



Los Angeles County Department of Regional Planning

Florence-Firestone Vision Plan



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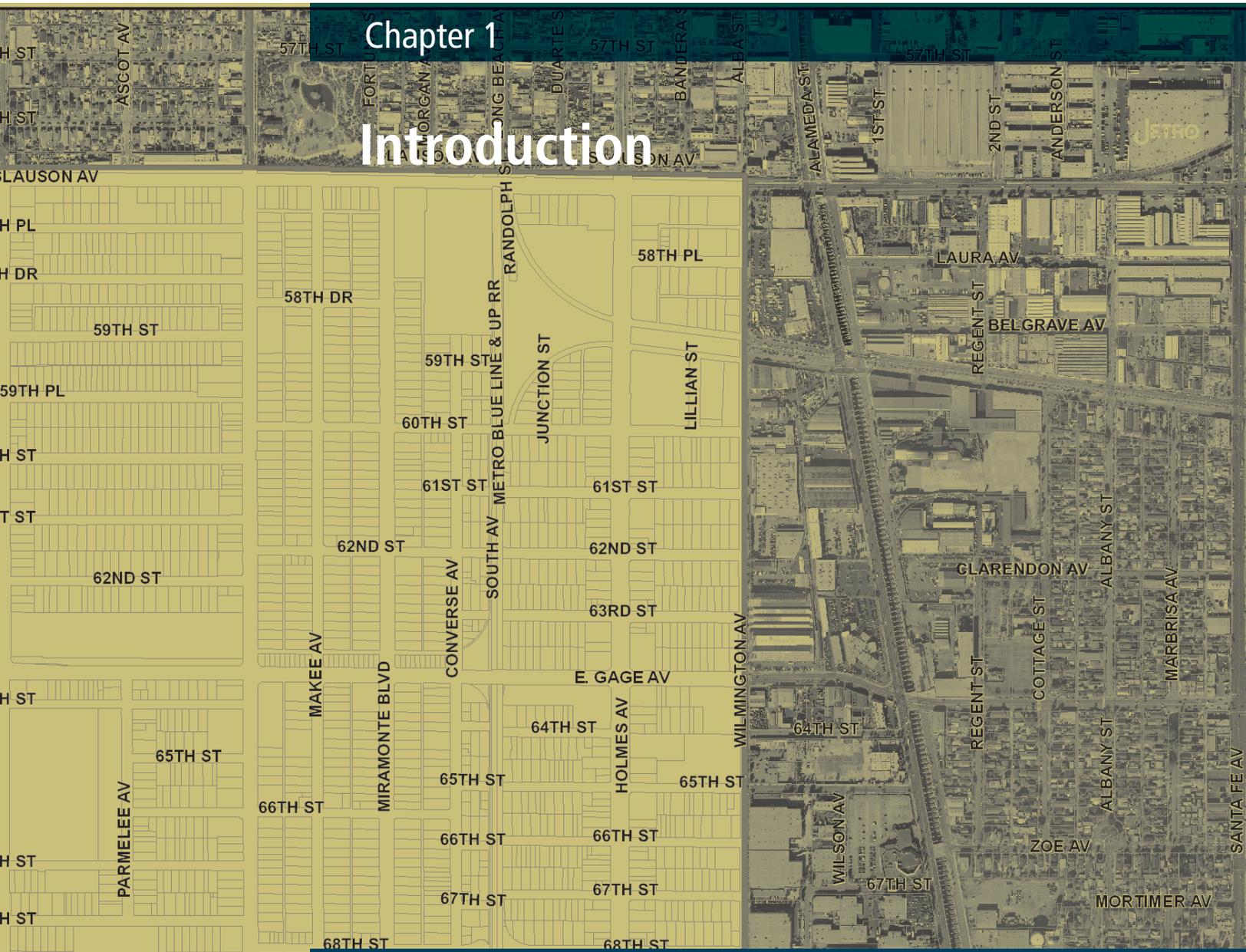
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Chapter 1

Introduction



What is a Vision Plan?

A “vision plan” is a long-term vision for a community. The Florence-Firestone Vision Plan focuses on physical changes to the community as well as programs and actions that can be taken to improve the physical, social and economic character of the area. It is intentionally inclusive and may best be described as a “Dream Book.” While not everything in the plan will be implemented, it does identify an overall direction and community priorities for improvement.

Introduction

Crime, lack of economic opportunity, trash, graffiti, code violations - these are just a few of the issues that need to be addressed in the Florence-Firestone community to ensure that the residents have the basic necessities for a stable and healthy quality of life.

Between November of 2008 and March of 2009, hundreds of residents, businesses, and other stakeholders in Florence-Firestone came together to develop a comprehensive, long-term vision for their community. The vision, as is described in this Vision Plan, acknowledges the major and significant issues confronting the community and develops a comprehensive path toward positive change. It includes broad visions for different areas of the community and also a large number of short and long term actions that can be taken to improve the quality of life in Florence-Firestone. While much work remains to be done, this Vision Plan presents the overall direction and some key first steps to positive change.

The Florence-Firestone Vision Plan was developed through a large, collaborative effort by many agencies, County departments, local organizations, businesses and individuals. The project was led by the Los Angeles County Department of Regional Planning with a generous grant from the Southern California Association of Governments. The Department of Regional Planning hired Raimi + Associates, a Berkeley, California based urban planning firm, to lead a consultant team for the project. Raimi + Associates was assisted by Ryan Snyder Associates and Economic and Planning Systems. The Department of Regional Planning and the consultant team were supported by many other County agencies including the Sheriff's department, Public Works and Parks and Recreation. Others significantly involved in the effort were the County Chief Executive Office (CEO), the Board of Supervisors 1st and 2nd District offices, the Los Angeles County Community Development Commission (CDC) and the Florence-Firestone Chamber of Commerce.

The results of this collaborative effort are presented in this document. This report summarizes the results of the visioning effort and provides a series of actions that can be implemented by the County government, residents, businesses and non-profit organizations. It begins with a discussion of the process of creating the plan, including the community workshops, stakeholder interviews and collaboration with County departments. Next is a broad overview of the Florence-Firestone community, including its location, size and population characteristics and a discussion of the issues facing the community and the opportunities for positive change. This is followed by a summary of the overall vision for the community and the primary strategies that will help achieve this vision. Following the vision, are the major components of the plan, organized by geographic area and topic. For each component there is a summary of the existing conditions, a brief vision statement and a list of actions that can be undertaken to achieve the vision in the plan. At the end of the report is a section on plan implementation that includes the high-priority implementation actions from each of the geographic and topic areas.

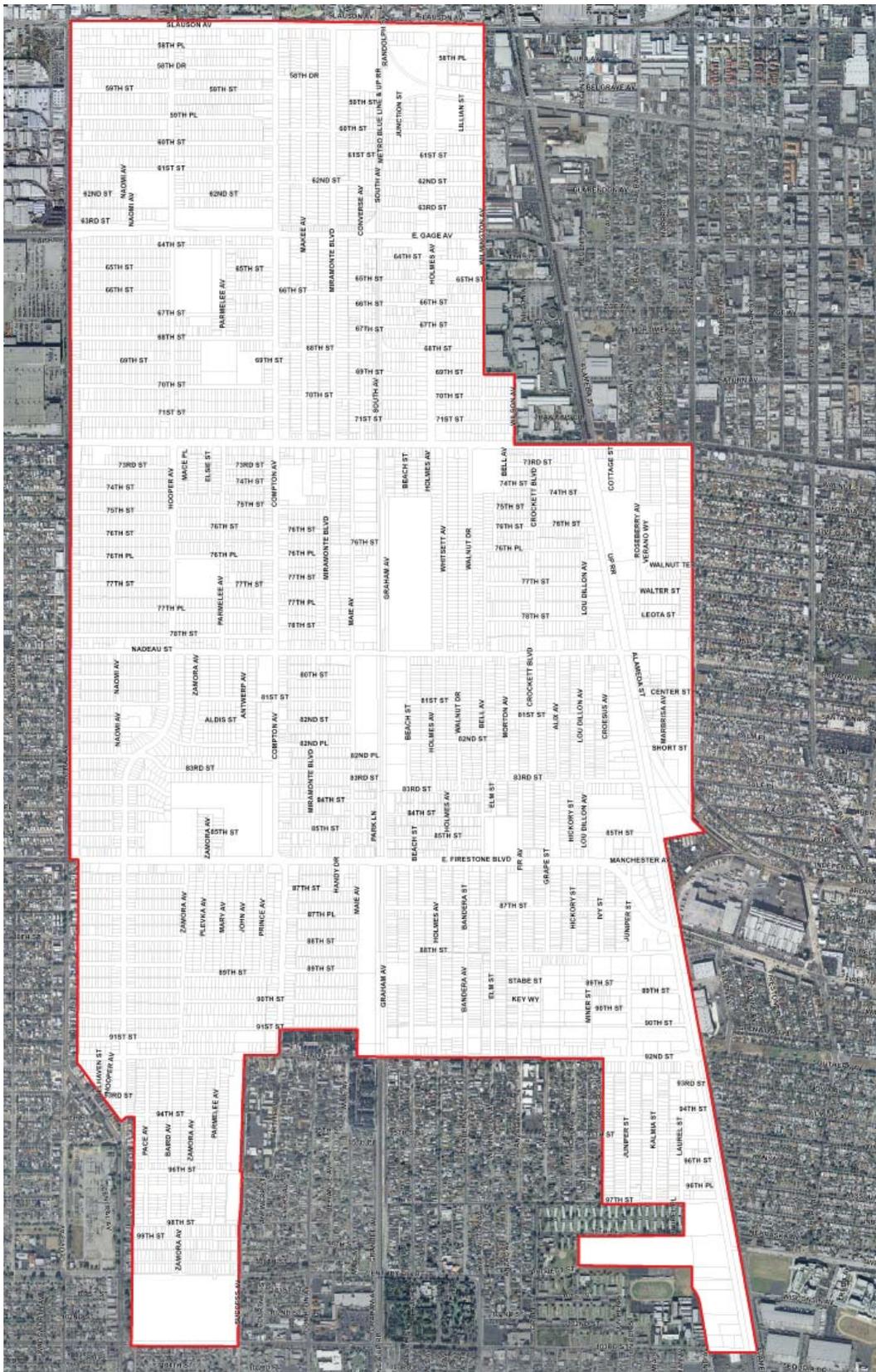
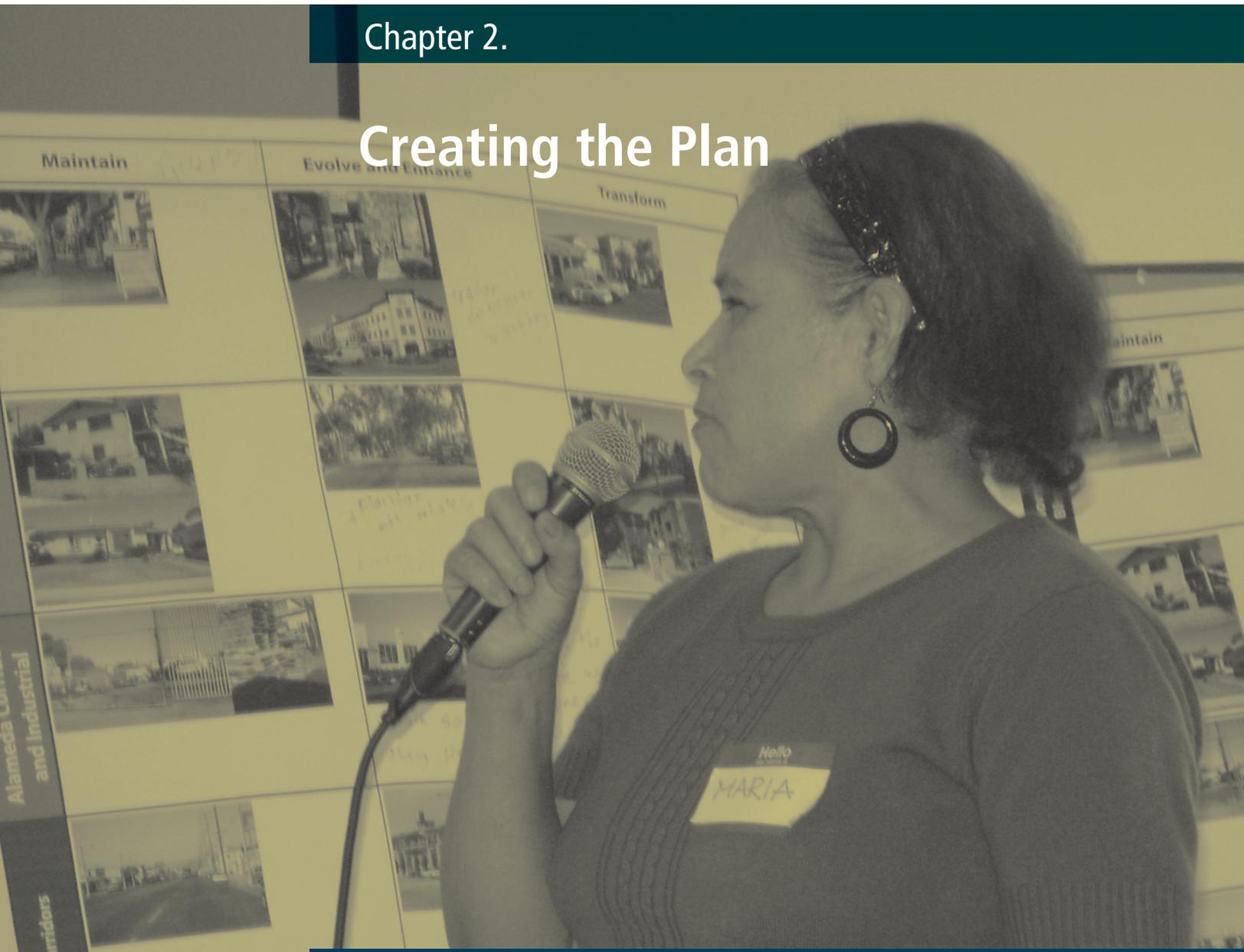


Figure 1: Study Area Map

2 Florence Firestone Vision Plan

Chapter 2.

Creating the Plan



Creating the Plan

The Florence-Firestone Vision Plan was developed between November 2008 and April of 2009 through a process of stakeholder interviews, public workshops, collaboration with County staff and an analysis of the community's existing conditions.

A. Stakeholder Interviews

The first step in the process of creating the Florence-Firestone Vision Plan was a series of stakeholder interviews. In November and December of 2008 and January of 2009, the Raimi + Associates consultant team met with approximately 20 different stakeholders to discuss the Florence-Firestone community. The stakeholders interviewed included members of the public, the Chamber of Commerce, the Florence Mile Business Improvement District, the Florence-Firestone Community Leaders, and many County agencies. The stakeholders were asked about the key issues facing the community, the strengths and opportunities in the community and their vision for the future. The information from the stakeholder interviews contributed to the issues and opportunities analysis, the vision and the detailed actions for the Vision Plan.

B. Existing Conditions Analysis

Concurrent with the stakeholder interviews, the Raimi + Associates team prepared an issues and opportunities analysis. Using the information from the Stakeholder Interviews as well as existing documents and reports about the Florence-Firestone community, data analysis using Geographic Information Systems (GIS) software and field surveys, the Consultant Team prepared a summary of the current conditions in the community and developed a list of key issues facing the community and opportunities for positive change. This information was presented at the first public workshop and is included in this report.

C. Public Workshops

The heart of the development of the Florence-Firestone Vision Plan was a series of three (3) public workshops. The workshops were used to develop and refine the Vision for each area of the community, to develop a list of potential land use and transportation changes and to develop and prioritize actions that could improve the overall quality of life in the community. All workshops were designed to allow the public to interact with each other and to influence the direction of the plan, and all workshops and workshop materials were presented simultaneously in both Spanish and English.

Workshop #1

The first workshop occurred on January 10, 2009 at Miramonte Elementary School. Approximately 30 members of the community were in attendance. At the workshop, the public reviewed and provided comments on the issues and challenges facing the community and the opportunities for change. The participants then broke into small groups to discuss and vote on approximately 35 goals that were developed by the consultant team based on the stakeholder interviews. The results of the workshop are presented in Appendix A.



High Priority Goals from Public Workshop #1

- **Improve public safety**
- **Enhance services for youth, seniors and disabled**
- **Improve alleys**
- **Attract more supermarkets and restaurants**
- **Preserve existing and attract new jobs**
- **Enhance job training**
- **Address code violations**
- **Create an identifiable image for the community**
- **Enhance Florence Mile**
- **Enhance neighborhoods**

High Priority Actions from Public Workshop #2

- **Neighborhood watch groups**
- **Improve street lighting**
- **Increase code enforcement**
- **Privatize alleys**
- **Create a Redevelopment Area in Florence-Firestone**
- **Neighborhood cleanup events**
- **“Welcome” signs on major roadways**
- **Improve traffic safety for pedestrians**
- **Community gardens on vacant lots**
- **Police station in Florence-Firestone**
- **Community—wide streetscape improvement program**



Workshop #2

At the second public workshop, which occurred on February 21, 2009 at the Roosevelt Park Senior Center, participants provided direction on land use and urban design concepts for various parts of the community and provided input on potential actions that could be implemented to improve quality of life. The second workshop had the highest attendance, with over 80 people in attendance. The geographic areas of Florence-Firestone where the public provided land use direction were: Florence Mile and Blue Line Station; Alameda Corridor and Industrial Areas; Firestone Blue Line Station; Slauson Station Neighborhoods; and Corridors. Additionally, the public voted on the most important actions that could result in positive change to the community. The consultant team developed a preliminary list of actions that were divided into five categories: Community Safety; Alleys; Community Beautification; Administrative Activities; and Open Space. Within each category, the actions were divided into three levels of difficulty: least difficult; medium difficulty; and most difficult. The results of this workshop can be found in Appendix B.

Following the second public workshop, the consultant team conducted an extensive series of meetings with County departments to synthesize the results of the workshop and to develop a proposed vision and structure for the Florence-Firestone Vision Plan. These meetings occurred over a three-day period between March, 16 and 18, 2009. Over a half dozen County departments and agencies participated in these meetings.



Workshop #3

The third and final public workshop was held on March 28, 2009 at Washington Park. Over 50 residents attended this meeting to review the draft vision plan concepts developed by the consultant team. The workshop also included a County Resource Fair where County Departments and Agencies provided information on their services. At the workshop, residents reviewed the vision of each geographic area of the community developed by the public at the second workshop. Participants then voted on the most important actions for each geographic area (e.g., Florence Mile) or topic area (e.g., economic development). Overall, the community members agreed with the vision proposed for each area of the community and identified a series of community priorities that should be pursued in the near future. A summary of the results of the workshop are presented in Appendix C.

Following the third public workshop, Raimi + Associates drafted the Vision Plan with assistance from the consultants on the team and County staff.

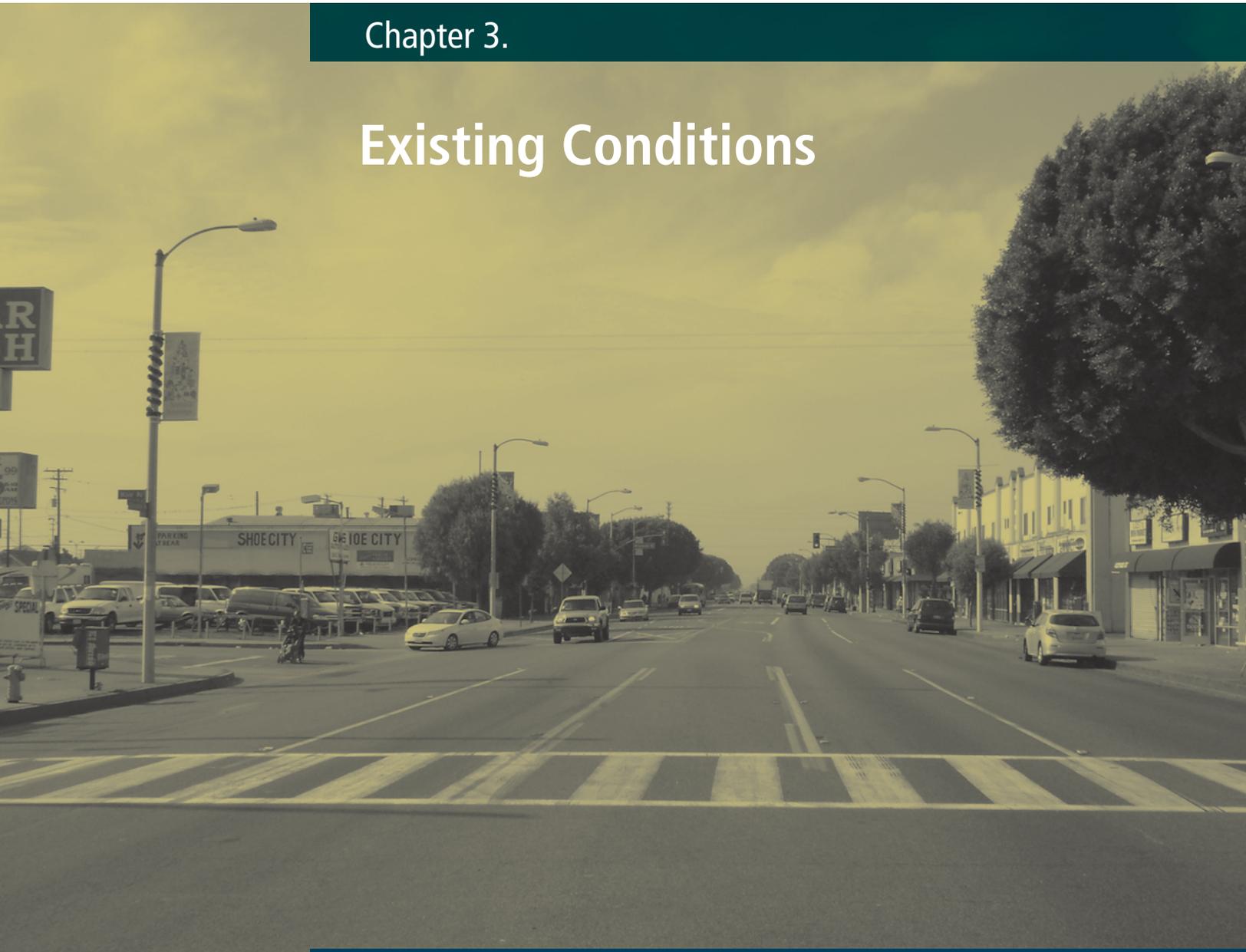


High Priority Goals from Public Workshop #3

- **Improve bus stops**
- **Improve visual appearance of buildings along rail line**
- **Create job training and vocational education programs**
- **Create neighborhood watch groups**
- **Expand homeownership programs**
- **Conduct regular street and sidewalk cleaning**
- **Improve the pedestrian bridge over the Blue Line**
- **Increase public safety in parks**

Chapter 3.

Existing Conditions



Existing Conditions

This section presents a summary of the existing physical, social, economic and transportation conditions in Florence-Firestone. The information was derived from a report prepared by Los Angeles County in 2004 during the creation of Florence-Firestone Community Standards District. The information was updated using data obtained from Claritas in 2008 as well as GIS data provided by the County, stakeholder interviews and additional field research by the consultant team.

A. Location

As is shown in Figure 1, Florence-Firestone is a 3.6 square mile unincorporated community located approximately 6 miles south of Downtown Los Angeles. The community is situated between the City of Los Angeles on the north, south, and west, and the cities of Huntington Park, South Gate and Lynwood on the east.

Florence-Firestone is accessible by the 110 Harbor Freeway on the west, the 105 Glenn M. Anderson Freeway on the south and the 10 Santa Monica Freeway on the north. Street accessibility is facilitated by eight major arterials: Slauson Avenue, Florence Avenue, and Firestone Avenue running east-west; and Central Avenue, Compton Avenue, Alameda Street, Santa Fe Avenue, and Long Beach Boulevard/Pacific Boulevard running north-south.

The community is divided between Los Angeles County's First and Second Supervisorial Districts. The boundary generally runs north-south along Compton and Graham Avenues.

B. Demographics

The information in this section is primarily based on four data sources: Census data from the 2000 Census, U.S. Census estimates for 2007, a U.S. Census American Community survey for the Florence-Graham CDP for 2007, and a Demographic Report from Claritas for 2008, a private data and research company that tracks economic and demographic information for businesses and governments.

