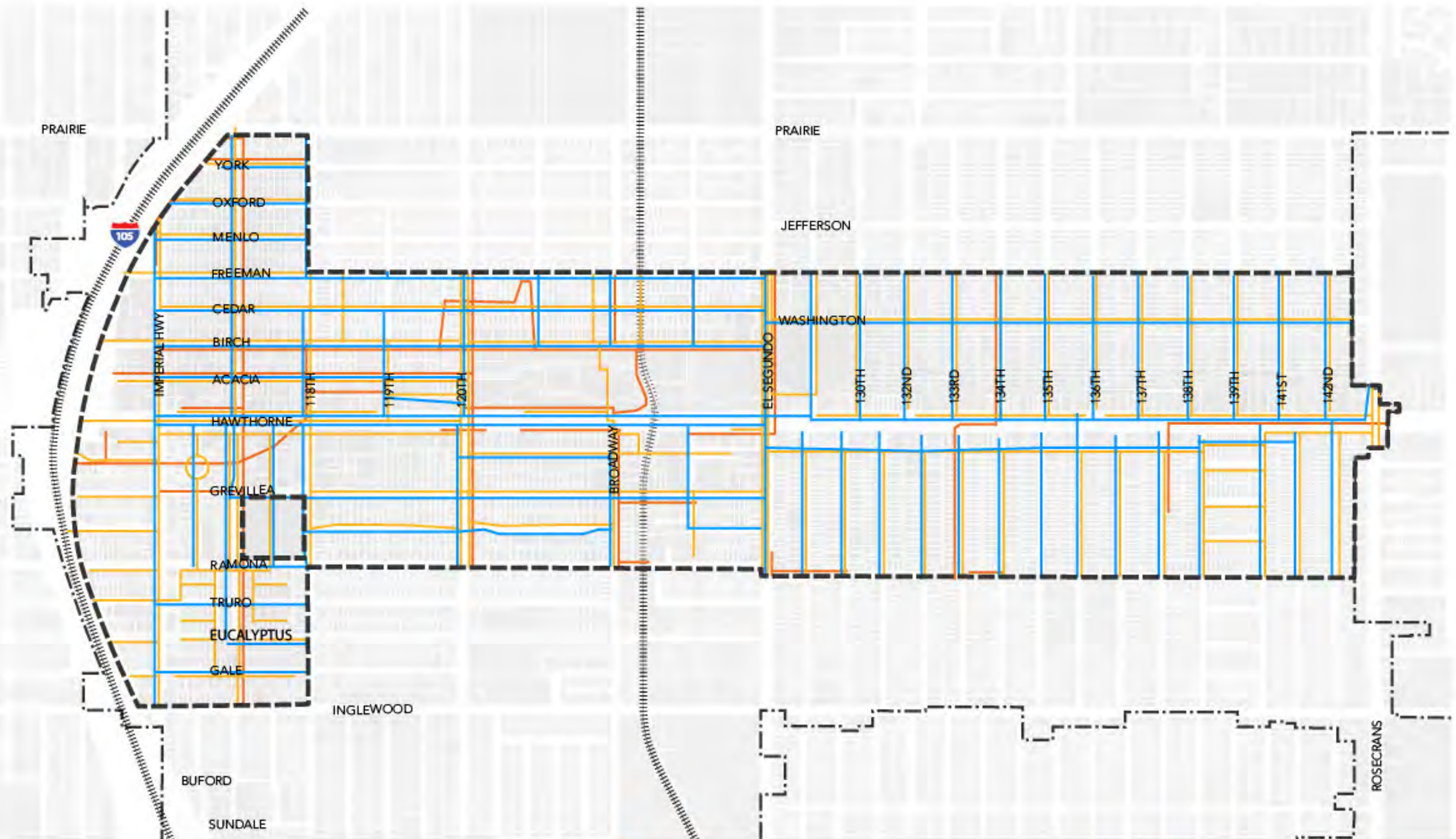
An important and necessary component to the local infrastructure, the main water lines run throughout the area on major and minor streets bringing water to the community.

Storm Drainage

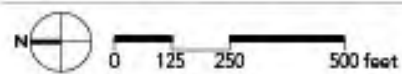
While there are not as many of these on site as the first two, storm drainage helps remove excess rain and surface water. The City's storm drainage system is typically composed of below ground pipes and drains, but it can be incorporated into Greet Street features that provide prefiltration of surface water while also being an attractive streetscape feature for the community.

