

# HUNTINGTON PARK BROWN-TO-GREEN IMPLEMENTATION PLAN

Prepared by Communities for a Better Environment  
September 2013



# CONTACT INFORMATION

## **Southern California:**

6325 Pacific Boulevard, Suite 300  
Huntington Park, CA 90255  
323-826-9771

116 E Pacific Coast Highway, Suite 200  
Wilmington, CA 90744  
310-952-9097

## **Northern California:**

1904 Franklin Street, Suite 600  
Oakland, CA 94612  
510-302-0430



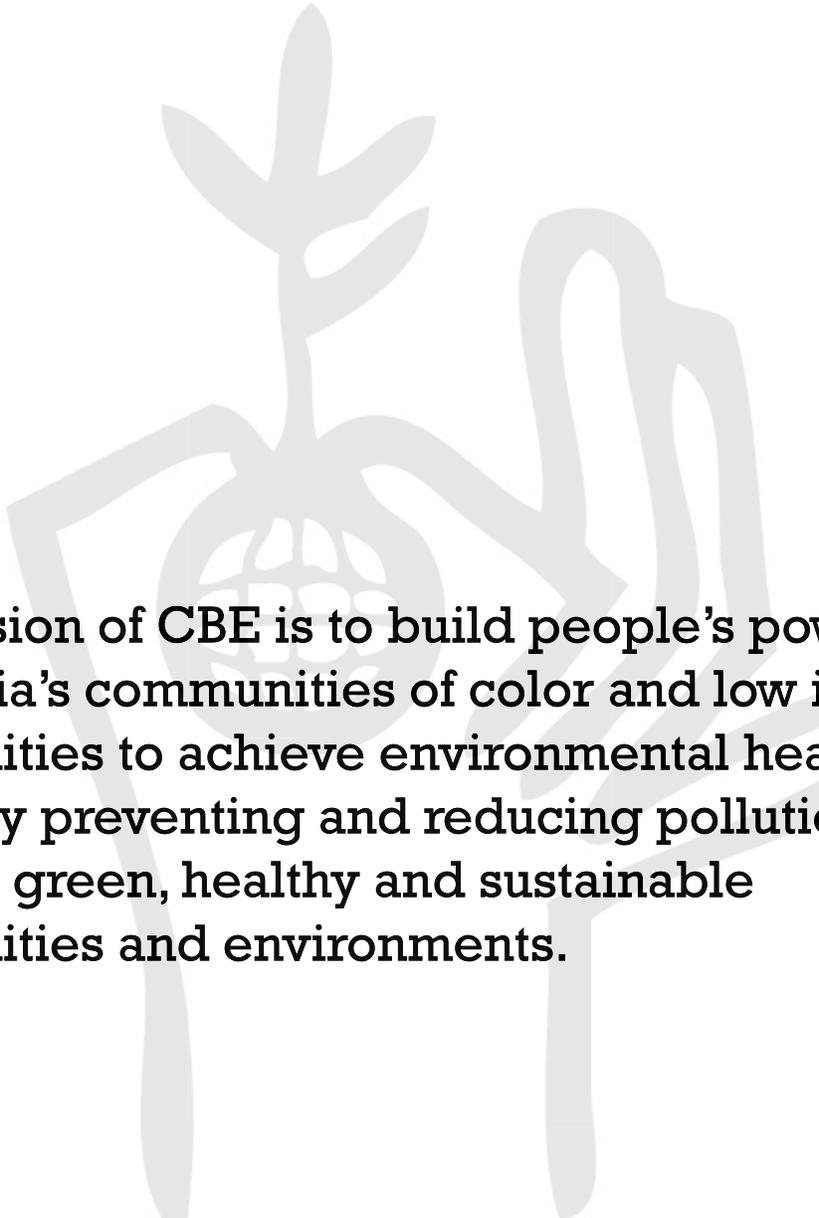
[www.cbecal.org](http://www.cbecal.org)

For more information about this report  
and the Brown-to-Green project contact  
Bahram Fazeli:

[bfazeli@cbecal.org](mailto:bfazeli@cbecal.org)

323-826-9771 extension 100

# **MISSION STATEMENT**



**The mission of CBE is to build people's power in California's communities of color and low income communities to achieve environmental health and justice by preventing and reducing pollution and building green, healthy and sustainable communities and environments.**

**CBE**

# ACKNOWLEDGMENTS

**CBE would like to thank the support of US EPA for making this project possible. CBE also appreciates the support of the following:**

- **City of Huntington Park**
- **Sara Russell and Jeanette Mendes (U.S. EPA)**
- **California Community Foundation**
- **Kresge Foundation**
- **Ignacio Dayrit (Center for Creative Land Recycling)**
- **Clark Henry (SRA International)**
- **Lenny Siegel (Center for Public Environmental Oversight)**
- **California Environmental Justice Alliance**
- **Principal Hernandez (Huntington Park High School)**
- **Estolano LeSar Perez Advisors**
- **James Rojas (Place It)**

**Current and past CBE staff working on Brown-to-Green Project:**

Ana Haney, URSELA Intern  
Angee Zavala, Southeast Los Angeles Youth Organizer  
Bahram Fazeli, Policy Director / Project Coordinator  
Bill Gallegos, Executive Director  
Cassandra Perez, Youth EJ Intern  
Darryl Molina Sarmiento, Southern California Program Director  
Galilea Garcia , Youth EJ Intern  
Guillermo Jaimes, Staff Researcher  
Iris Verduzco , Youth EJ Intern  
Janeth Lopez , Youth EJ Intern  
Jonathan Rios , Youth EJ Intern  
Mark Lopez, former Youth Program Coordinator  
Milton Hernandez Nimatuj, Youth Program Coordinator  
Oscar Gutierrez, Youth EJ Intern  
Robert Cabrales, Southeast Los Angeles Adult Community Organizer  
Yuki Kidokoro, former Southern California Program Director

We express our gratitude to **Estolano LeSar Perez Advisors** for their extensive research and assistance in drafting this implementation plan, **Jaemi Jackson** for her work creating renderings for the catalytic project sites, **Richard France** (ELP Advisors) for design and layout, and **Rocio Pacheco** for creating interpretation and translation for various events and workshops.

# HUNTINGTON PARK BROWN-TO-GREEN IMPLEMENTATION PLAN

# ACKNOWLEDGMENTS

## CBE Members

Alicia Silva  
Ana B Haney  
Ana Cano  
Ana Chavolla  
Andrea Ortega  
Antonio Amaro  
Arcelia Sandoval  
Bertalina Chavac  
Carmen Gurrola  
Cassandra Perez  
Christian Sanchez  
Cirilo Moedano  
Cruz Zuniga  
Daniel Suarez  
Emma Solis  
Esther Guzman  
Feliciano Lopez  
Felisa Garcia Flores  
Fernando Solis  
Gabriel Guerrero  
Gabrielle Ortega  
Galilea Garcia  
Guillermo Merin  
Gustavo Alvarez  
Irene Bandala

Iris Verduzco  
Ivan Maceda-  
Rodriguez  
Janet Valenzuela  
Janeth Lopez  
Jasmine Sanchez  
Johnny Rios  
Jose Camarena  
Jose Huezo  
Jose Luis Silva  
Juan Garcia  
Juan Jimenez  
Kaisa Inzunza  
Kaissa Inzunda  
Kery Ramirez  
Laura Hernandez  
Lizette Ruiz  
Lorena Navarro  
Luis Cuevas  
Luz Maria Flores  
Maria Amaro  
Maria Elena Arreola  
Maria Galvan  
Maria Kennedy  
Maricela  
Talamantes  
Martha Alvarez

Miguel Navarro  
Mitzi Hernandez  
Mr. Bonsteel  
Ms. Lizaraga  
Ofelia Hernandez  
Olga Gonzalez  
Olga Moedano  
Oscar Gutierrez  
Patricia Tapia  
Pedro Garcia Flores  
Ramona Quezada  
Ricardo Gastelum  
Rodolfo Vallejo  
Rosie Gonzalez  
Rosie Monteon  
Sara Martinez  
Vangelis Velasquez  
Lizette Ruiz  
Victor Terriques  
Victoria Hernandez  
Virginia Linares  
Virginia Vela  
Yvette Perez  
Yvonne Correa

# CBE

# **LETTER TO READERS**

In 1994, after the Northridge earthquake, a concrete recycling facility intensified its operations in Huntington Park, California, on Cottage Street, a few yards away from people's homes. This facility came to be known as La Montaña (the mountain) by the residents. The recycling of concrete took place without any consideration for neighboring residents and with inadequate mitigation. Concrete was constantly supplied in loads of rubble from roads and bridges that collapsed during the earthquake. It was hauled in by toxic-emitting diesel trucks, and the crushing process generated dust and particulate matter seven days a week, 24 hours a day. This created horrific health impacts for the residents living within the impact zone, including wide-ranging respiratory conditions, asthma attacks and other serious health problems.

A group of residents living near the facility, led by longtime resident Linda Marquez, contacted Communities for a Better Environment (CBE) to help them with their campaign to shut down this polluting operation. Residents complained that they had tried to get help from various government entities, including the South Coast Air Quality Management District and the Integrated Waste Management Board. All of these agencies ignored the residents' requests for health protective measures. But with CBE's help and many years of effort, along with the support of the City of Huntington Park and other allies, the facility was shut down, the rubble was removed and the site was cleaned up. In its place now stands the magnificent Linda Esperanza Marquez High School and the Raul Perez Memorial Park. A community problem was turned into a wonderful community asset.

This struggle confirmed CBE's commitment to Southeast Los Angeles (SELA). CBE eventually established its headquarter in SELA and has continued working with community members on various campaigns to improve the health and environment of the area. These included campaigns to prevent the operation of various polluting facilities such as the Vernon Power Plant near Huntington Park, the Nueva Azalea Power Plant in South Gate, and the Cenco Refinery in Santa Fe Springs.

To help community members, academics and students, the media and policy makers better understand the problems and the promise of SELA, CBE has been offering "toxic tours" of the region for more than twenty years. Meanwhile, we have been working with residents, allies and various agencies to achieve solutions that will restore health and sustainability to this vibrant region of Los Angeles County. Currently, CBE is working with community members and allies to create a cleaner I-710 Freeway, which is a major goods-movement corridor and a significant source of pollution in the region. CBE is also pursuing policies at the regional and state level that will prioritize the use of clean energy and create green zones to bring benefits to vulnerable communities such as Huntington Park.

# HUNTINGTON PARK BROWN-TO-GREEN IMPLEMENTATION PLAN

## LETTER TO READERS

Most recently, CBE turned its attention to community revitalization strategies and established partnerships to create plans for transforming our communities into more livable spaces. CBE collaborates with a core group of SELA adults and Youth members in various SELA high schools, revitalization experts and other partners to envision and create road maps for a more sustainable SELA.

It is in this strategic context that CBE applied for and secured an area-wide planning grant from the US EPA supporting our Brown-to-Green project in Huntington Park. Over the course of this project, CBE conducted extensive community outreach, facilitated planning workshops and focus group discussions, and organized training sessions on brownfields revitalization. CBE has engaged community members and built partnerships with various government agencies, planning experts, the City of Huntington Park, and other allies. Thus far we have been able to create a community-driven vision for the Brown-to-Green project area, have enhanced the capacity of community members to engage in city revitalization efforts, and have created an implementation plan that outlines steps to realize the community vision.

The vision shared by community residents and CBE is to transform this contaminated industrial district into a healthy and vibrant community asset with clean businesses that offer quality green jobs and local ownership opportunities, community-oriented retail, and cultural and/or recreational spaces for the children and families of Huntington Park. We are very proud of the progress that we have made so far, but our work has just begun. Truly, we are climbing a new Montaña. Not only we need to clean up contaminated areas, but we must also convert them into beneficial uses as in the case of the new Linda Esperanza Marquez High School. CBE is determined to overcome the challenges and work with residents and allies to transform SELA into a more beautiful region-- one that can be enjoyed by all of the area's hard working residents for generations to come.