Population

According to the 2000 estimate from the Census, the total population of Florence-Firestone was 60,197 people. In 2008, Claritas estimated an increase of 10,185 people, bringing the total population to 70,382 people in the community. Claritas projects that by 2013, the area will have grown to a population of 76,725, an increase of 6,343 over the 2008 population.

A driving force in population growth can be attributed to a major influx of people of Hispanic origin between 1970 and 2000. According to the 1970 Census the Hispanic population in Florence-Firestone was 30% of the total. In 1980, that figure rose to 61%, and in 1990 it was 77%. By 2000, the Census estimated that 86% of the population identified as Hispanic or Latino. Claritas estimates a Hispanic population of almost 90% in the Florence-Firestone community as of 2008. The US Census reports that the Hispanic population made up 47.3 % of the total population of Los Angeles County in 2007.

Housing

According to the 2000 Census, the number of housing units in Florence-Firestone was 14,191. Of these, 13,354 (94.1%) were occupied and 837 (5.9%) were vacant. A majority of the units, 8,324 (62.3%) were renter-occupied, whereas 5,030 (37.7%) were owner occupied.

According to Claritas estimates for the 2008 population for the Florence-Firestone community, the number of housing units in the area increased to 15,453, an addition of 1,262 units in 8 years. The ratio of occupied and vacant units remained virtually the same as in 2000. According to this report, 49% of all housing units in the community were built before 1960 and an additional 28% were built before 1990.

Dwelling units are predominantly single family and the character of the community is generally low-density interspersed with medium density apartment buildings. The current zoning would allow for a much higher density, particularly in the residential areas north of E. Firestone Boulevard and west of Maie Avenue. Although the potential for higher density exists and there is a need and demand for it, current services, utilities and resources may not be able to sustain future growth without large-scale reinvestment in the community.

C. Income

The average household income in Florence-Firestone is modest. Median household income in Florence-Firestone was \$32,599 in 2007 compared a median household income of \$53,494 Countywide.¹ Thus, the Countywide median household income was \$20,895 more in the County overall than in Florence-Firestone. There is an overrepresentation of low-skilled and low-paid workforce in Florence-Firestone as compared to the County. Claritas estimates the 4,587 households (34%) have income below the poverty line. Of these, 4,140 households (31%) include children.

¹Source: Florence Firestone – Claritas, Countywide – U.S. Census 2007 estimates.

Single family home



Apartment



D. Employment

This section contains information about jobs and resident employment in Florence-Firestone.

Jobs in Florence-Firestone

Claritas estimates that there are a total of 8,034 people employed within the Florence-Firestone community as of 2008. The working age population (people 16 and over) residing in the community however, is 47,208. Thus, it is evident that most of the workforce currently must travel outside the community to find employment.

Jobs in Florence-Firestone by Sector

Industries	Total Establishments	Total Employees	Average Employees per Establishment
Industries (ALL)	1,157	8,034	7
Agriculture	6	15	3
Mining	0	0	0
Construction	45	276	6
Manufacturing	76	780	10
Transportation, Communications/Public Utilities	43	301	7
Wholesale Trade	99	462	5
Retail (ALL)	407	1,974	5
Finance (ALL)	37	169	5
Service (ALL)	435	3,601	8
Public Administration	9	456	51

Source: Claritas 2008 Demographic Report

Industrial use



Retail use



Employment of Florence-Firestone Residents

According to Claritas, 42% (19,715 people) of the working age population in Florence-Firestone were employed, 8% (3,790 people) were unemployed but seeking work, and 50% (23,703 people) were not in the labor force but of an age to work. The majority of people (81%) worked in private for profit businesses. Workers from Florence-Firestone were employed in a variety of sectors (as shown in the table below). The largest percentage (40.3%) work in the production, transportation and material moving sector and an additional 23.2% work in the service sector.

Employed Persons by Sector

Sectors	Total Employees	Percent Total
Sectors (ALL)	19,708	100%
Management, Business, and Financial Operations	663	3.4%
Professional and Related Occupations	1,186	6.0%
Service	3,143	16%
Sales and Office	4,571	23.2%
Farming, Fishing and Forestry	84	0.4%
Construction, Extraction and Maintenance	2,113	10.7%
Production, Transportation and Material Moving	7,948	40.3%

Source: Claritas 2008 Demographic Report

E. Existing Land Use

Maps of the existing land use in Florence-Firestone were created from 2008 data provided by the Los Angeles County Assessor. As is shown in the table below and in Figure 2, the majority of existing land uses are residential, followed by miscellaneous land uses. Industrial uses are the fourth largest, category followed by Commercial uses.

Distribution of Major Land Uses

	Acres	Percentage
Residential	1,116	61.9%
Commercial	166	9.2%
Industrial	218	12.1%
Institutional, including Recreational	20	1.1%
Miscellaneous	255	14.2%
No Data	27	1.5%

Source: 2008 County Assessor Data, Raimi + Associates

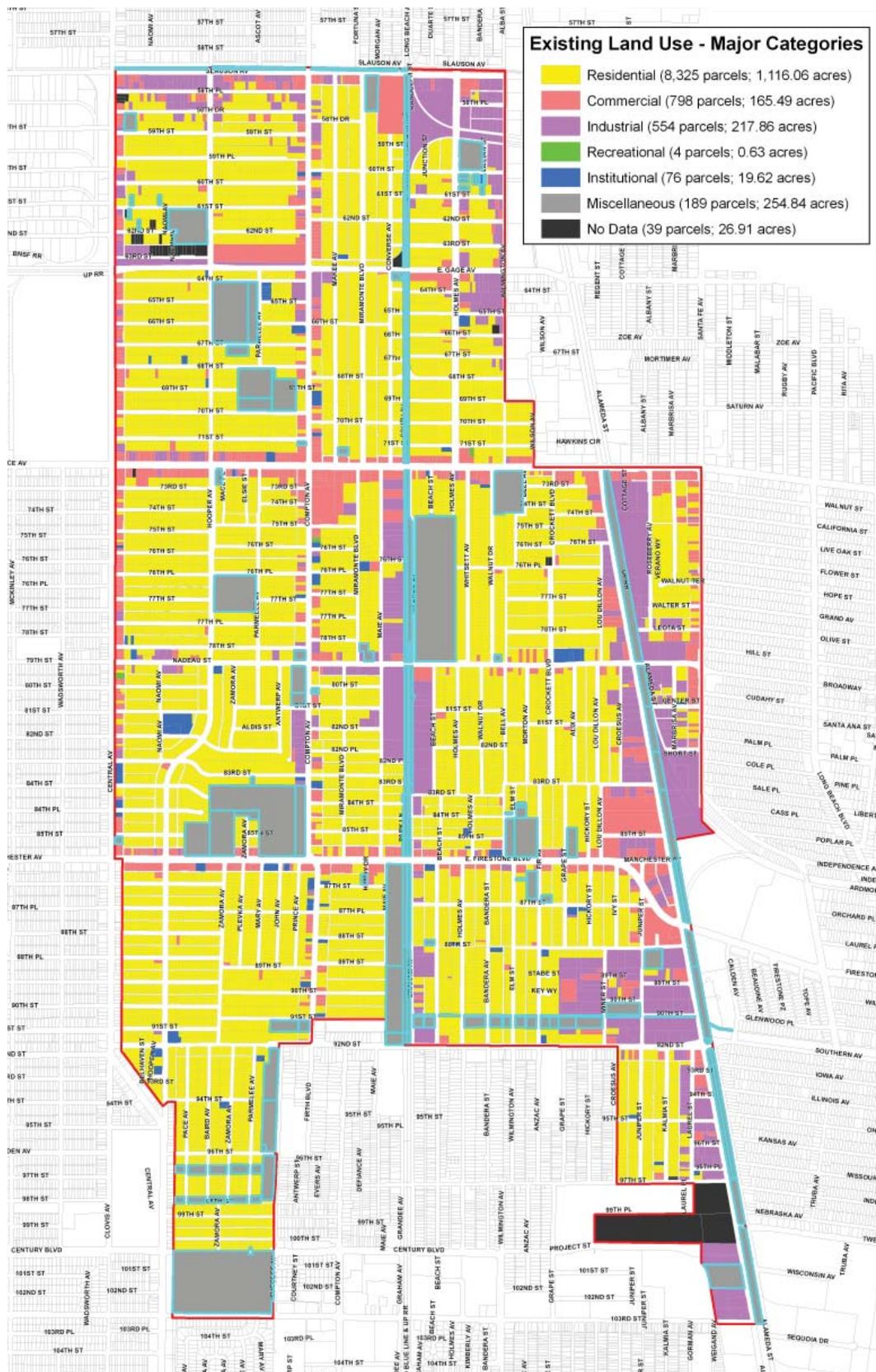


Figure 2: Existing Land Use

Residential

The majority of residential units are single family homes. However, the character of the area is reflective of a mix of residential densities. Higher density buildings are most often located at or close to street intersections. Many of the higher-density units are aged and in need of repair or rehabilitation. Residential properties are small and there is evidence of overcrowding, due in part to conversion of garages into living quarters, other makeshift housing and the high number of persons per household (4.55 in Florence-Firestone², compared to 2.56 countywide³). Generally, the higher density properties lack landscaping and are in greater need of aesthetic maintenance and structural repair.

Commercial

The commercial areas are a mix of restaurants, automobile-oriented shops and other retail and office uses. The commercial areas are economically viable, but the physical condition and appearance reflects the need for repair and reinvestment. Commercial businesses are located along major streets and are well patronized. There are some vacant buildings and sites that offer potential for further commercial growth and development.

Industrial

The industrial areas are primarily clustered along the boundaries of the community on the major thoroughfares of Slauson Avenue, Central Avenue, Wilmington Avenue and the Alameda Street. Uses range from outside storage to manufacturing and warehouses to auto-related uses with structures and sites being in generally fair condition. The industrial areas are not maintained and do not comply with current development standards. They are in need of reinvestment and there are many vacant lots and structures that would allow for new investments and developments.

Schools and Community Facilities

This section describes the schools, libraries and other community facilities (excluding parks) located in Florence-Firestone.

Schools

School-aged children in the Florence-Firestone community may attend schools in either Los Angeles Unified School District 6 or District 7. The following public schools are located in the Florence-Firestone community.

- Graham Elementary School
- McKinley Elementary School
- Miramonte Elementary School
- Parmelee Elementary School

² Claritas 2008 Demographic Report

³ U.S. Census Bureau, Current Population Survey, 2008 Annual Social and Economic Supplement

Residential street



Commercial street



Industrial area



Miramonte School



Florence Library



Roosevelt Park



- Russell Elementary School
- Drew Middle School
- Edison Middle School
- Florence Avenue Elementary School
- Lillian Elementary School

In addition, several new LAUSD schools are currently planned in the Florence-Firestone community.

Libraries

Florence-Firestone currently has two libraries: Florence Library – located at 1610 E. Florence Avenue – and Graham Library – located at 1900 E. Firestone Boulevard. All library card holders have access to free wireless internet access in the libraries and can access the County’s 84 library collections from home computers. Live homework help is also available online to 4-12 graders in both English and Spanish. Both libraries have a homework center, pre-school and family story times, and summer reading programs.

Other Community Facilities

The Firestone Activity Center, located at 7901 Compton Avenue – offers programs sponsored by the Sheriff’s department for the Florence-Firestone community. Programs include Sheriff’s Explorers for youth between 14 and 21 and the Sheriff’s Leadership Academy for junior high and high school youth.

Parks

There are four parks in the Florence-Firestone area, for a total of 70.1 acres of park space in the community. This is approximately 1 acre per 1,000 residents and is far below the commonly accepted standard of 3 acres of parks per 1,000 residents as per the State’s Quimby Act. The parks are described in this section.

Ted Watkins Memorial Park

The largest park in Florence-Firestone is Ted Watkins Memorial Park, located at the southern edge of the community at 1335 E. 103rd Street just east of Central Avenue. Watkins Park is 27 acres and is home to the Burke’s Club, which provides afterschool recreational activities for youth. Ted Watkins Park also has the Promenade of Prominence Walk of Fame celebrating the accomplishments of community leaders and has baseball, flag football, basketball and soccer facilities and a swimming pool.

Franklin D. Roosevelt

Franklin D. Roosevelt Park is located at 7600 Graham Avenue, north of Nadeau Street. It is 24.6 acres in size and is comprised of one lighted baseball diamond, a multi-purpose field and two lighted tennis courts. It also has a gymnasium, a pool and a multi-purpose Community Senior Center with a field office for the First District.

Bethune Park

Bethune Park is located at 1244 East 61st Street and is only 5.3 acres in size. The park features a gymnasium, large community room, computer lab, baseball diamond, swimming pool, and a skate park.

Col. Leon H. Washington Park

Col. Leon H. Washington Park is a 13.2-acre facility built on land that formerly housed a large lumber yard. The park has basketball courts, a children's play area, a community recreation center, and a swimming pool.

F. Land Use Policy Documents

As with all County areas, land use in Florence-Firestone is regulated by the General Plan and zoning ordinance. Within the zoning ordinance, there are three aspects that regulate the urban form and character of the community – the zoning districts, the Community Standards Districts, and the Transit Oriented Districts.

General Plan

A Countywide General Plan for Los Angeles County's unincorporated areas was adopted in 1980 and last updated in 1993. The General Plan Policy Map, which was last updated in December 2007, sets specific land use designations for various parts of the county. The General Plan was being comprehensively updated during the creation of the Florence-Firestone Vision Plan.

As is shown in the Land Use Policy Map, a majority of the Florence-Firestone community is designated for residential uses. All interior streets are designated for either low or medium density residential purposes. Neighborhood Commercial areas are concentrated around the major intersections and strips along Florence Avenue, Compton Avenue, Firestone Boulevard, Nadeau Street, Holmes Avenue, and S. Santa Fe Avenue. There is also a Major Commercial area on the Alameda Corridor just south of Florence Avenue. Industrially designated areas are located along Slauson Avenue and immediately south of it on Clovis Avenue, Compton Avenue, and Wilmington Avenue. Industrial uses are also found on Graham Avenue, which runs adjacent to the Blue Line, and a strip along and surrounding the Alameda Corridor.

Zoning Ordinance

The County's zoning ordinance implements the policies and guidelines of the General Plan and establishes development regulations. The zoning map is shown in Figure 3 and designates a specific zone for each parcel of land in the unincorporated County. The zoning designations and corresponding acreages for Florence-Firestone are as follows:

Washington Park



Zoning

Designation	Acreage	% Total
R-1 Single Family Residential	15.1	0.9%
R-2 Two Family Residential	415.9	24.2%
R-3 Limited Multiple Residence (all sub-categories)	606.8	35.4%
R-4 Unlimited Residence	64.1	3.7%
RPD-1-9.2U Residential Planned Development	5.5	0.3%
C-2 Neighborhood Commercial (all sub-categories)	34.5	2.0%
C-3 Unlimited Commercial (all sub-categories)	150.7	8.8%
C-M Commercial Manufacturing	34.4	2.0%
CPD Commercial Planned Development	.9	>0.1%
M-1 Light Manufacturing (all sub-categories)	151.3	8.8%
M-2 Heavy Manufacturing (all sub-categories)	151.2	8.8%
M-3 Unclassified	8.6	0.5%
A-1 Light Agriculture	8.2	0.5%
O-S Open Space	68.2	4.0%
	Total	1,715.4

Source: County of Los Angeles, Raimi + Associates

Residential districts are the dominant zoning districts in Florence-Firestone making up 64.2% of the total land area. Approximately 18% of the total area is zoned for Industrial use and 12.8% is zoned for Commercial use. Residential zones are surrounded by strips of commercial and industrial zones along prominent thoroughfares and along the Alameda Corridor. Residential zoning allows a much higher density than currently exists. An increase in density would require a major reinvestment in the area and would dramatically change the low-density character of Florence-Firestone.

In addition to countywide zoning designations, the subject area has two special zone designations: Transit Oriented Districts and a Community Standards District. The Transit Oriented Districts (Part 8, Section 22.44.400) were established as supplemental districts in order to promote transit-oriented and pedestrian-oriented development, to increase transit use, to manage congestion and to improve air quality. There are three Transit Oriented Districts in Florence-Firestone. These are located around the Blue Line stations – Slauson Station, Florence Station and Firestone Station – and include the areas within approximately one-quarter to one-half mile around the station. Parcels in the Transit Oriented Districts are allowed to develop at higher densities and with reduced parking requirements.

The entirety of Florence-Firestone is also subject to a Community Standards District (Part 2 of the Zoning Ordinance). In general, the purpose of the Community Standards District is to allow special development standards to address problems unique to a specific geographic area. In the mid-2000's a Community Standards District

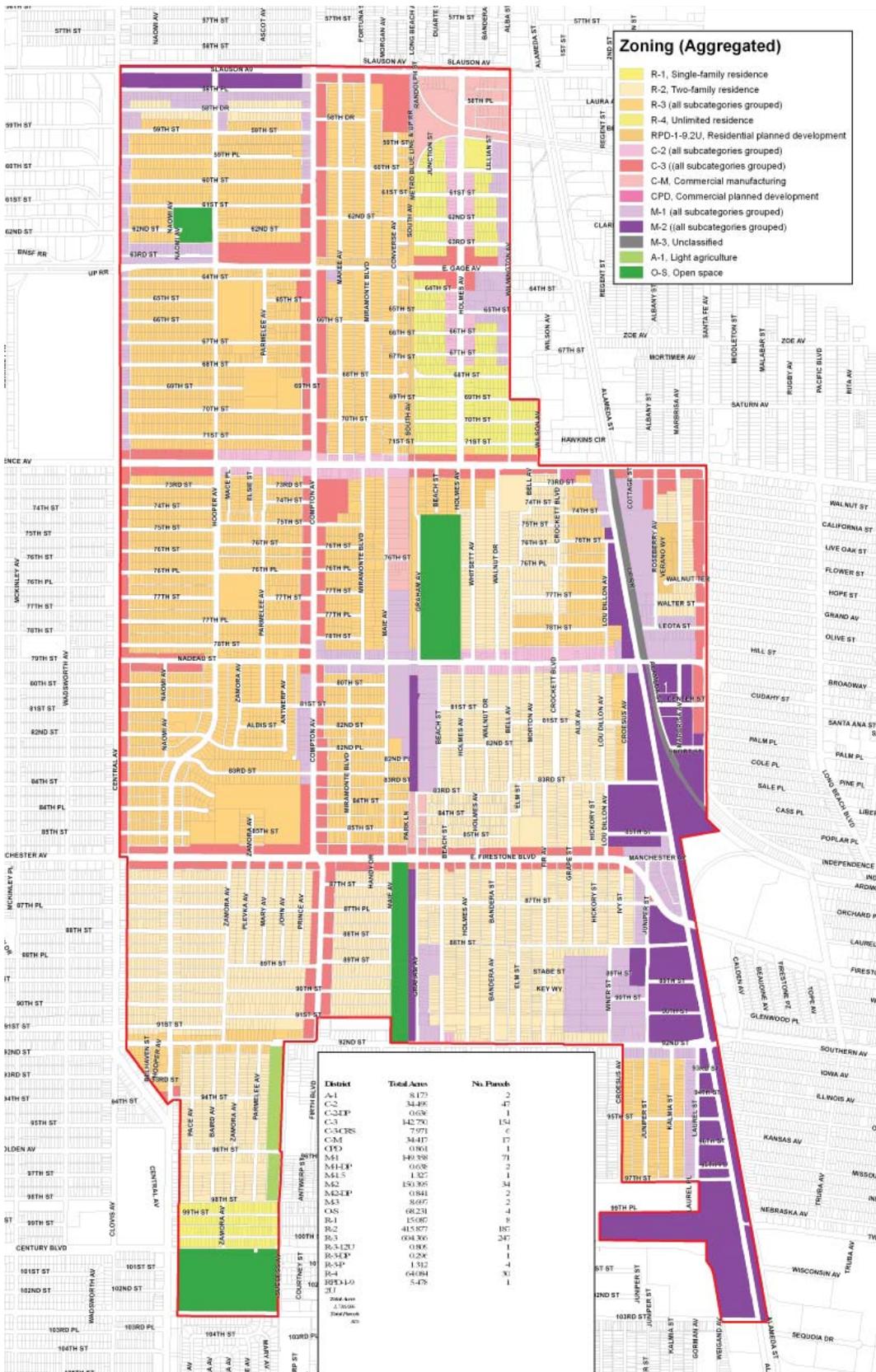


Figure 3: Zoning Districts

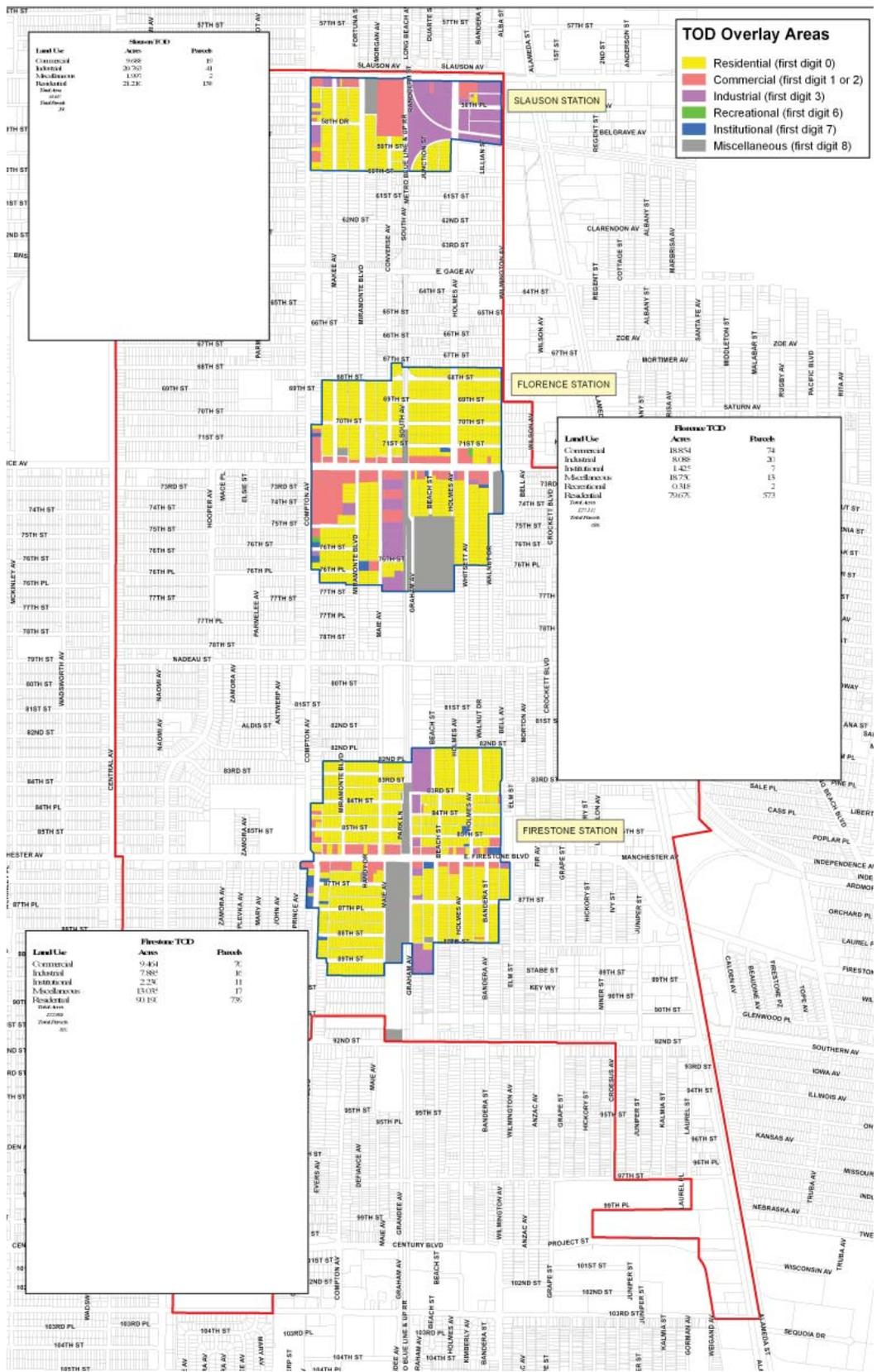


Figure 4: Transit Oriented Districts

was created for Florence-Firestone (Section 22.44.138). The purpose of the District is to improve the appearance of the community and to promote the maintenance of structures and surrounding properties, with an emphasis on addressing incompatible land use (residential uses with neighboring industrial areas).

G. Transportation

This section describes the existing conditions of the transportation system in Florence-Firestone, including the roadway system, public transit, bicycle and pedestrian facilities and transportation-behavior.