Wastewater Lines

Wastewater lines work in conjunction with main water lines, removing waste from the community and help keep businesses and homes functioning smoothly.



Infrastructure Diagram



Legend

- City Boundary
- Planning Area
- Main Water Lines
- Wastewater Lines
- Storm Drainage



Policy and Regulatory Action Plan

The City of Hawthorne will need to undertake a series of specific Policy and Regulatory actions to fully implement the Downtown Hawthorne Specific Plan. The following matrix identifies necessary actions, and includes detail on their timing, responsibility, approximate cost, potential funding source(s) and status.

Timeframe	Cost
Short = 1 to 5 years	\$ = <\$50,000
Medium = 5 to 10 years	\$\$ = \$50,000 to \$250,000
Long = over 10 years	\$\$\$ = \$250,000 to \$500,000
Ongoing	\$\$\$\$ = over \$500,000

Specific Action	Timeframe	Primary Responsibility/ Partners	Cost	Funding	Status
Action PR-1. General Plan and Downtown Hawthorne Specific Plan Consistency Amend the 1990 General Plan’s vision, goals, policies, programs and standards to be consistent with visions, goals, strategies and projects contained in the adopted Downtown Hawthorne Specific Plan.	Short	Planning Department Planning Commission City Council	\$	City	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
Action PR-2. General Plan Diagram Amendments Amend the 1990 General Plan’s Land Use and Circulation Diagrams to be consistent with the Land Use and Mobility diagrams contained in the adopted Downtown Hawthorne Specific Plan.	Short	Planning Department Public Works Department Planning Commission City Council	\$	City	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
Action PR-3. Infrastructure Master Plan Amendments Update City water, wastewater and storm drainage master plans so they are consistent with the Infrastructure Diagram and other specific infrastructure improvements identified in the Investments Action Plan.	Short	Public Works Department Planning Department Planning Commission City Council	\$\$	City	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
Action PR-4. New Public/Quasi-Public Zoning District Consider preparing and adopting a new Public/Quasi-Public zoning district within the City of Hawthorne Municipal Code (Chapter 17 Zoning) in order to ensure designated parcels are protected for the continuation of needed and desired public and support uses.	Short	Planning Department Planning Commission City Council	\$	City	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
Action PR-5. Flexible Business Operations and Regulations Implement flexible administrative procedures and use regulations that allow businesses to make operational changes with minimal or no discretionary City approval, recognizing that business operations need to adapt to changes in technology and market conditions.	Short	Planning Department Building and Safety Department Finance Department Planning Commission City Council	\$	City	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed

Policy and Regulatory Action Plan *continued*

Specific Action	Timeframe	Primary Responsibility/ Partners	Cost	Funding	Status
<p>Action PR-6. Street Vending Ordinance</p> <p>Prepare and adopt a street food vending ordinance to allow designated areas for flexible street commerce, in particular food carts and trucks within public and private plazas, larger parking lots and parking islands in the southern part of Hawthorne Boulevard. The ordinance should include specific requirements related to timing, duration, public safety (e.g., clearly blocked off areas for food trucks and dining) and alcoholic beverage distribution (e.g., consistency with citywide and county alcoholic beverage sales, distribution and licensing requirements), as appropriate.</p>	Short	<p>Planning Department</p> <p>Building and Safety Department Public Works Department Planning Commission City Council Business and Property Owners</p>	\$\$	City	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action PR-7. Façade Improvement Program</p> <p>Revive dormant Façade Improvement Program for Downtown Hawthorne, update as appropriate, and restart implementation.</p>	Ongoing	<p>Planning Department</p> <p>Building and Safety Department Business and Property Owners</p>	\$	City	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action PR-8. Permit and Licensing Fast-Tracking Program</p> <p>Continue ongoing permit and licensing fast-tracking program as an incentive for desirable businesses that wish to locate in Downtown Hawthorne, in coordination with the broader economic development strategies contained in this Specific Plan. Consider automating the application process.</p>	Short, Ongoing	<p>Planning Department</p> <p>Building and Safety Department</p>	\$	City	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action PR-9. Biofiltration Treatment System Standards</p> <p>Prepare and adopt alternative standards for alleyways, streets, parking lots and landscaped areas enabling proven biofiltration treatment features to be integrated in public thoroughfares and private development projects as approved by the Regional Water Quality Control Board, Los Angeles Region.</p>	Medium	<p>Public Works Department</p> <p>Building and Safety Department Planning Commission City Council</p>	\$	City	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed

Partnerships

The City of Hawthorne will need to develop close partnerships with local businesses, residents and other public agencies in order to fully implement the vision outlined for Downtown Hawthorne. These partnerships will be crucial to ensuring the most important strategies are being implemented, and the most pressing community needs are being addressed.

