



## chapter three

### PLAN STRATEGIES

*Creating real and lasting change requires vision, planning, strategy and dedication. The community visioning effort has resulted in a clear direction for Downtown Hawthorne, one that is deep and multi-layered. There is no “silver bullet” for future success, no single project or activity that will achieve all that the community’s desires. Instead, it is through a strategic set of goals, policies, projects and actions that Downtown Hawthorne will successfully evolve. These initiatives must be carried out by a dedicated group of public and private sector partners who are all aligned, with the understanding that each individual strategy is a building block for achieving the larger vision.*



City Hall and the Hawthorne Water Tower are two prominent public uses that help define the Downtown area, and give energy to the core intersection of Hawthorn Boulevard and El Segundo Boulevard

## Plan Strategies

Building from the detailed Vision Elements and goals highlighted in Chapter 2: Vision Framework, this Plan Strategies chapter includes details on specific projects and strategies which will guide Hawthorne's transformation towards a successful and vibrant Downtown. This transformation requires a wide range of strategies all working together to form a cohesive network of improvements to be implemented in Downtown Hawthorne. These strategies have largely been informed by the community input gathered throughout the planning process with the intention that the tangible effects of the implementation will help to achieve the community's vision and goals for Downtown Hawthorne. This chapter is divided into the following Vision Element sections:

### a. prosperous

*A thriving, robust economy*

### b. connected

*An interlinked downtown that bolsters access and mobility*

### c. healthy

*A place that fosters community healthy, engagement and safety*

### d. attractive

*A distinct and beautiful city center*

### e. inclusive

*Amenities and services that support the full range of community members*

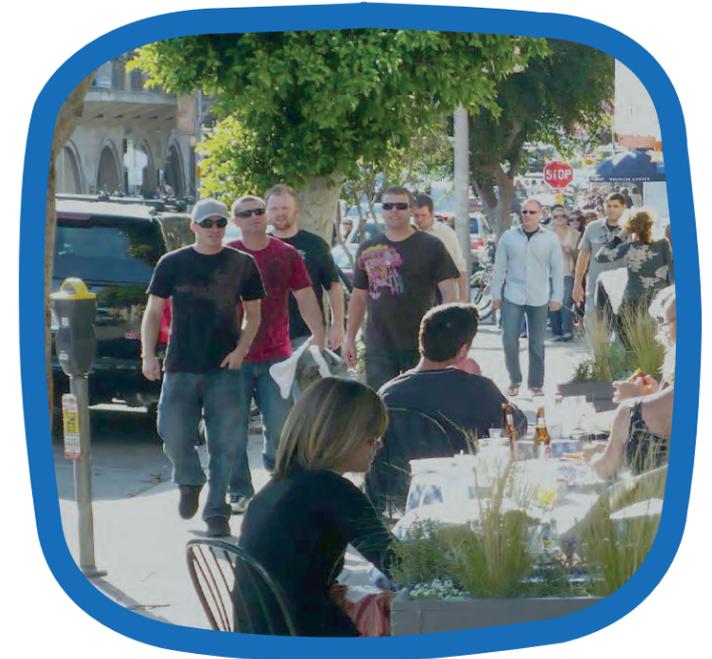
Note: Strategies with a  icon respond to local sustainability and community health targets, as well as Proposition 84 grant indicators for energy efficiency and greenhouse gas emission reduction

## a. prosperous

Downtown Hawthorne is defined by wide boulevards with long blocks, flanked by a diverse mix of retail, service, office, employment and civic uses. Surrounding this core network of major roads is a webbing of smaller streets that provide access to schools, parks and a range of housing. This interlinked network of boulevards and roads, coupled with a broad mix of building and lot sizes, creates an ideal physical structure for strategically rehabilitating buildings and/or establishing new stores, entertainment uses, jobs and housing. Combined, these focused changes will bolster Hawthorne's economic and employment growth now and for generations to come.

With a focus on the interplay between land use, local jobs and long-term economic vitality, several strategies are required to maintain and enhance the qualities of a **prosperous** Downtown. These include:

- A1. Shopping and Dining Destination
- A2. Hotel Hub
- A3. 21st Century Work Environment
- A4. Fiscal Performance



A1. Shopping and Dining Destination

A2. Hotel Hub

A3. 21st Century Work Environment

A4. Fiscal Performance

# a. prosperous



Recent new investments have created energy along Hawthorne Boulevard



Actively supporting existing businesses will strengthen the local economy

## A1. Shopping and Dining Destination

### Goal

To create a business-friendly environment and expand retail, service and dining opportunities in order to support existing business, while also attracting new businesses and investment in Downtown Hawthorne.

### Why It's Important

Supporting local businesses, and fostering the creation of new business opportunities, will create a vibrant shopping and dining destination in Downtown Hawthorne. New developments will offer a greater variety of employment, retail and entertainment options that will enhance the quality of life for residents and workers. Attracting new businesses that cater to regional retail needs will establish Downtown as a destination for visitors. Additionally, implementing and publicizing a series of business-friendly strategies will assist in the creation of a stable and predictable regulatory environment for new businesses and real estate developers. These strategies will ultimately help strengthen and diversify Hawthorne's economy and the City's tax base.

### Strategies

- A1.A** Form a **Business Improvement District** to allow local business and property owners to organize, pursue and fund shared goals, such as a marketing programs or certain streetscape improvements.
- A1.B** Implement a **Façade Improvement Program** to encourage property owner investment in and revitalization of existing building stock, particularly along Hawthorne Boulevard south of El Segundo.
- A1.C** Facilitate connections between local business owners and **small business loan and loan guarantee programs**.
- A1.D** Offer **Spanish language assistance** and outreach to Hispanic business owners.
- A1.E** Continue the City's **Guardian Angel program** to streamline permit processing for new businesses, and expand the program to assist in permit processing for new development projects.

**A1.F** Partner with local and regional commercial brokers to **publicize Hawthorne's strengths** as a community, in order to highlight the individual opportunities for leasing space or developing new projects, and to help attract new businesses and investment.

**A1.G** List available commercial space and opportunity sites on the City's website, and update this list on a frequent basis. 🟢

**A1.H** Offer **financial incentives** for new businesses and development on a case-by-case basis for high priority projects, particularly ones within Transformative Project areas (see Chapter 4). 🟢

**A1.I** Provide hands-on **site selection assistance for new businesses** looking to locate in Downtown Hawthorne, including assistance with permitting, approvals and financing.

**A1.J** Foster a **consistent and predictable business environment** by streamlining the entitlement process for local developers and property owners in order to minimize project risk and costs (e.g., reduce approval times, make more decisions administrative instead of discretionary, establish clear and consistent time horizons for decision making, etc.). 🟢

**A1.K** Hire a full-time **Economic Development staff person** to implement and facilitate policies and programs identified in the Downtown Hawthorne Specific Plan.