Roadway System

The 2008 County Draft General Plan identifies the existing and proposed street network. It shows Slauson Avenue, Florence Avenue, Firestone Avenue, Central Avenue, Wilmington Avenue north of Florence Avenue, Elm Street/Wilmington Avenue south of Firestone Boulevard as existing major highways having 100 foot of right-of-way. The Draft Plan also shows that existing secondary highways include Gage Avenue, Nadeau Street, Hooper Avenue, Compton Avenue and Alameda Street. The only change proposed in the draft General Plan is to connect the two segments of Wilmington Avenue by designating Bell Avenue as a major highway.

Public Transit

Public transportation service in the Florence-Firestone community ranks among the best in Los Angeles County. The Blue Line light rail provides good access to downtown Los Angeles and downtown Long Beach with frequent, dependable service. Three Metro Rapid Bus lines (711, 715 and 753) serve the neighborhood. Metro Rapid line 760 also runs near to the Florence-Firestone community. Local residents can easily access the Harbor Freeway bus lane and the Green Line light rail as well. Metro Local and Limited Stop lines 53, 55, 102, 110, 111, 115, 254 and 355 provide a finer grain of service. Metro Shuttle lines 611 and 612 circulate through Florence-Firestone neighborhoods. Finally, three Metro Local lines (53, 111 and 115), all three Metro Rapid lines (711, 715 and 753), as well as the Blue Line all show up on Metro's "12-minute map," meaning they provide service at least every 12 minutes so that passengers do not have to use schedules.

Pedestrian Facilities

Most streets in the Florence-Firestone community have at least basic sidewalks on both sides of the street. Some sidewalks are wide and have nice parkways or furniture zones that provide an attractive buffer between pedestrians and the streets. Some of the sidewalks, especially in residential neighborhoods, have narrow sidewalks with narrow or non-existent parkways. In commercial areas, such as along Florence Avenue, driveway slopes interrupt the sidewalks thus making it more dangerous for pedestrian and more difficult for people with wheelchairs and baby strollers.

Blue Line train



Sidewalk



Crosswalk



Most of the street crossings in the area have basic accommodations. Most, but not all, have single diagonal curb ramps. Most intersections of commercial streets have basic lateral crosswalks. Some of these also have countdown signals. The streets crossings are basic and could be made much safer and attractive with more adequate crossing treatments.

The Florence Mile offers the most interesting walking experience in Florence-Firestone. The stores with zero-lot-line zoning (buildings abutting one another) create a compact form conducive to walking. Other streets, like Compton Avenue and Central Avenue also have some of this type of retail compactness. Further, streets in the area form a nice grid with reasonable block size for pedestrians. However, many stretches of the commercial streets break up the pedestrian orientation with industrial uses, driveways, parking lots and stores set back from the sidewalks with parking in front.

Bicycle Facilities

Bicycle facilities in Florence-Firestone are very minimal. Only one bikeway exists in Florence-Firestone - the bike lanes on Holmes Avenue from Florence Avenue to Gage Avenue. Only one more bikeway is presently planned - bike lanes on Century Boulevard from the western community boundary near Central Avenue to the eastern community boundary at Success Avenue.

Car Ownership

According to Claritas, almost 24% of Florence-Firestone households own no vehicle and 38.30% have just one vehicle. This is much higher than the Los Angeles County where 4.74% of households have no vehicle, and 23.39% have only one vehicle (according to the US Census 2007 American Community Survey).

Travel Time to Work

According to Claritas, the average travel time to work for Florence-Firestone residents was estimated at 36 minutes. The majority of Florence-Firestone of the total work force, (55.24%) spent more than 30 minutes traveling to work. Of these, 13.5 % commute more than an hour to work. The following table describes in detail the number of people and how much time they spend traveling to work.

2008 Estimated Travel Time to Work (Workers age 16+)

	Total Workers	Percent Total
Total workers	18,712	100%
Less than 15 minutes	2,228	11.91%
15 – 29 minutes	6,159	32.87%
30 – 44 minutes	5,886	31.46%
45 – 59 minutes	1,919	10.26%
60 or more minutes	2,529	13.52%

Source: Claritas 2008 Demographic Report

Commute Mode Share

People used a variety of means of transportation to get to work. Over 50% drove to work alone and almost a quarter carpooled and an additional 16% took public transportation. This compares with 7.21% of Los Angeles County residents. So the number of people using transit in Florence-Firestone is relatively high. The following table shows the complete breakdown of transportation by mode for commuters.

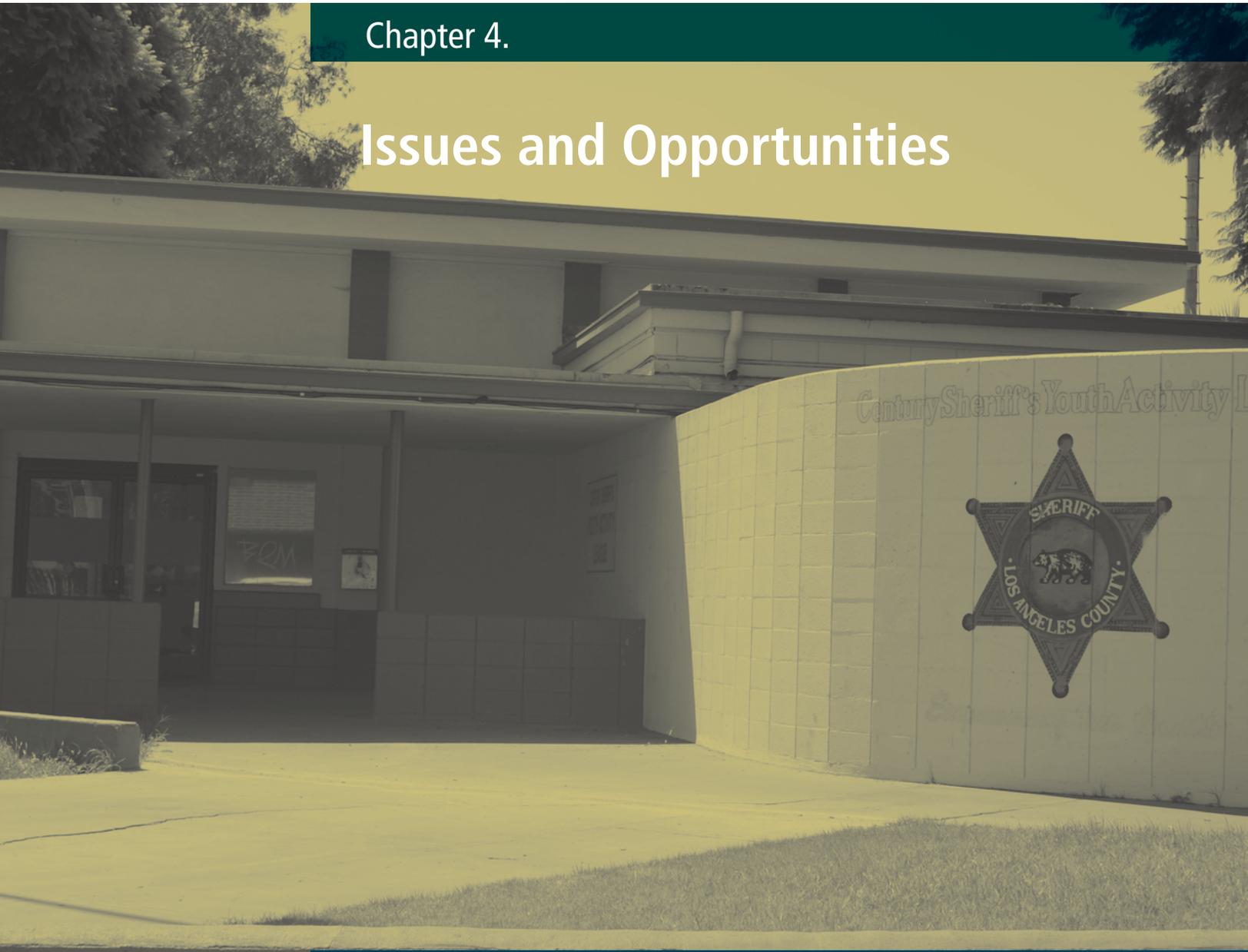
2008 Estimated Transportation Commute Mode (Workers age 16+)

	Total Workers	Percent Total
Total workers	19,079	100%
Drive alone	9,740	51.05%
Car pooled	4,652	24.38%
Public transportation	3,092	16.21%
Walked	796	4.17%
Bicycle	207	1.08%
Other means	226	1.18%
Worked at home	367	1.92%

Source: Claritas 2008 Demographic Report

Chapter 4.

Issues and Opportunities



Issues and Opportunities

The following is a brief summary of the issues and weaknesses present in Florence-Firestone. The list below was derived from a number of sources including the existing conditions analysis (presented above), stakeholder interviews, public workshops, discussions with County staff and the observations of the consultant team. This is not a comprehensive list and is meant to set the stage for the vision and actions presented in the Florence-Firestone Vision Plan.

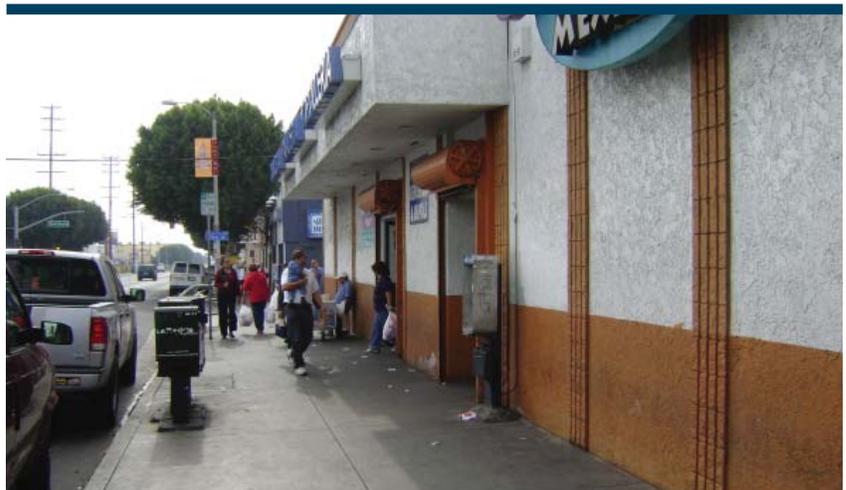
A. Land Use and Urban Design

- **Overcrowding** – Over the years, the population has expanded at a faster rate than the number of housing units and housing costs have increased. As a result, many of the residential areas are overcrowded. Resulting problems include numerous families living in single housing units and not enough parking for the residents.
- **Incompatible land uses** – There are land use conflicts between residential and industrial uses in parts of the community, especially near Alameda Street and on the north side of the community near Slauson Avenue.
- **Florence Mile needs improvement** – Florence Mile has tremendous potential but it needs significant improvement. Many existing buildings are in need of repair, there are vacant and underutilized parcels, some uses turn their back on the street and create an unattractive pedestrian experience, and there is a lack of public parking.
- **Many homes and buildings need repairs** – Many of the buildings in Florence-Firestone are in need of improvement. Some buildings are vacant or abandoned, yards and fences have not been maintained and buildings need physical improvements such as painting.
- **Inconsistent neighborhood character** – While the residential neighborhoods were designed for single-family homes, the current zoning allows multi-family housing in most areas. The result is that most neighborhoods have an inconsistent urban fabric with apartment buildings located on small lots and near single-family homes. This results in an inconsistent and, at times, unattractive neighborhood character.

Incompatible land use



Florence Mile



B. Transportation

- **Blue Line stations are dangerous and unattractive** – While assets to the community, the three Blue Line stations are unattractive and dangerous. In particular, the Firestone and Slauson stations are elevated and isolated and users feel susceptible to crime.
- **Bus stops lack basic amenities** – Florence-Firestone has extensive bus transit service however a majority of the bus stops lack the basic amenities such as benches, shelters, trash cans and transit information.
- **Sidewalks and crosswalks need improvement** – Florence-Firestone has a good pedestrian network but the sidewalks in some places are in need of repair and upkeep. In addition, numerous locations do not have visible and safe crosswalks.
- **Limited bicycle facilities** – There are very few bicycle facilities in the community despite the fact that many residents travel by bicycle. Cyclists usually ride either in the travel lane or on sidewalks, which is dangerous to pedestrians.
- **Alleys are dangerous and unattractive** – Many of the residential areas have alleys that provide secondary access to homes. The alleys are places for illegal dumping, graffiti, stray dogs and crime.
- **Streets have traffic congestion** - There is traffic congestion on some streets at certain times of the day. In particular, the areas around schools are congested in the morning and afternoon and major corridors, particularly Alameda Street, Florence Avenue and Firestone Avenue, are congested during peak commute times.
- **Lack of parking** – There is limited public parking on Florence Mile and street parking in residential areas is often overcrowded.

C. Economy and Jobs

- **Lack of jobs** – There are not enough jobs in the community for area residents. Indeed, the working age population greatly outnumbers the jobs in Florence-Firestone.
- **Lack of diversity of jobs** – The majority of jobs that do exist are low-wage and low-skill. A greater diversity of jobs is needed.
- **Lack of commercial diversity** – While Florence-Firestone contains two supermarkets and many restaurants and retail stores, a greater diversity of commercial uses is needed. Residents who want a big-box store or a nice sit down typically must leave the community.
- **Limited opportunities for job training and vocational education** – More job training, job placement and vocational education services are needed to help Florence-Firestone residents enter the workforce and advance their careers.

Firestone Station



Alley



Supermarket



D. Public Facilities and Services

- **Lack of parks and open spaces** – With only four parks, the community is greatly underserved by parks and open spaces.
- **Not enough County services** – Residents commented that there are not enough County services available in or near Florence-Firestone. To access some services, residents and businesses must travel to downtown or elsewhere. A one-stop shop for all County services was recommended.
- **Area is split between two supervisorial districts** – Florence-Firestone is split between supervisorial districts 1 and 2. This situation is a product of the system but it does lead to confusion among residents about who their board representative is.
- **Additional facilities and services are needed for youth, seniors and the disabled** – More youth and senior facilities are needed to augment the facilities that currently exist. The current facilities are shared and lack the space to handle the growing population.

E. Community Life

- **Lack of identity** – The community lacks a unique identity. Many residents do not even know that they live in the County and, still more do not associate themselves with the community called “Florence-Firestone.”
- **Few community meeting places** – There is no identifiable center of the community where residents can shop and gather. This lack of a center contributes to the lack of identity in the community.
- **Lack of entertainment and arts and cultural uses** – There are few, if any, entertainment uses in Florence-Firestone. Residents wanted arts and cultural uses, a movie theater, a bowling alley and other places where adults and especially youth can meet and gather.

Existing youth facility



F. Health and Safety

- **High crime rates** – The area suffers from high crime rates and gang activity. This has a negative impact on community identity and cohesion.
- **Streets have trash** – Many of the streets are dirty and littered with trash. This is due to a general lack of respect for the public space and illegal dumping of bulky items, such as mattresses and couches.
- **Graffiti is prevalent** – Graffiti is ubiquitous throughout the community. Many visible and prominent surfaces are tagged, including buildings along the railroad right-of-way, overpasses, billboards, vacant buildings and walls of commercial properties.
- **Significant number of code violations** – The community suffers from a large number of code violations. In residential areas, illegal units, garage conversions and additions are common. In commercial areas, common illegal activities include outdoor storage of vehicles and supplies and unpermitted commercial activities.
- **Lack of access to health care** – Residents identified a lack of access to health care facilities as a major concern in the community.

Trash



Graffiti

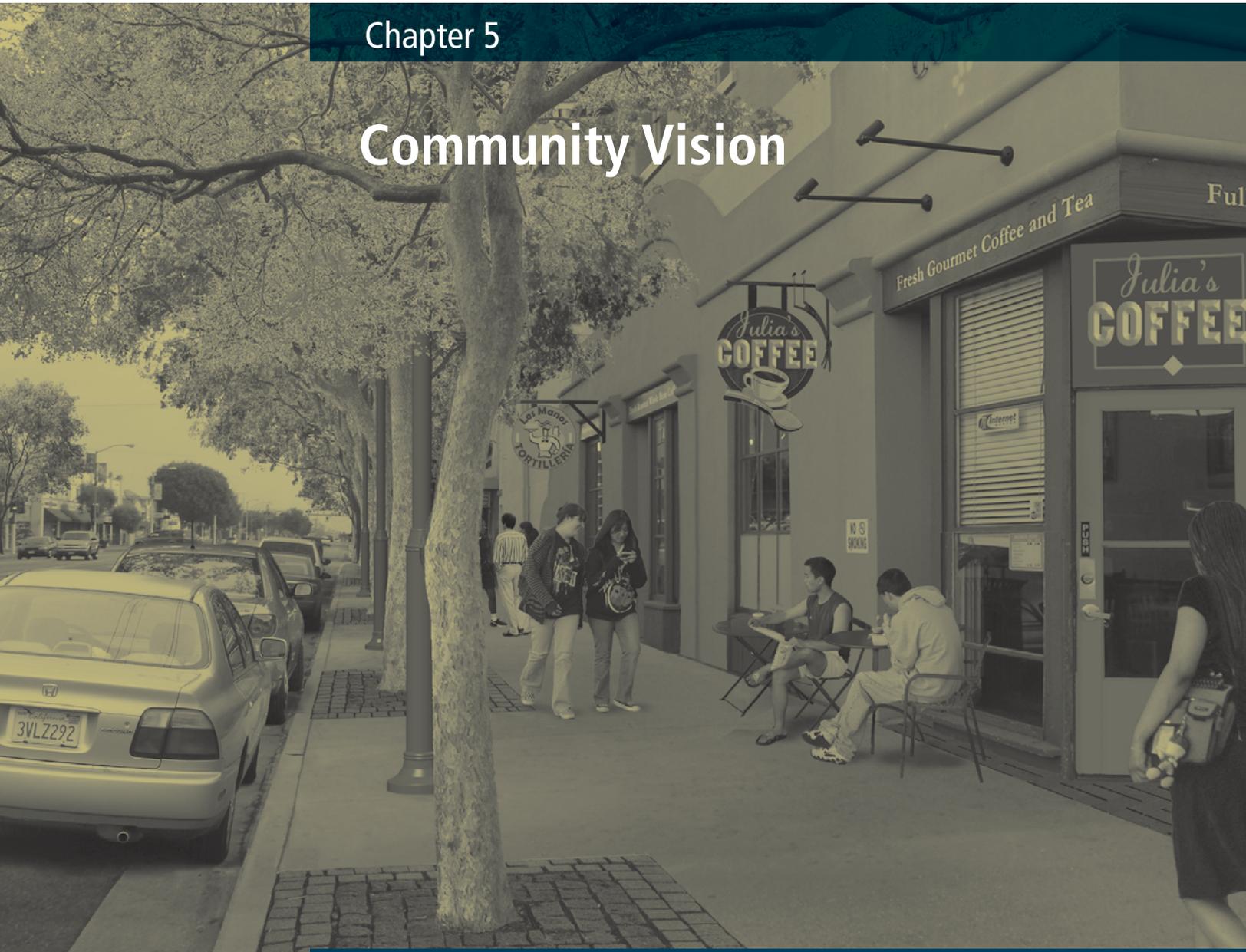


Code violation



Chapter 5

Community Vision



Community Vision

As part of the Vision Plan process, Florence-Firestone community members developed an overall vision and direction for the community through the community participation process. The vision is divided into 2 parts – changing the socio-economic conditions in the community and changing the physical environment through land use, transportation and other physical improvement projects.

A. Socio-Economic Vision

The first part of the Florence-Firestone vision focuses on improving social and economic conditions for future generations. Many of the ideas presented below are cross-cutting ideas and should be applied throughout the entire community. Thus, the implementation of the ideas below can be found in many of the Plan sections that follow.

- **Provide the “basic needs” for residents.** Florence-Firestone resident’s basic needs must be met. Above all else, residents desire a safe and clean place to live, work and play. The community should be free of crime, have high quality housing, a clean environment, access to parks and open spaces, access to government services, opportunity for a quality education and opportunity for economic advancement. The Vision Plan should prioritize those actions that address the basic needs in the community.
- **Create a “new normal” for the community.** The Vision Plan should strive to ensure that existing and future residents and businesses have a vested interest in the community and take responsibility to improve their physical and social environments. With this “new normal” behavior, everyone should respect their neighborhood and their fellow residents, take care of their property, respect the property of others, and strive to create a better life for all.
- **Improve public safety.** Increasing public safety in the community is of critical concern to residents. While there is no single solution, a wide variety of actions should be taken to reduce crime, address gang activity and minimize drug dealing.
- **Improve the visual appearance of Florence-Firestone.** Residents, businesses and government need to work together to take actions to improve the visual appearance of the community. This includes addressing graffiti, illegal dumping, trash on the street, code violations, and properties in disrepair. Improving the visual appearance also includes implementing projects like park improvements, streetscape improvements, encouraging new, high quality development, and other capital projects. Improving the visual appearance through direct actions will help residents create and enforce a new “normal” in the community.

- **Increase home ownership rates.** Home owners tend to take better care of their property and are generally more involved in civic life than renters. An integral part of the community vision is to take steps to increase homeownership rates among existing and future residents.
- **Enhancing the identity for the community.** A new, unified identity should be created for Florence-Firestone. Ideas for enhancing the identity include changing the name of the community, holding community-wide social events, constructing entryway features at major entry points and using banner signs that say the name of the community.
- **Expand opportunities of employment and educational advancement.** The vision for the community is for residents to obtain a high quality education and make a living wage. The vision plan includes ideas for preserving existing employment in the community, expanding the range of employment options and seeking opportunities for educational advancement such as vocational training and continuing education.
- **Expand County Presence in the Community.** The County should expand its presence in Florence-Firestone. Vision plan ideas include an expanded County facility, increased levels of public services, and greater partnerships with community organizations.
- **Bring More Economic Development Opportunities to the Community.** While many existing jobs should be preserved, new businesses should be recruited to the community, thus enhancing access to jobs and improving economic development for the County. In recruiting new businesses, the County should capitalize on Florence-Firestone's regional location, access to transit, the proximity to the expanding East Los Angeles College campus in South Gate, and the clustering of "green" recycling businesses already located in the community.

B. Physical Vision

The second part of the long-term vision for Florence-Firestone includes eight key strategies for physical improvements in the community. These ideas are represented in Figure 5 and are discussed in greater detail on the following pages.

1. **Enhance Florence Mile as the Main Street of Florence-Firestone.** Florence-Mile is the predominant commercial street in Florence-Firestone and should be improved and enhanced to be the "main street" of the community.
2. **Create a Central Area for Florence-Firestone.** A new physical center of the community that contains shopping, public buildings, parks and open space and a diversity of housing types should be created. Due to its existing assets, this area should be located between Florence Avenue, Graham Street, Nadeau Avenue and Compton Avenue.
3. **Strengthen Neighborhoods.** Neighborhoods represent the largest single land use in Florence-Firestone and are the backbone of the community. The residential neighborhoods in Florence-Firestone should be enhanced and improved to provide safe and attractive places for residents to live.

4. **Preserve and Enhance Jobs along Alameda Corridor and other Industrial Areas.** The existing jobs primarily located along Alameda Street and Slauson Avenue should be preserved and new jobs should be added. The jobs should match the skill level of Florence-Firestone residents so residents may both live and work in the community.
5. **Transform the Corridors.** The major corridors – Firestone, Central, Compton, Nadeau and Holmes – should be transformed from unattractive transportation routes into more attractive streets that serve the needs of the community. Recommended improvements include streetscape improvements, façade improvements and new uses that contribute to community vitality.
6. **Expand Parks and Open Space.** Parks and open spaces are very limited in the community and new ones should be created. These should include neighborhood parks, a greenway along the Blue Line right-of-way, and open space along the high-tension power line right-of-way. The goal is to ensure that every resident is within easy access of a park or playground.
7. **Make the Transportation System Safer and More Efficient.** Improvements are needed to make the transportation system safer and more efficient. The vision plan recommends narrowing some streets (“road diets”), improving safety at the Blue Line stations, improving traffic safety around schools, neighborhood traffic calming and creating a network of off-street multi-use trails.