Partnerships Action Plan

Partnerships need to be discussed, established and maintained over time. The following matrix identifies necessary actions, and includes detail on their timing, responsibility, approximate cost, potential funding source(s) and status.

Timeframe	Cost
Short = 2 to 5 years	\$ = <\$50,000
Medium = 5 to 10 years	\$\$ = \$50,000 to \$250,000
Long = over 10 years	\$\$\$ = \$250,000 to \$500,000
Ongoing	\$\$\$\$ = over \$500,000

Specific Action	Timeframe	Primary Responsibility/ Partners	Cost	Funding	Status
<p>Action P-1. Downtown Hawthorne Advisory Group</p> <p>Transition community support for economic development into an autonomous committee so they can become a catalyst for positive change in Downtown Hawthorne. This new Downtown Hawthorne Advisory Group will help the community become more organized and allow them to take ownership of strategies and projects contained in this Specific Plan. Membership in the advisory group should include Downtown representatives from the business and real estate community, as well as local residents, civic leaders and school representatives.</p>	Short, Ongoing	<p>Economic Development Coordinator (future)</p> <p>Planning Department Business and Property Owners Real Estate Community Civic Leaders School Representatives Residents</p>	\$	City	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action P-2. Economic Development Coordinator</p> <p>Hire a full-time Economic Development Coordinator to build in-house economic development capacity, improve City partnerships, and promote Hawthorne as a desirable place to locate new businesses. The Economic Development Coordinator will be responsible for, at a minimum, the following:</p> <ol style="list-style-type: none"> 1. Implementing the goals, strategies and projects identified in this Specific Plan (in coordination with other key City staff, decision makers and the community); 2. Managing the Downtown Hawthorne Advisory Group’s membership, bi-laws and meetings; 3. Building relationships with local and regional commercial brokers to help attract and facilitate success of new businesses; and 4. Facilitating connections with small business loan and loan guarantee programs. 	Short	<p>City Manager</p> <p>City Council</p>	\$\$\$	City	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action P-3. Business Improvement District(s)</p> <p>Working closely with the Downtown Hawthorne Advisory Group and other business and property owners, facilitate the creation of one or more Business Improvement Districts (BIDs) that will help fund façade, streetscape and signage improvements along Hawthorne Boulevard and the Imperial Highway.</p>	Short	<p>Economic Development Coordinator (future)</p> <p>Planning Department City Council Planning Commission</p>	\$	City	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed

Partnerships Action Plan

Specific Action	Timeframe	Primary Responsibility/ Partners	Cost	Funding	Status
Action P-4. Site Selection Assistance Provide “hands-on” site selection assistance to new businesses looking to locate in Downtown Hawthorne.	Short	Economic Development Coordinator (future) Planning Department	\$	City	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
Action P-5. Spanish Language Assistance Offer Spanish language assistance and outreach to the Hispanic and Latino business community within the Downtown area, including preparing web and hard copy marketing materials in Spanish.	Short, Ongoing	Economic Development Coordinator (future) Planning Department Hawthorne Television	\$\$	City	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
Action P-6. Downtown Hawthorne Webpage Enhancements Expand the Downtown Hawthorne webpage so it can become a one-stop online resource for all information related to the area, including updates about public improvements, construction projects, events or other community activities. Consider adding a community forum component to the Downtown Hawthorne webpage where residents, property owners, businesses, real estate brokers and other area stakeholders can post information about available properties, jobs or upcoming events.	Medium	Economic Development Coordinator (future) Information Technology/Third Party Vendor Planning Department	\$\$	City	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
Action P-7. Ambassador Program Develop an Ambassador Program where local business owners and residents assist visitors with directions and information, maintain open communications with police to report on-going issues, help deter aggressive panhandling and other nuisance crimes, add a presence in Downtown to prevent vandalism and other undesirable behavior, and conduct routine patrols of public spaces and schools.	Short	Economic Development Coordinator (future) Planning Department Public Works Department Building and Safety Department Police Department Business and Property Owners Residents	\$	City	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
Action P-8. Community Benefits District Form partnerships with business and property owners, and community volunteers to encourage them to engage in the upkeep and maintenance of landscaping and cleanliness of the street a. Create an “adopt-a-block” program to encourage a sense of ownership and pride.	Medium	Economic Development Coordinator (future) Planning Department Business and Property Owners Community Volunteers	\$	City	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
Action P-9. Technology Partnerships Facilitate partnerships between innovative tech businesses and local schools to create technology and science oriented curriculum and youth employment opportunities.	Short, Ongoing	Economic Development Coordinator (future) Tech Business Partners Local Schools	\$	City	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed

Investments

The range of new, expanded and improved infrastructure outlined in the Downtown Hawthorne Specific Plan will require significant investment in both initial capital costs and ongoing maintenance. These public, private and public-private partnership investments in specific projects will allow the City of Hawthorne and the community to focus limited financial resources on items that will get the most results for the community.

Investments Action Plan

Organizing limited financial resources is key to the long-term success of the Downtown Hawthorne Specific Plan. The following matrix identifies necessary actions, and includes detail on their timing, responsibility, approximate cost, potential funding source(s) and status.

Timeframe	Cost
Short = 2 to 5 years	\$ = <\$50,000
Medium = 5 to 10 years	\$\$ = \$50,000 to \$250,000
Long = over 10 years	\$\$\$ = \$250,000 to \$500,000
Ongoing	\$\$\$\$ = over \$500,000

Specific Action	Timeframe	Primary Responsibility/ Partners	Cost	Funding	Status
<p>Action I-1. Financial Incentives Program</p> <p>Establish a focused financial incentives program in order to attract new businesses and development to Downtown Hawthorne, while ensuring financial commitments do not negatively impact the City’s general fund revenues. Potential incentives that the City should explore include:</p> <p>(a) Sales Tax Rebates for attracting new retail businesses;</p> <p>(b) Transient Occupancy Tax Rebates for attracting new hotels; and</p> <p>(c) Business License Fee/Tax reductions or exemptions for attracting new commercial businesses, in particular businesses with gross receipts above \$1 million (see strategies A2 Hotel Hub and A3 21st Century Work Environment).</p>	Short, Ongoing	<p>Economic Development Coordinator (future)</p> <p>Planning Department</p> <p>Business and Property Owners</p> <p>Real Estate Community</p> <p>Civic Leaders</p> <p>School Representatives</p> <p>Residents</p>	\$\$\$	City (through grant funding)	<p><input type="checkbox"/> Not Started</p> <p><input type="checkbox"/> In Process</p> <p><input type="checkbox"/> Completed</p>
<p>Action I-2. Grant Funding Strategy</p> <p>Actively monitor, prepare and submit applications for regional, state and federal grant money to fund major capital improvement projects within the Downtown area, specifically including grants for Complete Streets and Green Streets construction, historic building rehabilitation, environmental justice and regional sustainability.</p>	Short	<p>Economic Development Coordinator (future)</p> <p>Planning Department</p> <p>Southern California Association of Governments</p> <p>State Agencies (Strategic Growth Council, Caltrans, etc.)</p> <p>Federal Agencies (HUD, FEMA, etc.)</p>	\$	City	<p><input type="checkbox"/> Not Started</p> <p><input type="checkbox"/> In Process</p> <p><input type="checkbox"/> Completed</p>
<p>Action I-3. Hawthorne Boulevard North Streetscape Improvements</p> <p>Implement roadway restriping, transit station improvements, sidewalk improvements, bike improvements (e.g., cycle track), new signage and improved landscaping along the northern portion of Hawthorne Boulevard (approximately 120th Street to Interstate 105) consistent with strategies B1 Walkable and Bikeable Downtown, B2 Enhanced Transit, B3 Parking Solutions and D1 Strong Identity and Brand; and the Mobility Diagram presented earlier in this chapter.</p>	Medium	<p>Public Works Department</p> <p>Planning Department</p> <p>Economic Development Coordinator (future)</p> <p>Business and Property Owners</p>	\$\$\$\$	<p>City</p> <p>State Grants</p> <p>Federal Grants</p> <p>BID</p>	<p><input type="checkbox"/> Not Started</p> <p><input type="checkbox"/> In Process</p> <p><input type="checkbox"/> Completed</p>