**A1.L** Continue to **work with local community organizations**.

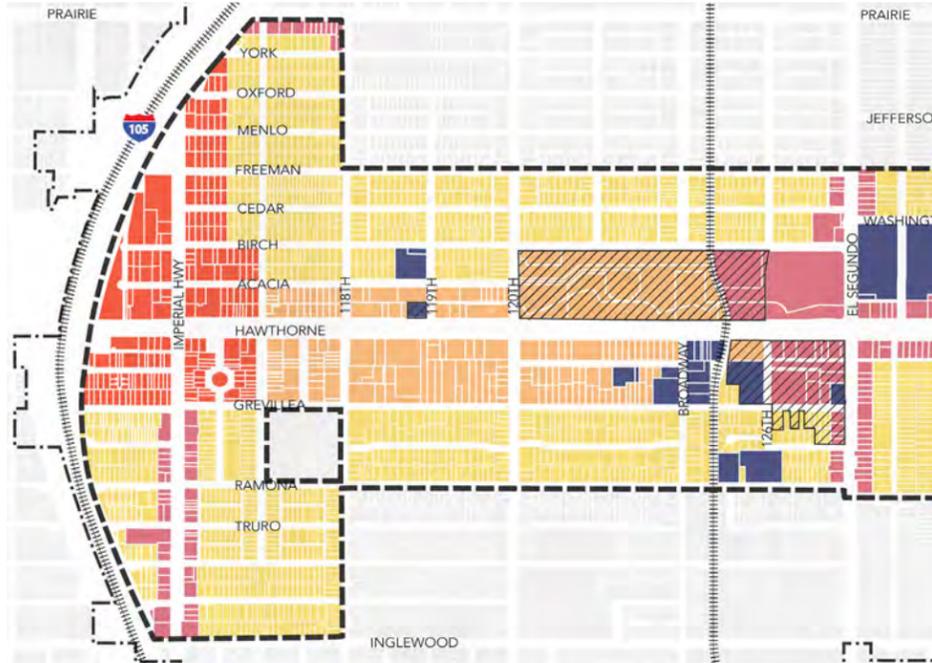
**A1.M** Create and maintain an **economic development website** that provides information and resources to the local business and real estate community.

# a. prosperous

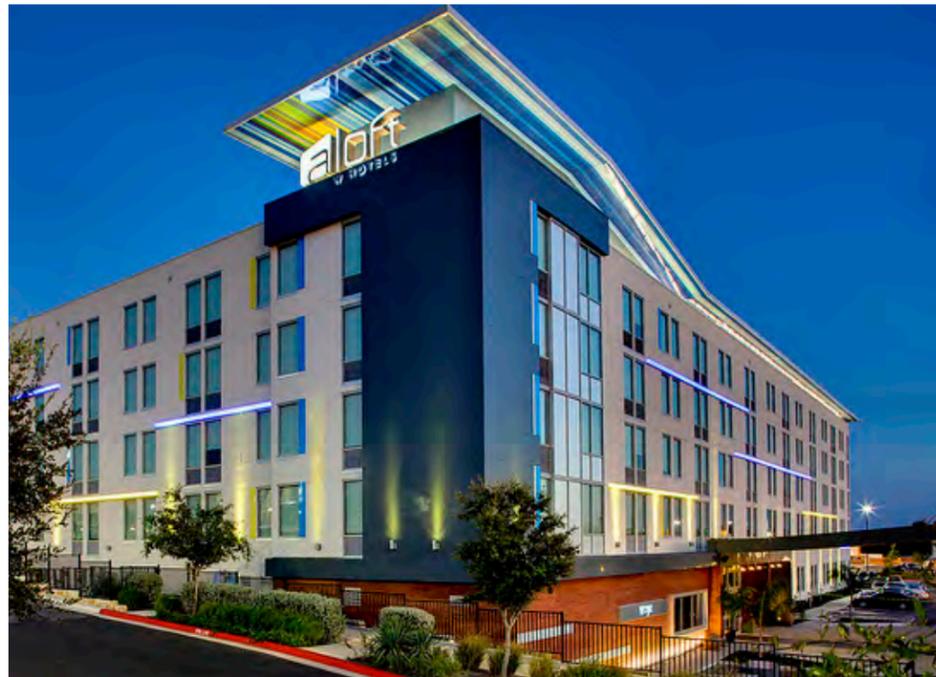


Facade and sidewalk improvements can transform a local businesses, improve the dining and shopping experience for customers, and help spur broader economic growth

# a. prosperous



The Hotel Hub, shown in orange, is strategically located along the Imperial Highway



New hotels that cater to business and vacation travelers can capitalize on Hawthorne's affordability and proximity to LAX, the Metro Green Line and great beaches



## A2. Hotel Hub

### Goal

To leverage Downtown Hawthorne's proximity to the Los Angeles International Airport, great beaches and the broader South Bay region by encouraging hotel development and related uses that attract travelers and tourists.

### Why It's Important

Hotels and traveler uses that attract tourists can dramatically improve and diversify the local economy. Establishing a strategic Hotel Hub along the Imperial Highway will boost the visibility of Hawthorne and its businesses, contribute to the creation of a vibrant street life along both the Imperial Highway and Hawthorne Boulevard, and provide a steady customer base to local retailers. Hotels uses will also contribute to the City's fiscal health through transient occupancy and sales tax revenues.

### Strategies

- A2.A Encourage desirable hotels to locate in Hawthorne** by facilitating site selection, permitting and entitlement processes.
- A2.B Identify and offer financial incentives** on a case-by-case basis for high priority hotels, focusing public and regulatory incentives on specific hotel projects that will increase market competitiveness and improve the overall quality of hotel services in the city.
- A2.C Work with the Los Angeles Convention and Visitors Bureau** to boost Hawthorne's profile as a **convenient and affordable hotel destination**.
- A2.D Facilitate the development of a shared shuttle service** between area hotels, connecting them to both LAX and the Metro Green Line station. 🚗
- A2.E Develop a formal hotel attraction strategy** that will fully define financial and regulatory incentives, and also assign specific economic growth targets for the City.

## a. prosperous

## A3. 21st Century Work Environment

## Goal

To capitalize on Downtown Hawthorne's location to create innovative, mixed-use office and employment centers.

## Why It's Important

Hawthorne has been undergoing a major transformation over the last decade. Once the home to a thriving aerospace industry, the city underwent significant economic decline toward the end of the last century as major employers and industries left. Recently, innovative companies such as SpaceX and Tesla have invested in Hawthorne's prime location, available and flexible buildings, and talented local workforce. Continuing to grow employment uses and the local workforce is key to the City's overall economic strategy. This renewed focus on Hawthorne as a major employment center is a key economic and jobs driver that needs to be expanded upon as the city moves forward into the 21st century.

## Strategies

**A3.A** Focus new office development with the **Mixed Use** district in order to create a dynamic employment center that builds upon the existing stock of office space.