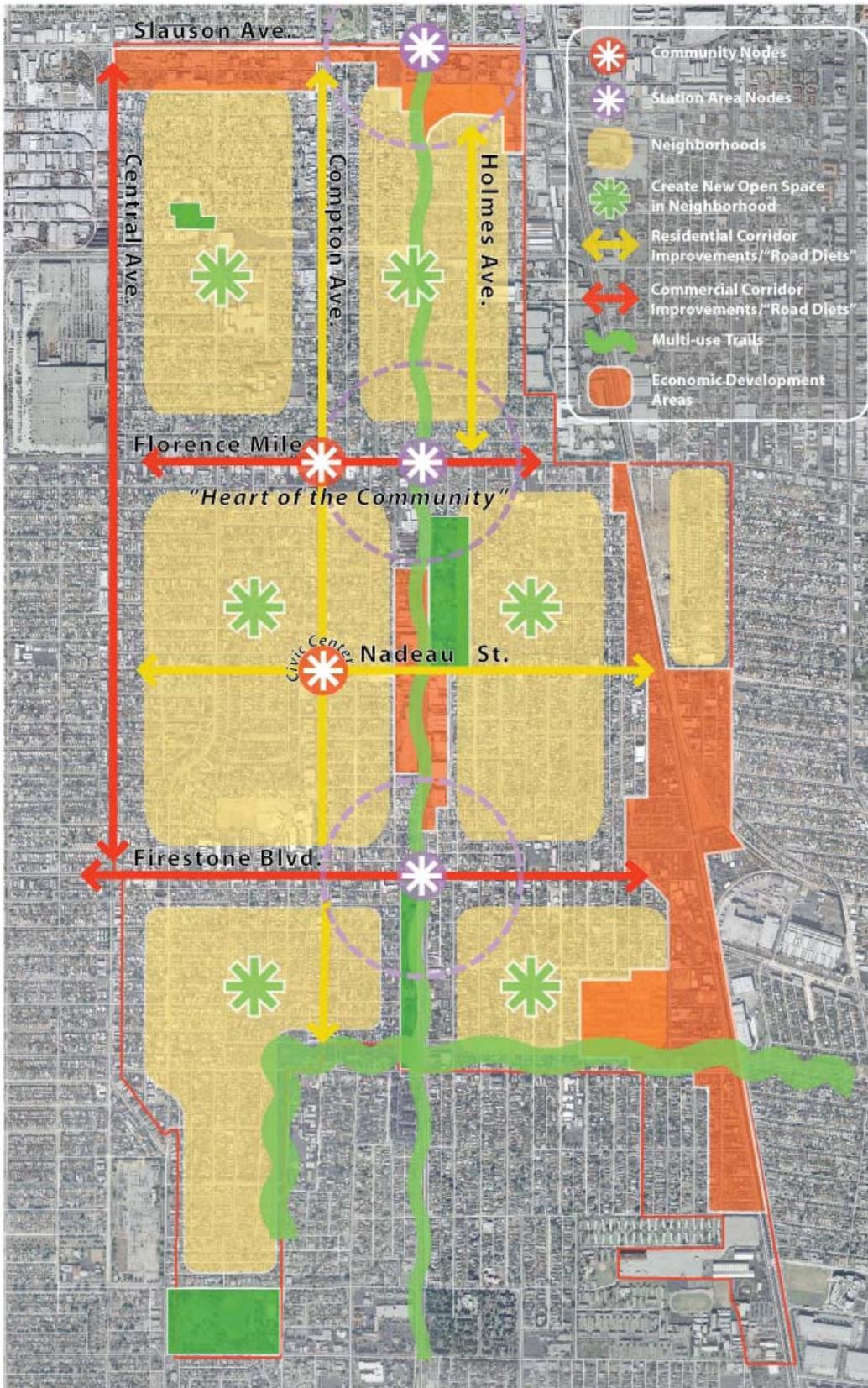


Figure 5: Strategies for Physical Improvements

A photograph of a row of multi-story townhouses built on a hillside. The houses are light-colored with dark trim and have small porches. A concrete sidewalk runs along the front of the houses, and there are trees and bushes in the foreground. The image is overlaid with a dark teal gradient at the top.

Chapter 6

Plan Components

Plan Components

This section describes the components of the Vision Plan and provides an overall vision and specific actions for various geographic areas of the community. It also includes sections on cross cutting topics such as park and open space and economic development. With a few exceptions, each component section includes a discussion of existing conditions, a vision statement describing the desired future conditions, and a list of potential actions. The purpose of each component section is to provide an overall direction for the geographic area or topic, and then to list all of the potential implementation actions that were developed through the visioning process. A list of highest priority actions is included in Section 7 of the Vision Plan.

The following are the components of the plan addressed in this section:

- A. Florence Mile and Florence Blue Line Station Area
- B. Center of the Community
- C. Neighborhoods and Housing
- D. Firestone Station Area
- E. Corridors
- F. Alameda Corridor and Industrial Areas
- G. Jobs and Economic Development
- H. Transportation
- I. Parks and Open Space
- J. Administrative and Community Activities

A. Florence Mile and Florence Blue Line Station

Existing Conditions

Florence Mile extends from Central Avenue on the west to Holmes Avenue on the east. The area contains a wide variety of commercial businesses and some industrial businesses, as well as the Florence Blue Line Station. The area between Graham Avenue and Compton Avenue is the most vibrant part of Florence Boulevard and has the highest levels of pedestrian activity.

Historically, the Florence Mile has been the most important shopping street in the Florence-Firestone community. A mix of small, locally owned businesses and value-oriented national retailers provide a range of shopping options and create Florence-Firestone's central "Main Street" destination.

Vision

The Florence Mile should be enhanced to expand its role as the "heart of the community" and the main street-oriented downtown of Florence-Firestone. It should be an inviting center of retail and community that reinforces Florence-Firestone's positive identity and draws visitors from the region.

Existing and new business should be supported by improvements that create a better and more inviting walkable shopping street. New uses that should be actively pursued include: sit-down restaurants, a wider diversity of retail including anchor chain stores, entertainment uses such as clubs, movie theaters or bowling alleys, and durable-goods such as clothing. Actions should include private sector incentives such as façade improvement funds and a shared parking district, and direct public investment in streetscape and station improvements. Long term enhancement of the district is possible with targeted parcel assembly for complimentary private sector mixed-use redevelopment (including structured parking), significant station area improvements, and/or new public spaces and community facilities

Together, these short and long term investments represent a vision that builds on the strengths of the district, and directs attention to a range of improvements and incentives that will enhance Florence Mile as the unique community destination.

Actions

Land Use and Urban Design

- **Review general plan and zoning districts.** Conduct a study of the existing General Plan land use designations and zoning districts to ensure that the requirements ensure pedestrian-oriented retail and commercial development along Florence Mile. Highway commercial, big-box retail, industrial uses and automobile related uses should be prohibited from the area between Compton Avenue and the Blue Line station and should be discouraged on the entirety of Florence Mile. Standards that require large parking lots, excessive set-backs, suburban parking requirements and other criteria that discourage a pedestrian-oriented environment should be modified in the General Plan and zoning ordinance.



Figure 6: Vision for Florence Mile and Florence Blue Line Station

Florence Blue Line station



- **Review Transit Oriented District boundary.** Modify the boundaries of the Florence Blue Line Station Transit Oriented District of the zoning code (Part 8, Section 22.44.400) to exclude low and medium density residential areas and to include parcels fronting Florence Avenue between Compton Avenue and Central Avenue and between Wilmington Avenue and Alameda Street.
- **Identify and fund catalyst projects.** The County should encourage and actively participate in the redevelopment of several projects on Florence Mile to catalyze redevelopment of the area. Possible sites include the parcels that include the Rite Aid drug store and Superior Supermarket, the car wash adjacent to the Blue Line Station and parcels currently being used for used car sales. Redevelopment of these sites could include ground floor retail with several floors of residential or office development above. The County’s role should be to work with the private sector to identify and acquire sites and help fund the development project.
- **Expand façade improvement program.** Develop clear design suggestions and guidelines for façade improvements for existing and new businesses. The program should include either public funds or low-cost loans for property owners to encourage façade improvements.
- **Create retail design handbook.** Create clear design frameworks for existing buildings and sites as an incentive for business retention, new retail, and infill redevelopment.
- **Develop a Florence Blue Line station improvements plan.** Develop a station improvement plan that addresses parking, passenger drop-off areas, bus transfer areas, pedestrian safety, small-scale retail opportunities, and the Florence Avenue frontage. The station improvement plan should be a blueprint for both short and long term improvements.

- **Expand the library.** Expand the existing library facility to better serve the needs of community residents.
- **Construct a public plaza.** Create a public plaza near the intersection of Compton and Florence Avenues. The plaza should serve as a community meeting and gathering space. Consider using an existing underutilized parking lot or a vacant lot along Florence Avenue for this use. The public plaza could be enlarged with a road diet on Compton Avenue that removes travel lanes and widens sidewalks and extends curbs at intersections. Moving the northbound bus stop to the north side of Florence Avenue would enable this area to be larger on the south side.

Parking

- **Create a parking district.** Using the parking inventory and utilization study as a baseline, create a parking district for the Florence Mile Business District. Such a district would mitigate the disincentives for new businesses and development that arise from parking requirements. The parking district should address the following:
 - » Reduced parking requirements for small businesses. This would encourage new uses to locate in existing or new small buildings.

Buildings in a shared parking district

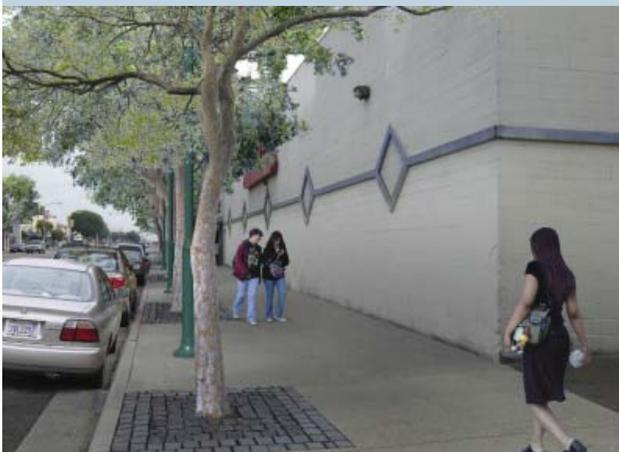


Figure 7: Photo-simulation of Potential Improvements to Florence Mile

- » A shared parking program. This will be an incentive for new business development and create a more attractive and easier to use retail district for existing businesses.
- » Parking meters for on-street parking. The revenue from meters could be used for building public parking, shuttles or street improvements.
- » Remove peak period parking restrictions. This would increase parking capacity during the afternoon shopping period.
- » A location for public parking lots and/or a parking garage. Potential locations for a parking garage include, the parking lot adjacent to Superior grocery store, the site currently occupied by the car wash, and the large and underutilized parcels located to the south of Florence Boulevard on Maie Avenue.
- » A local entity to manage the parking district. The entity would oversee all of the shared and public parking on Florence Mile.

- **Pursue shared parking.** Pursue formal or informal agreements with existing property owners to allow some of the parking to be public parking for the Florence Mile Business District. These property owners may also choose to lease parking to other merchants, or to charge the public to park. The County could assume liability, which is usually the major barrier to sharing parking.

Community Beautification

- **Complete streetscape improvement project.** Support the on-going, county-funded streetscape improvement program and expand throughout the entire area.
- **Update street signage and banners.** Update the signage and banners for Florence Mile. Construct "Welcome" signs or similar signage at the entrances to Florence Mile and continue the program of banner signs along the corridor.
- **Regular street and sidewalk cleaning.** Implement a program for regular (e.g., monthly) steam cleaning of both streets and sidewalks.

Economic Development

- **Proactive business licensing, permitting and code enforcement.** Create a proactive program to ensure compliance with existing laws and regulations. The program should provide business assistance to small business owners on Florence Mile to ensure correct licensing and permitting.
- **Explore a public marketplace.** Explore the creation of a public marketplace for small businesses, existing illegal vendors, and community gardeners.
- **Hold an annual community-wide festival.** Hold a yearly community wide-fair on or near Florence Mile. This event would require shutting down the roadway and holding a street fair with food vendors, arts and crafts, music and other activities.
- **Hold a farmers market.** Hold a weekly farmers market on an empty parcel or parking lot, such as the Superior Supermarket parking lot.

Farmers' market



B. Center of the Community

Existing Conditions

The center of the community area is bounded by Florence Avenue, Compton Avenue, Nadeau Street and Graham Avenue. The area includes a mix of Commercial and residential uses on Compton Avenue, commercial and industrial uses on Nadeau Street and Roosevelt Park on Graham Avenue. The existing Sheriff's Youth facility, County offices and fire station are located near the intersection of Compton Avenue and Nadeau Street. There are industrial and commercial uses located between Maie and the railroad right of way, and single-family and low density multi-family uses located on the interior of the area.

Vision

The vision for this area is to create a vibrant and active central location in Florence-Firestone – a new “center” that the community is now lacking. The area should contain a mix of residential, retail, parks, offices, public offices and commercial uses in a compact, attractive, walkable and transit-oriented environment. In the future it should become a place that all the residents of Florence-Firestone associate as the central meeting and gathering place of the community.

The vision for the Center of the Community has the following components:

- **Vibrant retail** along Florence Mile. (The vision for the portion of Florence Mile between Compton Avenue and Graham Avenue is discussed in the previous section.)
- A network of **parks and open spaces**, including an improved Roosevelt Park, a new multi-use trail along the railroad right of way, and a new pedestrian bridge over the railroad with a plaza on the west side of the bridge.
- A “**civic center**” at the intersection of Compton Avenue and Nadeau Street that includes a full-time Sheriff's station, an expanded youth activity center, a County administrative building, and a new building for non-profit organizations serving the community.
- Improved **residential neighborhoods** on the interior of the area and along Compton and Nadeau Avenue. (See “Corridors” section for information on proposed land uses for these Corridors and “Neighborhoods and Housing” for actions on improving residential areas).
- An expanded **job center** along Maie Avenue that capitalizes on the area's access to transit.
- **Green streets and road diets** along Compton Avenue and Nadeau Street, to physically connect the civic center with Florence Mile and Roosevelt Park. (This concept is covered in the “Transportation” section below.)

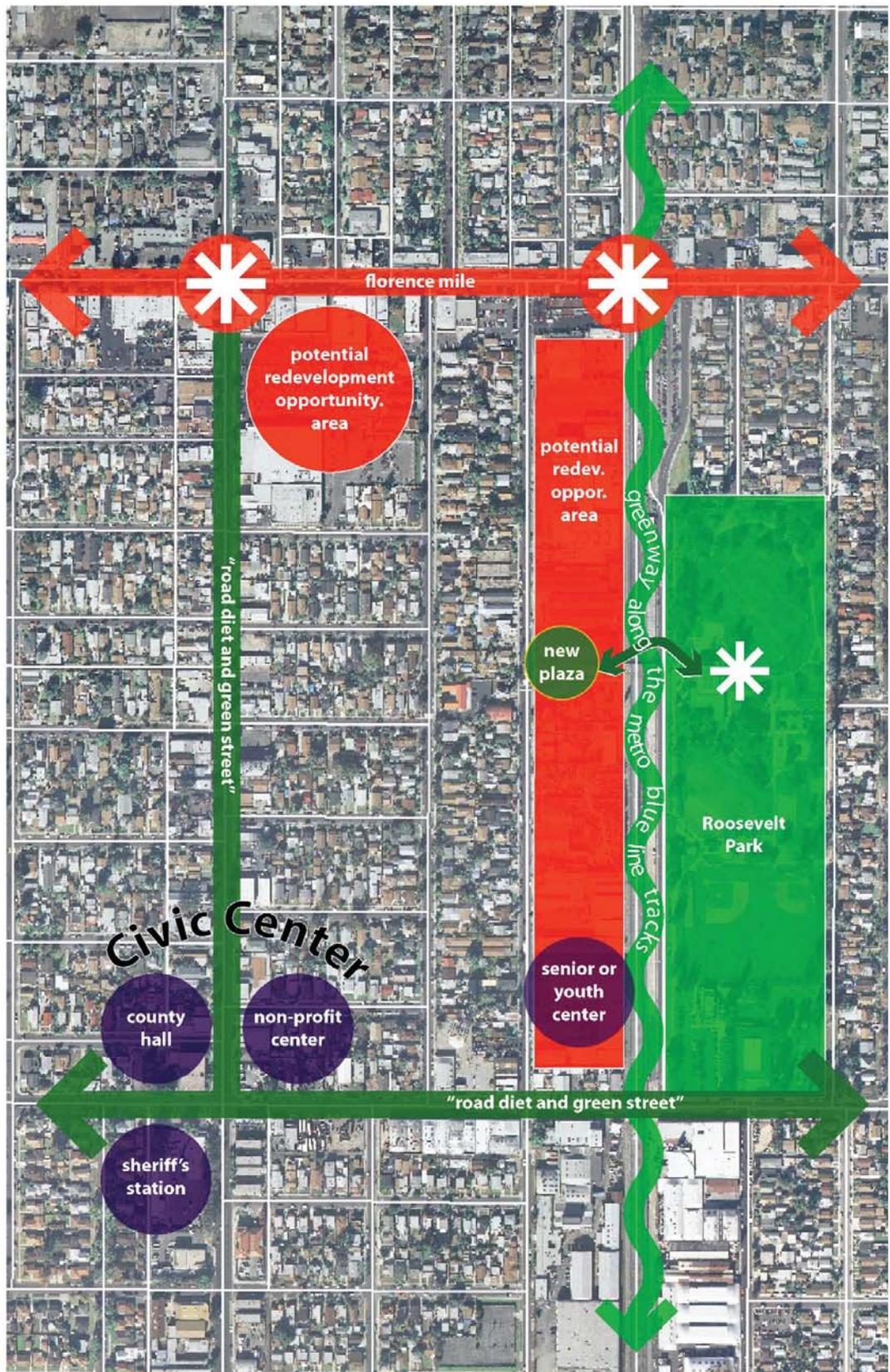


Figure 8: Vision for the Center of the Community

Actions

Land Use and Urban Design

- **Construct a full-time Sheriff's station.** Construct a full-time Sheriff's station at the location of current Sherriff's Youth Center on the southwest corner of Nadeau Street and Compton Avenue.
- **Expand the "County Hall."** Expand the existing County administrative building on the northwest corner of Nadeau Street and Compton Avenue into a "County Hall" that provides administrative offices for the majority of County administrative activities, including code enforcement, permits and licensing, County support programs and other services.
- **Construct a non-profit community service center.** The County should work with a non-profit organization to construct and operate a new non-profit center on the northeast corner of Nadeau Street and Compton Avenue. This new facility should provide low-cost space for non-profit organizations that serve the needs of the Florence-Firestone community, including social services, affordable housing, job training, job placement and similar activities.
- **Build more youth and senior centers.** Construct a new youth and/or senior center along Maie Avenue.
- **Pursue redevelopment on Maie Avenue.** Work with private developers to identify and then redevelop parcels along Maie Avenue with commercial uses that enhance employment opportunities for community residents.

Transportation

- **Build a new pedestrian bridge and plaza.** Construct a new pedestrian bridge over the railroad right-of-way that connects the "Center of the Community" neighborhood with Roosevelt Park. On the west side of the bridge, construct a public plaza or small neighborhood park to enhance open space in the community.
- **Beautify the rail corridor.** Take steps to reduce graffiti along the railroad right-of-way by adding signage or landscaping.

Youth center



Enhanced commercial uses



Pedestrian bridge



C. Neighborhoods and Housing

Existing Conditions

The single-largest land use category in Florence-Firestone is housing. Much of the area was originally designed as single-family neighborhoods. Over time, the zoning was changed to allow for small-scale multi-family housing on the larger parcels. The result is a patchwork of housing types within neighborhoods, a lack of a consistent building vernacular, and issues such as overcrowding and lack of parking.

Vision

Florence-Firestone is a community of neighborhoods. The existing neighborhoods, as is shown in Figure 9, should be maintained and enhanced to improve the quality of life for residents. The overall single-family and small-scale character of the community should be preserved and opportunities for the addition of attractive, attached single-family homes and low-scale multi-family housing should be explored. Additional multi-family housing should focus on senior and affordable housing.

Significant efforts should be made to increase homeownership opportunities for existing and future residents. Increasing homeownership rates will help to create more stable residential population thereby address many of the other issues facing the community. To achieve this, existing homeownership programs should be greatly expanded and new programs should be created.

Significant effort should be expended to improve the visual appearance of both the public and private realms. On the private side, buildings and yards should be better maintained and improved with new paint, landscaping and the removal of code violations. Assistance from the County is desired to encourage property owners to better maintain their properties. The public spaces – the streets, sidewalks and alleys – should also be improved through county initiatives and through neighborhood-sponsored activities. Priority activities include comprehensive streetscape improvement programs that add, replace and/or maintain street trees, improvements to sidewalks and crosswalks and improvements to alleys. New community resources should also be added to neighborhoods. In particular, the County should look for opportunities for new parks central to each neighborhood (see Parks and Open Space section below) as well as additional community facilities to support the existing population.



Figure 9: Existing Neighborhood Areas in Florence-Firestone

Infill housing potential



Neighborhood watch signage



Existing lack of street trees



Potential street character



Actions

Land Use and Urban Design

- **Change general plan and zoning districts in neighborhoods.** The County should conduct a study to determine whether areas zoned for multifamily housing (R-2 and R-3 zoning districts) should be rezoned to only allow single-family homes. This should be done because the area was originally designed for single-family homes and the majority of parcels do not have multiple units. Reducing the zoning would help ensure a consistent neighborhood character and quality that is diminished by adding multi-family housing to the interior of single-family areas. Areas currently zoned as R-2 and R3 with a significant amount of single-family homes and with relatively few multi-family uses should be re-zoned to R-1. This reduction in development potential could be offset by allowing higher density residential on several streets including Nadeau, Holmes and Compton, as discussed in the Corridors section below.
- **Create an infill housing plan.** Conduct a study to analyze infill housing opportunities in the Florence-Firestone area. The areas targeted for infill development should focus on senior, workforce and affordable housing and should be located in areas proximate to transit.
- **Create a housing funding program.** Create a funding program to support new, infill development in the community. As part of the program, the county should partner with local community service organizations, such as churches, to construct housing on parcels owned or managed by these organizations. To the extent possible, the new housing should focus on homeownership rather than rental.
- **Expand homeownership funding programs.** The County should increase funding for existing and potential new programs that increase homeownership rates in the community. Increasing home ownership is a priority for the community because it leads to more stable neighborhoods, less crime and a higher level of involvement in the community, thus increasing social capital and community cohesion.

Community Safety and Health

- **Support neighborhood watch groups.** Create a series of neighborhood watch groups to help address crime. These groups should be supported by the County Sheriff's Department.
- **Improve street lighting.** Conduct a study and then implement a program to improve street lighting throughout the neighborhoods. The study should identify the priority areas and potential funding sources for new lighting.

Neighborhood Beautification

- **Create community clean-up days.** Community clean-up days should be organized by the community and occur on a regular and on-going schedule. The County should support these efforts by ensuring that the trash is collected immediately during or after the clean-up activities.
- **Expand code enforcement.** Increase levels of code enforcement in residential areas and non-residential areas, particularly those adjacent to residential areas.
- **Create an urban forestry program.** Create an urban forestry program for the Florence-Firestone community. The urban forestry program could be for public and private land and could be funded by non-profit organizations and/or public agencies. Trees planted along public streets should be subject to a street tree master plan to ensure a consistent look on residential streets.

- **Create a residential streetscape improvement program.** The County should develop a streetscape improvement program, with a particular focus on the residential neighborhoods. The program should address planting of street trees (in conjunction with the urban forestry program), improvements to sidewalks and crosswalks, street signage and other aspects that improve the visual character of the streets.
- **Fund a County-sponsored residential façade improvement program.** Develop a program and on-going source of revenue to help residents improve the physical appearance of private residences. The fund should be for improvements such as rectifying code violations, painting, and landscaping.