Si Se Puede,

CBE Brown-to-Green Team

# TABLE OF CONTENTS

01	<b>executive summary</b>
07	<b>community vision</b>
13	<b>a new framework</b>
23	<b>near-term actions</b>
27	<b>catalytic projects</b>
51	<b>partnerships</b>
55	<b>potential funding</b>
59	<b>next steps</b>
61	<b>works cited</b>
65	<b>appendix</b>

# EXECUTIVE SUMMARY

01

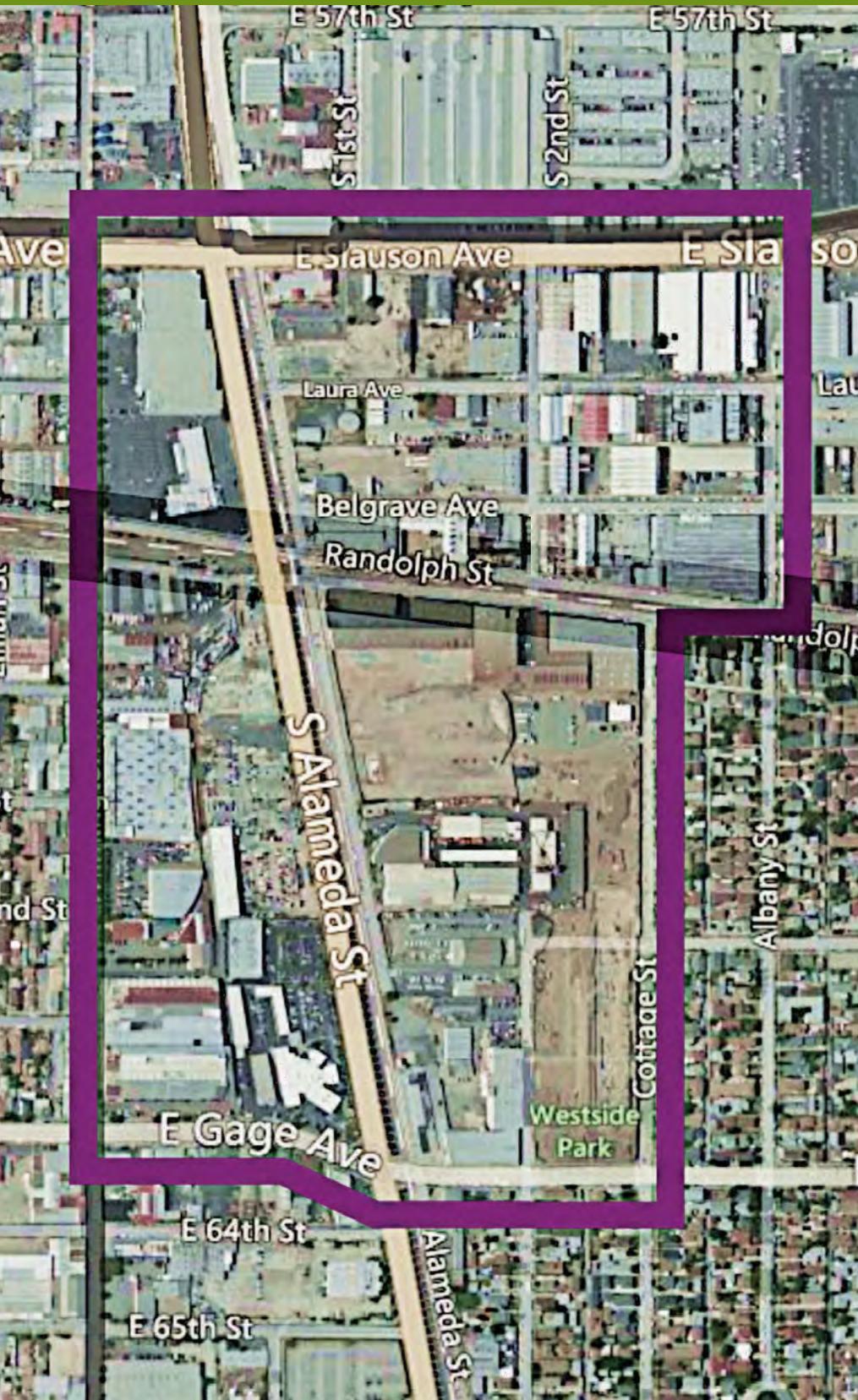


- ~~ISSUES:~~
- organizing institute
  - school / university services
  - community services
  - cultural centers
  - Community based cultural Museum.
  - Community events (parades, fairs)
  - Green / Science museums.
  - food co-opt.
  - worker co-opt.
  - Molino
  - outdoor recreational activities
  - sports/exercise center.
  - vegetarian / organic places to eat.

# 02

## HUNTINGTON PARK BROWN-TO-GREEN IMPLEMENTATION PLAN

# EXECUTIVE SUMMARY



In 2010, Communities for a Better Environment (CBE) received a Brownfields Area-Wide Planning Grant from the Environmental Protection Agency (EPA) to conduct research, receive technical assistance, and undergo training to create an area-wide plan and implementation strategy to redevelop brownfield sites. A permissible use of the grant funds included facilitating civic engagement in the brownfield remediation planning process.

**Over the course of project, CBE conducted extensive community outreach, including facilitating planning workshops, focus group discussions, and brownfield training sessions.**

The discussions were centered on a 110-acre site in northwest of City of Huntington Park (CA), which contained a number of brownfields. The Brown-to-Green project area is bounded by Slauson Avenue to the north, Cottage Avenue to the east, Gage Avenue to the south, and Wilmington Avenue to the west, as shown on the map.

The Project Area has long been home to heavy manufacturing operations which have caused soil and groundwater contamination throughout the area. The economic downturn has stalled the City of Huntington Park's efforts to redevelop the brownfield area.

# HUNTINGTON PARK BROWN-TO-GREEN IMPLEMENTATION PLAN EXECUTIVE SUMMARY

# 03

With the funding provided by the EPA, CBE was tasked with accomplishing three goals:

- (1) To create a community-driven vision** for the Brown-to-Green project area,
- (2) To enhance the capacity of community members** to engage in city revitalization efforts, and
- (3) To create an implementation plan** that outlines steps to realize the community vision.

During the course of this project, CBE relied on assistance from a number of different entities including US EPA, SRA International Inc., Center for Creative Land Recycling, City of Huntington park, ELP Advisors and others for accomplishing various tasks for this project.

CBE engaged ELP Advisors to develop an implementation plan for the Brown-to-Green project area based on the feedback received from the community.

**The implementation plan is intended to identify next steps to begin the transformation of the brownfield, with the goal of aligning new investments with the community's vision. The results of this work are detailed in this plan.**



# 04 EXECUTIVE SUMMARY



This implementation plan provides a brief overview of the education and organizing activities that took place during this project. It articulates a vision for the area and details project-specific goals, along with identifying an implementation strategy to begin transforming the project area into a healthy and vibrant community. This plan describes four critical elements necessary to transform the area:

**Updating planning documents** to provide a clear framework for investment by specifying desired uses, scale, phasing, and design guidelines. These documents will codify the community's vision and may substantially lower the cost of development by reducing the time spent in the entitlement process.

**Investing in near-term infrastructure improvements** to reduce development costs and signal the community's commitment to improving the site.

**Defining catalytic projects** to accelerate the transformation of the area.

**Developing deep, diverse, and enduring partnerships** to build a coalition of support for the community vision. CBE will establish partnerships with groups who can provide funding, investment, and support for the community's transformative vision. Outreach targets may include civic leaders, developers, non-profit groups, philanthropic institutions, as well as local and regional governments.

# EXECUTIVE SUMMARY

05

## **This implementation plan outlines the following recommendations:**

**Planning:** CBE will work with the City of Huntington Park to have the Brown-to-Green project area included in the General Plan Amendment process. CBE will build community involvement in creating a Specific Plan for the project area. In addition, CBE will seek funding for these planning efforts by working with the city, interested property owners, businesses, and investors.

**Near Term Projects:** CBE will pursue small-scale infrastructure and landscaping improvements in the project area, including investments in multi-modal infrastructure for pedestrians, bicyclists, and transit users. CBE will also work with property owners to raise awareness about the area's environmental contamination and to track ongoing remediation efforts.

**Catalytic Projects:** Based on CBE's outreach work and expert analysis by ELP Advisors, we have identified the following potential "catalytic projects":

- Southland Steel: a vacant site with potential for commercial use
- Festival Site: a commercial site with potential for community-serving retail
- Randolph Rails-with-Trails: a nearly inactive rail corridor with potential for open or recreational space

**Funding:** CBE will continue to monitor potential funding sources and seek new ones.

**Partnerships:** CBE will engage with partners across all sectors to realize their vision for the Brown-to-Green project area. Partners include the City of Huntington Park, other governmental agencies, developers, intermediary groups (such as consultants and non-profits), and coalitions.

CBE and its community allies will focus their efforts on securing funding to plan and implement projects. At the same time, CBE will work towards obtaining cross-sector support for the Brown-to-Green vision so that it will be well positioned to transform this brownfield area into a vibrant community asset.

**this page intentionally left blank**

# HUNTINGTON PARK BROWN-TO-GREEN IMPLEMENTATION PLAN COMMUNITY VISION

# 07



# 08

# HUNTINGTON PARK BROWN-TO-GREEN IMPLEMENTATION PLAN

# COMMUNITY VISION

**CBE’s vision is to transform this contaminated industrial district into a healthy and vibrant community asset with clean industries that offer quality jobs and local ownership opportunities; community-oriented retail; and cultural and/or recreational spaces.”**

During this project CBE engaged community in extensive visioning exercises, as well as offering multiple workshops to build the capacity of community members to participate in the brownfield revitalization process.

The initial series of workshops took place during the first year. CBE staff presented the project to hundreds of community members. Community members participated in break-out sessions to identify assets and liabilities in their neighborhood and named some of the amenities they would like to see in their community. In addition, CBE Youth organizers shared information about this project with more than two thousand students in various schools throughout Southeast Los Angeles, including Huntington Park High School.



After the initial set of workshops, CBE staff gave a bus tour of the project area to about 35 community members from our youth and adult programs. During this event, CBE staff presented background information on various parcels of land, including those owned by the city, and specifically parcels included the city’s abandoned Northwest Specific Plan. Community members were able to closely examine the characteristics of each parcel and ask questions about contamination, the clean-up process, and potential clean-up challenges. Community members also had a chance to visit some former brownfields that were successfully revitalized. This helped participants brainstorm for the next phase of workshops that focused on visioning exercises. Prior to this tour, an overwhelming majority of community members were not aware that the brownfields within the project area were in fact part of the City of Huntington Park.



# HUNTINGTON PARK BROWN-TO-GREEN IMPLEMENTATION PLAN COMMUNITY VISION

# 09

In the Fall of 2011, CBE launched its visioning sessions with a workshop in Augustus Hawkins Nature Park (a former brownfield site near Huntington Park).

Approximately thirty youth and adult community members attended and engaged in the following interactive sessions:

- Introduction and orientation for new members
- Presentation by the park staff about the history of this site's revitalization and creation of Augustus Hawkins Nature Park.
- Presentation of successful case studies from Emeryville material provided by our technical consultant, Ignacio Dayrit at Center for Creative Land Recycling.
- Breakout visioning sessions by youth and adult members
- Report back, evaluation, and identification of next steps

This was a very successful workshop, and community members generated many important suggestions for transformation of the project area into land uses that best address the community's needs.

CBE also organized a field trip to San Diego's Barrio Logan neighborhood to visit our ally, the Environmental Health Coalition (EHC). CBE Youth and adult members had the opportunity to learn about EHC's experiences with their own revitalization efforts and what challenges they faced in the process.



# 10

## HUNTINGTON PARK BROWN-TO-GREEN IMPLEMENTATION PLAN

# COMMUNITY VISION

The next two interactive workshops, with community planner and trainer James Rojas, focused on allowing the community members to build their ideal community by engaging in hands-on-planning. These two forums were held at high schools in Huntington Park High, and approximately one hundred community residents attended. Each forum consisted of two parts. The first part was a power-point presentation of CBE's Brown-to-Green project focusing on our progress. In the second part, community members used everyday tools to plan what their ideal Huntington Park and Brown-to-Green area would look like. The workshop culminated with community members describing their models and their vision to one other.



Finally, CBE shared findings of this implementation plan with more than fifty youth and adult community residents during a forum at Huntington Park High School. This event included breakout sessions where CBE presented findings related to three catalytic sites (discussed later in this report), and received community feedback. In 2013, CBE organizers have continued to share our progress on this project during CBE's weekly youth and adult core meetings, which 50 of our most active members attend.