**A3.B** Encourage **flexible office space** that meets current business needs and employee desires, including buildings that have a flexible internal format (e.g., large and open layouts that can easily be reconfigured) and places where multiple individuals or companies can co-locate. 🌱

**A3.C** 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:

- (a) Sales Tax Rebates for attracting new retail businesses
- (b) Transient Occupancy Tax Rebates for attracting new hotels

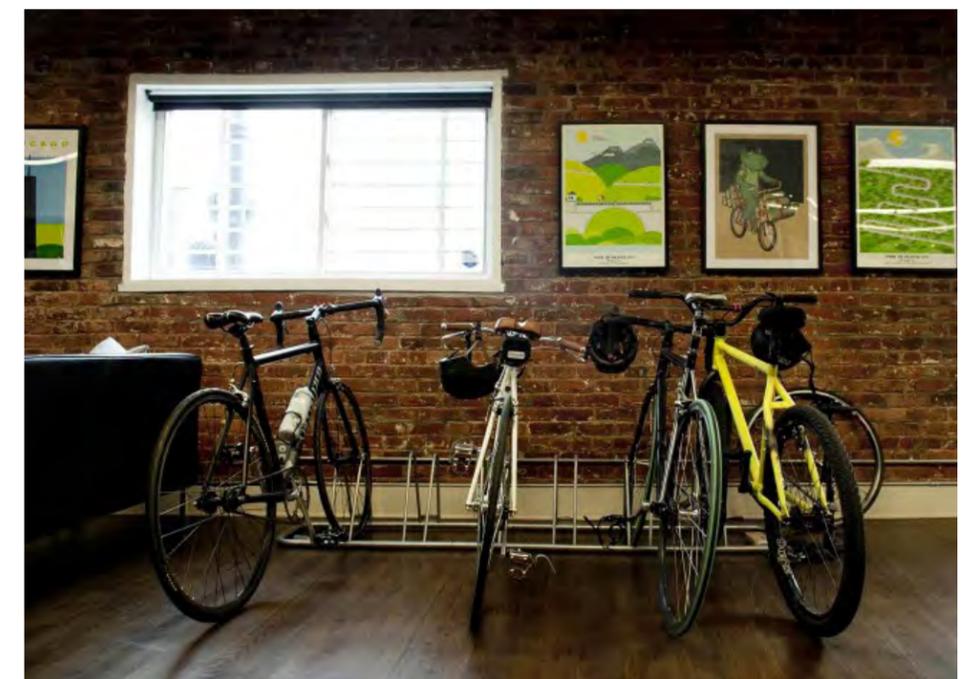
(c) Business License Fee/Tax reductions or exemptions for attracting new commercial businesses, in particular businesses with gross receipts above \$1 million

All financial incentives should be administered by the City on a case-by-case basis, based on a set of criteria aligned with the City's economic development goals and fiscal interest. Potential criteria include:

- (1) Ensuring new businesses or developments generate a net positive fiscal impact for the City over a specified time horizon
- (2) Identifying a specific end date for all financial incentives
- (3) Aligning new businesses or developments with appropriate goals, policies and strategies identified in this specific plan 🌱



Tesla, the world leader in electric car manufacturing, is a major employer in Hawthorne



Bike-friendly office space promotes sustainability and active lifestyles

## a. prosperous



The Memorial Center and other City facilities benefit from commercial tax revenues



Revenues from new development helps the City fund and improve public safety, including police and fire services (contracted to the Los Angeles County Fire Department)

### A4. Fiscal Performance

#### Goal

To maintain the City of Hawthorne's long-term fiscal sustainability by encouraging development and economic activity that contributes to the City's overall economic and fiscal health.

#### Why It's Important

A healthy economy will provide the City of Hawthorne with the necessary revenues to fund important public services to residents, workers and visitors, including police and fire protection services. It will also help finance ongoing capital investment in public works projects, as well as parks, libraries and recreation facilities. Promoting a diversity of land use and business types will promote fiscal and economic resiliency in the face of changing market cycles, and contribute to the City's long-term fiscal sustainability.

#### Strategies

**A4.A** Consider the **fiscal impact of new development** as one of many factors in determining the most suitable uses and projects for Downtown Hawthorne. Specifically, take into consideration factors that contribute to the City's economic well-being, such as:

- (a) the availability of jobs suitable to a wide range of workers
- (b) a diversity of land uses and business types
- (c) a high quality of life and availability of retail amenities
- (d) a wide variety of housing choices
- (e) perceptions of safety and stability within Hawthorne

**A4.B** Work with property owners to effectively **transition land uses over time** so that property owners can, as necessary, be more responsive to changing economic trends and be poised to capture new opportunities for tenants and/or other kinds of investment as appropriate.

## b. connected

Downtown Hawthorne’s long-term prosperity, quality of life and community health is directly linked to cultivating a walkable, bikeable neighborhood with great access to bus and light rail transit. The extensive street grid, combined with the flat terrain and great climate, make Downtown an ideal place for improved pedestrian, bicyclist and transit rider facilities.

Improved transit connections and enhanced transit facilities will help residents and workers quickly reach destinations along the boulevard as well as other parts of the city, the South Bay and the greater Los Angeles region. New parking technologies and infrastructure promise will help meet current and future parking needs while fostering better neighborhood design. And though often daunting for pedestrians and bicyclists to navigate, Hawthorne Boulevard will be transformed into a safe, efficient and multi-modal

“Complete Street” that weaves together the urban fabric, provides places art and culture, and embraces all modes of transportation.

Building from its great location, terrain and climate, Downtown Hawthorne will become a pedestrian, bicycle and transit oriented neighborhood like no other. With a focus on safety and the desire to efficiently and conveniently link people to places by a variety of means, several strategies are required to support a **connected** Downtown. These include:

- B1. Walkable and Bikeable Downtown
- B2. Enhanced Transit
- B3. Parking Solutions
- B4. Efficient Public Infrastructure



B1. Walkable and Bikeable  
Downtown

B2. Enhanced Transit

B3. Parking Solutions

B4. Efficient Public  
Infrastructure

# b. connected



Improved landscaping and street trees help create a comfortable environment, as shown here along Octavia Boulevard in San Francisco



High visibility crosswalks help to improve pedestrian safety

## B1. Walkable and Bikeable Downtown

### Goal

To enhance the pedestrian and bicycle network within Downtown in order to expand connectivity, improve safety and foster better access.

### Why It's Important

Downtown Hawthorne has an eclectic mix of civic, commercial, residential and retail uses dispersed along Hawthorne Boulevard. The boulevard is currently quite wide with long distances between traffic signals. As a result, automobile traffic tends to be fast and the boulevard is not a friendly environment for bikes or pedestrians. By creating a strategy to slow traffic and enhance other modes of mobility—namely pedestrian and bike traffic—the network of different uses and destinations can become increasingly integrated in a more neighborhood scale.

### Strategies

**B1.A** Create a **Complete Streets network** of automotive, bicycle, transit and pedestrian circulation in order to improve overall mobility and safety, and support a more neighborhood scale in Downtown. 🌱

**B1.B** Apply **pedestrian-oriented, context-sensitive design solutions** to all new public streetscape improvements and maintenance projects, including:

- (a) installing bulb-outs and mid-block crossings to improve safety
- (b) adding additional street trees to provide shade and reduce the heat island effect. 🌱

**B1.C** Implement the **Bicycle Facilities Plan**, shown on the following page, to provide additional safe and comfortable options for cyclists along Hawthorne Boulevard. Major projects include:

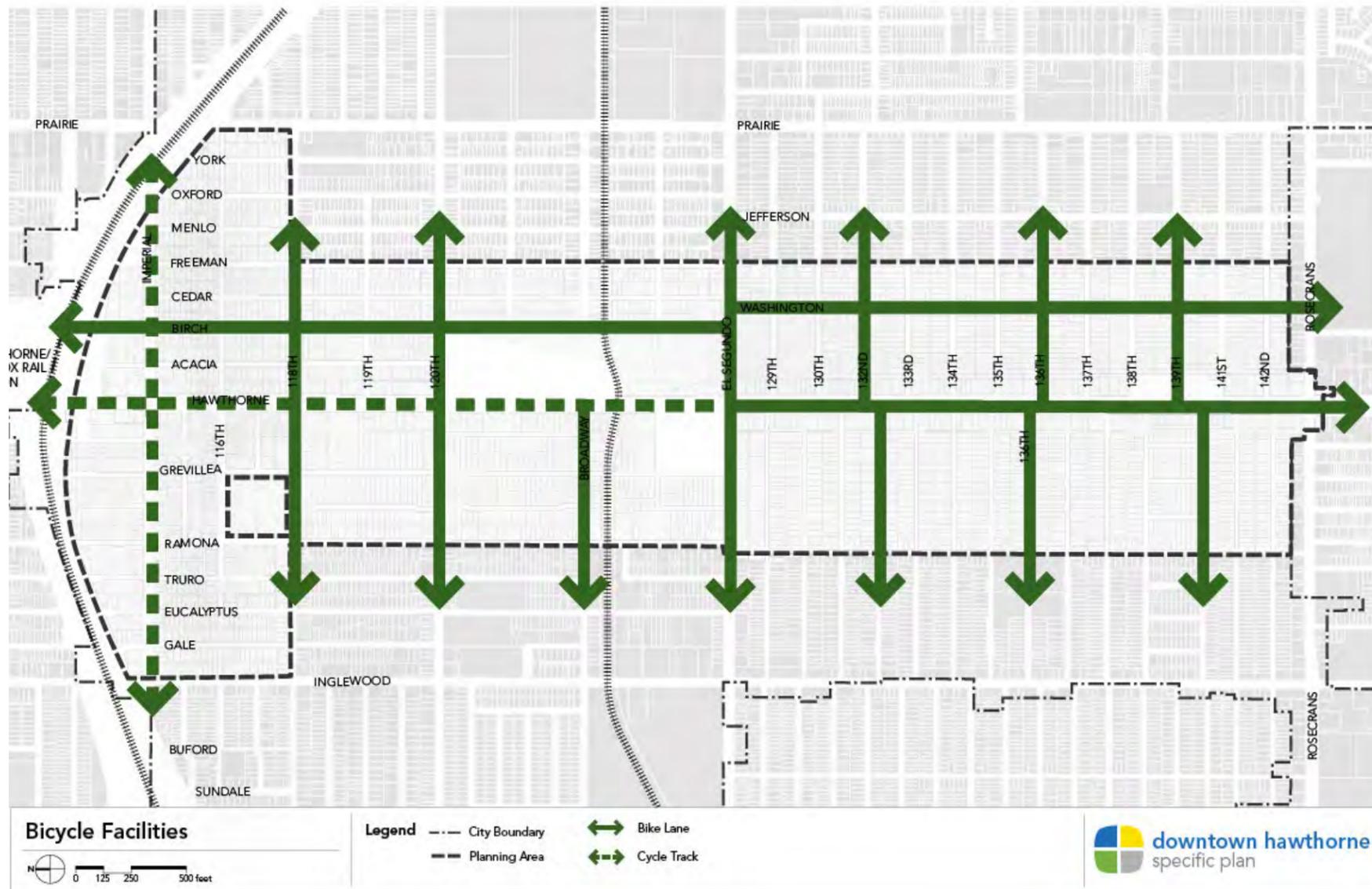
- (a) creating a Class I Cycle Track along Hawthorne Boulevard between El Segundo Boulevard and the Hawthorne/Lennox Green Line station;
- (b) creating a Class I Cycle Track along the Imperial Highway through Downtown Hawthorne
- (c) creating Class II Bike Lanes along Hawthorne Boulevard between El Segundo and Rosecrans Boulevards, and other larger roadways as shown in the diagram
- (d) installing end-of-trip bicycle facilities at public building (e.g., bike racks, lockers, storage units, shower facilities, etc.) 🌱

**B1.D** 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. 🌱

**B1.E** Improve **sidewalk landscaping** through renewed sidewalk facilities. Incorporate water efficient landscaping to create an environment of sustainable plant maturation, improved sidewalk shading and aesthetics. 🌱

**B1.F** Identify and secure **improvement district funding** options to support capital improvement costs and the ongoing maintenance of existing and proposed improvements throughout Downtown. 🌱

# b. connected



New cycle tracks will improve mobility and safety

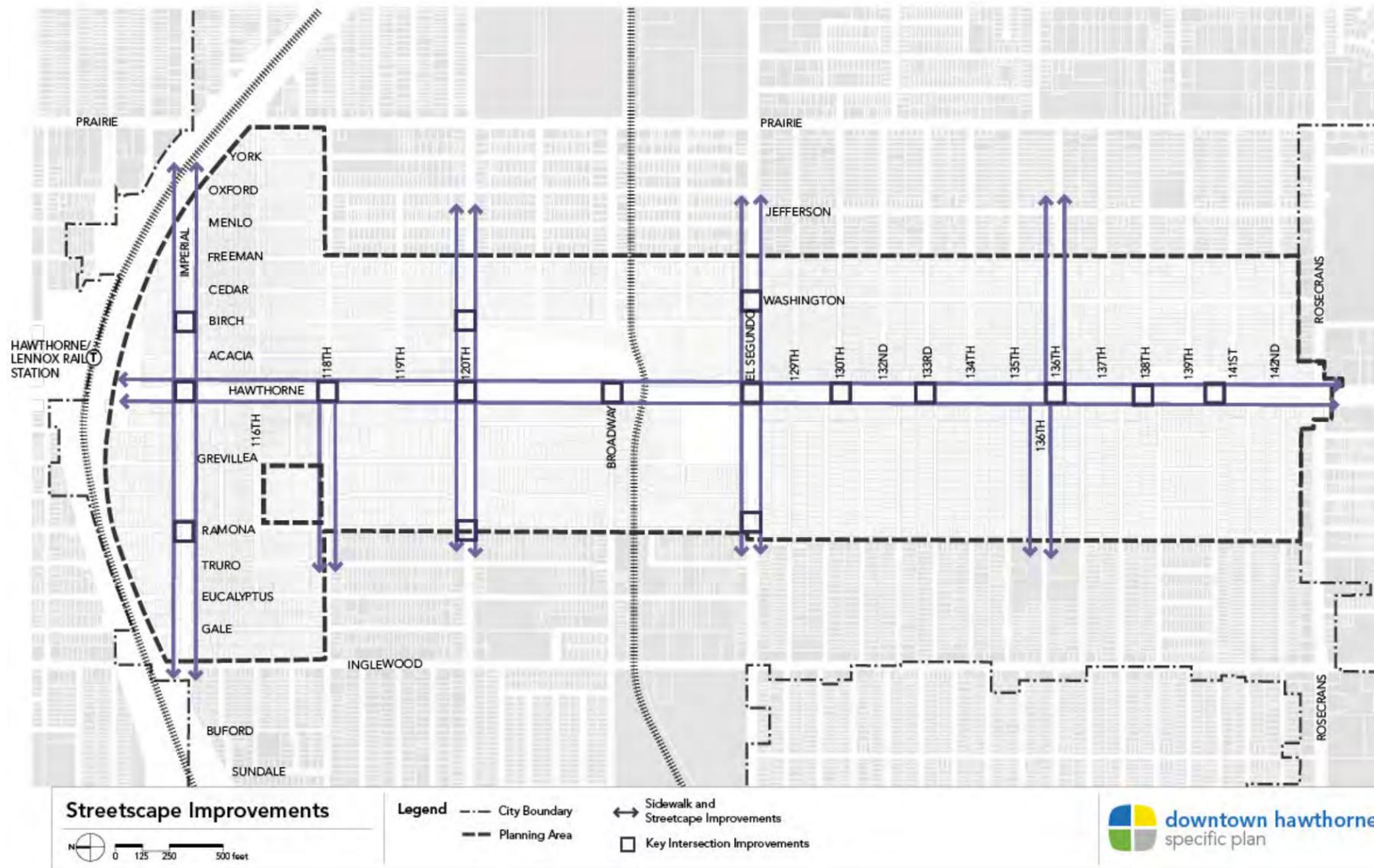


New bike facilities, such as bike lockers, can increase ridership and create a more pleasant cycling experience