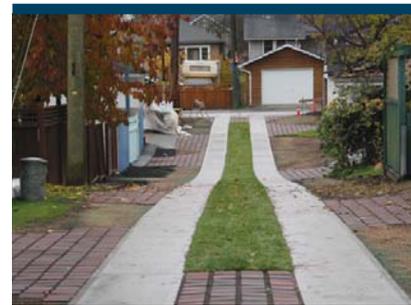
Alleys

- **Implement an alley improvement program.** Develop a community-wide alley improvement program to address the significant issues with the quality and character of alleys throughout the community. The program should start with the development of an Alley Improvement Handbook that identifies the range of options available for improving alleys. This should then be followed with an implementation program that allows alleys to be converted to private spaces, community gardens, linear parks and/or paths, or “green” alleys (landscaping that improves stormwater management).
 - » **Create an alley improvement handbook.** Create an alley improvement handbook that provides viable options for blocks to transform their alleys into features that enhance community vitality. The options could include privatizing alleys, creating green alleys for stormwater retention and treatment, and transforming alleys into community gardens. The handbook should also include the process by which residents could work together to transform their alleys.
 - » **Convert alleys to private spaces.** Identify locations where alleys could be converted to private use.
 - » **Convert alleys to community gardens.** Identify and then implement a series of demonstration projects where alleys are converted to community gardens. This could have numerous co-benefits including beautifying the alley, adding green space to the community, increasing access to healthy foods and educating the public about how food is produced.
 - » **Convert alleys to parks and greenways.** Create a network of parks and green ways in existing alley rights-of-way. This would provide much-needed additional park space in the community.
 - » **Allow shared spaces in alleys.** Transform alleys into livable shared spaces that may be used by cars, bikes, pedestrians and trucks. Activities to achieve this could include improved paving, fencing and signage.
 - » **Fund a “Green Alley” program.** Create and then implement a green alley program. This program would transform alleys from impervious surfaces to green spaces while also maintaining the function of the alley as a service road. Green alleys also address stormwater management through the reduction in impervious surfaces and reduced stormwater runoff.
 - » **Allow alley closure.** Alleys could be completely closed off, or closed off to motor vehicles with retractable or locked bollards.

Existing alley



Potential “green alley” improvements



D. Alameda Corridor and Industrial Areas

Existing Conditions

The Alameda Corridor and Industrial Areas consist of three distinct sub-areas of Florence-Firestone, as is shown in Figure 10. Together, these three areas contain the majority of industrial and other commercial uses in the community and are a large source of jobs. The largest sub-area is the Alameda Street Corridor, which also includes the industrial areas adjacent to the corridor. This sub-area is located along Alameda Street and extends from Florence Avenue down to 97th Street. The area contains a wide variety of commercial and industrial uses including salvage yards, palette yards and auto repair establishments. It has some of the largest parcels in the Florence-Firestone community.

The second sub-area is located along Slauson Avenue and includes the Slauson Blue Line station. It extends from Central Avenue on the west to Wilmington Avenue on the east and contains a limited number of industrial businesses located on large parcels. The third sub-area is located along the Blue Line railroad right of way and is generally bounded by Graham Avenue, Beach Street, 83rd Street and 76th Street. This sub-area contains light industrial and small warehouse/distribution uses.

Vision

The Vision Plan should strive to maintain and enhance the number and diversity of jobs within the community. This should be accomplished by preserving the existing non-residential areas and then seeking opportunities to expand the job base by attracting new industries. Careful attention should be paid to the match between the new jobs and the skill set of existing residents. The specific vision for each of the three primary job areas is discussed below.

Alameda Street Corridor

The majority of the Alameda Street Corridor sub-area should be focused on light industrial and commercial uses similar to the uses that exist today. New buildings, such as light industrial and flex spaces, should be developed on underutilized and underperforming properties. Further, this sub-area should be marketed as the “Recycling District” since there are a significant number of recycling businesses in the area. The sub-area can capitalize on the emerging interest in “green” businesses and the proximity to East Los Angeles College, which is being expanded in South Gate, immediately east of Florence-Firestone.

Light industrial flex space



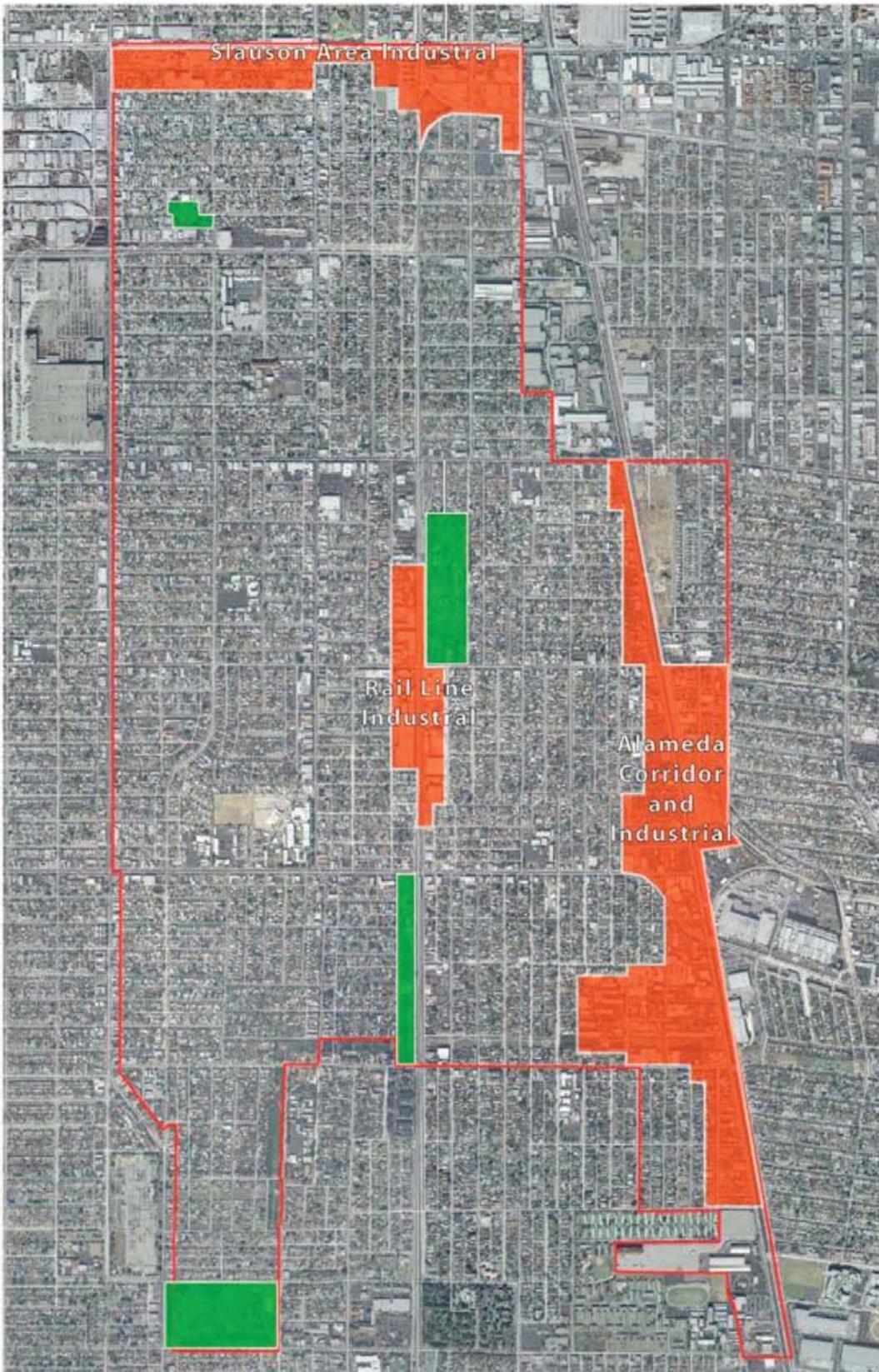


Figure 10: Alameda Corridor and Industrial Areas

In addition to the “Recycling District,” the County, working in close collaboration with property owners, should explore the possibility of creating a major retail or office development project near the intersection of Firestone Boulevard and Alameda Street. Potential uses near this intersection include a major retail center anchored by a home improvement store, a large supermarket or a specialty food store (eg, a Trader Joes or Fresh and Easy), an industrial park that focuses on green jobs, or office and administrative buildings that support the new East Los Angeles College campus under development in South Gate.

The sub-area should be enhanced with streetscape improvements, improved landscaping on private property, upgraded fencing, remediating existing code violations and façade improvements in order to improve its visual appearance.

Slauson Station Area

The Slauson Station sub-area will remain a job producing area of the community but should be transformed into a higher density job center that capitalizes its proximity to the Slauson Blue Line station. New types of uses that should occur in this sub-area are light industrial and flex uses, research and development and office uses. Since only the southern half of the roadway is in Florence-Firestone, the overall vision for the sub-area should be coordinated with the City of Los Angeles.

In the short term, efforts should be made to enhance the appearance of the sub-area by renovating detracting buildings, adding landscaping and mitigating code violations and reducing the negative environmental and health impacts of some businesses on nearby residential and school uses.

Railroad Industrial

The Railroad Industrial sub-area will remain a job producing area. Over the short term, the uses should remain light industrial and manufacturing but over time new uses such as offices and other higher-job intensity uses should be pursued, especially for the area north of Nadeau Avenue. Existing and new uses should ensure that impacts on nearby residential neighborhoods are minimized. Efforts should be made to enhance the appearance of the sub-area by renovating detracting buildings, adding landscaping and mitigating code violations.

Finally, the County should explore locating one or more community centers in the area north of Nadeau, as this area is also part of the “Center of the Community” district described above.

Actions

All Sub-Areas

- **Create a streetscape improvement program for industrial streets.** Create a comprehensive streetscape improvement program focused on industrial and job-producing areas.
- **Fund a landscape and site grant program.** Create a program that provides grants and loans to businesses to add landscaping and improve fencing on private property. The program should initially focus on the properties adjacent to residential areas since this is where the greatest impacts are.
- **Expanded code enforcement of businesses.** Given the high number of businesses with code violations in the Alameda Corridor and Industrial Areas, the County should expand its code enforcement efforts, with a particular focus on targeting businesses adjacent to residential uses.
- **Create design guidelines for new industrial uses.** Create design guidelines for new construction and major renovations of industrial uses.
- **Conduct an incompatible use analysis.** Conduct an analysis to determine where re-zonings may be warranted to address incompatibilities between residential and industrial uses. Where appropriate, offer incentives to either residential or industrial property owners to relocate their home/business.

Alameda Street Corridor

- **Identify locations for redevelopment near the Firestone Boulevard/Alameda Street intersection.** Work with existing business owners to explore possible locations for larger-scale redevelopment of a major retail center, office campus, or light industrial/flex complex. Redevelopment project should not significantly impact existing sources of jobs for area residents or harm the viability of the existing recycling businesses.
- **Create and market the “Recycling District.”** Capitalize on the movement toward “green” jobs by creating a program to capitalize on auto-related and recycling uses (i.e., “Recycling District”). Ultimately, the area should have unique signage identifying the name of the district, and the County should pursue grants from federal and State sources to improve the character and quality of the area.

Slauson Station

- **Prepare a Slauson Station Area Specific Plan.** Work with the City of Los Angeles to create a specific plan that identifies a detailed long-term vision for the sub-area. The specific plan should explore opportunities to expand business and economic opportunity while enhancing the quality of existing, nearby residential areas. It should also focus on streetscape improvements and other community beautification efforts.
- **Improve transit station access to Slauson Station.** Improve pedestrian access to the Slauson Blue Line station by improving street crossings across Slauson Avenue and from nearby residential areas.
- **Modify boundaries of the Transit Oriented District.** Modify the boundaries of the Slauson Station Transit Oriented District of the zoning code (Part 8, Section 22.44.400) to exclude low and medium density residential areas southwest of the station and to include non-residential parcels fronting Slauson Avenue between Compton and Central Avenues.

Existing industrial streetscape



Railroad Industrial

- **Conduct a Railroad Industrial Area Study.** Conduct a study of this Railroad Industrial sub-area that does the following:
 - » Develops inventory of users and uses.
 - » Identifies long-term needs for these users (expansion needs, site characteristics, access, employment needs, etc.).
 - » Identifies vacant and underutilized parcels.
 - » Develops an identity for this area.
 - » Works with property owners to identify compatible users for vacant/underutilized parcels.

E. Jobs and Economic Development

Existing Conditions

Based in 2008 estimates, there are approximately 8,000 jobs in Florence-Firestone spread into three primary areas, as described above in the Alameda Corridor and Industrial Areas section. The majority of the uses in these areas are manufacturing, industrial, warehouse, and commercial/retail uses. In addition to these three areas, there are many retail uses spread throughout the community, especially along the major corridors of Florence, Firestone, Gage, Compton and Central Avenues. While generally unattractive in appearance, they provide vital jobs and services for residents in Florence-Firestone and nearby communities.

The employed population generally matches the characteristics of the jobs in the community. Of the approximately 20,000 employed residents, over 40% are in the production, transportation and material moving industry, approximately 23% are in sales and office industry, almost 16% are in the service industry and approximately 10 percent are in the construction, extraction and maintenance industries.

Vision

The vision for jobs and economic development is to preserve existing jobs while also seeking to expand and broaden the job base. New jobs should match the skill level of residents while also providing an opportunity for job advancement. When areas are redeveloped through direct or indirect County actions, care should be taken to preserve and/or replace jobs held by residents of Florence-Firestone. Concurrent with providing jobs in the community, opportunities should be sought to job training and vocational education.

Actions

Economic Development

- **Create a Redevelopment Area for Florence-Firestone.** An area-specific redevelopment area should be developed for the Florence-Firestone community. This would allow a portion of tax revenues generated in the community to be used within the community. While the regulatory, administrative and political barriers are quite large, such a program would enable the area to benefit from the significant improvements that are expected to occur in the community over the next 10 to 20 years.
- **Prepare a business development and attraction strategy.** Prepare a comprehensive business development and attraction study that focus on light industrial, office, research and development and green technology jobs. Specifically, the strategy should:
 - » Identify potential businesses/sectors to consolidate/focus industrial and retail areas.
 - » Identify synergistic uses among businesses (i.e., auto-related, scrap/recycling, manufacturing, pallets).
 - » Create a district identity to capitalize on auto-related, recycling uses (i.e., "Recycling District").

- » Identify compatible users for vacant/underutilized parcels through conversations with property owners.
- » Encourage the redevelopment of smaller parcels as industrial condos (shared common space with other tenants)
- » Streamline County processes, including planning, business licenses, façade improvement services, so that there is one staff serving as the point person for each business.
- **Prepare a comprehensive market and economic analysis.** Conduct a comprehensive market and economic study for the area to identify long-term opportunities for the community.
- **Prepare a retail demand study and attraction strategy.** Synthesize supply and demand for retail, through evaluation of development opportunities. In particular, the study should identify how to attract the following businesses desired by the community: sit-down restaurants, general merchandise, markets, home improvement supplies, entertainment venues, etc
- **Develop an underutilized/vacant land strategy.** Create a strategy for the ongoing identification and redevelopment of underutilized/vacant parcels. Such strategies could include land assembly, coordination of owners, marketing to outside entities to purchase contiguous properties, and other activities.
- **Fund a small business incubator.** Find a location and construct a business incubator that provides shared services, training and mentorship for local start-up businesses.

Job Training

- **Pursue funding for job training programs.** Identify funding for job training, particularly related to Federal funding, and green jobs. Identify partnerships with private industry and local schools (machinists training, nursing, port-related, etc.) for both youth and adult training. Work with businesses to identify industrial training needs, and small business technical support.
- **Recruit vocational schools.** Recruit a vocational school to locate in or immediately adjacent to Florence-Firestone and increase collaboration with existing vocational schools and community colleges in the area. This could be in the form of a satellite location or expansion of a private vocational training school, non-profit employment/training services, or public community college.

F. Corridors

Existing Conditions

A number of major corridors traverse the Florence-Firestone community and serve a number of roles in the community. They provide for north-south and east-west travel, they contain a larger number of the retail and commercial uses in the community and also are a location for housing. As is shown in Figure 11, the corridors in Florence-Firestone community are: Compton Avenue, Central Avenue, Nadeau Street, Firestone Boulevard, and Holmes Avenue. (Florence Avenue and Alameda Street area also corridors but area discussed separately.)

Vision

The vision is to improve and enhance corridors through a variety of streetscape improvements, while also encouraging new buildings with a compatible land use to integrate into the existing fabric. Specific improvements on the corridors include a comprehensive streetscape improvement program with street trees, landscaping, signage, lighting and pedestrian facilities such as trash cans, benches, and crosswalks. In addition, the plan envisions that on some corridors, namely Compton Avenue and Firestone Avenue, new uses of a compatible intensity and use would be encouraged, and existing buildings would undergo physical improvements such as painting, signage improvements, and awnings. On Compton Avenue, Nadeau Avenue and Holmes Avenue, the underlying zoning would be changed to allow for medium and high-density residential uses that support homeownership in the community. Overall, the corridors should be the connective tissue of the community, drawing residents together and connecting neighborhoods rather than creating barriers that separate neighborhoods.

Actions

Land Use and Urban Design

- **Change zoning to allow residential on some Corridors.** On portions of Nadeau Street, Compton Street and Holmes Avenue, conduct a study and then change the land use designations and zoning districts to allow housing on all or a portion of the parcels. Changing the zoning will allow intensification of the corridors that will offset the potential decrease in zoning from the residential neighborhoods (see Neighborhoods and Housing section above).
- **Prepare a study that identifies barriers to redevelopment.** Prepare a study to identify the barriers to redeveloping parcels along the corridors and develop specific actions to overcome those barriers. This study should also identify where redevelopment should occur and several catalyst projects where joint public-private partnerships are warranted.
- **Reduce Parking Requirements.** Develop an ordinance to allow reduced parking ratios for certain new businesses along the corridors, such as retail and restaurants, and for senior and affordable housing.
- **Prepare design guidelines.** Create design guidelines for corridors to ensure that all new development contributes to the community.

Residential uses along a corridor



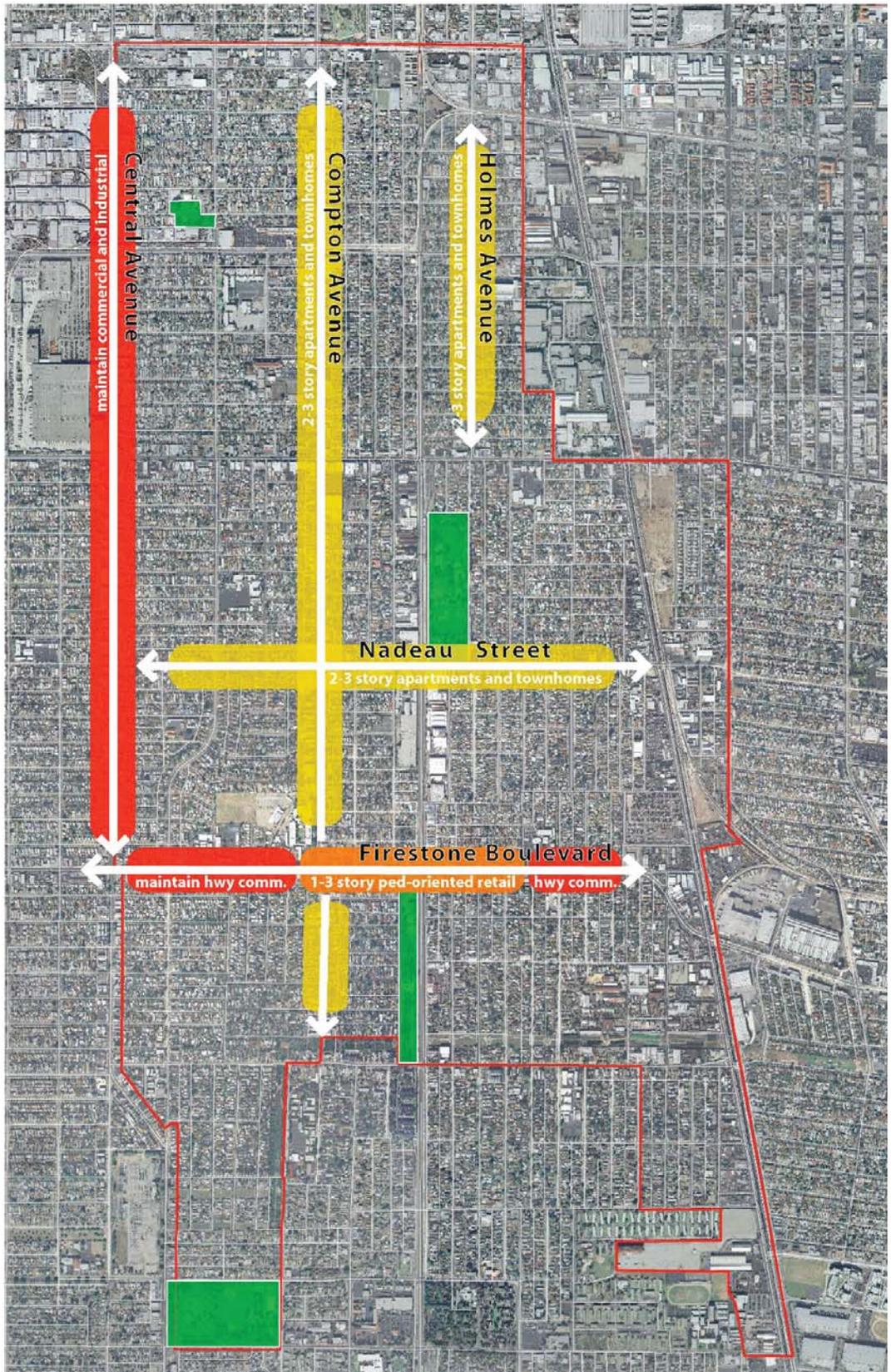


Figure 11: Corridors in Florence-Firestone

Community Identity

- **Implement a corridor streetscape improvement program.** Create and then implement a comprehensive streetscape improvement program. Elements that should be considered are listed below.
 - » Street Trees – Add street trees at regular intervals along the corridors.
 - » Sidewalk Improvements – Rebuild and repair sidewalks to create comfortable pedestrian environments
 - » Street furniture – Add benches and trash cans along corridors
 - » Pedestrian-scaled lighting – Add pedestrian scaled lighting and, if possible, remove the typical cobra heads from the roadways, particularly in areas with a large amount of pedestrian activity.
 - » Transit stops – Improve bus transit stops with benches, shelters, and bus information.
- **Fund welcome signs and entryway treatments.** Design and building welcome signs and entryway treatments at the major entry locations into Florence-Firestone. The welcome signs can be a short term action while more significant design treatments should occur in the mid- to long term.

Potential gateway feature



Figure 12: Photo-simulation of Potential Streetscape Improvements to Commercial Corridors

G. Firestone Station Area

Existing Conditions

The Firestone Station Area extends along Firestone Boulevard from Compton Avenue to Fir Avenue and includes the Firestone Blue Line station. The Firestone Blue Line station is an important transit connection for the community serving over 5,000 passengers daily. The uses along Firestone Avenue are mostly one and two story commercial and retail uses and include a significant number of auto-related businesses. Several of the properties are in disrepair and there are numerous vacant parcels or parcels that are being used as parking lots. Immediately south of the Firestone Blue Line station is Washington Park.

Vision

The Firestone Station area should be converted into an attractive, pedestrian-oriented retail district with one to three story buildings. Ground floor uses should be neighborhood-serving retail and upper floors should be offices and community-service businesses and organizations. The retail and commercial uses should serve the needs of the surrounding neighborhoods as well as week-day transit users. Redeveloping this district could serve as an important community meeting and gathering place.

While significant redevelopment opportunities are relatively limited, there are opportunities for targeted infill development of underutilized and underperforming sites with buildings that contribute to an improved urban fabric. In addition, existing buildings that contribute to the urban fabric should be revitalized to enhance a unique identity for the area. The Firestone Blue Line station should be improved to be a safe and convenient transit option for residents. Specific improvements could include increased security, lighting, and improved access to the station.

Actions

Land Use and Urban Design

- **Modify boundaries of the Transit Oriented District.** Review and modify the boundaries of Firestone Station Transit Oriented District to exclude the low and medium density residential areas. Increase incentives for the redevelopment of existing parcels or rehabilitation of existing buildings for new uses by reducing parking requirements over and above the existing reductions in the Transit Oriented District.
- **Create a parking district.** Pursue the creation of a parking district for the area to allow for a pooling of parking resources. This will eliminate the need to provide parking on-site and encourage the redevelopment of the area.
- **Identify and plan for infill sites.** Identify potential infill and redevelopment sites in the station area for transit-oriented redevelopment. Explore alternatives that incorporate 2 to 4 story mixed-use, retail, and residential development.
- **Identify and fund a catalyst development project.** The County should work with a private developer to construct a new building in the Firestone Station Area that will serve as a catalyst for future change and development. The project should be located as close to the transit station as possible. Ideally, this should occur simultaneously with streetscape improvements, public art and other community identity elements.