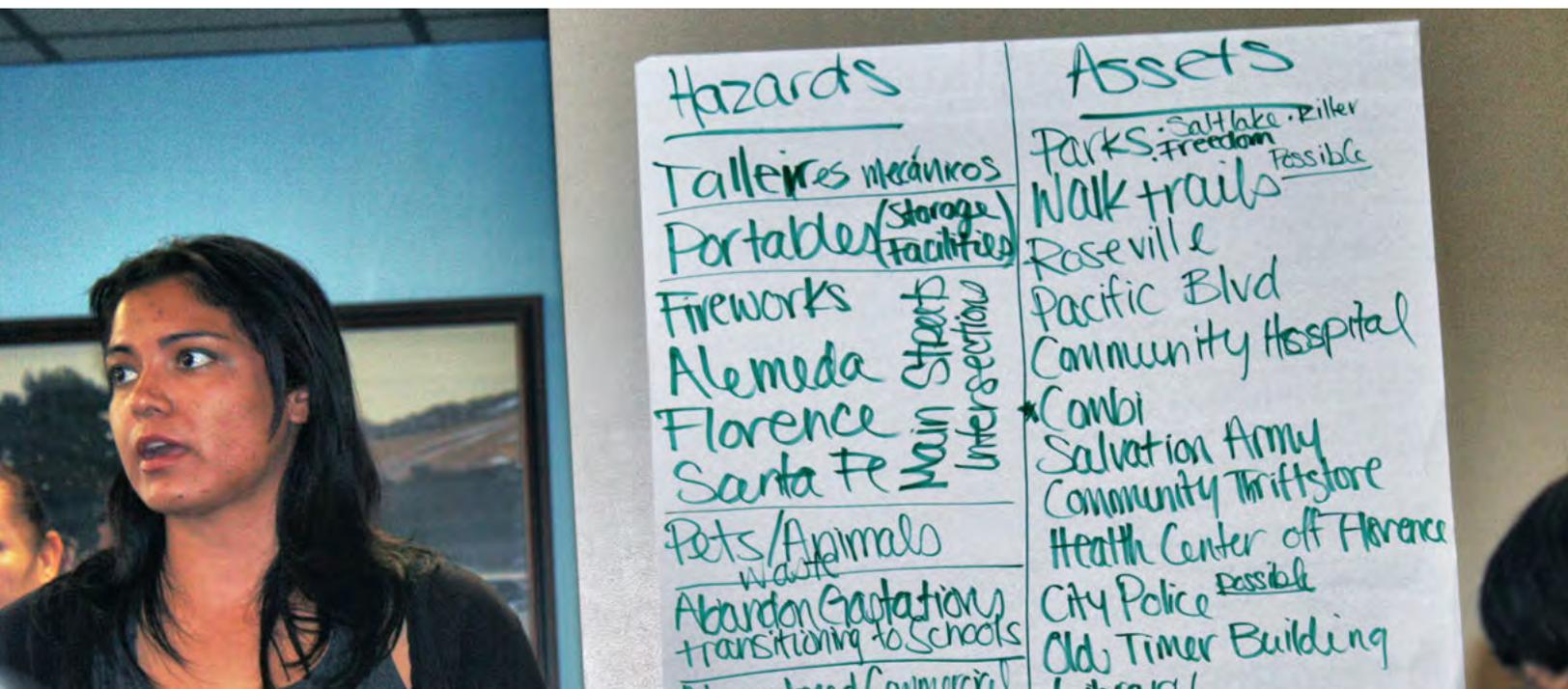
# COMMUNITY VISION

**Throughout these interactive and intergenerational workshops and focus group discussions, community members became increasingly more involved and interested in this project.**

Residents became familiar with various elements of brownfield revitalization. They realized the potential for transforming their city, and even the Southeast Los Angeles region, through community revitalization. Community members also became aware of the key role they can provide when working with CBE and city officials to improve their quality of life. An area filled with brownfields, that many residents did not know was part of their City, now holds the promise of providing services and beneficial land uses missing from the community.

During the final quarter of this project CBE staff and members met with the leadership of the City including the Mayor, Councilmembers, City Manager, and heads of different departments. City leadership showed strong support for this project and committed to working with CBE more closely in realizing key recommendations of the proposed implementation plan (the Appendix of this report includes a resolution of the City Council establishing its commitment to collaborate with CBE to implement the Brown-to-Green project).

Additionally, CBE has been reaching out to other potential partners and funders in order to realize short and long term goals of the Brown-to-Green project.



**this page intentionally left blank**

**HUNTINGTON PARK  
BROWN-TO-GREEN  
IMPLEMENTATION PLAN**

**A NEW FRAMEWORK**

13



# A NEW FRAMEWORK

This section provides an overview of the City of Huntington Park's planning policies as they relate to the objectives of the Brown-to-Green project, and identifies next steps CBE will take to codify the community's vision through the planning process to create a framework for the transformation of the project area.

## Key Takeaways:

- The community's identified uses do not conform to the City of Huntington Park's General Plan and Zoning Code, necessitating changes to implement the vision.
- CBE will work with the City of Huntington Park to update its General Plan and create a Specific Plan for the Brown-to-Green project area to codify the community's vision.
- Updated planning documents should set strict design guidelines and specify the uses desired by the community to facilitate the construction of projects consistent with the community's vision.

## Goals:

- Expand the current General Plan Amendment efforts to include the Brown-to-Green Project Area.
- Adopt a Specific Plan for the area.

## Tactics:

- Organize the community to support the creation of a specific plan.
- Work jointly with the City, interested property owners, businesses and investors to seek funding for these planning efforts.

## **Planning policies set the foundation for the long-term physical and economic development of a community.**

The City of Huntington Park's planning policies and zoning code currently concentrate heavy industrial uses in the Brown-to-Green project area. This concentration of industrial uses is inconsistent with the expressed desires of the surrounding community. Therefore, a critical element of transforming the project area is amending the city's planning documents to make them consistent with the community's vision.

## **Specifying the desired uses, scale, phasing, and design guidelines for the project area will establish a framework that guides infrastructure investment and development that is aligned with the community's vision.**

By codifying the community's vision in the city's planning documents, developers will be encouraged to create projects that align with community goals. Since developments in line with local objectives would not require costly special approvals, exemptions, or plan amendments, developers stand to see significantly reduced costs. Updating the city's General Plan will be the first step in this process.

## A NEW FRAMEWORK

A general plan is the constitution for land use in a city; it is the “supreme document from which all land use decisions must derive.”<sup>1</sup> A general plan expresses a vision for future growth, and translates a community’s aspirations “into a set of policies for the community’s physical development.”<sup>2</sup>

In California, general plans are comprised of seven elements: (1) land-use, (2) circulation, (3) housing, (4) conservation, (5) open-space, (6) noise, and (7) safety. Each of these elements must be consistent with all others. The land use element is the anchor of the plan, as it determines where all buildings, roads, and facilities must be located now and in the future. General plans are typically revised every 10 to 20 years, and can be amended up to four times a year.

---

1. Fulton, William, and Shigley, Paul, *Guide to California Planning 4th Edition* (Point Arena: Solano Press Books, 2012), 118.

2. Ibid.

3. “Huntington Park Municipal Code,” Quality Code Publishing, <http://qcode.us/codes/huntingtonpark/>

### City of Huntington Park’s General Plan

Huntington Park’s current General Plan—adopted in 1991 and last updated in 1996—emphasizes the redevelopment of the city’s industrial areas.

The General Plan’s Land Use Element concentrates industrial uses along the city’s northern, eastern, and western edges, adjacent to the industrial areas of surrounding communities. It allocates a total of 255 acres for industrial uses, roughly split between light and heavy manufacturing.<sup>3</sup> The Brown-to-Green Project Area, located in the northwestern portion of the city, has the densest concentration of industrial uses.

The “Economic Expansion and Diversification” section of the Land Use Element encourages commercial development along Pacific Boulevard and the development of the city’s industrial areas, including the Brown-to-Green Project Area. The section emphasizes industrial development as a means to create jobs and strengthen the city’s tax base. The section highlights the four following policies to attract industrial development: (1) providing financial incentives, (2) streamlining the permitting process, (3) consolidating properties zoned as industrial, and (4) upgrading the aging manufacturing facilities along Randolph Street.

Furthermore, the General Plan mandates that the city work with industrial brokers to identify potential businesses interested in locating to Huntington Park and the creation of an inventory of target industries for which the city offers a competitive advantage.

Notably, the General Plan also mentions the potential for developing a bicycle path and green space along Randolph Street if the railroad right-of-way is abandoned.

# A NEW FRAMEWORK

## Existing Zoning in the Brown-to-Green Project Area

**While the General Plan provides the overarching vision, the zoning code details the specific rules and regulations that will help achieve the city's development goals.**

The zoning code applies the policies contained in the General Plan to individual parcels. There are four main zoning designations within the Project Area, summarized below:

- 1. Manufacturing Planned Development (MPD):** The majority of the parcels within the Project Area are zoned MPD, allowing for heavy and light industrial and manufacturing uses. The stated intent is to provide for service-commercial, business, and industrial uses.
- 2. Commercial General (C-G):** Several parcels within the project area have a C-G designation. Three of the parcels are currently occupied by the Nick Alexander BMW dealership, located at the northwest corner of Alameda and Gage. The C-G designation allows for general retail, professional office, and service-oriented business activities that are compatible with surrounding land uses.
- 3. Open Space (OS):** This designation is intended to “provide for public and private recreational land use activities necessary to meet both active and passive needs of City residents.”<sup>4</sup> The Raul Perez Park located at 6208 Alameda Street, and the Linda Esperanza High School, located at 6131 Cottage Street near the intersection of Gage and Alameda, are the only areas within the Project Area zoned as OS.
- 4. Transportation Zone:** The rail lines along the Alameda Corridor and Randolph street are designated as Transportation Zones. These zones are designed to provide landscaped off-street parking for the rail facilities. The Zoning Code allows for the parking along this corridor to be converted to public open space if and when the rail corridors are abandoned.

---

4. “Huntington Park Municipal Code,” Quality Code Publishing, <http://qcode.us/codes/huntingtonpark/>

# HUNTINGTON PARK BROWN-TO-GREEN IMPLEMENTATION PLAN

# 17

# A NEW FRAMEWORK

Figure 1 – Zoning Map

## ZONING MAP BROWN-TO-GREEN PROJECT HUNTINGTON PARK, CA

### LEGEND

- MANUFACTURING PLANNED DEVELOPMENT (MPD)
- OPEN SPACE (OS)
- COMMERCIAL GENERAL (CG)
- HIGH DENSITY RESIDENTIAL (R-H)
- MEDIUM DENSITY RESIDENTIAL (R-M)
- PUBLIC FACILITIES (PF)
- TRANSPORTATION
- HUNTINGTON PARK BOUNDARY
- CBE PROJECT AREA
- SPECIAL USE OVERLAY ZONE



\* While this report was being developed the Manufacturing Planned Development zoning designation for this area was changed to Commercial

# A NEW FRAMEWORK

## Community Desired Uses and Current Zoning Constraints

**CBE conducted a series of community workshops where residents identified specific uses they would like to see developed within the project area.**

Uses included cultural spaces, recreational centers, and food cooperatives. ELP Advisors reviewed the proposed uses to see if they conform to current zoning designations. Where applicable, ELP Advisors also suggested uses that are allowed by zoning and align with the community's desires (See Figure 2). While not all uses are compatible with the current zoning designations, a fair number of uses are allowed under current zoning, and some additional uses may be permitted if the city grants special approval by issuing a Development Permit or a Conditional Use Permit.

A project is considered a “permitted use” if the development is allowed within the zoning district, meets the design guidelines, and conforms to zoning requirements. Projects that meet these criteria can be constructed “by right,” meaning that the city must grant approval of the project if it conforms to building codes, zoning codes, and planning documents. Some permitted uses may require the city to approve a Development Permit if the project includes altering an existing building or adding a new structure to an existing development. The community's desired uses that are permitted under the current zoning constraints are marked with a “P” in Figure 2.

**A majority of the uses desired by the community require a Development Permit or a Conditional Use Permit, which are obtained through a discretionary review process.**

Development Permits allow for the construction of new structures or uses that otherwise would not be permitted “by right.” The Permit entitles a developer to build a project that does not strictly conform to building and zoning codes, but it requires a separate approval. Development Permit applications are reviewed by the Planning Department. The Director of Planning is authorized to approve Development Permits for commercial and industrial projects that are less than 5,000 square feet or for additions that do not increase a building's total square footage by more than 50 percent. Projects exceeding those thresholds require the approval of the Planning Commission.

A Conditional Use Permit allows for certain uses that require special consideration because of unusual development configurations or operational characteristics; these uses are not permitted “by right.” A common example of a conditional use involves the sale of alcohol at restaurants. While a restaurant may be permitted by right, the city must approve the parameters and conditions under which the sale of alcohol is permissible. In Huntington Park, Conditional Use Permits require approval from the Planning Commission.

Both Conditional Use Permits and Development Permits are considered discretionary approvals, meaning that the city has the authority to disallow a proposed project. “By right” developments, on the other hand, are considered ministerial approvals, meaning that once the city certifies that all codes and planning regulations have been satisfied, the project may proceed without further approvals.