## MAJOR THEMES

Proposed new bicycle facilities will provide needed connections and improve safety. **Bike Lanes** (see proposed improvements above) will be added to major through streets to provide connections through Downtown and to surrounding neighborhoods. New, separated **Cycle Tracks** will be developed along the northern part of Hawthorne Boulevard and the Imperial Highway to provide quick, fun and safe mobility through the core commercial and employment parts of Downtown.

# b. connected



Improved landscaping can dramatically change the aesthetic of a street



Bulbouts and uniquely colored crosswalks help to improve safety, shown here in West Sacramento

## MAJOR THEMES

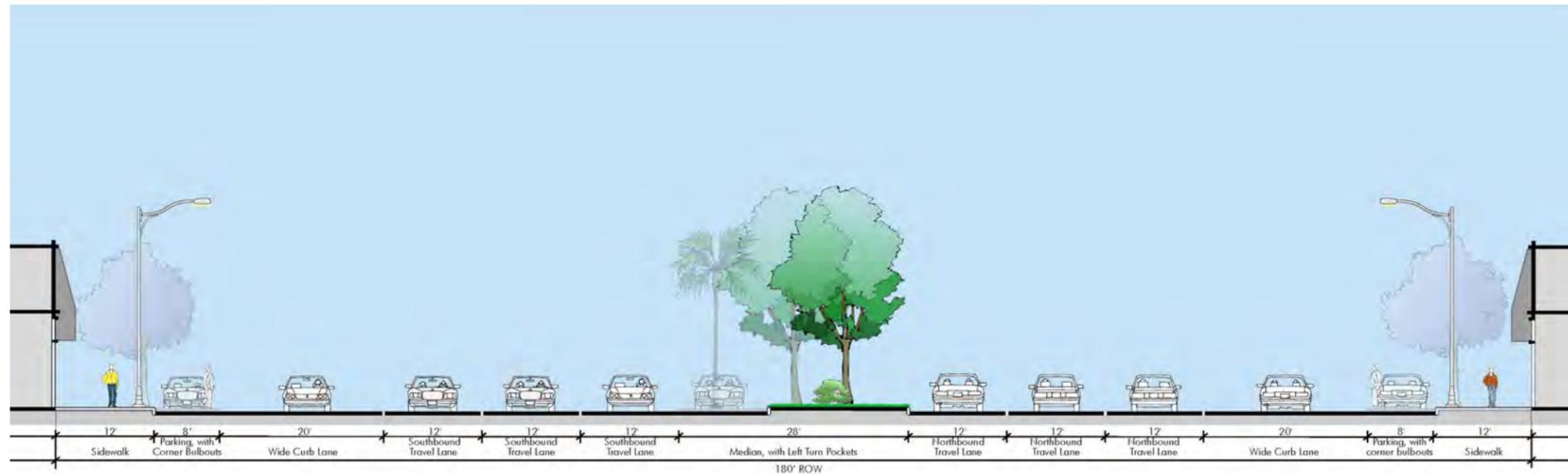
Improving major streetscapes throughout Downtown will help enhance character, aesthetic and safety of the neighborhood. **Sidewalk and Streetscape Improvements** (see proposed enhancements above) will be focused on major roadways to improve the pedestrian experience and create a unique brand and identity. In addition, **Key Intersections Improvements** will include new bulb-outs, pedestrian refuges in the center divide, and high visibility paint to improve convenience and safety.

# b. connected

## Options for Redesigning Hawthorne Boulevard

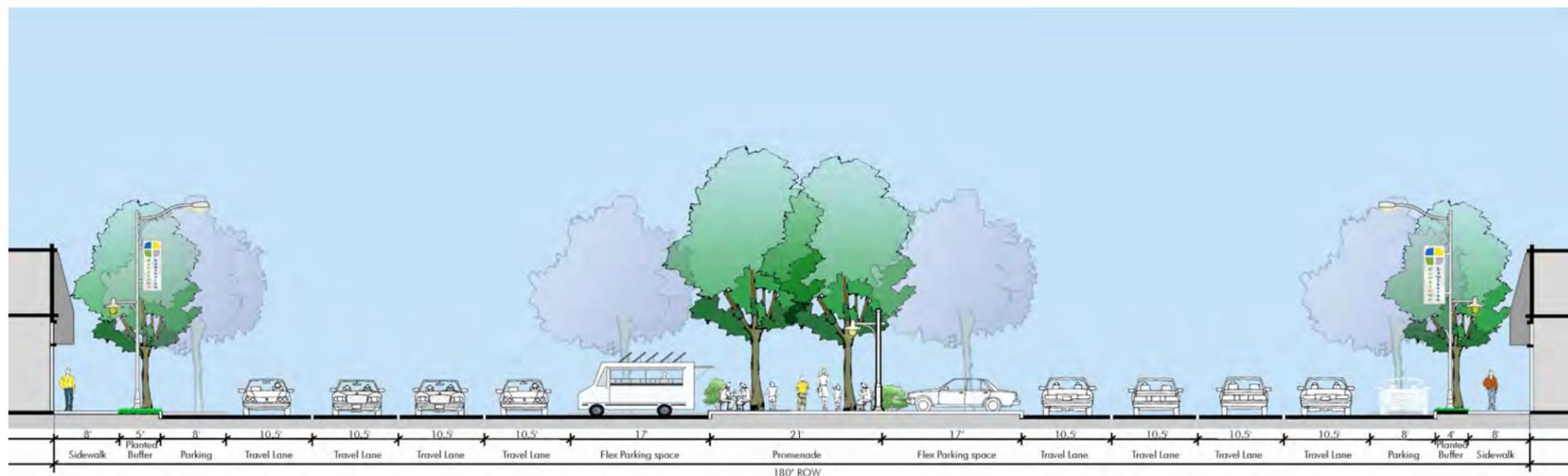
### EXISTING CONDITIONS

The northern portion of Hawthorne Boulevard has a very large right-of-way (180 feet) and most parking is off-street (either on side streets or separate parking lots). As a result, cars travel fast and the boulevard is not bike or pedestrian friendly.