Existing commercial environment



Potential commercial character





Figure 6: Vision for Florence Mile and Florence Blue Line Station

Community Beautification

- **Fund streetscape improvements.** Improve the streetscape in the Firestone Station Area to identify the area as a unique place. Streetscape features should include landscaping, pedestrian facilities, crosswalks, banner signs and other features.
- **Fund community identity elements.** Develop a program for community-initiated improvements such as the following:
 - » Public art, in and around the station
 - » Signage to the transit station
 - » Banners
 - » Welcome signs to the district
 - » Pedestrian amenities that are different from the rest of the corridor
- **Target façade improvement program funds to the Firestone Station area.** Conduct a focused outreach effort to educate existing property owners about the CDC's façade improvement program and, to the extent feasible, target existing façade improvement funds to the Firestone Station Area. Develop clear design suggestions and guidelines for façade improvements for existing and new businesses.

Public art at a transit station



Transit Station Improvements

- **Prepare a station improvement plan.** Develop a station improvement plan that makes the station and area immediately around the station more attractive and safe. This plan should be a blueprint for both short and long term improvements and should address the following:
 - » Additional parking
 - » Kiss-n-ride
 - » Intermodal transfers
 - » Pedestrian safety
 - » Lighting
 - » Small-scale retail opportunities

H. Transportation

Existing Conditions

Florence-Firestone contains an extensive, multi-modal transportation network. There are numerous major arterial roadways (e.g., Florence Avenue, Firestone Boulevard, and Central Avenue) and collector streets (e.g., Compton Avenue and Nadeau Avenue) that connect the community with the region and the surrounding communities. These roads are supported by a dense network of local streets that are generally built on a north-south/east-west grid system. The community also has an extensive transit network, which includes three Blue Line light rail stations that connect Florence-Firestone to downtown Los Angeles and Long Beach and extensive bus service. The network of sidewalks is extensive throughout the community, though maintenance and safety improvements are needed, especially around schools and in areas with a high level of pedestrian activity.

Vision

Transportation strategies can tie the community together, strengthen neighborhoods and stimulate economic activity. By improving local access throughout Florence-Firestone and focusing on alternatives to driving the community can take greater advantage of its strong transit service. Florence-Firestone is heavily “transit-dependent” and many people in the area walk or bike to the bus stop or Blue Line and walk to local services such as churches, stores and restaurants. Improving pedestrian links and bicycle access will help to strengthen these modes of transportation and encourage a higher level of transit usage.

It will also tie neighborhoods to one another. Arterial streets can separate neighborhoods where traffic is heavy and fast. However, calming the traffic and improving pedestrian crossings, streets can connect neighborhoods and help strengthen the social cohesion of Florence-Firestone. The vision presented here and shown in Figure 14 seeks to improve transportation options while using transportation strategies to liven the community’s streets, stimulate economic development and improve the livability of neighborhoods.

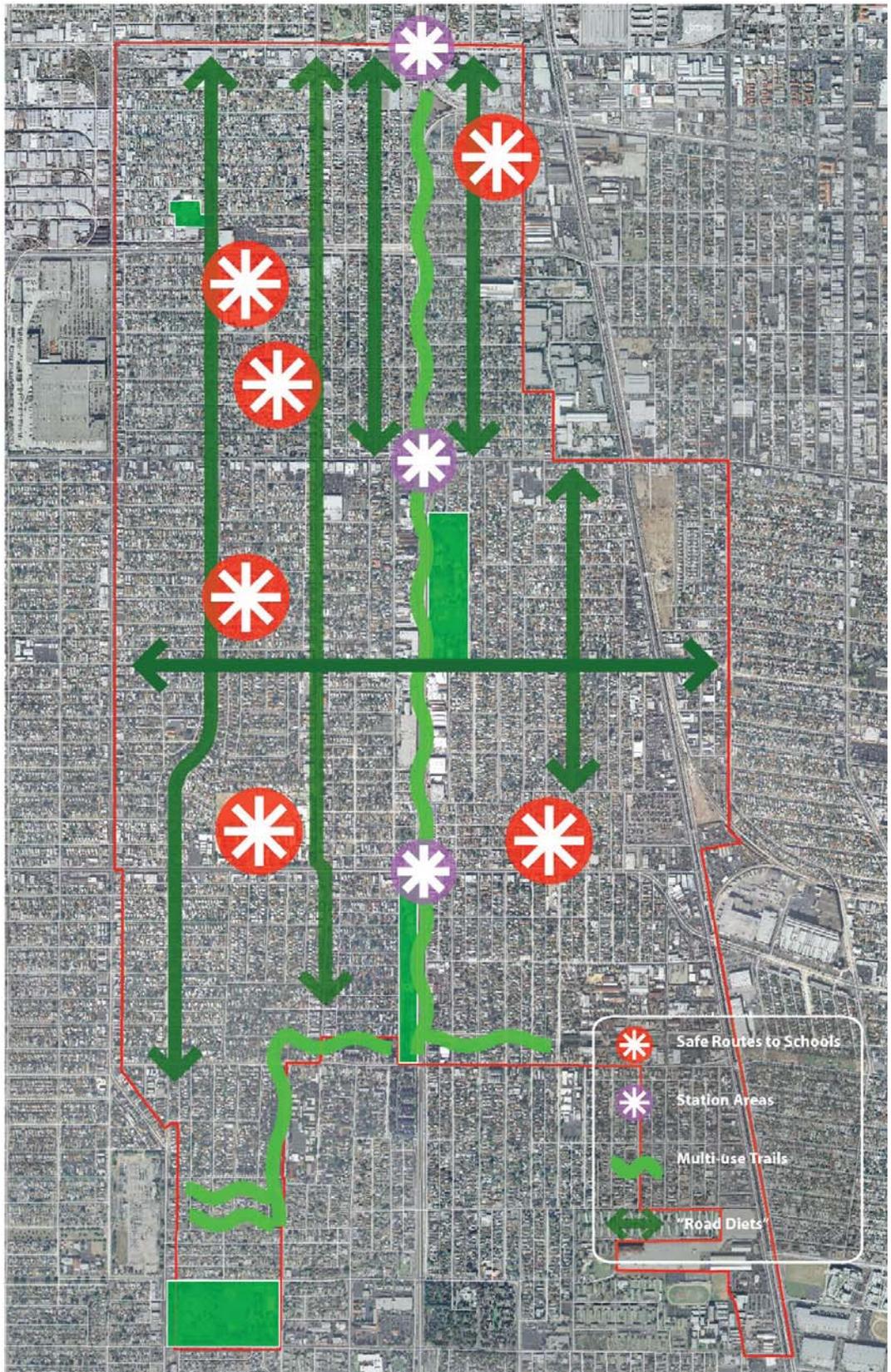


Figure 14: Vision for Transportation System Improvements

Actions

Pedestrian Environment

- **Fund sidewalk improvements.** In high-traffic pedestrian areas, such as along Florence Mile, widen sidewalks through curb extensions and road diets (defined as a reduction in width of the roadway and an increase in sidewalks, landscaping, bike facilities and other features) and provide good sidewalk design guidelines for new development. Ensure that new and refurbished sidewalks contain an adequate buffer zone between pedestrians and moving traffic. Existing sidewalks, especially near schools and in residential areas should be repaired. (Note that this action overlaps with streetscape improvements in other sections.)
- **Improve street lighting.** Improve street lighting throughout Florence-Firestone to improve public safety, especially at the Blue Line stations and on Florence Mile. Ensure that all streets have adequate lighting that enables residents and shoppers to feel safe walking at night. The lamps should direct light to sidewalks as well as streets. Where possible, new lighting should reduce light trespass and light pollution. (Note that this action overlaps with streetscape improvements in other sections.)
- **Improve safety at street crossings.** Throughout the Florence-Firestone community, improve intersection crossings for pedestrians with a priority focus on high-pedestrian traffic areas. This should include adding mid-block crossings at appropriate locations. Specific techniques to improve street crossings include:
 - » Zebra-stripe crosswalks
 - » Bulb-outs and curb extensions (These are measures to increase the width of the pedestrian area by widening all or part of the sidewalk. Specifically, bulb-outs are extensions that occur at crosswalks and thereby shorten pedestrian crossing distances.)
 - » Perpendicular curb ramps
 - » Audible pedestrian signals
 - » Removing push buttons in favor of automatic “walk” signals
 - » Crossing islands
 - » Raised crosswalks
 - » Countdown signals
 - » Modifying signal timing
 - » LED flashing beacons
 - » Advanced stop bars

Bicycle Transportation

- **Prepare and implement a bicycle network plan.** Create and then implement a bicycle plan. Improvements should include adding bike lanes, bike routes and bike paths along appropriate streets and corridors. The goal of these improvements should be to develop an interconnected network that local cyclists could use to ride from home to the Blue Line station, schools, stores, parks and other destinations. Adopt the recommendations from the study conducted for Metro by the Los Angeles County Bicycle Coalition or incorporate these ideas into the bicycle plan.
- **Add bicycle parking in key locations.** Install bicycle parking along retail corridors and at schools, parks and other destinations.

A "walking school bus"



Decorative bus shelter



Safe Routes to School

- **Create a Safe Routes to School program.** Create a comprehensive Safe Routes to Schools program for the Florence-Firestone community. The program should have the following components:
 - » **Community task force** – Form an ongoing committee of key stakeholders such as principals, parents, students, crossing guards, police, Department of Public Works and others. This community task force should identify and address issues related to improving safety for students that walk or bicycle to school.
 - » **Pedestrian and bicycle improvements on school routes-** Identify and construct street, sidewalk and intersection improvements that will enhance safety for students that walk or bicycle to school. The County should seek federal and State grants from Safe Routes to Schools funding sources.
 - » **Safety education and promotion program** – Encourage students to walk and bicycle to school with "walking school buses," contests, events and other campaigns. Teach pedestrian and bicycle safety to students that walk or bicycle to school, and develop materials to educate parents, neighbors and others about safety issues near schools.
 - » **Enforcement** – Enforce traffic and parking laws around schools and along routes to schools.
 - » **Evaluation** – Conduct regular surveys to determine the number of students walking and bicycling. Compare before-and-after crash statistics. Conduct before-and-after speed surveys in front of schools.

Transit

- **Study and then initiate a community shuttle service.** Study and then initiate a community shuttle bus service to take local residents to shopping centers, grocery stores, Blue Line stations and other key destinations.
- **Improve bus stops.** Add attractive bus shelters, benches, maps, schedules, lighting and other user amenities to bus stops.
- **Construct bus bulbs at high-frequency transit stops.** At important transit connections, install bus bulbs, extensions of the curb that are used as expanded pedestrian waiting areas, where appropriate to create a larger and more accommodating area for passengers to wait.
- **Enhance access to and safety of Blue Line Stations.** Improve lighting, safety and access to Blue Line stations. An initial step in the process is to work with the Los Angeles County Metropolitan Transportation Authority to conduct a study of the specific improvements needed at each station and then implement the recommendations of the study.

Streets

- **Implement “Road Diets.”** Removing travel lanes on appropriate streets four-lane streets with relatively low levels of traffic (typically less than 20,000 cars per day) are often good candidates for road diets. Recommended streets for road diets in Florence-Firestone include Nadeau Street, Hooper Avenue, Compton Avenue, Holmes Avenue. Recommended improvements include adding bike lanes, widening sidewalks, improving pedestrian crossings, and adding landscaping.
- **Create and fund a neighborhood traffic calming program.** Create and then implement a neighborhood traffic calming program in conjunction with the Safe Routes to Schools program. Initial improvements should focus on areas with high levels of pedestrian activity include near schools, parks, and other similar uses. Specific measures that should be considered include:
 - » Roundabouts
 - » Speed humps
 - » Diverters
 - » Crosswalks
 - » Chicanes (artificial features creating extra turns in a roadway that is used to slow traffic)

Bicycle route with chicanes



I. Parks and Open Space

Existing Conditions

At present there are four parks in the Florence-Firestone Community: Watkins Park, Washington Park, Roosevelt Park and Bethune Park. The parks provide a range of active and passive recreation facilities from ballfields to benches, and all are very well used by the community. Despite the size of the parks, the area is generally underserved by parks (with around one acre of park space for every 1,000 residents) and opportunities for new parks and open spaces should be explored.

Vision

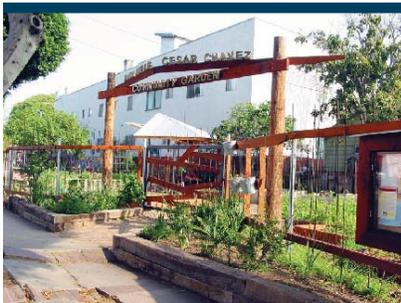
The vision for parks and open space, which is shown in Figure 15, is to increase the amount and quality of parks and open spaces to enhance community connectivity to parks and to add greenery to the community. This will improve the health and quality of life in Florence-Firestone. While the existing parks are well used and cherished, they need additional upkeep and maintenance. In addition, new parks and open spaces should be created with a goal of ensuring that every resident is within a mile walk distance of a park. A new multi-use trail should be added along the Blue Line right-of-way and the existing power lines along 91st Street and Success Avenue should be transformed into linear greenways. This greenway should connect to Cesar Chavez Park in South Gate, which would then provide a direct, off-road connection to the Los Angeles and Rio Hondo River trails. Finally, a network of “green” streets should be created to enhance greenery in the neighborhoods.

Actions

New Parks and Open Spaces

- **Construct new neighborhood-serving parks on vacant/underutilized parcels.** Identify locations on vacant and/or underutilized properties where new parks could be built in the community in order to increase access to open space. The parks should be located within each major neighborhood area of the community with the goal of ensuring that every home is no more than a mile walking distance from a park, and is not separated by a major roadway or other physical barrier (such as the railroad).
- **Create community gardens.** Find opportunities to create community gardens throughout the community. Specific parcels that could be targeted include vacant parcels, vacant buildings and foreclosed properties. To the extent feasible, community gardens should be distributed throughout the community.
- **Implement a “Green” streets program.** Green streets are roadways and transportation facilities that serve a number of functions including stormwater management and community green spaces. In green streets, additional landscaping is added to the roadway right-of-way or parking area to capture rainwater and provide green spaces. The Vision plan proposes adding a network of green streets throughout the community on roadways that have relatively wide rights-of-way. These roads include: Hooper Avenue, Miramonte Boulevard, Holmes Avenue, and Crockett Boulevard. To implement the green streets program the county should conduct a study to identify potential locations for green streets and then pursue funding. Ideally, residents and businesses along the blocks where green streets are implemented would be involved in planting and then maintaining the landscaping. These efforts could be

Community garden



Green street landscaping example



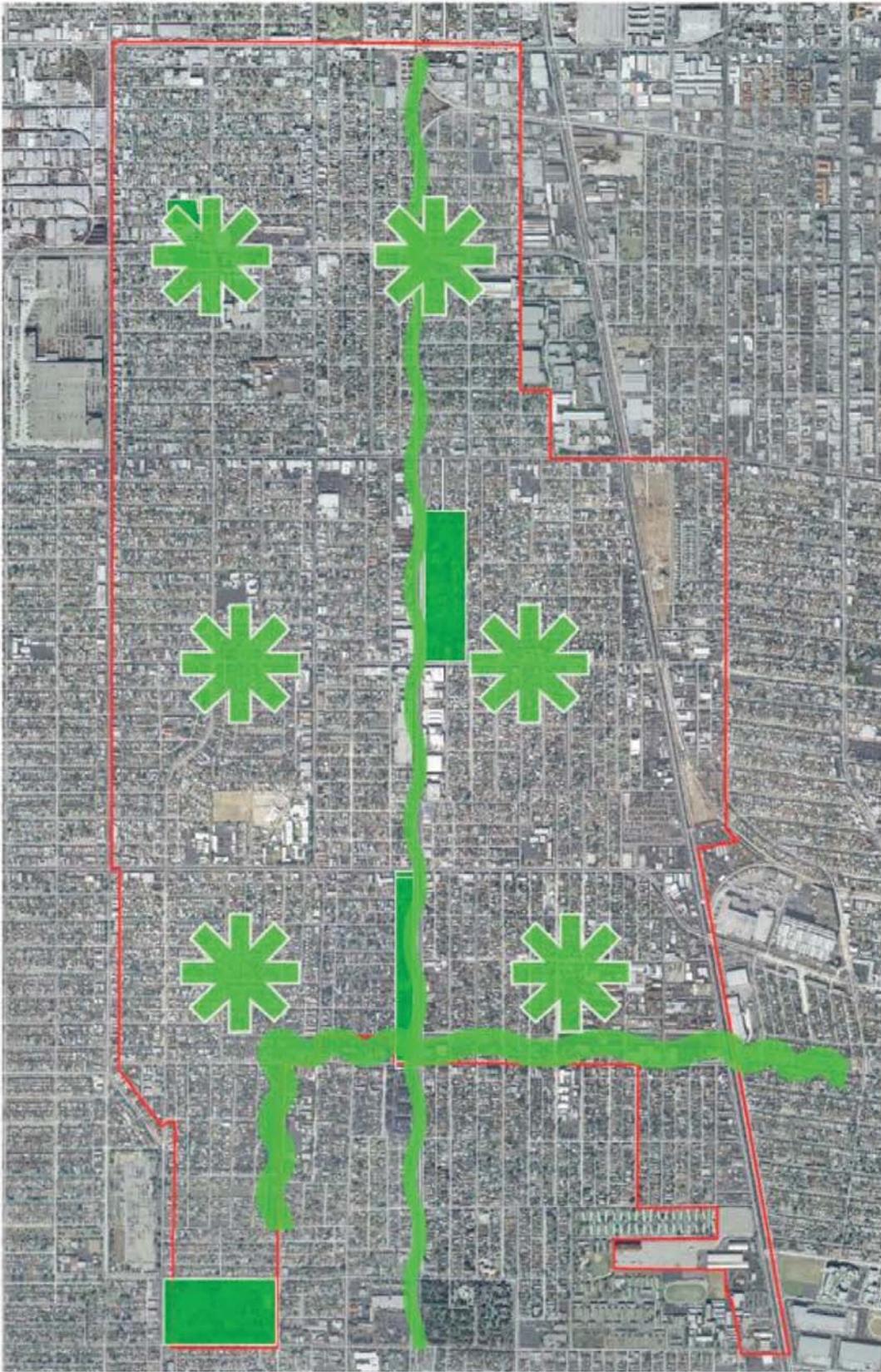


Figure 15: Vision for Parks and Open Space

Potential railroad trail



organized through neighborhood associations. (Note that this action overlaps with the proposed traffic calming program and the Road Diet in the Transportation section, above.)

- **Construct a linear park along utility right-of-way.** The utility rights-of-way present one of the best opportunities for adding park space to Florence-Firestone. This plan envisions transforming these rights-of-way into linear parks with multi-use trails, natural open spaces, children’s play areas, community gardens, and, where feasible, active recreational facilities such as basketball courts. The trail network could connect with the City of South Gate to the east, which is actively implementing a similar vision. Connecting with the South Gate trail system would provide Florence-Firestone residents with a direct off-road trail connection to the Los Angeles river trail and a large regional trail network.
- **Construct a trail along railroad right-of-way.** If space allows, pursue a trail adjacent to the railroad right-of-way. This would provide a significant North/South greenway through the community and would connect all the parks in Florence-Firestone to one another on an integrated trail network.

Existing Parks

- **Improve existing parks and recreation facilities.** The existing parks in the community provide an invaluable source of pride, recreation and community gathering spaces. However, continual improvements are needed to ensure that the parks maintain their positive and prominent role in the community. The County should expand program of on-going maintenance and improve the existing parks facilities, some of which are in need of repair and replacement. Ideas for new activities in existing parks include:
 - » Skate park
 - » Family activity center
 - » Art park
 - » Art studios and exhibition space
 - » Outdoor amphitheater
 - » Basketball courts
- **Increase public safety in parks.** The police and community watch presence in parks should be expanded to ensure that the parks remain as safe and free of crime as possible. These activities should be coordinated with the County Sheriff’s department.
- **Pursue joint use agreements with schools.** Work with the LAUSD and private/non-profit schools and institutions to allow use of these facilities during non-school hours. The use of school yards during non-school hours would greatly increase the amount of recreational facilities in Florence-Firestone.

J. Administrative and Community Activities

Existing Conditions

Many Los Angeles County departments and organizations are actively involved in helping to improve the quality of life in Florence-Firestone, including Code Enforcement, Public Works, Parks and Recreation and the County Sheriff. The Florence Firestone Community Leaders (FFCL), with the assistance of County staff, are also actively working to improve the community. Additionally, there are also numerous County facilities in Florence-Firestone, including parks, recreation centers, the Sheriff's youth facility, a senior center and 2 libraries. Despite these activities, many residents have no association with Florence-Firestone and some do not know that they live in the County. The community is blighted with illegal dumping, graffiti and trash and the residents and businesses would profit from becoming more unified and organized.

Vision

The vision for Administrative and Community Activities is to expand public and private participation to improve the quality of life in Florence-Firestone. This includes improving the image of the community, reducing trash and graffiti, conducting more code enforcement and bringing organizations together so that they can work together to achieve common goals.

Actions

- **Prepare Community Plan.** The County should develop a detailed Community Plan for the Florence-Firestone community that provides a detailed land use, transportation, urban design and overall community vision. As with other Community Plans, the plan for Florence-Firestone should have an extensive public outreach and participation process, address future land uses in the community, include a detailed economic and market analysis and have a detailed implementation plan.
- **Continue FFCL.** The County should help continue the Florence Firestone Community Leaders (FFCL) by providing staff support and, where feasible, direct funding.
- **Enhance community identity and image.** The County should work to develop a new identity and image for the Florence-Firestone community. Specific actions that should be considered include:
 - » Changing the name of the community
 - » Changing the zip code so that mail is addressed to "Florence-Firestone" or the new name of the community.
 - » Conducting a branding campaign that includes a new name, logo, and signage.

Florence Firestone Community Leaders



Existing graffiti to be removed



- **Expand code enforcement.** Code violations are one of the major issues facing the community. To the extent feasible, the existing high level of enforcement activities should be expanded. The code enforcement should be both proactive and reactive with a greater emphasis on non-residential uses, especially those in close proximity to residential neighborhoods.
- **Expand graffiti abatement programs.** Graffiti abatement programs should be expanded to address this significant issue facing the community.
- **Construct more youth and senior centers.** The County should seek opportunities to construct new youth and senior centers throughout the community. To the extent feasible, these facilities should be separate so that each group has ownership of the facility.
- **Hire full-time community organizer.** The County should fund a full time community organizer for a period of up to three years. The role of the organizer will be to train residents in community organizing, strengthen ties between existing organizations, and recruit community-based organizations to work in Florence-Firestone.
- **Measure success.** Develop a community indicators program to track progress of implementing the community's vision over time. Examples of indicators that can be used are presented in Appendix D.

Chapter 7

Priority Actions



Priority Actions: Implementing the Vision Plan

Throughout the process of developing the Florence-Firestone Vision Plan, community members, stakeholders, County staff and the consultants generated almost 100 specific actions in 10 broad categories, as is presented in the previous section. While every action presented above is important and would result in valuable benefits to the community, this section presents the highest priority actions. The level of priority was partially developed during the three public workshops based on participant voting on their most important actions. This information was supplemented with conversations with stakeholder and County staff to develop the following list. Each action includes a reference where it is described in the previous section, as well as a proposed timeframe, level of cost and responsible party.