## A NEW FRAMEWORK

**Figure 2 – Zoning & Permitted Uses**

ZONING	USES DESIRED BY THE COMMUNITY	ADDITIONAL USES ALLOWED
<p>MANUFACTURING PLANNED DEVELOPMENT (MPD)</p>	<p>Hospital (C)</p> <p>Emergency/ Safe Shelter &lt; 30 beds (P)</p> <p>Emergency/ Safe Shelter &gt; 30 beds (C)</p> <p>Career Center /Vocational/Trade School (C)</p> <p>Recreational Facilities (C)</p> <p>Restaurants &lt; 4,000 sq. ft. (P)</p> <p>Restaurants &gt; 4,000 sq. ft. (D)</p>	<p>Bus and Commuter Rail Station (D)</p> <p>Office Buildings (P)</p> <p>Plant Nurseries (P)</p> <p>Public Utility Facilities (P)</p> <p>Day Care Facilities (C)</p> <p>Industrial Medical Facility (C)</p>
<p>COMMERCIAL GENERAL (CG)</p>	<p>Hospital (C)</p> <p>Medical Clinic (P)</p> <p>Emergency/Safe Shelter (C)</p> <p>Trade School (C)</p> <p>Cultural and Community Spaces</p> <ul style="list-style-type: none"> <li>- Auditorium/Concert Hall (C)</li> <li>- Art/Photo Shops, Studios, Galleries (P)</li> <li>- Cultural/Community Facilities (P)</li> </ul> <p>Recreational Facilities</p> <ul style="list-style-type: none"> <li>- Dance Schools/Studios (P)</li> <li>- Health Athletic Clubs (P)</li> <li>- Skating Rinks (C)</li> <li>- Tennis Court (D)</li> </ul> <p>Museums (P)</p> <p>Food Markets (P)</p> <p>Restaurants &amp; Cafes (P/C/D)</p> <p>Bicycle Shops (P)</p>	<p>Bookstore (P)</p> <p>Catering (P)</p> <p>Commuter Bus Station (C)</p> <p>Multiple Tenant Merchandise (C)</p> <p>Day Care Facilities (C)</p> <p>Nursery Garden Supply Store (P)</p>
<p>OPEN SPACE (OS)</p>	<p>Nature, Skate, or Pet Park (D)</p>	

P= Permitted Use,

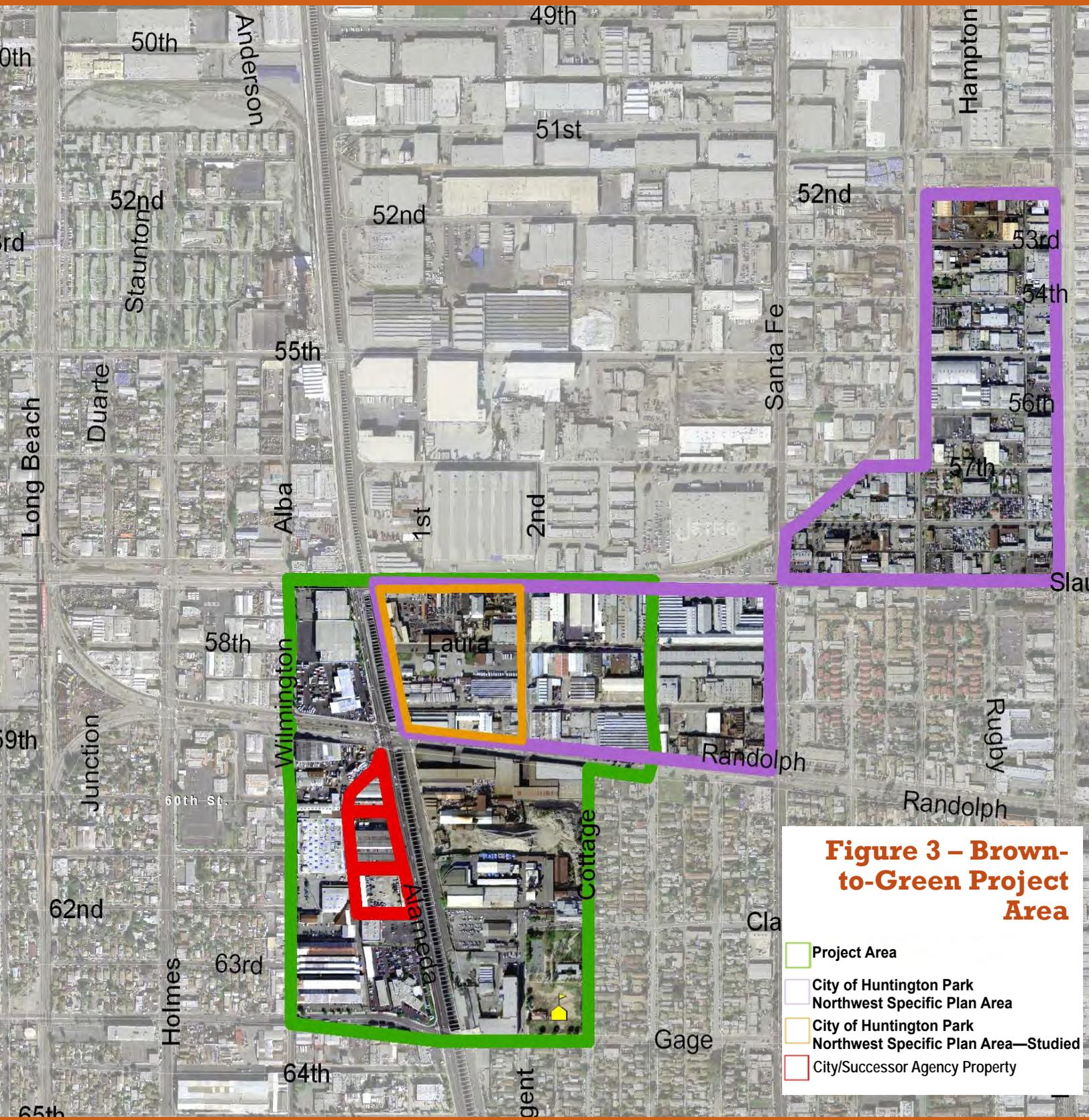
C=Conditional Use Permit,

D=Development Permit

# 20

# HUNTINGTON PARK BROWN-TO-GREEN IMPLEMENTATION PLAN

# A NEW FRAMEWORK



## A NEW FRAMEWORK

### Additional Planning and Policy Documents

In 2004, Huntington Park created an Economic Development Plan centered on redeveloping the industrial district within the Brown-to-Green Project Area. One of the key strategies outlined in the document was to attract major big-box retailers. The following year, the city began work on a Specific Plan for the area, titled the Northwest Specific Plan.

Specific plans set clear development standards and detail specific types of uses allowed within a specific geographic area. They contain policy goals, and set detailed design guidelines, zoning regulations, and development standards to encourage development consistent with the goals of the plan. Specific plans are often used as a tool to address urban challenges and spur reinvestment.

The city's Draft Specific Plan proposed an 80-acre mixed-use urban infill development project at Alameda Street & Slauson Avenue and at Pacific Boulevard & Slauson Avenue. Opposition from some local business owners, the economic crisis, and a lack of community engagement prevented the plan from moving forward. Although it was never approved, this plan provides an example of potential development and zone changes that could be considered in the Project Area.

### Planning Recommendations

**Incorporating language that facilitates equitable and environmentally sustainable development into the planning documents governing the Brown-to-Green Project Area is a critical first step to the successful implementation of the community's vision for the area.**

One way to accomplish this goal is to leverage funding that has already been allocated to fund the city's planning efforts.

In February 2013 Huntington Park received a \$319,000 grant from the Los Angeles County Metropolitan Transportation Authority (Metro) to conduct a focused General Plan Amendment process for two proposed transit stations along Metro's West Santa Ana Corridor. The West Santa Ana Transit Corridor—one of Metro's 30/10 initiatives funded by Measure R—proposes to build a grade-separated (i.e., not at street level) transit line along the railroad right-of-way that runs between the City of Paramount in Los Angeles County, and the City of Santa Ana in Orange County.<sup>5</sup> While the funds have been granted, the City of Huntington Park has not determined when it will initiate the General Plan Update process.

---

5. Measure R imposes a half-cent sales tax increase (for thirty years) that will be used to pay for transportation projects and improvements. It was approved by two-thirds of Los Angeles County voters in 2008. The "30/10" Initiative will use the long term revenue from Measure R sales tax as collateral for long-term bonds and a federal loan which will allow Metro to build 12 mass transit projects in 10 years, rather than 30.

## A NEW FRAMEWORK

Given the city's intent to update its General Plan in anticipation of this transit investment, we recommend the following:

- 1. Expand the General Plan Amendment project to include the Brown-to-Green Project Area:** CBE will work with the community and city officials to get the Brown-to-Green project area included in the General Plan update. The city would benefit from a more cohesive planning document that provides robust linkages to the transit planning area. CBE would benefit from having the community vision codified in a widely used planning document.
- 2. Organize the Community to Support the Creation of a Specific Plan for the area:** CBE will propose that, in conjunction with the General Plan Amendment, a specific plan be adopted for the Brown-to-Green project area. A "Brown-to-Green Specific Plan" would articulate the uses, scale, and phasing of development that would effectuate the transformation of the project area. These permitted uses would encourage developments that provide job opportunities, clean industry, and community-serving retail establishments. The process of developing a specific plan in full partnership with the community can enhance the ability of the city to win the support of land owners and businesses. The deep and meaningful engagement of the surrounding community in the specific planning process could result in a more successful and enduring effort.
- 3. Work jointly with the City, interested property owners, businesses and investors to seek funding for these planning efforts:** Moving forward, CBE will keep informed about any General Plan updates or funding earmarked for large-scale planning projects. When possible, CBE will partner with the city to leverage available funds for further study of the Brown-to-Green Project Area. Philanthropic entities such as Union Bank Foundation, which supports brownfield revitalization projects, may be interested in funding the development of a Specific Plan. CBE will also consider partnering with a developer who is interested in developing projects aligned with the community's goals and is willing to commit funding for a Specific Plan for this area.

The specific plan is an effective tool for implementing design guidelines, encouraging green infrastructure improvements, and promoting bicycle and pedestrian infrastructure improvement. A well-drafted specific plan that enjoys strong support from the community can also simplify the entitlement process, since developers who are building projects in conformance with the plan can receive quicker approvals.

**NEAR-TERM ACTIONS**



# 24

## NEAR-TERM ACTIONS

This section proposes near-term infrastructure projects and improvements for the Brown-to-Green project area.

### Key Takeaways:

- The planning and implementation of near-term infrastructure improvements shows a committed investment to the project area.
- CBE will work with the city to encourage these improvements and seek funding for their planning and implementation.

### Goals:

The suggested investments and improvements include:

- Multi-modal improvements for pedestrian and bicyclists
- Landscaping
- Increasing understanding of the area's environmental conditions

### Tactic:

- Work with the community, city, property owners, and non-profits to document community needs, and implement near-term investments

**A critical strategy for transforming the Brown-to-Green Project Area is to plan and implement infrastructure improvements in the near-term to show that there is committed investment in the area.**

CBE will work with the city and property owners to jointly develop a list of impactful small-scale projects and improvements. These initial investments will demonstrate that the Brown-to-Green area is a priority for the community. CBE will work with the city to encourage these improvements, and to help seek funding for their planning and implementation. Examples of the types of improvements that can be pursued include:

### 1. Multi-modal improvements for pedestrian and bicyclists

Additional infrastructure for bikes and pedestrians will make mobility in this area safer and more enjoyable. Conducting a preliminary pedestrian and bicycle access study would be a good starting point to identify gaps, highlight local needs, and make preliminary recommendations to the city.

Potential bicycle infrastructure improvements may include implementing road diets, reducing lane widths, installing sharrows, or constructing bicycle lanes. A study would determine the streets where improved bicycle infrastructure would be of the best and highest use. Potential locations could include along Randolph, near Linda Esperanza Marquez School and Raul Perez Park. Families and youth frequently use these areas and would directly benefit from the improvements.

Pedestrian improvements should focus on improving safety and encouraging walking by improving amenities. Initial improvements should be focused on the areas that have heavy pedestrian activity, such as along Randolph, near Linda Esperanza Marquez School and Raul Perez Park. Improvements could include widened sidewalks, zebra stripe crosswalks, mid-block crossings, automated walk signals, median refuges, street trees, improved benches and shade structures near transit, and more direct linkages to destinations.

Bicycle and pedestrian infrastructure improvements will increase the attractiveness of and safety in the Brown-to-Green project area and facilitate easier access to the adjacent neighborhoods.



## 2. Landscaping

Adding improvements, such as creating wayfinding signage, planting street trees, landscaping medians, and installing decorative street lighting can create a sense of place. The Northwest Specific Plan, though never implemented, identified this area as the western “Gateway to the City.” CBE will engage community members to take concrete steps to help realize the vision of a gateway, through target landscaping and signage interventions. The community could work with the city to develop signage and wayfinding for the project area or to identify street trees and native vegetation that could be ideal for the area. Youth activists could conduct surveys and generate ideas for the most promising areas for monument signs, light post banners, and direction signs. CBE will work with community members, the city, and non-profit partners to coordinate planting street trees and easy to maintain vegetation in high visibility areas.