Investment Action Plan

Specific Action	Timeframe	Primary Responsibility/ Partners	Cost	Funding	Status
<p>Action I-4. Hawthorne Boulevard South Streetscape Improvements</p> <p>Implement roadway restriping, bus station improvements, sidewalk improvements, bike improvements (e.g., bike lane), new signage and improved landscaping along the southern portion of Hawthorne Boulevard (El Segundo Boulevard to Rosecrans Avenue) consistent with strategies B1 Walkable and Bikeable Downtown, B2 Enhanced Transit, B3 Parking Solutions and D1 Strong Identity and Brand; and the Mobility Diagram presented earlier in this chapter.</p>	Ongoing	<p>Public Works Department</p> <p>Planning Department</p> <p>Economic Development Coordinator (future)</p> <p>Business and Property Owners</p>	\$\$\$\$	<p>City</p> <p>State Grants</p> <p>Federal Grants</p> <p>BID</p>	<p>[] Not Started</p> <p>[] In Process</p> <p>[] Completed</p>
<p>Action I-5. Imperial Highway Streetscape Improvements</p> <p>Implement roadway restriping, bus station improvements, sidewalk improvements, bike improvements (e.g., cycle track), new signage and improved landscaping along the Imperial Highway consistent with strategies B1 Walkable and Bikeable Downtown, B2 Enhanced Transit, B3 Parking Solutions and D1 Strong Identity and Brand; and the Mobility Diagram presented earlier in this chapter.</p>	Medium	<p>Public Works Department</p> <p>Planning Department</p> <p>Economic Development Coordinator (future)</p> <p>Business and Property Owners</p>	\$\$\$\$	<p>City</p> <p>State Grants</p> <p>Federal Grants</p> <p>BID</p>	<p>[] Not Started</p> <p>[] In Process</p> <p>[] Completed</p>
<p>Action I-6. El Segundo Boulevard Streetscape Improvements</p> <p>Implement bus station improvements, sidewalk improvements, bike improvements (e.g., bike lanes), new signage and improved landscaping along El Segundo Boulevard consistent with strategies B1 Walkable and Bikeable Downtown, B2 Enhanced Transit, B3 Parking Solutions and D1 Strong Identity and Brand; and the Mobility Diagram presented earlier in this chapter.</p>	Long	<p>Public Works Department</p> <p>Planning Department</p> <p>Economic Development Coordinator (future)</p> <p>Business and Property Owners</p>	\$\$\$	<p>City</p> <p>State Grants</p> <p>Federal Grants</p> <p>BID</p>	<p>[] Not Started</p> <p>[] In Process</p> <p>[] Completed</p>
<p>Action I-7. Hawthorne/Lennox Light Rail Station Connection Improvements</p> <p>Work with METRO, Caltrans and the City of Inglewood to improve the existing bus transit stop on the Hawthorne Boulevard/Interstate 105 overpass by providing transit shelters that protect users from elements, seating that comfortable and low maintenance, improved signage and wayfinding, and improved bus transit and bicycle land stripping (see B2 Enhanced Transit).</p>	Medium	<p>Public Works Department</p> <p>Planning Department</p> <p>Economic Development Coordinator (future)</p> <p>Business and Property Owners</p>	\$\$\$\$	<p>City</p> <p>State Grants</p> <p>Federal Grants</p> <p>BID</p>	<p>[] Not Started</p> <p>[] In Process</p> <p>[] Completed</p>
<p>Action 8. City Center Streetscape Improvements</p> <p>Implement the City Center Streetscape Plan concept as a landmark walking, bicycling and downtown place-making project along Hawthorne Boulevard between El Segundo Boulevard and 120th Street (see Chapter 2). Coordinate public streetscape, signage and wayfinding improvements with adjacent business owners, and strive to time major public capital improvements with development activity at the two transformative projects located adjacent to this portion of Hawthorne Boulevard (T1 Hawthorne Mall and T2 Civic Center) in order to better integrate the two projects and reduce costs.</p>	Short	<p>Public Works Department</p> <p>Planning Department</p> <p>Economic Development Coordinator (future)</p> <p>Business and Property Owners</p>	\$\$\$\$	<p>City</p> <p>State Grants</p> <p>Federal Grants</p> <p>BID</p>	<p>[] Not Started</p> <p>[] In Process</p> <p>[] Completed</p>