Action	Timeframe	Cost	Responsibility
Florence Mile and Florence Blue Line Station			
Create a parking district	Short	\$\$\$	County Department of Regional Planning; Chamber of Commerce; Florence Mile Business Improvement District
Complete streetscape improvement project	Short	\$\$\$	County (numerous offices)
Hold an annual community-wide festival	Ongoing	\$	Chamber of Commerce; Public Works Department
Proactive business licensing and code enforcement	Short	\$	County Department of Regional Planning; Chamber of Commerce
Identify and fund catalyst projects	Medium	\$\$\$	CDC and BOS
Center of the Community			
Construct a full-time Sheriff's station	Medium	\$\$\$	Sheriff's Department
Expand County Hall	Medium	\$\$\$	County (various departments)
Build more youth and senior centers	Short	\$\$\$	Parks and Recreation
Beautify the rail corridor	Short	\$	County (various departments)
Neighborhoods and Housing			
Expand homeownership funding programs	Ongoing	\$\$	CDC
Support neighborhood watch groups	Ongoing	\$	Community
Community Clean up days	Ongoing	\$	Community
Implement an alley improvement program	Long	\$\$\$	County (various departments)
Alameda Corridor and Industrial Areas			
Fund a landscape and site grant program	Medium	\$\$	CDC
Improve transit access to Slauson Station	Short	\$\$	Public Works, Metro

Action	Timeframe	Cost	Responsibility
Jobs and Economic Development			
Create a Redevelopment Area for Florence-Firestone	Medium	\$\$	CDC
Pursue funding for job training programs	Medium	\$\$\$	County (various departments)
Prepare a business development and attraction strategy	Short	\$	CDC
Corridors			
Fund welcome signs and entryway treatments	Medium	\$\$	Public Works
Implement corridor streetscape improvement program	Long	\$\$\$	Public Works
Firestone Station Area			
Identify and fund a catalyst development project	Medium	\$\$\$	CDC
Target façade improvement program funds to Firestone Station Area	Short	\$	CDC
Transportation			
Create and carry out a Safe Routes to Schools program	Short	\$	Public Works
Improve bus stops	Ongoing	\$\$	Public Works; Metro
Improve safety at Blue Line Stations	Short	\$\$	Public Works; Metro
Study then initiate community shuttle service	Long	\$\$\$	Public Works
Parks and Open Space			
Construct new neighborhood-service parks on vacant or underutilized parcels	Short	\$\$	Parks and Recreation
Construct linear park along utility right-of-way	Long	\$\$\$	Parks and Recreation
Increase public safety in parks	Short	\$	Parks and Recreation; Community; Sheiff
Construct a trail along the railroad right-of-way	Long	\$\$\$	Parks and Recreation
Administrative and Community Activities			
Create Community Plan	Short	\$\$	County Department of Regional Planning
Enhance community image and identity	Short	\$	BOS; CEO
Expand code enforcement	Short	\$\$	DRP, DPW, DPH (EH) LASD, DA, Fire
Hire full-time community organizer	Short	\$\$	CEO
Measure success	Ongoing	\$	CEO

Key

Timeframe

Short = within 5 years

Medium = 5 to 10 years

Long = greater than 10 years

Ongoing = projects that are

ongoing for the foreseeable future

Cost

\$ = low cost

\$\$ = medium cost

\$\$\$ = high cost

Appendix A

Community Workshop #1

Florence-Firestone Vision Plan Summary Notes

Community Workshop #1 – Issues, Opportunities and Goals
January 10, 2009, Miramonte Elementary School

On Saturday January 10, 2009, members of the Florence-Firestone community met for the first of three public community workshops to develop the Florence-Firestone Vision Plan. The purpose of this first workshop was to re-affirm the existing issues facing the community and then to prioritize long-term goals for Florence-Firestone. Approximately 30 members of the public attended the workshop.

The workshop began with the community answering a series of questions about their community. The four questions asked and the responses were:

1) Where do you live? – Community members put a sticker on a map of the community showing the location of their home.

2) Where do you work? – Community members put a sticker on a map of the community showing where they worked. If they did not work in the Florence-Firestone area then they wrote the location of their job on a post-it note and placed it on the map.

3) What are the key issues in the community? – Community members wrote comments on post-it notes and placed them on the map. The following are the comments received:

- Drug Sales
- Gangs
- Loitering
- Improve safety at Blue Line stations
- Illegal dumping
- Lack of development. Need quality grocery store, better housing and more businesses.
- Car sales on streets
- Illegal vendors
- Cleaner streets
- Stray cats and dogs
- Improved parking for Florence-Firestone commercial corridor
- Damaged sidewalks throughout the community
- Small, vacant lots that the zoning code will not allow any new buildings on.
- Trash around school construction sites
- No trash cans at bus stops
- Continuity of services from the County

4) Magic Genie – Community members were granted 3 wishes to improve their community. They wrote their ideas on post it notes and placed them on a map of the community.

- Enforce and stop illegal dumping
- Stop illegal yard sales
- Stop illegal vending, especially on weekends
- Stop gangs
- Build a movie theater
- Reduce crime

- Stop drug dealing
- Reduce homelessness
- Stop gangs
- Get rid of bar on Graham Avenue and Firestone
- Get rid of liquor store on Beach Street and Firestone
- More economic development
- More restaurants
- More senior housing
- Clean up community (trash and graffiti)
- Get rid of all used car dealerships
- More security and less gangs and drugs on the street
- Get rid of pornographic stores
- Get rid of liquor store at Compton and 76th Place
- Improve pre-school for children
- More parking on Florence Mile
- Better local transportation
- Get rid of all poker players in public parks
- Get rid of pallet companies in residential areas
- Build a local dog pound – there are too many stray dogs.
- More street lights on neighborhood streets

Following these exercises there was a presentation by Matt Raimi of Raimi + Associates, Inc., the lead consultant on the project. The presentation described the project, the existing conditions in the community and over 30 potential long-term goals for the community. The goals were divided into 6 topic areas: built environment; economy and jobs; transportation; public facilities and services; community life; and health and safety. (Attachment 1 describes the goals.)

The community members then broke into groups of 8-10 people to discuss the goals. Each member was given 12 sticky dots to vote on their top priorities and each member was asked to vote for at least 1 goal in each of the 6 topic areas. The results were then compiled and community members reported back on why each goal was a priority for their group.

The following is a summary of the results of each breakout group and any additional comments made by the public. Attachment A includes a list and description of each goal in English and Spanish, the number of votes each goal received in each group, the total number of votes received from all groups and the rank of each goal. (Note: Groups are numbered 1, 3 and 5; there were not groups at tables 2 and 4).

Group 1

Top Goals

1. Improve public safety – It's difficult to accomplish other goals without feeling safe first.
2. Enhance job training
3. Enhance services for youth, seniors and disabled
4. Preserve existing and attract new jobs
5. Enhance neighborhoods (more lights on the streets)
6. Improve traffic safety (speed in residential areas and near schools)
7. Attract more retail
8. Improve transit stations and facilities
9. Reduce trash and graffiti
10. Green the community

11. Increase educational opportunities (tie with 10)

Additional Comments from the Group

- Security – Parks and Metro stations
- Revitalize street facades to reduce crime and other illegal activities
- Create programs that will increase community interests from residents
- Identify residential areas in need of more patrol from law enforcement
- Revitalize Firestone Blvd. No services or programs exist to revitalize Firestone Blvd. Problems exist with liquor stores and metro stations.
- Vehicle Sales on residential streets.

Group 2

Top Goals

1. Improve public safety – It's difficult to accomplish other goals (e.g. walkable community) without feeling safe first.
2. Improve alleys
3. Reduce trash and graffiti
4. Create an identifiable image for Florence-Firestone (e.g. gateways to the community)
5. Attract more supermarkets, restaurants and shopping – That offer more (healthy) choices and that create jobs.
6. Address code violations
7. Enhance services for youth, seniors and disabled
8. Enhance Florence Mile
9. Revitalize Alameda Street
10. Community Education (new goal added by group) (Offer residents a handbook / guide outlining local ordinances related to code enforcement)

Additional Comments from the Group

What are the most important goals?

- Alameda Street – beautification, attract a supermarket with more quality food
- Public safety
- Trash and graffiti because it improves health
- Code violations – need higher fines and more man power at county to reduce violations
- More law enforcement should be added to the goals

Group 3

Top Goals

1. Improve public safety – People want to feel safe in their community
2. Enhance services for youth, seniors and the disabled – Keep kids off the streets; provide senior housing
3. Address code violations – Clean up illegal vending; car sales, etc.
4. Preserve existing and attract new jobs – Attract new jobs within the community; rebuild underutilized areas to attract new jobs; better industrial jobs
5. Enhance neighborhoods – Pride of ownership
6. Enhance job training – Vocational training; people are willing to work but there is a lack of skills and jobs that match skills
7. Attract more supermarkets, restaurants and shopping – Higher quality foods
8. Enhance Florence Mile – This is the heart of the community; attract more businesses; make it safer

9. Increase access to health care – The community needs affordable health care near Florence-Firestone.
10. Create an identifiable image for Florence-Firestone – We need to know who we are and have community pride.

Additional Comments from the Group

- Crime and enforcement of crime is important
- More security and safety is needed
- Community identity – improve the negative image of the community
- Create a datasheet/information on the crime in the community
- Many street lights are out – make sure facilities work
- More outreach and communication is needed to empower the community
- Without public safety many of the other goals cannot be achieved
- Hospitals and emergency care are needed in the community
- More job training is needed – more programs at schools and parks
- More supermarkets are needed and a wider variety of supermarkets that sell higher quality foods.
- More code enforcement is needed especially for illegal vending in public areas, on weekends and to address public health issues
- Increased public safety at train stations is needed; the stations are unsafe
- Increased bus connections are needed and safety on buses and at stops is lacking
- There is no parking enforcement after 5pm and on weekends. There is parking congestion and more parking is needed.
- Places and services for teens are needed
- Enhance job training for youth and elderly
- Create a local shuttle to connect existing shopping with transit facilities

Summary

Follow the discussions in the breakout groups, one member of each group reported back to the larger group on their top 10 priority votes and the total number of votes for each goal was tallied. The following is list of the top 10 priority goals from the public workshop.

- Improve Public Safety (30 votes)
- Enhance Services for Youth Seniors and the Disabled (20 votes)
- Improve Alleys (16 votes)
- Attract More Supermarkets, Restaurants and Shopping (14 votes)
- Preserve Existing and Attract New Jobs (13 votes)
- Enhance Job Training (13 votes)
- Reduce Trash and Graffiti (13 votes)
- Address Code Violations (13 votes)
- Create and Identifiable Image for Florence-Firestone (12 votes)
- Enhance Florence Mile (11 votes)
- Enhance Neighborhoods (10 votes)

Next Steps

There will be 2 more workshops held to help create the Florence-Firestone Vision Plan. The workshops will be held on February 21st and March 28th. Each member of the community is encouraged to spread the word about the workshop and to bring at least 5 other people to the workshop.

Attachment 1: Small Group Exercise Results

Community Workshop #1 – Issues, Opportunities and Goals
 Goal Statements
 January 10, 2009

Taller Comunitario #1 – Problemas, Oportunidades y Objetivos
Declaraciones de los Objetivos
 10 de enero del 2009

Goals	Group 1	Group 3	Group 5	Total Votes	Rank
Built Environment / La Comunidad Desarrollada					
Enhance Florence Mile - Revitalize Florence Mile with new uses, improved streetscape, façade improvements and additional parking. Mejorar la Milla de Florence – Revitalizar la Milla de la Avenida Florence con nuevos negocios, un mejor diseño de la calle, mejorando la fachada de los edificios y estableciendo más estacionamiento.	2	4	5	11	10 th
Build Near Transit - Develop jobs, retail and housing around the 3 Blue Line stations. Construir Cerca de los Centros de Tránsito – Incrementar los empleos, el comercio y numero de viviendas cerca del las Tres Estaciones del tren Blue Line	2	1	0	3	27 th (tie)
Revitalize Alameda Street – Revitalize the Alameda Street with new uses, improved streetscape and façade improvements. Darle Nueva Vida a la Calle Alameda – Darle nueva vida a la calle Alameda con nuevos negocios, un mejor diseño de la calle, y mejorando la fachada de los edificios.	1	4	1	6	15 th (tie)

Goals	Group 1	Group 3	Group 5	Total Votes	Rank
<p>Improve Major Roadways – Improve the appearance and uses of major roadways (such as Firestone, Compton, Gage, Slauson, Central and Nadeau) with landscaping, new uses, and façade improvements to existing buildings.</p> <p>Mejorar las Calles Principales – Mejorar la apariencia y los usos de las calles principales (Firestone, Compton, Gage, Slauson, Central y Nadeau) con áreas verdes, nuevos negocios, y mejorando las fachadas de los edificios existentes.</p>	2	0	2	4	23 rd (tie)
<p>Preserve and Enhance Neighborhoods - Preserve neighborhood character and quality through actions such as changes to zoning, streetscape improvements, building façade improvements and addressing parking issues.</p> <p>Preservar y Mejorar la Comunidad – Preservar la calidad y el caracter de la comunidad mediante actos como el cambio de zonas, mejoramiento de las calles, mejoramiento de las fachadas de los edificios y resolviendo los problemas relacionados con la falta estacionamiento.</p>	5	0	5	10	11 th
<p>“Green” the Community - “Green” the city with trees, landscaping and environmentally friendly initiatives.</p> <p>Promover una Comunidad Ambiental- Establecer más áreas verdes con árboles, flores e iniciativas respetando el medio ambiente.</p>	3	1	1	5	19 th (tie)
Economy and Jobs / La Economía y los Trabajos					
<p>Attract More Retail - Expand tax base by encouraging the development of a diversity of new retail uses.</p> <p>Atraer Más Comercio – Incrementar la base de impuestos mediante al desarrollo y fomento de varios negocios comerciales.</p>	4	2	1	7	13 th (tie)

Goals	Group 1	Group 3	Group 5	Total Votes	Rank
<p>Preserve Existing and Attract New Jobs – Take steps to preserve existing jobs and attract new jobs for all income and skill levels.</p> <p>Preservar Trabajos Existentes y Atraer Nuevos Trabajos – Tomar pasos para preservar trabajos existentes y atraer trabajos nuevos para todas las personas con diferentes niveles educacativos y económicos</p>	6	1	6	13	5 th (tie)
<p>Enhance Job Training – Create opportunities for job and vocational training within and near the community.</p> <p>Mejorar el Entranamiento Laboral - Crear oportunidades para el desarrollo de centros de entrenamiento para trabajo o carreras vocacionales dentro de la comunidad</p>	8	0	5	13	5 th (tie)
<p>Attract More Supermarkets, Restaurants and Shopping – Find opportunities to attract more supermarkets, a diversity of restaurants and more shopping throughout the community.</p> <p>Atraer Mas Supermercados, Restaurantes y Centros de Compras –Descubrir oportunidades para atraer más supermercados, una variedad de restaurantes, y mas centros de compras por toda la comunidad.</p>	3	6	5	14	4 th
Transportation / Transporte					
<p>Improve Transit Service - Improve local and regional transit service.</p> <p>Mejorar el Servicio de Tránsito - Mejorar el servicio de transporte publico a nivel local y regional</p>	1	0	1	2	28 th (tie)

Goals	Group 1	Group 3	Group 5	Total Votes	Rank
<p>Improve Transit Stations and Facilities – Make existing transit facilities, especially the Blue Line stations, safer and more attractive.</p> <p>Mejorar las Estaciones y Centros de Tránsito - Mejorar las facilidades de transporte, especialmente las estaciones del metro Blue Line y mantenerlas seguras y atractivas.</p>	3	1	3	7	13 th (tie)
<p>Reduce Traffic Congestion - Reduce traffic congestion on local streets.</p> <p>Reducir el Congestionamiento de Vehículos – Reducir el congestionamiento de vehículos en las calles</p>	1	0	1	2	28 th (tie)
<p>Build a Walkable Community – Improve streets and sidewalks, especially areas around schools, to be safer for pedestrians.</p> <p>Desarrollar una Comunidad Para Caminar – Mejorar las calles y ceras, especialmente cerca de las escuelas, para mantener la seguridad de los peatones.</p>	1	2	1	4	23 rd (tie)
<p>Expand the Bicycle Network - Create a community-wide network of bicycle facilities.</p> <p>Ampliar la Red de Caminos para la Bicicleta – Crear una red amplia de centros y caminos para las bicicletas.</p>	0	0	0	0	31 st
<p>Improve Traffic Safety – Increase safety by slowing traffic in residential areas and on major roadways.</p> <p>Mejorar la Seguridad del Tráfico – Incrementar la seguridad mediante la disminución de velocidad del tráfico en áreas residenciales y calles principales.</p>	5	0	1	6	15 th (tie)
<p>Improve Alleys – Address safety concerns in alleys.</p> <p>Mejorar los Callejones – Resolver los problemas de seguridad en los callejones.</p>	3	9	4	16	3 rd

Goals	Group 1	Group 3	Group 5	Total Votes	Rank
Public Facilities and Services / Centros y Servicios Públicos					
<p>Improve Parks and Open Spaces - Improve existing parks, recreation and open spaces and expand the park system.</p> <p>Mejorar los Parques y los Espacios Abiertos – Mejorar los parques existentes, áreas de recreación y espacios abiertos e incrementar el sistema de parques.</p>	3	0	2	5	19 th (tie)
<p>Increase Access to County Services – Create a full-time county administrative facility in the community.</p> <p>Aumentar el Acceso a los Servicios del Condado – Crear un centro administrativo del condado en la comunidad.</p>	1	0	3	4	24 th (tie)
<p>Increase Educational Opportunities - Increase educational opportunities for all residents, including job training and schools.</p> <p>Aumentar las Oportunidades Educativas – Incrementar las oportunidades de educación, incluyendo escuelas y centros de entranamiento, para todos los residentes.</p>	3	2	3	8	12 th
<p>Enhance Services For Youth, Seniors and Disabled - Enhance the amount and range of services for seniors, youth and disabled residents.</p> <p>Mejorar los Servicios para la Juventud, Personas de Edad Mayor y Personas discapacitadas – Mejorar el numero de servicios para personas mayores de edad, los jóvenes y residentes discapacitados.</p>	7	7	6	20	2 nd

Goals	Group 1	Group 3	Group 5	Total Votes	Rank
Community Life / Vida de la Comunidad					
<p>Create an Identifiable Image for Florence-Firestone – Enhance community pride by creating an identifiable image and identity for the community.</p> <p>Crear una Imagen Identificable Para Florence-Firestone - Incrementar el orgullo de la comunidad creando una imagen y identidad de la comunidad</p>	2	6	4	12	9 th
<p>Develop Affordable Housing - Develop affordable housing for a range of incomes.</p> <p>Desarrollar Viviendas Económicas - Desarrollar viviendas económicas para todas personas de diferentes ingresos.</p>	2	1	1	4	23 rd (tie)
<p>Promote Culture in the Community – Develop cultural facilities such as theaters, cinemas, public art and art galleries.</p> <p>Promover la Cultura en la Comunidad – Desarrollar centros culturales como teatros, cine, museos y centros de arte público.</p>	1	0	4	5	19 th (tie)
<p>Promote Entertainment and Social Activities – Promote and encourage entertainment uses such as movie theaters and bowling alleys and events that bring the community together and strengthen social ties among residents.</p> <p>Promover Actividades de Entretenimiento y Sociales - Promover y animar el desarrollo de centros de entretenimiento como cines, salones de boliche y eventos que atraigan a la comunidad y crear fuertes lazos sociales entre los residentes.</p>	2	0	4	6	15 th (tie)
Health and Safety / Salud y Seguridad					
<p>Improve Public Safety - Improve public safety around the community.</p> <p>Mejorar la Seguridad Pública – Mejorar la seguridad pública en toda la comunidad.</p>	8	10	12	30	1 st

Goals	Group 1	Group 3	Group 5	Total Votes	Rank
<p>Reduce Trash and Graffiti – Continue and expand efforts to address to reduce trash, illegal dumping and graffiti.</p> <p>Reducir la Basura y el Grafito – Continuar y expandir los esfuerzos para reducir la basura y grafito en las calles.</p>	3	7	3	13	5 th (tie)
<p>Address Code Violations – Continue efforts to address code violations including illegal housing, abandoned vehicles.</p> <p>Prevenir Violaciones de Códigos Municipales - Continuar con los esfuerzos para resolver y prevenir violaciones al código municipal, incluyendo, la prevención de viviendas ilegales y carros abandonados en la calle.</p>	2	5	6	13	5 th (tie)
<p>Improve Physical Activity and Healthy Eating – Increase opportunities for physical activity and improve healthy eating options in the community.</p> <p>Mejorar la Actividad Física y el Sano Consumo de Comida – Incrementar las oportunidades de actividad física y mejorar las opciones de comida sana en la comunidad.</p>	3	1	1	5	19 th (tie)
<p>Improve Air Quality - Reduce air pollution and improve air quality.</p> <p>Mejorar la Calidad del Aire – Reducir la contaminación en el aire y mejorar la calidad del aire.</p>	2	0	1	3	27 th (tie)
<p>Increase Access to Health Care – Increase access to health care by working to attract more health clinics to the community and conducting preventive care education.</p> <p>Mejorar el Acceso al Cuidado Médico –Incrementar el acceso al cuidado médico incrementando el numero de clínicas de salud en la comunidad y coordinando foros educativos.</p>	2	0	4	6	15 th (tie)

2 Goals were added by the community during the small group discussions. The goals and the number of votes received were:

1. Community Education – Educate the community about programs and services available to them – 3 votes
2. Food Safety – Improve the safety of food to avoid illnesses – 2 votes

Appendix B

Community Workshop #2

Florence-Firestone Vision Plan Summary Notes

Community Workshop #2 – Visioning
February 21, 2009, Roosevelt Park Senior Center

On Saturday February 21, 2009, members of the Florence-Firestone community met for the second of three public community workshops to develop the Florence-Firestone Vision Plan. The purpose of this second workshop was to identify areas for potential land use changes in the community and to prioritize a series of actions that would enhance “community identity.” Over 80 members of the public attended the workshop.

Beginning Exercises

As with the first workshop for the Florence Firestone Vision Plan, the workshop began with the participants answering a series of questions about their community. The following summarizes the participant’s responses:

1) Where do you live? – Community members put a sticker on a map of the community showing the location of their home. A relatively small number of people identified their homes on the map. Of those that did, there was generally equal representation from throughout the community.

2) Magic Genie – Participants were granted three wishes to improve their community. They wrote their ideas on post-it notes and placed them on a map of the community. The ideas presented included the following:

- Improve public safety with more police, block clubs and other activities
- Enhance neighborhoods with senior housing and shopping centers
- Attract quality businesses to the community
- Improve alleys throughout the community
- Address gangs and violence
- Stop graffiti
- Improve the parks
- Improve Alameda Street – make it more beautiful
- Improve Compton Avenue – make it more beautiful
- Add landscaping, trees and flowers to all the streets
- Get dogs off of the streets
- Bring more jobs to the community

Presentation

Following these exercises there was a welcome by Pat Hachiya from the Los Angeles County Department of Regional Planning and then a presentation by Matt Raimi of Raimi + Associates, Inc., the lead consultant on the project. The presentation provided a summary of the purpose of the project, a discussion of the key issues in the community and a summary of the results of workshop # 1, which occurred on January 10, 2009.

The presentation also included an introduction to two interactive exercises, which followed the presentation. The first exercise was on community design and potential land use changes for the Florence-Firestone community and the second was the “community identity” exercise. Following the presentation, the community divided into five groups to develop a vision for the future of the community. The results of the two interactive exercises are presented below.

Community Design/Land Use Interactive Exercise

For this exercise, six areas of the community were identified as areas where possible land use changes could occur and for each area three alternative development patterns were presented. The six areas were: Florence Mile/Florence Blue Line Station; Neighborhoods, Alameda Corridor and adjacent industrial areas; the Firestone Blue Line Station; and the Slauson Blue Line Station. The potential alternative development patterns were divided into the following three categories. These categories progress from that ranged from the least difficult and least change to the most difficult and the most change, as follows:

- Maintain – the existing land uses and character are maintained.
- Evolve and Enhance – the land use pattern is changed over time to include complimentary land uses.
- Transform – the area is changed rapidly with new land uses. This is the most difficult of the alternatives and would result in the most dramatic change to the area.

Descriptions and images for each alternative presented for each geographic area can be found attached to this summary.

The objective of the exercise was for the participants to identify a general direction for each area. The results of each group are discussed below.

Group 1

Florence Firestone/Florence Blue Line Station – Transform the area by adding more retail with parking in front of the building; increase parking in the areas, make the sidewalks more walkable; and improve security.

Neighborhoods – Enhance the existing neighborhoods by doing the following:

- Adding stop signs

- Stopping people from selling cars on the street
- Adding more landscaping
- Cleaning the streets
- Educating the community on public services that residents can take advantage of
- Create a home improvement program
- Clean the alleys
- Fix pot holes in the streets
- Increase police presence
- Increase the size of existing community centers
- Add senior and affordable housing

Alameda Corridor and Industrial – Transform the area by redeveloping some or all of the Alameda corridor and industrial areas with big box retail and office-related jobs; improve the corridor with landscaping; and create buffers between the industrial uses and the residential uses.

Corridors (Firestone, Florence, Compton, Central, and Gage) – Enhance the existing corridors by adding 2-3 story mixed use buildings. The area should have a walkable “main street” character similar to Florence Mile. Improve the streetscape with landscaped medians, traffic signals crosswalks and other improvements.

Firestone Station – Enhance the area by adding 2-3 story mixed use buildings with retail on the ground floor. Improve parking and address safety concerns with increased police patrols.