## 3. Increase understanding of the area's environmental conditions

The contaminated parcels in the project area are in varying stages of remediation. In order to reduce pollution in the area and begin moving towards a healthier and more sustainable community, CBE will continue to work with the city, area property owners, the Department of Toxic Substances Control (DTSC), and the EPA to better understand the extent of contamination, track the cleanup status of area parcels, and secure funding sources for cleanup of key sites.

**this page intentionally left blank**

**HUNTINGTON PARK  
BROWN-TO-GREEN  
IMPLEMENTATION PLAN  
CATALYTIC PROJECTS**

**27**



# CATALYTIC PROJECTS

**This section focuses on three “catalytic sites” in the Brown-to-Green project area that have the potential for development in a manner consistent with the community’s vision.**

ELP Advisors developed criteria to determine a site’s feasibility as well as a Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis for each site. This section also contains a series of suggested action items to begin the development of each site.

## Key Takeaways:

- CBE will pursue one or more of these projects in order to catalyze the transformation of the Brown-to-Green project area.
- Each site has its own strengths and weaknesses. CBE will use these initial criteria for current and ongoing feedback from the community.

## Goals:

- CBE will pursue the development of one or more of the catalytic sites

## Tactics:

**Southland Steel: a vacant industrial site with potential for commercial use.**

- Track and actively engage in the Long Range Property Management Plan process in the coming months.
- Envision uses and types of jobs for the site.
- Partner with city in order to ensure proposed disposition of property and future use is consistent with the vision of the community.

**Festival Site: an attractive commercial site with potential for community-serving retail.**

- Identify retail opportunities and develop a business plan.
- Engage with Festival Development Company, Prospective Tenants, and the city.
- Identify Funding Sources.

**Randolph Rails-with-Trails: a nearly inactive rail corridor with potential for open or recreational space.**

- Conduct a power analysis of Union Pacific Railroad to identify potential allies, supporters, and areas of common interest that can help CBE organize its efforts to gain the railroads support on this project
- Engage the City as a partner to craft a vision for Randolph as a Recreational Corridor.
- Develop a strong coalition to support this project that includes the City, community groups, and other key stakeholders.

While CBE is working with the city to update the General Plan, create a Specific Plan, and develop a list of near-term infrastructure improvements, CBE and the city will begin pursuing a larger project that would help catalyze the transformation of the Brown-to-Green Project Area.

**The construction of a major retail center, medical facility, cleantech manufacturer, or flex-space development would be an important signal to the market that this is an area where a community-centered development is both feasible and economically viable.**

# CATALYTIC PROJECTS

**ELP Advisors has worked closely with CBE to identify three “catalytic projects” that have the potential for development in a manner that advances the community’s vision.** Each site has its own inherent strengths, weaknesses, opportunities, and challenges. The following five criteria below were used to evaluate the three catalytic project opportunities.

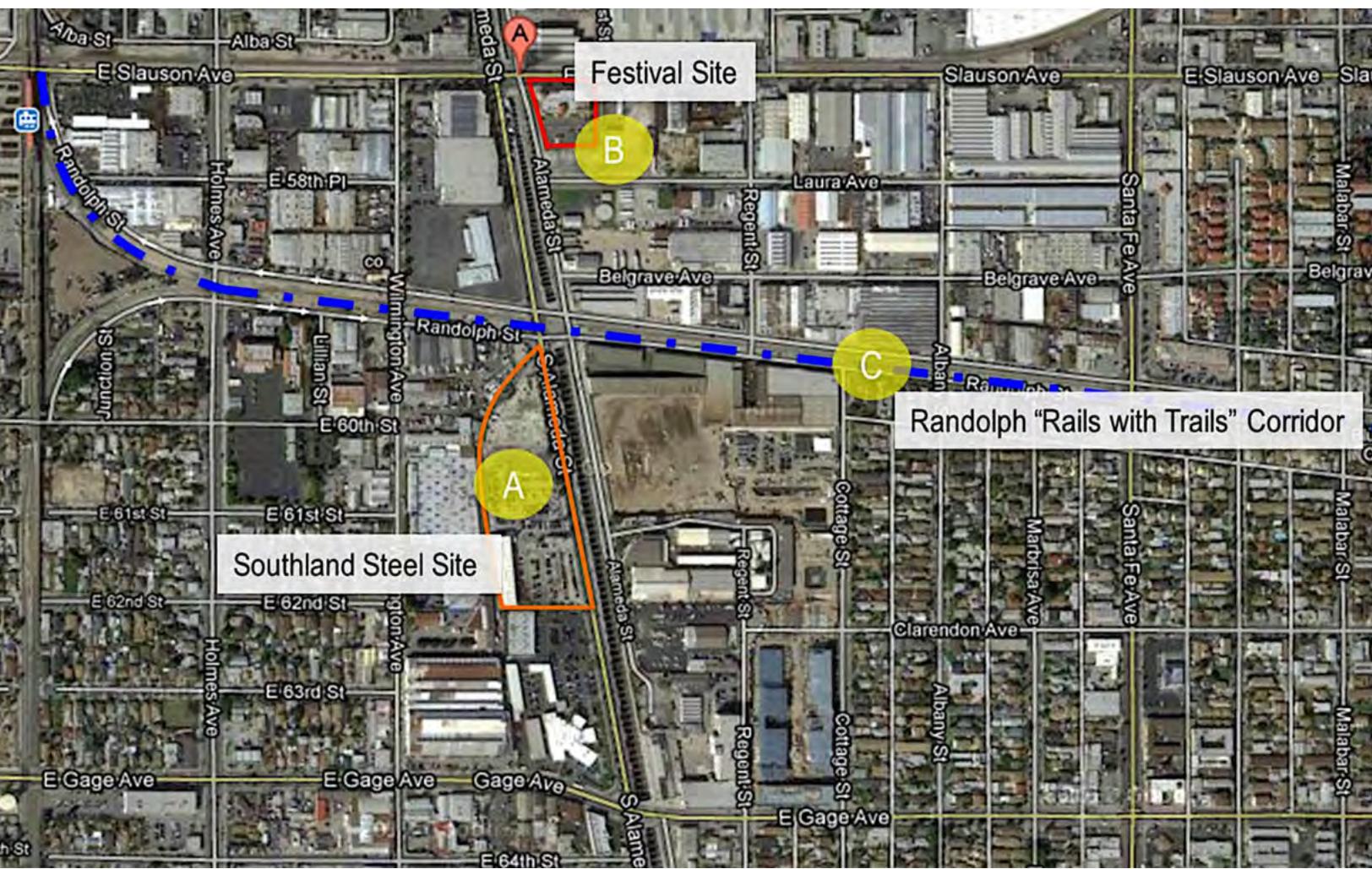
<b>Criteria</b>	<b>Rationale</b>
<b>Development Potential</b>	ELP Advisors evaluated each of the three sites to gauge the likelihood and ease with which a project can be developed. This analysis included understanding ownership issues, land use approvals, and other entitlements that may be required to develop a project consistent with CBE’s vision and goals.
<b>Funding Gaps and Opportunities</b>	Having identified potential projects that advance CBE’s goals, ELP Advisors evaluated the potential to raise capital for each proposed project. This analysis takes into account the loss of redevelopment funds and other constraints on local governments.
<b>Timing</b>	ELP Advisors evaluated each site and proposed project for its potential to be implemented in the near- (one to three year), medium- (three to five year), or long-term (five to ten years).
<b>Potential Partners</b>	The development of each opportunity site will require collaboration between CBE staff and outside partners. ELP Advisors has identified potential partners for each project and evaluated whether CBE already has an existing relationship with the prospective partner or whether it will need to establish a new relationship.
<b>Plays to CBE’s Strengths</b>	CBE is highly skilled and experienced in organizing and developing leaders in urban communities and providing them with legal and scientific assistance to confront environmental threats to their health. Each of these projects requires different skills and experience. ELP Advisors evaluated the degree to which CBE’s strengths can help advance the development of the sites.

# 30

# HUNTINGTON PARK BROWN-TO-GREEN IMPLEMENTATION PLAN

# CATALYTIC PROJECTS

**Based on CBE's extensive community outreach work and a survey of properties in the project area, three catalytic project opportunities were identified in the Brown-to-Green project area. Based on the organization's internal capacity, community preferences, and access to funding, CBE will pursue one or more of these projects.**



## **Opportunities for Southland Steel Site Sustainable Economic Development**

**The subject property is located at 5959-6169 Alameda Street and is approximately 5 acres in size.**

The site was operated as a fertilizer manufacturing plant when it was initially developed in the 1920s. Since about 1928, the site operated as a steel manufacturing facility under various owners, most recently under the name Southland Steel. Southland Steel operated at this site until about 2002. The Community Development Commission (CDC) of Huntington Park purchased the property in 2005 with redevelopment funding for approximately \$5 million dollars for purposes of developing the site into big-box commercial retail or an auto dealership. Since 2003, the Nick Alexander dealership has been in a land rental lease agreement with Southland Steel and the CDC to occupy and use the southernmost end of the site for parking. Upon acquisition, the CDC performed initial environmental assessments that revealed soil and groundwater contamination, and entered into agreements with Eco & Associates to conduct an assessment of cleanup costs.

On June 28, 2011, Governor Jerry Brown signed AB x1 26, which dissolved redevelopment agencies throughout the state to address California's ongoing budget deficit. The legislation prevented the redevelopment agencies from engaging in new activities. The Community Development Commission served as Huntington Park's redevelopment agency. Now, the City of Huntington Park as "Successor Agency" to the Huntington Park CDC, has the task of winding down the former redevelopment agency's affairs. The Successor Agency has ownership of the site, but must outline a strategy for its sale in the coming months.

# CATALYTIC PROJECTS

## Contamination

Known contaminants include various heavy metals, high concentrations of carcinogenic polycyclic aromatic hydro-carbons (PAHs), etc.



## Alameda Corridor

This site is located on the Alameda Corridor



## Southland Steel

- 5.53 acres
- Former steel manufacturing facility
- Now parking for Nick Alexander BMW

## Proposed Uses

The City wants to attract tax-generating uses like a car dealership or a big box retailer



## Potential Uses

CBE can engage developers around a vision for the site as a green business incubator or clean/light manufacturer



# CATALYTIC PROJECTS

Conversations with Successor Agency staff reveal an interest in selling the land to a developer for a tax-generating commercial use, such as a big-box store or an auto dealership. CBE can engage developers around a vision for the site as a green business incubator, bus depot, a medical facility, flex-space or other community beneficial commercial uses. ELP conducted a Strengths, Weaknesses, Opportunities, and Challenges analysis for the Southland Steel site. The results of this analysis can be found below:

## STRENGTHS

- Located on Alameda Corridor
- Owned by Huntington Park’s Community Development Commission Successor Agency
- Proximity to new high school
- Can be developed as commercial land without further remediation
- Rezoned for Commercial Use

## WEAKNESSES

- Contaminated soil and groundwater
- High cost of remediation
- Not ideal for housing or community garden without remediation

## OPPORTUNITIES

- Completed environmental analysis and clean up plan for the site
- City must detail their plans for the site through Long Range Property Management Plan
- CBE can engage developers around a vision for the site as green business
- DTSC Brownfield Revolving Funding may be available
- Shell or plating company may be liable for the groundwater clean up
- Existing partnership with City

## CHALLENGES

- City wants to attract tax generating uses like car dealership or big box store
- Inviting site for logistic firms that do not create high paying quality jobs
- Must act quickly to participate in Long Range Property Management Plan Process

# 34

## CATALYTIC PROJECTS

**If community/CBE decides to pursue this site, below are some important next steps:**

**1. Track and actively engage in the Long Range Property Management Plan process in the coming months.**

The Successor Agency is required to prepare a Long Range Property Management Plan (LRPMP) that contains an inventory of its properties and how the agency intends to dispose of them. A Successor Agency has six months to prepare the LRPMP from the date it receives a Finding of Completion by the State Department of Finance (DOF). The Huntington Park Successor Agency received a Finding of Completion on April 12, 2013.

Once the LRPMP is approved by the Oversight Board and the State Department of Finance, the ownership of the Southland Steel property can be transferred. CBE staff will continue to attend Oversight Board meetings and review available public documents in advance of the meetings to remain up to date in the property disposition process. Moreover, CBE will advocate for community benefitting uses on this site.