### OPTION A: FLEXIBLE PROMENADE CONCEPT

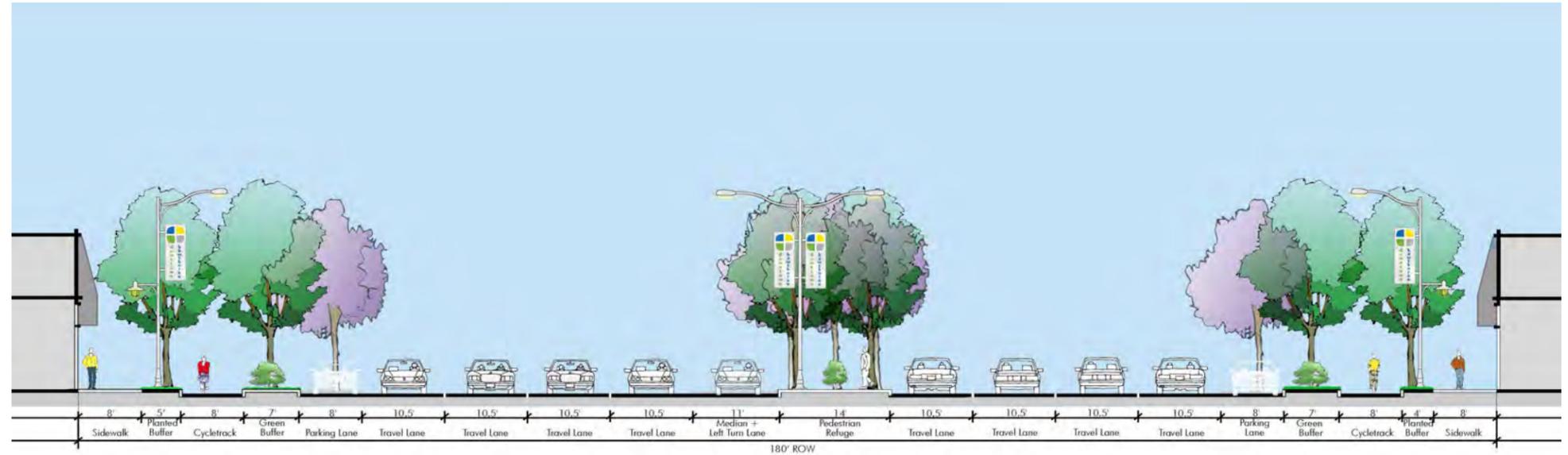
Under this option, sidewalks are enhanced with better landscaping and street trees, and travel lane widths are reduced to help reduce auto travel speeds. Key to this concept is the creation of a new central promenade feature where people can gather, relax or enjoy occasional food truck vendors.



# b. connected

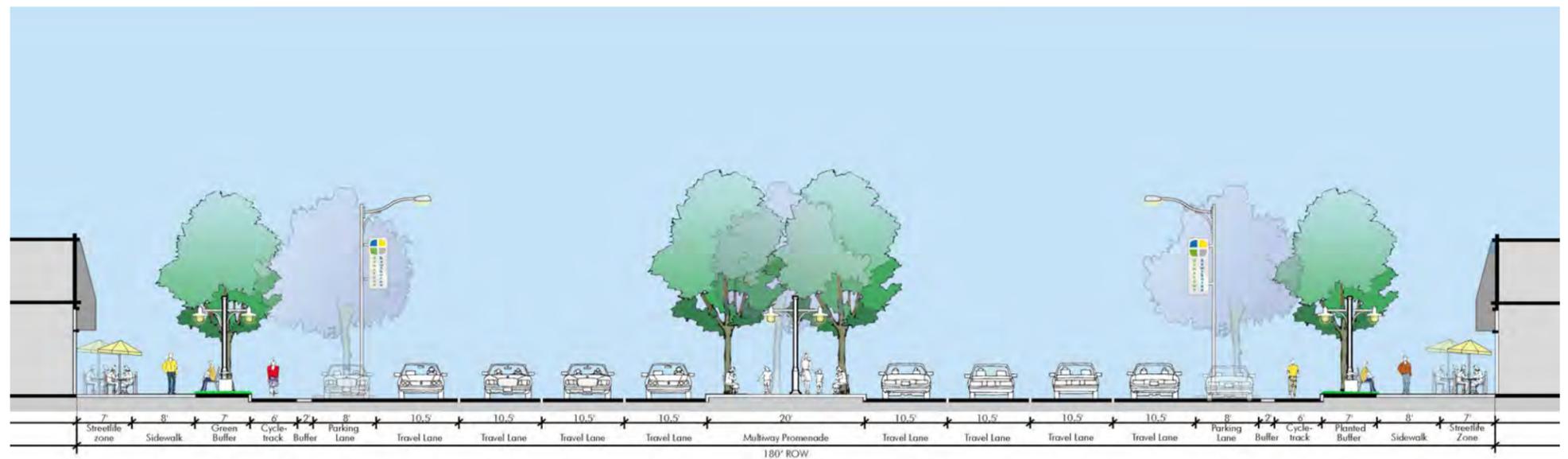
## OPTION B: GREEN PARKWAY CONCEPT

Under this option, sidewalks are enhanced with better landscaping and street trees, and travel lane widths are reduced to help reduce auto travel speeds. Key to this concept is the creation of cycle tracks on both sides of Hawthorne Boulevard to provide enhanced bicycle mobility. There are also pedestrian refuges mid block for people unable to cross the boulevard in time allotted.



## OPTION C: MULTIWAY PROMENADE CONCEPT

Under this option, sidewalks are enhanced with better landscaping and street trees, and travel lane widths are reduced to help reduce auto travel speeds. Key to this concept is the ability to have strong sidewalk dining options. This concept does not provide for a cycle track, but it still provides enough room for bike lanes on either side of Hawthorne Boulevard.



## b. connected

## B2. Enhanced Transit

## Goal

To improve the experience for transit riders through enhanced amenities, access, safety and landscaping.

## Why It's Important

Transit is an essential element to any successful downtown area, and connecting people and places is pivotal for the social and financial health of every city. Downtown Hawthorne's location and scale provide the perfect setting for a robust transit system that creates safe, comfortable, accessible and convenient mobility options for the full range of uses.

## Strategies

- B2.A** Encourage **transit station and bus stop enhancements** to create an integrated system that is accessible, comfortable and visually inviting for residents, workers and visitors. 🌱
- B2.B** Work with Metro to **improve bus stop seating, shading and signage** at each stop, while creating a unique and consistent design theme within Downtown Hawthorne. 🌱
- B2.C** Design and install **attractive, functional and fun bus stops** to encourage riderships and enhance the experience of transit users. 🌱
- B2.D** **Integrate the transit system with alternative modes of transportation**, in particular walking and biking, to create a network of mobility options that work seamlessly together. 🌱
- B2.E** Encourage Metro to **improve light rail system efficiency** and access in order to enhance the overall transit experience and encourage more ridership. 🌱



Enhanced transit and bicycle facilities adjacent to the Hawthorne/Lennox Green Line Station

## b. connected



Medians currently provide needed parking, but can be difficult to access



Concise and highly-visible signage and wayfinding will make parking more efficient



### B3. Parking Solutions

#### Goal

To make parking convenient, easy and accessible to commercial, education and transit destinations.

#### Why It's Important

A well-managed public and private parking supply is critical to Downtown Hawthorne's economic vitality and quality of life. Parking should be considered a utility that is available at varying rates, depending upon time, location and duration of use, with the objective of meeting the City's economic, transportation and sustainability goals. Solutions to parking demand should work to accommodate current and projected needs, while fostering a park-once environment.

#### Strategies

**B3.A** Locate **public parking** that supports destinations and businesses in places that enhance neighborhood character and livability, while adding to the efficiency of the overall parking supply.