Slauson Station – Enhance the existing area by attracting more light industrial/flex uses to the area. Improve safety and increase parking at the rail station.

Group 2

Florence Firestone/Florence Blue Line Station – Evolve and enhance Florence Mile by adding some mixed use development while retaining and enhancing the existing “main street” character of the area.

Neighborhoods – Enhance the existing neighborhoods by planting trees and also consider allowing some new larger developments with small lot single-family and small-scale apartments.

Alameda Corridor and Industrial – Enhance the existing environment by attracting new businesses that are more attractive and cleaning up existing businesses. Many of the existing businesses should be retained because they provide jobs for the community.

Corridors (Firestone, Florence, Compton, Central, and Gage) – Enhance the existing area by adding 1 to 2 story buildings with retail and residential. Many of the existing businesses should be retained because they provide jobs for the community.

Firestone Station – Enhance the existing area by improving the existing businesses and adding new businesses and restaurants. Higher density, mixed use development in this area is not desired.

Slauson Station – Transform the area into a mixed use, residential transit village.

Group 3

Florence Firestone/Florence Blue Line Station – Evolve and enhance Florence Mile and keep it as the heart of the community.

Neighborhoods – Evolve and enhance existing neighborhoods by adding landscaping to the streets (trees) and making the community more affordable. Consider finding locations where new, attractive townhomes can be added to the neighborhoods.

Alameda Corridor and Industrial – Evolve and enhance the area by improving the visual appearance but also find locations to add a large supermarket and other larger stores that may benefit the community.

Corridors (Firestone, Florence, Compton, Central, and Gage) – Evolve and enhance the corridors with more attractive, community-serving retail. Allow some small-scale mixed use development of 2-3 stories.

Firestone Station – Evolve and enhance with Firestone station area with better retail. Improve safety in and around the station.

Slauson Station – (no response)

Group 4

Florence Firestone/Florence Blue Line Station – Maintain the existing “main street” character with primarily 1 and 2 story retail and some mixed use development. Do not allow any more strip-commercial development. Enhance the area with the following:

- Better lighting in and around the Florence Blue Line station.
- Improve the visual appearance of the area with façade improvements to existing buildings.
- Allow mixed use development of 3-5 stories in limited areas; ground floor retail and character should contribute to the existing main street character.
- Add more retail and more variety of retail to Florence Mile.
- Add more sit-down restaurants and less fast food.

Neighborhoods – Maintain and strengthen the predominantly single-family character of the neighborhoods but evolve and enhance with the following:

- Add more street lighting
- Add some attractive and high-quality attached single-family and multi-family housing
- Address issues with LAUSD schools in the neighborhoods
- Resolve the conflicts between industrial and residential uses

Alameda Corridor and Industrial – Evolve and enhance the existing industrial character of the area with visual improvements and adding new light industrial/flex uses. The group did not want to maintain the existing visual character of the area. New retail and office uses were not desired.

Corridors (Firestone, Florence, Compton, Central, and Gage) – Evolve and enhance the existing character of the corridors with new, attractive retail uses and with some 3-5 story mixed use, residential development. The new residential should be targeted to senior housing and special-needs housing. The group did not want to see the existing character maintained.

Firestone Station – Evolve and enhance the area with new retail uses and, if possible, some vertical mixed use development. There was a concern raised that adding new residential would increase the likelihood of attracting gangs.

Slauson Station – Evolve and transform the area to include higher-density job uses as well as a mixed use residential transit village. Do not maintain the existing character of the area.

Group 5

Florence Firestone/Florence Blue Line Station – Evolve and enhance the area with the following:

- Encourage a wider variety of stores and higher quality stores
- Remodel existing buildings to make them more attractive.
- Expand the library to be larger; the existing library is small for a community the size of Florence-Firestone.
- Increase police presence around the Florence Blue Line station; MTA should provide more police presence
- Improve the visual appearance on the west side of the Florence Station
- Build a police sub-station on Florence Mile
- Continually improve the parks in the area
- Improve safety on Florence Mile with more police presence and a safer walking environment

Neighborhoods – Evolve and enhance the existing areas with the following:

- Address parking problems by adding parking in the residential areas

- Address overcrowding of the area.
- Increase transit access in the residential areas by increasing transit service on North/South roadways Central, Hooper and Compton and on East/West roadways such as Gage, Nadeau, 92nd and Firestone.
- Improve the existing parks with new recreational facilities such as basketball courts in Roosevelt Park.
- Increase security in the parks so people use them more.
- Improve community leadership, especially training for youth.
- Increase code enforcement activities in and around the residential areas, especially the industrial areas that are adjacent to residential areas.
- Add more high-quality housing to the neighborhoods, such as small-lot single family, townhomes and small-scale (2-3 story) multifamily residential.
- New residential should be higher-density affordable housing and senior housing.

Alameda Corridor and Industrial – Evolve and enhance the Alameda Corridor and nearby industrial areas to retain some of the existing uses while also adding some light industrial flex uses as well as some larger retail stores such as a home improvement store. Some specific ideas mentioned were:

- Reduce the amount of outdoor industrial uses and putting activities “within buildings.”
- Find opportunities to add community gardens in the area.
- Change the visual appearance of the existing industrial uses, particularly the fencing around the uses. The fencing should help to create an attractive street frontage, particularly across from residential areas.
- Consider adding murals in the area

Corridors (Firestone, Florence, Compton, Central, and Gage) – Evolve and enhance the corridors by improving existing buildings and adding new 1-2 story retail and office uses. Other ideas included the following:

- Color coordinate buildings
- Redevelop vacant and underutilized properties
- Increase code enforcement
- Improve the fencing on storage facilities to be more attractive
- Improve parking on the corridor
- Remodel existing buildings
- Add landscaping to the corridors
- Add “welcome” signs in key locations, such as at Firestone and Central

Firestone Station – Evolve and enhance the Firestone station area with a wider diversity of retail and commercial uses. Improve the visual appearance of the area by cleaning the streets, improving lighting, improving building facades and adding landscaping.

Slauson Station – Add new mixed use retail/office and light industrial/flex uses around the Slauson Blue Line Station while retaining some of the existing industrial uses.

Community Identity Interactive Exercise

The presentation also introduced the “community identity” portion of the workshop. The purpose of this exercise was for participants to prioritize a list of 45 potential actions that would help to improve the character and identity of the community. The specific actions were the result of suggestions from the public at the first Florence-Firestone Vision Plan workshop, discussions with stakeholders, and recommendations from County staff. The possible actions were divided into 5 topic areas: Community Safety; Alleys; Community Beautification; Administrative Activities; and Open Space. Within each topic area, the actions were then divided into three levels of difficulty of completing the action: Least Difficult; Medium Difficulty; and Most Difficult.

During the small group exercise, participants discussed the advantages and disadvantages of each possible action and then individually voted on the actions that they believed would have the most positive impact on the community. Each participant was given 4 votes for the Least Difficult category, 3 votes for the Medium Difficulty category and 2 votes for the Most Difficult Category.

A complete list of all the actions and the results of voting exercise is attached to this summary. The actions with the most votes for each level of difficulty are presented below:

Least Difficult (top 8 of 13 actions)

- Neighborhood Watch Groups (45 votes)
- Alley Improvement Handbook (19 votes)
- Tree maintenance (19 votes)
- “Welcome” signs at major entryways (18 votes)
- Neighborhood cleanup days (16 votes)
- Neighborhood alley cleanup events (15 votes)
- Banner signs on major roadways (14 votes)
- Name the alleys (14 votes)

Medium Difficulty (top 8 of 21 actions)

- Increased County cleanup of alleys (47 votes)
- Improve street lighting (22 votes)
- Increased code enforcement in alleys (22 votes)
- Increased code enforcement in neighborhoods and along corridors (17 votes)
- Improved traffic safety for pedestrians, including traffic calming (16 votes)
- Community gardens on vacant lots (15 votes)
- Change the name of the community (13 votes)
- Tot lots (playgrounds) on vacant parcels (12 votes)

Most Difficult (top 6 of 11 actions)

- Privatize the alleys (35 votes)
- Create a Redevelopment Agency for Florence-Firestone (23 votes)
- Community-wide streetscape improvement program (16 votes)
- Police station in Florence-Firestone (15 votes)
- Community gardens in alleys (11 votes)
- Linear park along utility lines (9 votes)

Next Steps

There will be one more workshops held to help create the Florence-Firestone Vision Plan. The workshop will be held on March 28th, 2009. Each member of the community is encouraged to spread the word about the workshop and to bring at least 5 other people to the workshop.

Florence-Firestone Vision Plan
Community Identity Exercise – FINAL RESULTS

Workshop #2
 February 21, 2009

Least Difficult	Medium Difficulty	Most Difficult
Community Safety		
<ul style="list-style-type: none"> • Neighborhood Watch groups (45 votes) 	<ul style="list-style-type: none"> • Improve transit station areas (5 votes) • Improve street lighting (22 votes) • Safe Routes to Schools Programs (5 votes) • Improve traffic safety for pedestrians, including traffic calming (16 votes) • More Police (5 votes) 	<ul style="list-style-type: none"> • Police station in Florence-Firestone (15 votes)
Alleys		
<ul style="list-style-type: none"> • Name the alleys (14 votes) • Neighborhood alley cleanup events (15 votes) • Alley Improvements handbook (19 votes) 	<ul style="list-style-type: none"> • Increased code enforcement (22 votes) • Increased County cleanup of alleys (47 votes) 	<ul style="list-style-type: none"> • Community gardens in alleys (11 votes) • Privatized alleys (35 votes) • Linear parks through alleys (6 votes) • Green alley program (green space and stormwater system) (1 vote)
Community Beautification		
<ul style="list-style-type: none"> • “Welcome” signs at major entryways (18 votes) • Banner signs on major roadways (14 votes) • Small-scale tree planting in neighborhoods (6 votes) • Tree maintenance (19 votes) • Neighborhood cleanup days (16 votes) 	<ul style="list-style-type: none"> • Entry treatments (6 votes) • Increased code enforcement in neighborhoods and along corridors (17 votes) • Comprehensive tree planting and landscaping in neighborhoods (6 votes) • Sidewalk improvements along corridors (such as paving, benches, trash cans, etc) (5 votes) • Community mural program (7 votes) 	<ul style="list-style-type: none"> • Community-wide streetscape improvement program (16 votes) • Comprehensive tree planting on corridors (3 votes)
Administrative Activities		
<ul style="list-style-type: none"> • Continue FFCET (6 votes) • Expanded code enforcement of residential and non-residential areas (12 votes) • Create Neighborhood Associations (6 votes) 	<ul style="list-style-type: none"> • Change name of community (13 votes) • Change zip code to say name of community (9 votes) • Create a Municipal Advisory Committee (6 votes) • Create and support neighborhood councils (4 votes) • Full-time county services in Florence-Firestone (7 votes) • Full-time community organizer (2 votes) 	<ul style="list-style-type: none"> • Create an Redevelopment Agency for Florence Firestone (23 votes)
Open Space		
<ul style="list-style-type: none"> • Enhance existing facilities and services (11 votes) 	<ul style="list-style-type: none"> • Community gardens on vacant lots (15 votes) • Tot lots on vacant lots (12 votes) • Joint use agreements with local schools (4 votes) 	<ul style="list-style-type: none"> • Linear park along utility lines (9 votes) • Walking path or linear park along railroad tracks (3 votes) • Bury train and create a linear park (0 votes)

Appendix C

Community Workshop #3

Florence-Firestone Vision Plan

Summary Notes

Community Workshop #3 – Summary of Florence-Firestone Vision Plan
March 28, 2009, Washington Park

On Saturday March 28, 2009, members of the Florence-Firestone community met for the third of three public community workshops to develop the Florence-Firestone Vision Plan. The purpose of this third and final workshop was to review and comment on the overall vision for the community and the components of the vision plan and then to prioritize a number of community actions that could be implemented over the coming years. Community Workshop #3 also included a community resource fair where Los Angeles County departments and other service providers set up tables and distributed information about their programs. Over 50 members of the public attended the workshop, many of whom were attending a Florence-Firestone Vision Plan workshop for the first time.

Presentation and Vision Plan Feedback

Matt Raimi, with Raimi + Associates, gave a presentation to the community on the work that had been completed on the project to date. The presentation included a discussion of the purpose of the Florence-Firestone Vision Plan, a summary of the key issues and opportunities facing the community and a recap of the community workshops #1 and #2, which occurred on January 10, 2009 and February 21, 2009, respectively. The presentation also included a summary of the proposed vision and potential actions for the Florence-Firestone community. The vision and proposed actions were divided into 8 categories; the 8 categories and the community's response to the vision are presented below.

- **Florence Mile and Florence Blue Line Station** – Overall the community agreed that the Florence Mile should play an important role in the community and that the area needs to be improved with new uses, streetscape improvements, façade improvements, and increased public safety. Several community members commented that Florence Mile is only the “heart of the community” for the northern and central parts of Florence-Firestone and that similar improvements should be made on Firestone Boulevard near the Firestone Blue Line station.
- **Physical Center of the Community** – Participants agreed with the desire to identify and develop an area that serves as the physical center of the community. This area is bounded by Florence Avenue, Nadeau Street, Compton Street and Graham Avenue and includes the heart of Florence Mile, Roosevelt Park, the Florence Blue Line station and the existing county services building and Sheriff's Youth Activity League facility at the corner of Nadeau St. and Compton Ave. The area identified and the proposed uses – including a civic center, new uses along the railroad right-of-way and improved

connections along Nadeau, Compton, Maie/Graham and Florence Avenues – would serve as the physical center of the community.

- **Neighborhoods and Housing** – Participants agreed that neighborhoods should be the center pieces of the community fabric and that the neighborhoods needed to be improved. There was general agreement that the County should look to downzone some of the R-2 and R-3 residential areas so that only single family homes are allowed in the future and that new higher density housing should be located along the corridors. The community also indicated that many neighborhoods needed improvements such as street trees, improved lighting, significantly more code enforcement and neighborhood associations and/or block captains.
- **Corridors** – Community members agreed that corridors should undergo significant visual improvements, including: streetscape, traffic safety, façade improvements and new buildings. They agreed that some corridors – Compton Ave., Hooper Ave. and Nadeau St. – should be rezoned to residential uses from industrial and commercial uses and that Central and Firestone should remain commercial. Comments were also made that Firestone near the transit station could serve a similar function as Florence Mile does for the northern part of the community and that pedestrian safety, especially near schools, is extremely important. Finally, a comment was made that Central Ave. and Gage Ave. and several other streets are on the border with other jurisdictions and this makes coordinated streetscape improvements more difficult.
- **Alameda Corridor and Industrial Uses** – There was overall agreement with the general direction that Alameda Corridor should remain as a job-producing area for Florence-Firestone residents and with the vision that the area should be marketed as the “Recycling District.” There were additional comments that the county should try to locate a Costco or similar big-box use as a way of providing jobs for teens or young adults.
- **Jobs and Economic Development** – There was agreement that the County should pursue a range of strategies to increase the number of jobs for the community as well as to attract new businesses.
- **Parks and Open Space** – The community expressed a desire to increase the number and amount of parks and open spaces and all agreed with the ideas presented in the vision plan. One comment was made that the Edison utility right-of-way (which runs east-west along 91st street from Alameda St. to Compton Ave. and then along Success Ave. from 98th St. to 92nd St.) should be converted into a park as is occurring in South Gate and that a new skate park should be built in the community.
- **Transportation** – Overall, the community agreed that a range of transportation improvements are needed in the community. Specific suggestions made by the community included increased lighting on streets, improved bus stops and finding a range of strategies to improve safety around schools.

Community members also provided additional comments and ideas that could be included in the Vision Plan. These are listed below.

- A question was raised about the impact that all of the proposed improvements would have on the property taxes of residents. There was a concern that increased taxes would force existing residents out of the neighborhood.
- A comment was made that more of the community needs to be involved and that more outreach should have happened for the workshop. This need to organize the community should be included as an action in the Vision Plan.
- A suggestion was made that there needs to be significantly more code enforcement in the community and that code enforcement staff should have additional training on community relations.
- A teenager in attendance suggested that there needs to be more jobs for teenagers. Most employers do not hire until youth turn 18 but many teens want to start working at 14 or 15. One suggestion was made that the County could hire teenagers to help clean trash, mitigate code enforcement violations, and do other community improvement activities.
- Additional policing is needed in main pedestrian area. If bike paths are built, additional policing will be needed in these areas.
- More money is needed to maintain the existing tree network.
- Partnerships are needed with local churches to build housing and construct new uses that are desired by the community.
- A question was raised about how to address noxious, polluting uses next to schools.
- A suggestion was made to create a task force in the community to address school safety.
- More trash cans are needed at bus stops and throughout the community.

Action Voting Exercise

Each of the 8 categories of the vision also included a list of actions that could be undertaken to improve the quality of life in the community. Following the presentation, each member of the community was given 15 sticky dots to vote on the actions that they felt were the most important. A summary of the top actions that received votes is presented below as well as the top votes within each category. The total votes for each action is attached to this summary.

Top Actions Overall

1. Improve bus stops (Transportation) – 34 votes
2. Improve the appearance of the buildings along the railroad with landscaping and signage (Center of the Community) – 27 votes
3. Create job training programs and expand vocational training opportunities, including collaboration and partnerships between local schools, community colleges and businesses (Jobs and Economic Development) – 22 votes
4. Create and support neighborhood watch groups (Neighborhoods and Housing) – 21 votes
5. Expand homeownership programs (Neighborhoods and Housing) – 19 votes

6. Conduct regular street and sidewalk cleaning (Florence Mile and Florence Blue Line Station) – 18 votes
7. Install “welcome signs” and entryway treatments at major entryways (Corridors) – 16 votes
8. Improve the pedestrian bridge over the Blue Line near the Florence Station (Center of the Community) – 15 votes
9. Increase public safety in parks (Parks and Open Space) – 15 votes
10. Develop streetscape improvement program (Corridors) – 14 votes
11. Complete the Florence Mile streetscape improvement program (Florence Mile and Florence Blue Line Station) – 14 votes
12. Increase code enforcement (Corridors) – 14 votes
13. Develop streetscape improvement program for Alameda Corridor (Alameda Corridor and Industrial Areas) – 14 votes

Top 3 Actions By Category

Florence Mile and Florence Blue Line Station (58 total votes)

1. Conduct regular street and sidewalk cleaning – 18 votes
2. Complete the streetscape improvement program – 14 votes
3. Expand the library – 10 votes

Center of the Community (84 total votes)

14. Improve the appearance of the buildings along the railroad with landscaping and signage – 27 votes
15. Improve the pedestrian bridge over the Blue Line near the Florence Station – 15 votes
16. Create a “County Hall” for increased responsiveness to local needs – 13 votes

Neighborhoods and Housing (95 total votes)

1. Create and support neighborhood watch groups – 21 votes
2. Expand homeownership programs – 19 votes
3. Implement alley improvement program – 13 votes

Corridors (48 total votes)

1. Install “welcome signs” and entryway treatments at major entryways – 16 votes
2. Increase code enforcement – 14 votes
3. Build affordable and/or senior housing on Holmes Ave., Compton Ave., and Nadeau St. – 10 votes

Alameda Corridor and Industrial Areas (44 total votes)

1. Develop streetscape improvement program – 14 votes
2. Create an identity for the area to encourage certain users and provide incentives for development – 10 votes
3. Redevelop underutilized and non-conforming parcels with new uses – 9 votes

Jobs and Economic Development (40 total votes)

1. Create job training programs and expand vocational training opportunities, including collaboration and partnerships between local schools, community colleges and businesses – 22 votes
2. Create an industrial business development and attraction strategy – 5 votes
3. Create a retail demand and attraction plan – 5 votes

Parks and Open Space (55 total votes)

1. Increase public safety in parks – 15 votes
2. Use schools as playground – 11 votes
3. Develop community gardens – 11 votes

Transportation (75 total votes)

1. Improve bus stops – 34 votes
2. Improve pedestrian safety and access to Blue Line stations – 11 votes
3. Improve pedestrian safety around schools – 10 votes

Next Steps

Based on the information provided by the public and this workshop and at the previous two workshops, the consultant team and the County will develop the Florence-Firestone Vision Plan. This plan will serve as the basis for a more detailed “Community Plan” which is expected to be prepared by the County’s Department of Regional Planning (dependent on ability to secure needed funding) Additionally, the information in this plan can be used by the community to help prioritize actions for improving the quality of life in the future. The Vision Plan is expected to be completed in late April or early May of 2009.

If you would like any additional information, please contact Steven Jareb, at the Los Angeles County Department of Regional Planning at 213-974-6454 or sjareb@planning.lacounty.gov.

Appendix D

Potential Community Indicators

Potential Florence-Firestone Vision Plan Indicators

The following is a list of potential community indicators that could be used to measure the results of the Florence-Firestone Vision Plan.

Community Statistics

Indicator	Source of Information
Total Population	ACS or Claritas
Number of Households	ACS or Claritas
Average Household Size	ACS or Claritas
Median Household Income	ACS or Claritas

Neighborhoods and Housing

Indicator	Source of Information
Percentage of Homeowners	ACS or Claritas
Total Number of Homeowners	ACS or Claritas
Number of new homes built	Department of Regional Planning or DPW – Building and Safety
Number of home receiving County grants in the County's Single Family Grant Program	CDC
Home Sales Prices (Avg)	Dataquick
Home Sales Number of Sales	Dataquick
Average Time Living in Current Home	ACS

Health and Safety

Indicator	Source of Information
Number of Homicides (annual)	Sheriffs Department
Number of Violent Assaults (annual)	Sheriffs Department
Number of Community Watch Groups	Sheriffs Department
Compliance rate in 6 months of an area swept by the Neighborhood Enhancement Team (residential)	Department of Regional Planning
Non-residential code enforcement compliance	Department of Regional Planning
Number of full-service supermarkets, farmers markets and healthy food locations	County Assessor or Dunn & Bradstreet
Percentage of population with Health Insurance	County Public Health Department

Community Beautification

Indicator	Source of Information
Community Business Revitalization Program (Total annual funds distributed and number of grants)	CDC

Streetscape improvements (linear feet)	CDC or Public Works
Number of new street trees planted	Public Works
Number of community cleanup events	Supervisor's office

Jobs and Economic Development

Indicator	Source of Information
Number of employed residents	ACS
Unemployment Rate	ACS
Number of Jobs	Dunn and Bradstreet or Claritas
Number of businesses in Chamber of Commerce	Chamber of Commerce
Average wage/salary	CA Employment Development Dept., Claritas
Jobs by Industry (retail vs. services vs. industrial)	CA Employment Development Dept., Claritas
Job Training Programs available	County Workforce Investment Board, ELACC, LAUSD
Enterprise Zone Activity (long-term) <ul style="list-style-type: none"> - Establishment of EZ - Businesses using credits - Employees hired 	CDC

Parks and Open Space

Indicator	Source of Information
Acres of parks per 1000	Parks and Recreation Department
Total acres of parks	Parks and Recreation Department
Total number of community gardens	Parks and Recreation
Number of people using the parks	Parks and Recreation Department

Transportation

Indicator	Source of Information
Alleys privatized or improved	Public Works
Blue Line Usage (boardings and alightings)	MTA
Bus line boardings and alighting	MTA
Number of bus stops improved with shelters, benches, lighting	Public Works
Number of annual pedestrian/bike injuries and fatalities	Sheriffs Dept.
Number of students walking and bicycling to school	School district
Number of Blue Line passengers arriving on bicycle	MTA
Miles of new bikeways completed	Public Works
Road diets completed	Public Works

Community Facilities and Services

Indicator	Source of Information
Total Community Facilities (in square footage)	Department of Regional Planning
Improved Community Facilities (in square footage)	Department of Regional Planning
Number of teens in teen leadership training program	Sheriff's Department; Parks and Recreation Department
Number of youth in organized programs	Parks and Recreation Department

Social Capital and Other Community Building Indicators

Indicator	Source of Information
Voter registration rates	County Registrar of Voters
Number of organized community meetings and events	Chamber of Commerce; BOS; County Department that handles permits for community events
Percentage of students with High School Degree	ACS
Number of Neighborhood Associations	County Department of Regional Planning
PTA or other School-Based Community Involvement	Schools

Legend

- ACS = American Community Survey, a survey prepared yearly by the US Census Bureau
- Claritas = A private data marketing and market research company that provides detailed economic, market and population statistics; www.clairtas.com
- Dataquick – a private real estate information company that provides detailed information for local governments; www.dataquick.com
- BOS = County Board of Supervisors
- CDC = Community Development Commission of Los Angeles County