Investment Action Plan *continued*

Specific Action	Timeframe	Primary Responsibility/ Partners	Cost	Funding	Status
<p>Action I-9. Hawthorne Mall Site Coordination</p> <p>Coordinate with the property owner/developer of the Hawthorne Mall site to ensure that future plans fully align with streetscape and roadway improvements along Hawthorne Boulevard, consistent with the City Center Streetscape Plan (see Chapter 2 and transformative project T1 Hawthorne Mall).</p>	Short, Ongoing	<p>Planning Department</p> <p>Public Works Department</p> <p>City Manager</p>	\$	City	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action I-10. Improve Pedestrian Crossings</p> <p>Improve pedestrian crossings at major intersections shown in the Streetscape Improvement diagram with higher viability crosswalks, Americans with Disabilities Act (ADA) compliant curb cuts and signals (see strategy B1 Walkable and Bikeable Downtown).</p>	Short	<p>Public Works Department</p> <p>Planning Department</p> <p>Economic Development Coordinator (future)</p> <p>Business and Property Owners</p>	\$\$\$	City Federal Grants	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action I-11. Specialized Maintenance Program</p> <p>Create a Specialized Maintenance Program that includes tailored City work crews to perform a variety of maintenance activities within Downtown to supplement Hawthorne’s standard services. This program should include:</p> <ul style="list-style-type: none"> (a) trash and debris removal (b) sidewalk/street power washing (c) systematic graffiti removal (d) landscaping and tree maintenance (e) lighting and infrastructure maintenance 	Short, Ongoing	<p>Public Works Department</p> <p>Planning Department</p> <p>Economic Development Coordinator (future)</p> <p>Business and Property Owners</p>	\$\$	City BID	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action I-12. Civic Center Redesign Project Financing</p> <p>Consider partnering with a master developer to create a site plan for the redesign of the Civic Center area (see transformative project T4 Civic Center). Through a public-private partnership, prepare a development proforma that identifies a feasible and desirable project consistent with the land use strategies and design guidelines for the Civic Center.</p>	Medium to Long	<p>City Manager</p> <p>Economic Development Coordinator (future)</p> <p>Master Developer</p>	\$\$\$\$	City, Master Developer	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action I-13. Parking Management District</p> <p>Create a Parking Management District along the southern part of Hawthorne Boulevard to make parking more efficient and to promote multi-modal transportation (see strategy B3 Parking Solutions).</p>	Short	<p>Public Works Department</p> <p>Planning Department</p> <p>Economic Development Coordinator (future)</p> <p>Business and Property Owners</p>	\$\$	City BID	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed

Investment Action Plan *continued*

Specific Action	Timeframe	Primary Responsibility/ Partners	Cost	Funding	Status
<p>Action I-14. Signage and Wayfinding Program</p> <p>Develop and implement a new signage and wayfinding program that is easily understood and provides information on automobile parking, bicycle parking and connectivity between parking and non-motorized transportation options (see strategy B3 Parking Solutions and D1 Strong Identity and Brand).</p>	Medium	<p>Planning Department</p> <p>Economic Development Coordinator (future)</p> <p>Public Works Department</p> <p>Business and Property Owners</p>			<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action I-15. Fun and Functional Bus Stop Pilot Project</p> <p>In coordination with METRO, design and install an attractive, functional and fun bus stop that can be used as an example project to encourage ridership and enhance the experience of transit users (see strategy B2 Enhanced Transit).</p>	Short	<p>Public Works Department</p> <p>Planning Department</p> <p>Economic Development Coordinator (future)</p> <p>METRO</p>	\$\$	City BID	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action I-16. Parklet Pilot Project</p> <p>Working with the Downtown Hawthorne Advisory Group, identify a location for a temporary parklet to provide needed gathering space in front of a business along Hawthorne Boulevard. Install the parklet as a pilot project to show business owners, visitors and the community how they could be designed and how they function to create energy for businesses along Hawthorne Boulevard (see strategy C1 Gathering Spaces).</p>	Short	<p>Public Works Department</p> <p>Planning Department</p> <p>Economic Development Coordinator (future)</p> <p>Business and Property Owners</p>	\$	City, Property Owner(s)	<input type="checkbox"/> Not Started <input type="checkbox"/> In Process <input type="checkbox"/> Completed