**B3.B** Manage on-street and off-street **public parking supplies** to meet Hawthorne's multi-modal transportation goals. 🌱

**B3.C** 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. 🌱

**B3.D** Create a **Parking Management District** along the southern part of Hawthorne Boulevard to make parking more efficient and to promote multi-modal transportation.

**B3.E** Protect and fully **utilize existing parking structures** to the extent possible as part of a Hawthorne Mall redesign.

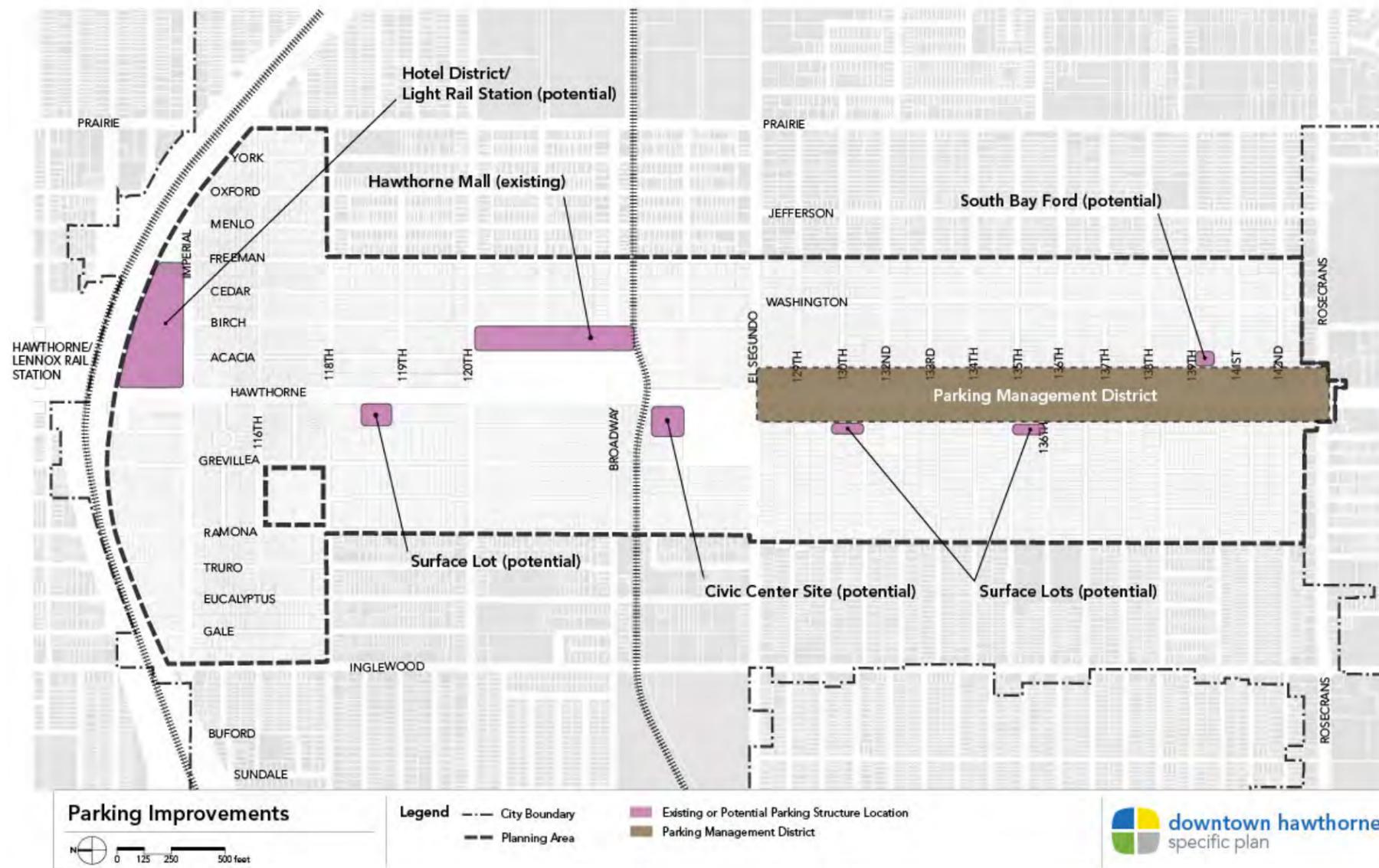
**B3.F** Promote a "**park once**" environment by:

- (a) fostering multiple walking trips after one parks
- (b) placing a premium on on-street parking for "trips to the store" that require a vehicle (<1hr)
- (c) including on/off-street parking that "supports businesses" (1hr-4hr)
- (d) creating "right sized" off-street parking supplies for residents and employees in Downtown

**B3.G** Consider pedestrian, bicycle and transit operations when making choices about **new parking lots/structures**. 🌱

**B3.H** Incorporate attractive facades, innovative design and sustainable features into all new parking structures.

# b. connected



Creative and artistic parking garages can add energy to Downtown, as shown here in Santa Monica



Mixed-use environments help foster walkable communities

## MAJOR THEMES

Conveniently located, available and accessible parking is key to sustaining a viable commercial, entertainment and employment districts. Strategically located **Parking Garages** (see potential options above) are an efficient way to add capacity to new uses, or consolidate capacity from existing uses. A **Parking Management District** can help the southern portion of Hawthorne Boulevard efficiently develop and manage parking.

## b. connected



Whimsical solar panels provide renewable energy and public art



Electric cars and charging stations help reduce greenhouse gas emissions

### B4. Efficient Public Infrastructure

#### Goal

To upgrade and expand existing public infrastructure to make it more efficient and to ensure that it supports long-term economic growth.

#### Why it's Important

Existing and future development in Downtown Hawthorne is supported by an extensive network of wires, pipes and culverts. In many places this infrastructure is either aging or needs to be expanded to support future demand. The provision of efficient and affordable public infrastructure is critical to the fiscal health of the City.

#### Strategies

**B4.A** Update City infrastructure master plans so they adequately address current and projected **water, wastewater and utility deficiencies** in the Downtown area, based on the projected growth envisioned under this Specific Plan as shown in the Infrastructure Diagram (see Chapter 5).

**B4.B** Identify opportunities to **expand and upgrade private and quasi-public utilities** to best serve local businesses and residents, including telecommunications and electric power.

**B4.C** Expand the use of **renewable energy generation** within Downtown Hawthorne by:

- (a) partnering with local energy companies to provide economic or regulatory incentives for businesses that commit to using over 40% renewable energy in their operations
- (b) adding solar panels or smaller scale wind turbines to new public buildings and parking structures 

**B4.D** Expand the use of **broadband and WiFi telecommunications** to increase access to internet services and ensure local businesses have the infrastructure they need to remain competitive.

## c. healthy

Creating and maintaining a healthy community is a central goal for every successful city. The addition of park spaces, maintaining a public realm that is both safe and clean, and integrating social programs to further develop the community will work as catalysts to push Hawthorne towards a bright and healthy future.

Transforming boulevard medians, parking spaces and underutilized lots into a thriving parks equipped with play space, community gardens and places for informal social gathering will encourage Hawthorne residents to engage outdoors. Public programs encouraging youth and community programs and will activate park spaces through events and festivals, forming community and connections throughout the Downtown. New programs devoted to maintaining a safe and clean environment are also key.

A physically and socially healthy and sustainable community will be achieved through the interaction of these strategies.