**2. Envision uses and types of jobs for the site**

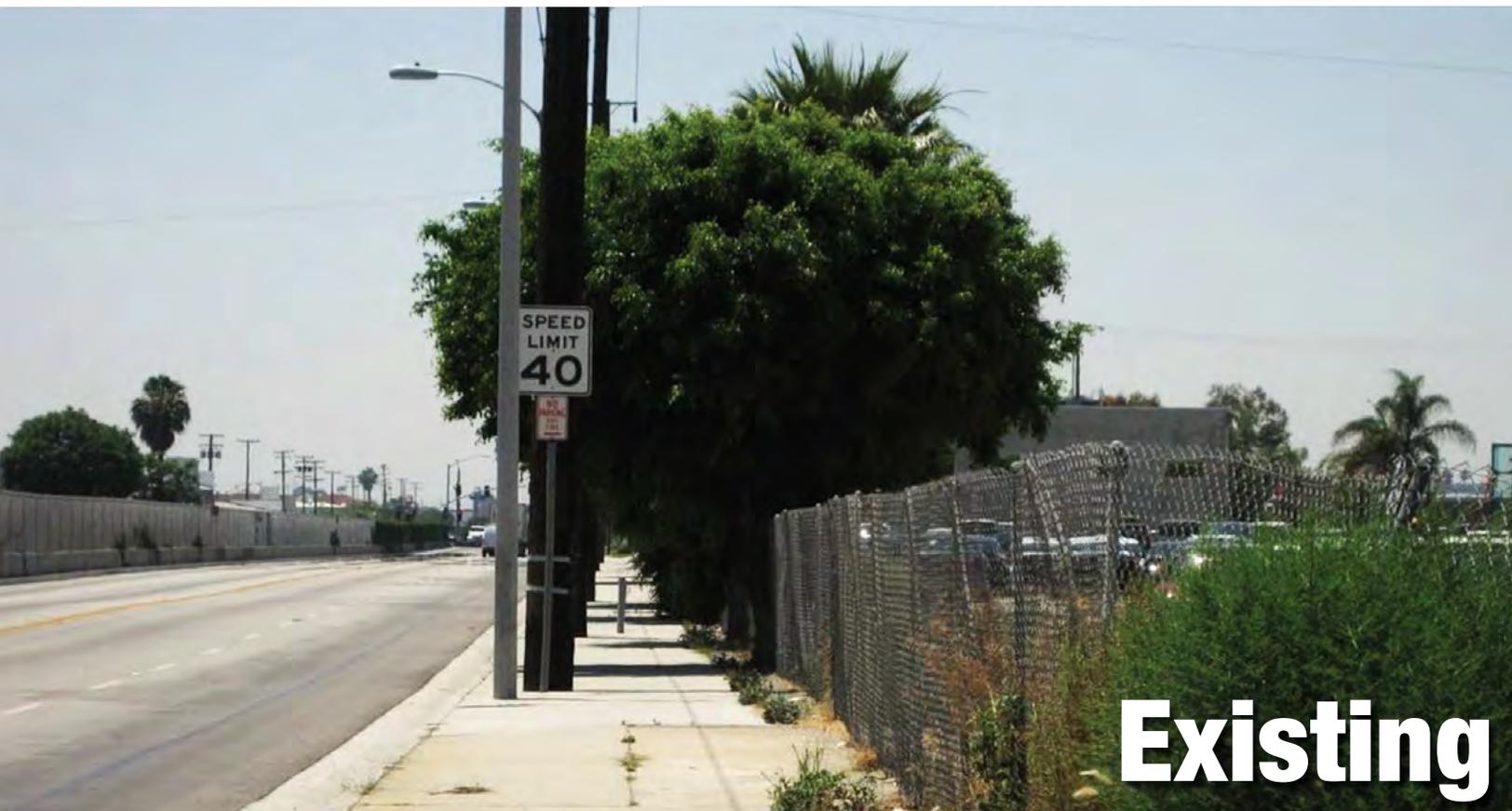
CBE will continue to work with the community to develop criteria for the types of uses and jobs that the community would like to see on this parcel, and propose that these be reflected in the LRPMP, or be included into the public hearing process. Community-preferred uses such as housing, a park, or community garden may be incompatible with the site given its location and the level of proposed clean up; however, commercial uses are feasible. CBE will work with partners to research uses that can provide good jobs and services for Huntington Park residents. Based on their findings, CBE will engage interested developers and tenants that offer uses and jobs consistent with their vision. Partnerships with intermediary groups such as the Cleantech Incubator are crucial to connecting with new and expanding companies on the lookout for space. The Successor Agency is interested in selling the property to the highest bidder, so any prospective buyers must be able to submit a competitive bid for the site.

**3. Partner with city in order to ensure proposed disposition of property and future use is consistent with the vision of the community**

The Successor Agency's Oversight Board held a closed session on April 10th, 2013 in order to interview and consider brokers to assist with the marketing and sale of the properties. CBE will meet with the City, Successor Agency staff, Oversight Board members, and the hired broker to advocate that the chosen developer proposes a project consistent with community goals. Moreover, CBE will help facilitate meetings with industrial developers and city staff who propose projects that are consistent with the community vision for the area.

HUNTINGTON PARK  
BROWN-TO-GREEN  
IMPLEMENTATION PLAN  
**CATALYTIC PROJECTS**

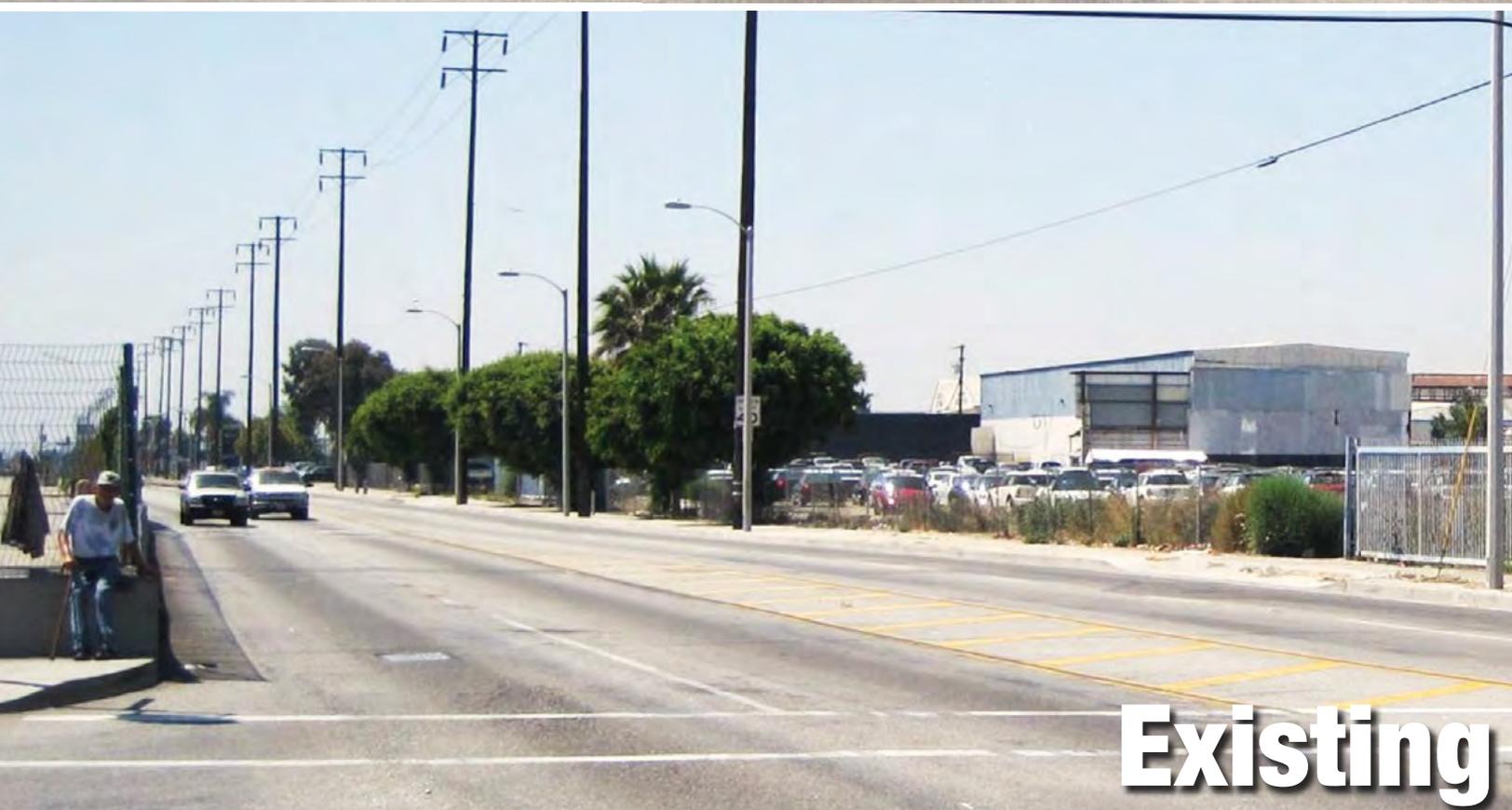
35



# 36

HUNTINGTON PARK  
BROWN-TO-GREEN  
IMPLEMENTATION PLAN

## CATALYTIC PROJECTS



HUNTINGTON PARK  
BROWN-TO-GREEN  
IMPLEMENTATION PLAN  
**CATALYTIC PROJECTS**

37



# 38

HUNTINGTON PARK  
BROWN-TO-GREEN  
IMPLEMENTATION PLAN

# CATALYTIC PROJECTS



# Community Vision

## Opportunities for the Festival Site Community-Serving Retail

**The Festival site has approximately 12,000 square feet of retail space on the south east corner of Slauson and Alameda.**

Currently, the only tenant is a Subway sandwich shop. Festival Development Company, a prominent commercial retail real estate developer specializing in urban infill projects owns the site. This parcel could be a good location for community-serving retail, such as a small supermarket or restaurant that can spur further commercial development in the area. Attracting a commercial tenant that offers healthy food alternatives to Huntington Park residents could help diversify eating options and improve the overall health of the community.



# CATALYTIC PROJECTS

## Potential Uses

CBE can engage potential tenants around vision for site as community oriented retail such as a healthy grocery store



## Festival Site

- 12,000 sq. ft. retail space with parking
- Corner of Alameda & Slauson
- Owned by Festival Development Company

## Zoning

Potential uses include a restaurant and cafe, a convenience store, retail sales and services, office space



# CATALYTIC PROJECTS

**ELP conducted a Strengths, Weaknesses, Opportunities, and Challenges analysis for the Festival site. The results of this analysis can be found below:**

## STRENGTHS

- Attractive built out retail space
- Located on corner of Alameda and Slauson
- Area has been studied
- Northwest Specific Plan offers a vision of the site
- Festival experienced development company with ambitions for the site
- Good size
- Zoning allows: restaurant and cafe, convenience store, retail sales and services, office space
- Festival has assembled property parcels adjacent to existing development

## WEAKNESSES

- High rents \$2.50 square feet
- Proximity to severely contaminated Talley Brothers Site
- Existing retail space is small
- Zoning does not allow for food market

## OPPORTUNITIES

- Attract community oriented retail
- Festival interested in developing the adjacent properties
- Offered to meet to discuss plans for the site
- Food market may qualify for funds from the Emerging Markets Program through CalFresh Fund, created by the California Endowment

## CHALLENGES

- Retail uses identified by community will not support current rents
- Cooperative business model difficult to establish without existing group

# CATALYTIC PROJECTS

**If community/CBE decides to pursue this site, below are some important next steps:**

## **1. Identify Retail Opportunities and Develop a Business Plan**

CBE and its community allies will discuss the types of retail options that would best serve local needs. CBE will cross reference the preferred real estate options with zoning and current building amenities to confirm that the uses can feasibly be located there. Technical assistance from groups such as the consulting group Emerging Markets can provide expertise in matters such as site requirements, market studies, and determining whether the area is part of an underserved food region. CBE will compile this information, work with appropriate consultants to create a business plan, and present its findings to the Festival Company, the City, and prospective tenants.