Through the interaction of these improvements to the social and physical health of Downtown Hawthorne, a healthy and sustainable community and environment will be achieved.

Building upon the patchwork of parks, gardens and plazas, and the need to promote an active, safe and sustainable community, several strategies are required to advance this **healthy** Downtown. These include:

- C1. Gathering Spaces
- C2. Safe and Clean
- C3. Sustainable Community and Environment



C1. Gathering Spaces

C2. Safe and Clean

C3. Sustainable Community  
and Environment

# c. healthy



Parklets provide a quick, fun and cheap way for activating the street



Plazas at different scales provide a range of passive and active environments

## C1. Gathering Spaces

### Goal

To create a range of open spaces at varying scales to provide opportunities for community gathering, activities and economic development

### Why it's Important

Downtown Hawthorne enjoys many assets—public amenities, retail and employment uses all add to the rich fabric of the neighborhood. While Downtown is central to the larger Hawthorne community, there are currently no large spaces for community gathering. The addition of community gathering spaces will help to form a more cohesive neighborhood and fill the void of community needs.

### Strategies

- C1.A** Focus near-term efforts on working with property owners and community leaders to **create functional and iconic plazas** near key retail or cultural facilities, such as a new plaza in front of St. Joseph's Catholic Church (see Chapter 4).
- C1.B** Promote a **range of private plazas** with different sizes, features and functions conducive to social gathering and community events.
- C1.C** Consider **transforming parking islands** along Hawthorne Boulevard between El Segundo and Rosecrans into flex spaces for temporary parks, food truck festivals and farmer's markets.
- C1.D** Create **temporary or permanent parklets** to provide needed gathering spaces while also creating energy for neighboring businesses.
- C1.E** Create a series of smaller-scale, cozy **"pocket parks"** with a focus on social gathering and relaxation.
- C1.F** Develop new parks and plazas adjacent to existing or planned development to increase safety by ensuring **"eyes on the space."**

## c. healthy

### C2. Safe and Clean

#### Goal

To activate Downtown and create a comfortable, well-maintained environment with an improved image

#### Why it's Important

The myriad of uses and users in Downtown Hawthorne requires a variety of amenities and services to allow this eclectic environment to function properly. The perception of safety is a paramount feature for the success of downtown Hawthorne. Providing and maintaining the adequate amenities is essential for the creation of a lively, vibrant public realm where all users feel comfortable and secure. In turn, the neighborhood's active streets and open space allow residents, business and visitor attractions to prosper.

#### Strategies

**C2.A** Create a **Specialized Maintenance Program** that includes tailored City work crews and/or contracted crews to perform a variety of maintenance activities Downtown to supplement Hawthorne's standard services, including:

- (a) trash and debris removal
- (b) sidewalk/street power washing
- (c) systematic graffiti removal
- (d) landscaping and tree maintenance
- (e) lighting and infrastructure maintenance

**C2.B** Develop an **Ambassador Program** where local business owners and residents:

- (a) assist visitors with directions and information
- (b) maintain open communications with police to report on-going issues

(c) help deter aggressive panhandling and other nuisance crimes

(d) add a presence in Downtown to prevent vandalism and other undesirable behavior

(e) conduct routine patrols of public spaces and schools



"Eyes on the streets" provides natural surveillance improving safety in the community.



Creating a Specialized Maintenance Program will help maintain and beautify Hawthorne.

## 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

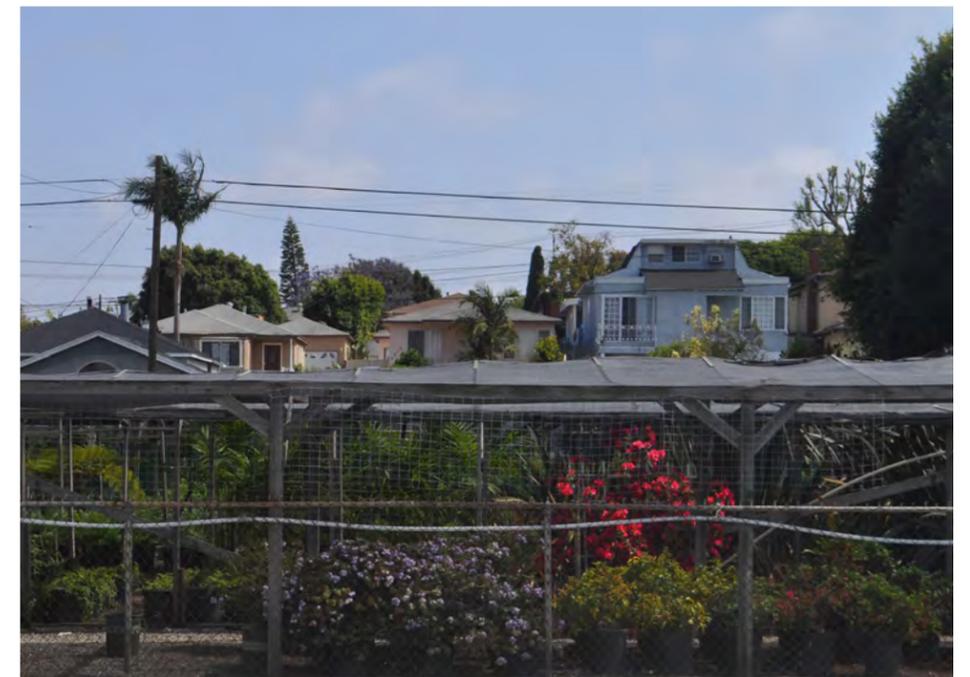
Developing a unique brand for Downtown Hawthorne can enhance, unify and beautify the neighborhood through the thoughtful implementation of signage, public art and wayfinding techniques. Installing street banners and signage along Hawthorne Boulevard will provide residents, workers and visitors a visual 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:
- expand upon the Rocket Park concept to create a network of community "pocket park" gathering spaces with a similar size and aesthetic.
  - 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

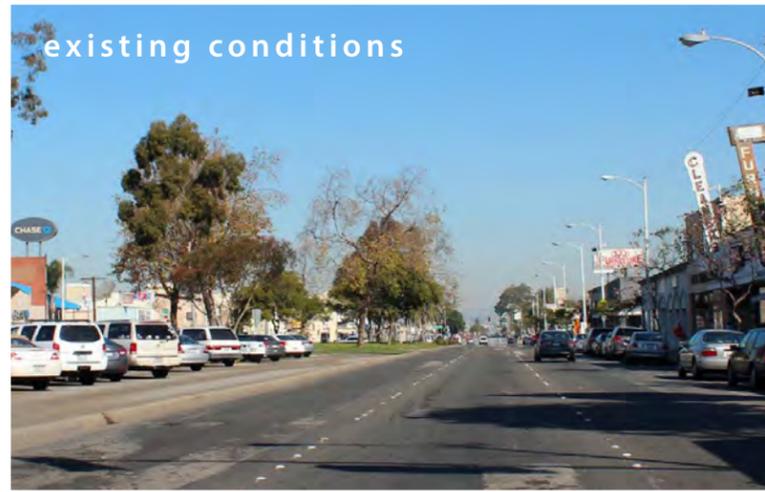
Gateway and major public art features will help to define the Hawthorne character through public art installations. The gateway pieces will be large scale, permanent installations which will provide a bold visual statement for visitors entering the city and also work to define Hawthorne’s creative character.

## 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.