## **2. Engage with Festival Development Company, Prospective Tenants, and the city**

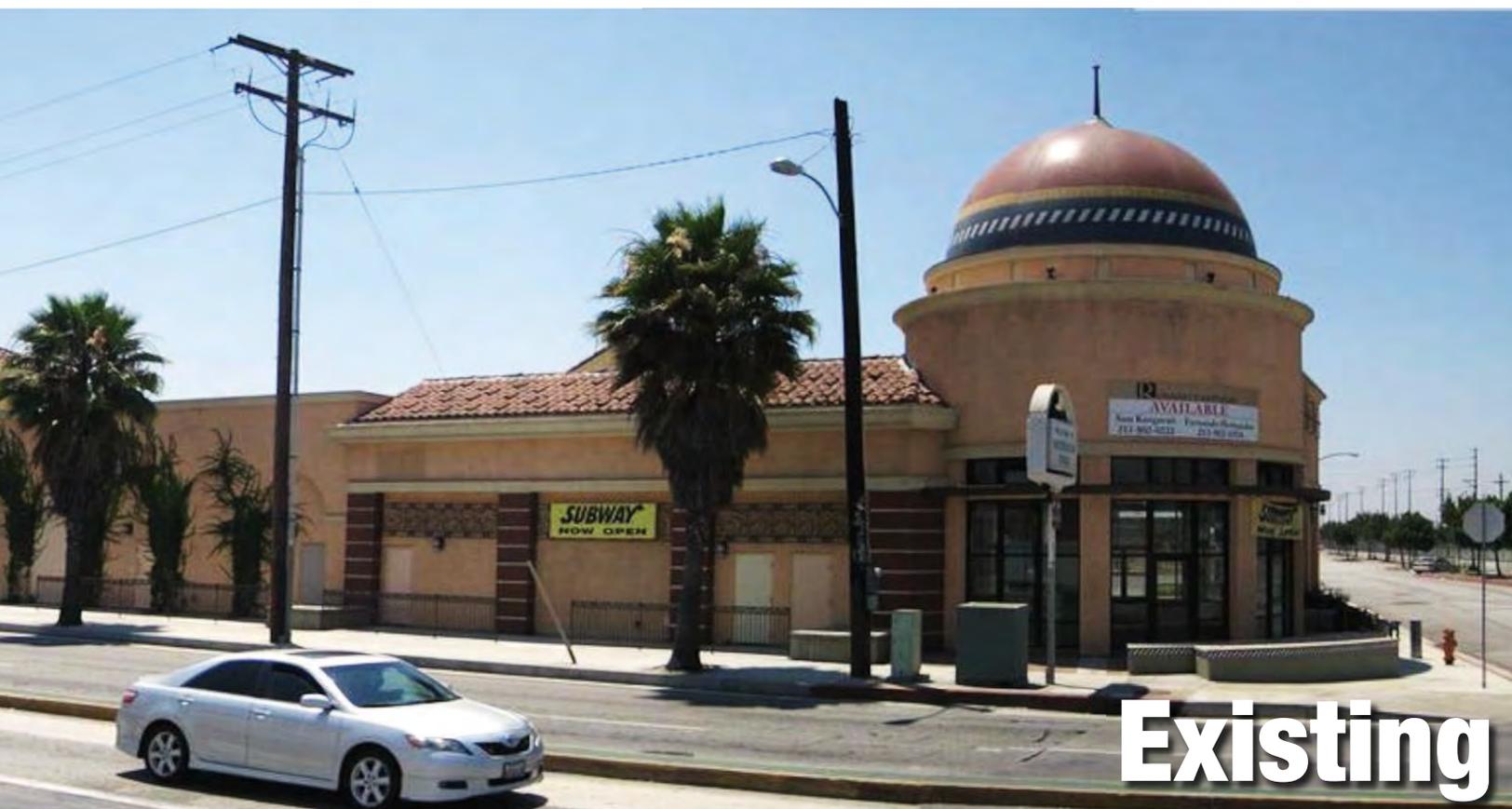
CBE will also engage with the developer and the city early on in the process and present their recommendations and long-term vision for the Brown-to-Green area to prospective retail tenants. CBE, the city, and the developer would work together to identify a tenant that provides community-serving goods and meets the developer's financial bottom line.

## **3. Identify funding sources**

If a prospective community-serving tenant cannot afford the rents required by the developer, then CBE will work on identifying funding sources (such as the California FreshWorks fund) that can supplement the operational expenses of the community-serving retail. A steady stream of funding can make the prospective community-based tenant competitive with traditional retailers.

HUNTINGTON PARK  
BROWN-TO-GREEN  
IMPLEMENTATION PLAN  
**CATALYTIC PROJECTS**

43



# 44

HUNTINGTON PARK  
BROWN-TO-GREEN  
IMPLEMENTATION PLAN

## CATALYTIC PROJECTS



**Community Vision**



**Existing**

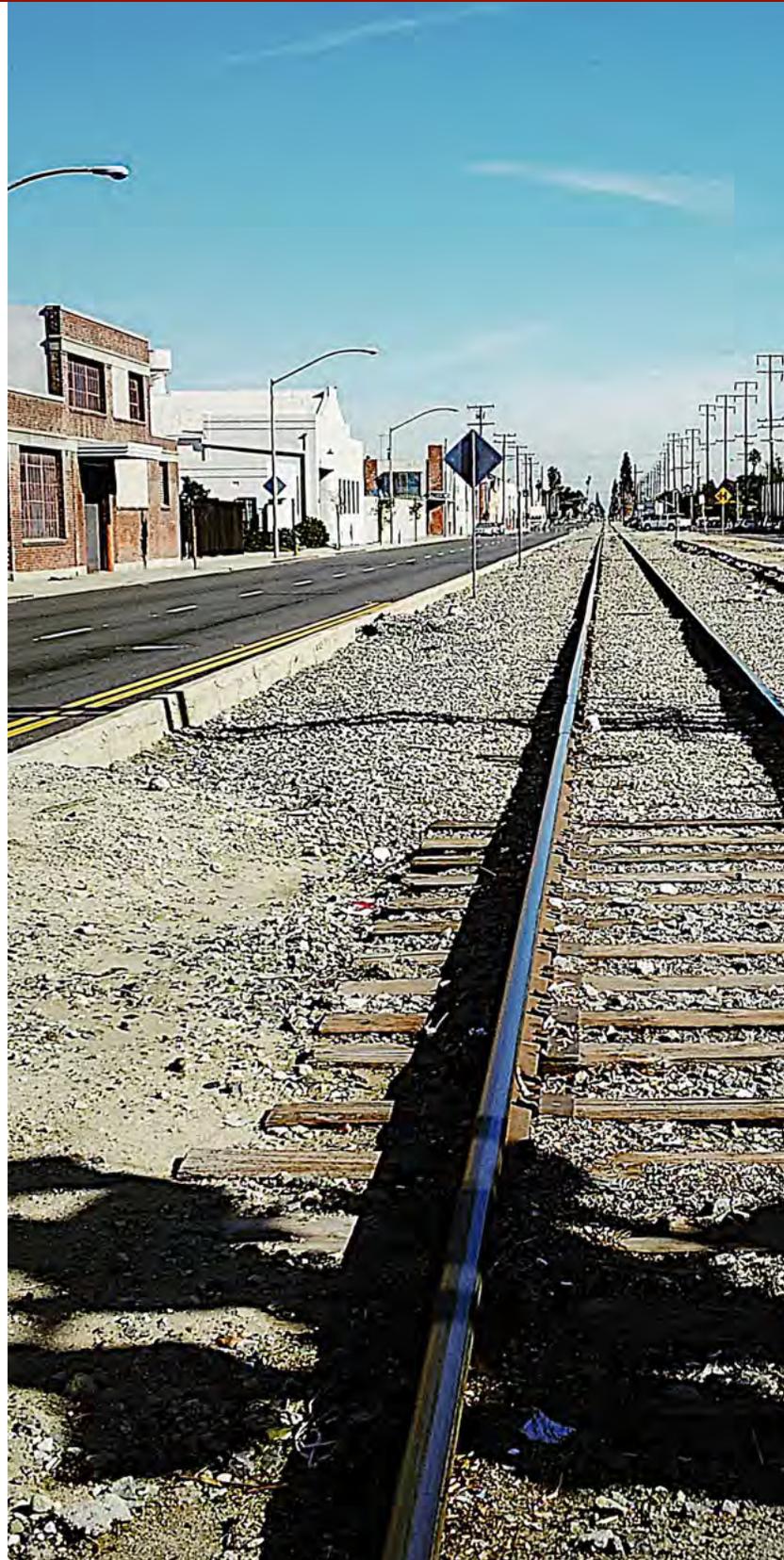
## Opportunities for the Randolph Rails-With-Trails Site Open, Recreational Space

Randolph Street is a four-lane thoroughfare that traverses the City from east to west. It provides linkages to the Metro Blue Line Slauson Station to the west, the LA River to the east, and to Pacific Blvd—the City's main business district. There is a nearly inactive railroad line located along Randolph Street's center median. The Union Pacific Railroad Company owns and operates the right-of-way along the line, known as the La Habra Branch. Rail traffic along the line is sporadic as trains run on an as-needed basis.

The Randolph Corridor's ample width, connections, and limited rail traffic, make it a prime location for a Rails-with-Trails project. These projects typically involve installing a shared-use bike path adjacent to an existing rail line.

**Converting the dirt easements, which are currently used for parking, into a trail can improve public health by promoting opportunities for bicycle and pedestrian activity.**

Construction along an active rail line is not uncommon; there are over 140 Rails-with-Trails projects in the United States, totaling more than 1,400 miles. The City of San Fernando, a city similar in size and demographics to Huntington Park, has an active Rail-with-Trail along the Metrolink rail line that could serve as a model for the Randolph corridor.



# CATALYTIC PROJECTS



## Proposed Uses

Adjacent land can be transformed to recreational space for pedestrians and/or cyclists



## Randolph "Rails with Trails"

- Nearly inactive rail corridor along Randolph
- Owned by Union Pacific

# CATALYTIC PROJECTS

**We conducted a Strengths, Weaknesses, Opportunities, and Challenges analysis for the Festival site. The results of this analysis can be found below:**

## STRENGTHS

- Connection to Blue Line Slauson Station to the west and LA river to the east
- Limited rail traffic
- Main thoroughfare through the City
- Planning documents support development of trail along the rail
- Southeast LA CicLAvia/ Southeast Bicycle Alliance active in the area
- Safe Routes to School Plan for Middleton Street Elementary includes intersection at Randolph and Malabar Street
- Wide street with room along the tracks
- Possible synergy with future TOD projects

## WEAKNESSES

- Under control of Union Pacific Railroad

## OPPORTUNITIES

- Linkages to City, Blue Line Slauson Station, Pacific Blvd, LA River
- Recreational open space for pedestrians and cyclists
- Funding available for Rails-with-Trails and Safe Routes to School

## CHALLENGES

- Gaining buy-in and cooperation of Union Pacific
- Requires entity to manage and oversee trail

# CATALYTIC PROJECTS

**If community/CBE decides to pursue this site, below are some important next steps:**

- 1. Conduct a power analysis of Union Pacific Railroad to identify potential allies, supporters, and areas of common interest that can help CBE organize its efforts to gain the railroads support on this project.<sup>6</sup>**

Mapping out potential supporters, opponents, stakeholders, and allies with influence over Union Pacific will enable CBE to find leverage points that can bring Union Pacific to the negotiating table for a shared-use agreement. CBE can use the findings of the power analysis to design a campaign to gain Union Pacific's support.

- 2. Engage the City as a partner to craft a vision for Randolph as a Recreational Corridor**

Securing the support of Huntington Park elected officials and department heads for this project is critical to its success. Converting the Randolph rail into a bike and pedestrian trail already exists, in concept, as part of the City's General Plan. However, the document discusses the potential of developing a bicycle path along Randolph only if the rail right-of-way is abandoned. The prevalence of trails along active rail lines in other cities demonstrates that the city does not have to wait for the Union Pacific to abandon the right-of-way. Additionally a recreational corridor along Randolph would fulfill the community residents' expressed desire for more open and recreational spaces, and is consistent with the city's recently developed Complete Streets policy.

- 3. Develop a strong coalition to support this project that includes the City, community groups, and other key stakeholders**

Working with Union Pacific will be challenging and will require a strong and diverse coalition of supporters to succeed. CBE is already working with key stakeholders such as CicLAvia and the Southeast Bicycle Alliance. Expanding this coalition to include Los Angeles County Department of Public Health, the Los Angeles Unified School District, Metro, the Los Angeles River Revitalization Corporation, Heal the Bay, Friends of LA River, and other regional stakeholders will provide strength in numbers. In addition to local support, CBE will reach out to the Rails-to-Trails Conservancy, a non-profit organization focused on developing trails along active and inactive rail lines, for technical support around financing and negotiating with Union Pacific.

---

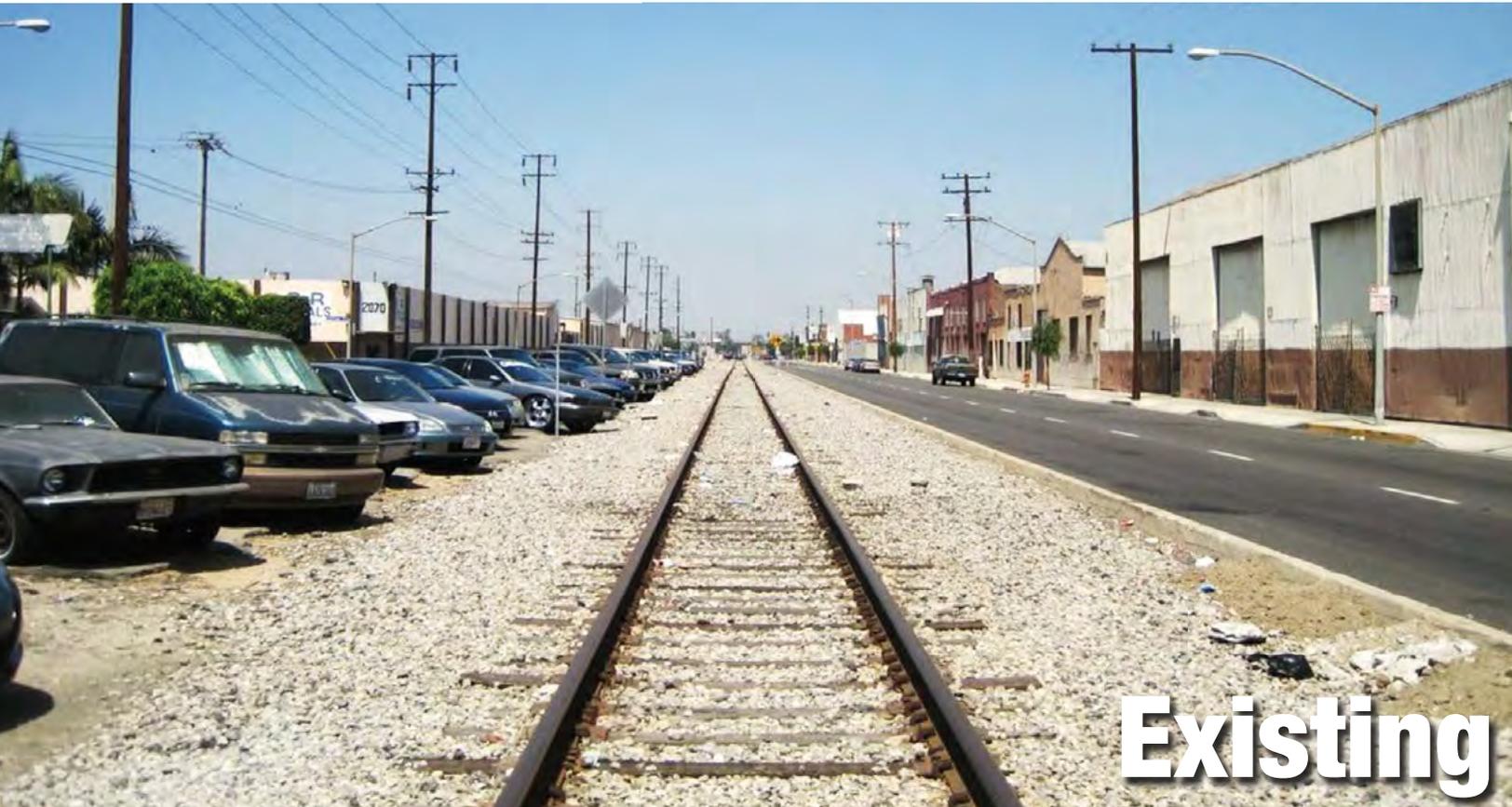
6. A "power analysis" is an assessment of who has the institutional authority to make decisions concerning an organization's organizing demands, and which allies and resources need to be mobilized in support of the organizing group's campaign. This strategy is widely used in community organizing.

HUNTINGTON PARK  
BROWN-TO-GREEN  
IMPLEMENTATION PLAN  
**CATALYTIC PROJECTS**

49



**Community Vision**



**Existing**

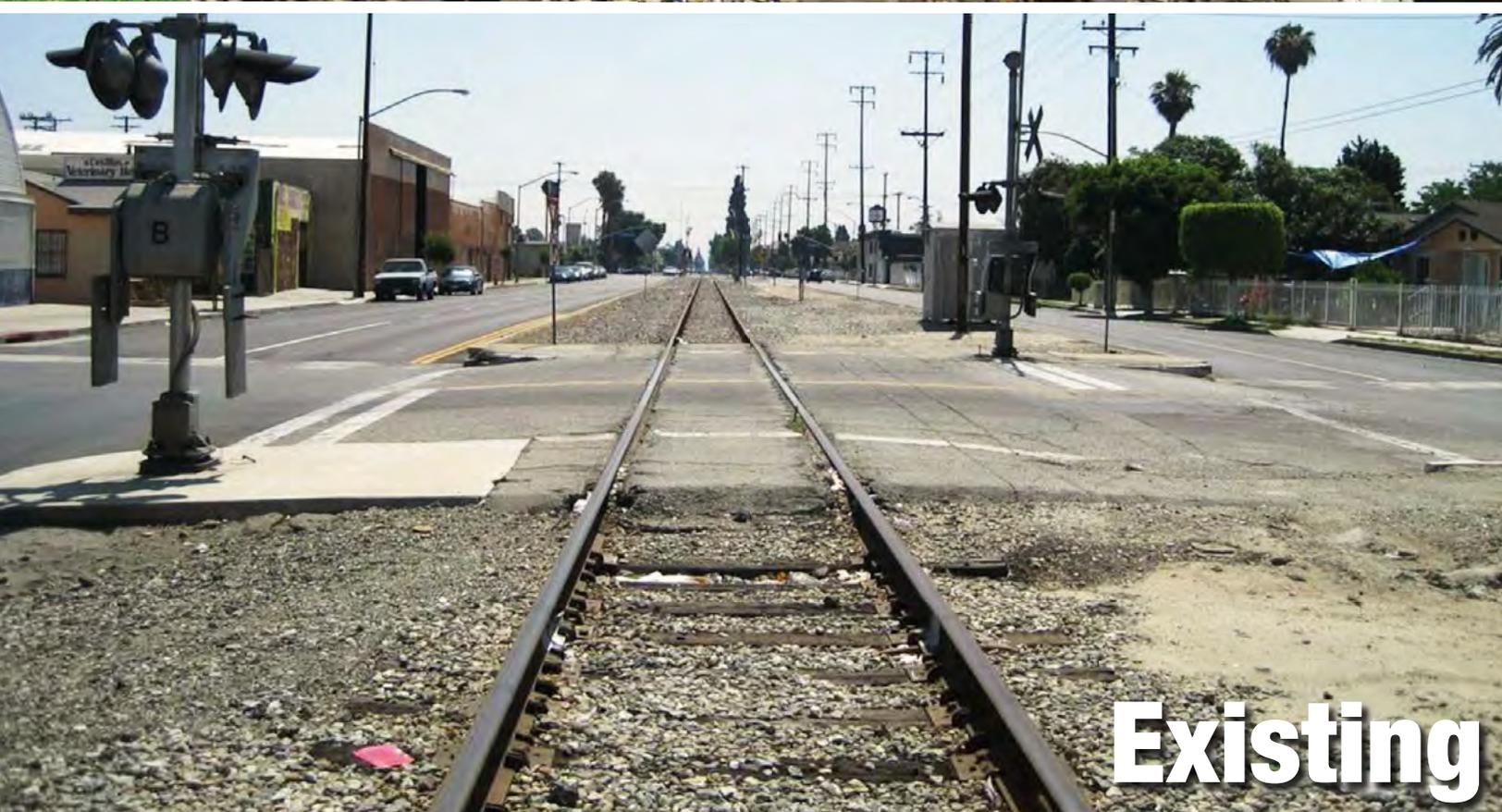
# 50

HUNTINGTON PARK  
BROWN-TO-GREEN  
IMPLEMENTATION PLAN

## CATALYTIC PROJECTS



**Community Vision**



**Existing**

**HUNTINGTON PARK  
BROWN-TO-GREEN  
IMPLEMENTATION PLAN  
PARTNERSHIPS**

51



**CBE Working with Community Residents and Various Partners**

Successfully implementing the Brown-to-Green plan will require CBE to establish strong partnerships across the public, private, and non-profit sector.

This section identifies potential partners that can assist in securing financial, community, and political support to bring the community's vision to fruition.

**Key Takeaways:**

- Establishing partnerships across the private and public sector will enable CBE to access additional resources and expertise needed to carry out the projects identified in this plan.
- Partnering with developers who share the goals of the Brown-to-Green project area may lead to the construction of projects consistent with the community's vision.
- CBE might benefit from joining established collaborative groups working to promote sustainable planning and community development.

**Goals:**

- Build a broader coalition that can yield political and community support to achieve the Brown-to-Green objectives

**Tactics:**

- Partner with City and Government Agencies.
- Build relationships with commercial and industrial developers that share CBE's vision.
- Develop relationships with intermediary groups that can provide supplemental expertise needed to implement each of the catalytic projects identified.

In an environment of scarce fiscal resources, CBE will need to work with others in the public, private and non-profit sectors to focus their efforts to achieve their vision. Creating partnerships with organizations that share common goals for the project area can bring additional resources. Creating collaborations among diverse groups to pursue common goals can distinguish this project and give it a competitive edge in the eyes of potential funders. CBE, with the help of ELP Advisors, has compiled a list of potential partners who can lend their resources and/or expertise toward making the project vision a reality.

# HUNTINGTON PARK BROWN-TO-GREEN IMPLEMENTATION PLAN PARTNERSHIPS

# 53

## City of Huntington Park and Other Governmental Agencies

Gaining the support of elected officials and Planning and Economic Development staff is crucial to the success of this project.

CBE will present the findings of the Brown-to-Green project and demonstrate how their goals for the Project Area align with city objectives.

CBE can offer to be a key partner in realizing this vision. CBE will also enlist the support of other government agencies, like the City's Parks Department, to build a broader coalition and to exert more influence on the local level.

## Development Community

The participation of the development community in realizing the vision of the Brown-to-Green Project Area will ensure its longevity.

CBE will develop working relationships with major property owners in the Brown-to-Green Project Area.

While some of the current property owners have uses that may be incompatible with the overall vision of the Brown-to-Green Area, CBE nonetheless will continue to solicit their support in implementing some of the near-term infrastructure improvements in the Project Area. Moreover, CBE will create relationships with industrial developers that work with light industrial tenants looking for space in order to attract non-polluting uses that can also bring good green jobs to the area.

## Intermediary Groups

Intermediary groups such as CicLAvia and the consulting groups such as Emerging Markets can provide technical assistance and facilitate introductions to other potential partners that can be vital in advancing near- and/or long-term projects. CicLAvia is currently working with CBE and other community groups to design and implement a CicLAvia event in Huntington Park and other cities located southeast of Los Angeles. Groups such as Emerging Markets can bring financial expertise, but also facilitate introductions to groups and individuals critical to achieving the vision for the area.

Coalitions

**CBE will promote awareness about the Brown-to-Green vision and objectives by joining coalitions and/or alliances that advance similar goals and leverage funding resources on a larger scale.**

CBE is already pursuing this strategy on the environmental justice policy front through its membership in the California Environmental Justice Alliance (CEJA). CBE can also join networks such as LA n Sync (<http://www.lansync.org>), an alliance of public, private, non-profit, and philanthropic organizations that seek to create collaboration to advance the funding and creation of community services in the greater Los Angeles area. Similarly, LA Thrives is a collaborative that brings together government agencies, community organizations and residents in transit-dependent communities working together to leverage opportunities around Measure R.

**this page intentionally left blank**

# POTENTIAL FUNDING

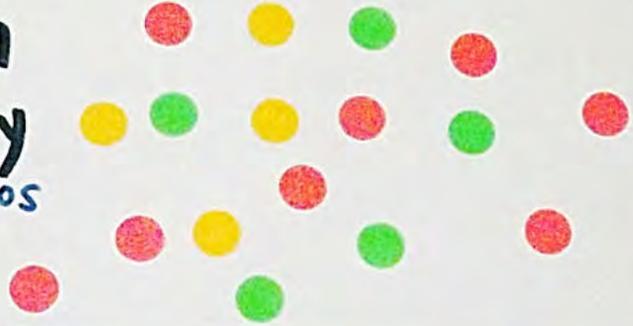
Green Spaces  
with gardens  
and trees

Espacios verdes con  
arboles y jardines



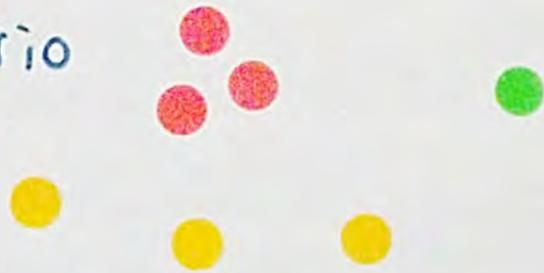
Low income  
housing with  
green energy

hogares de bajos ingresos  
con energia verde



Community Space  
For teenagers

espacio comunitario  
para jovenes



# POTENTIAL FUNDING

This section provides an overview of funding sources needed to implement the goals of the Brown-to-Green project area.

## Key Takeaways:

- CBE will continue to monitor applicable funding programs and consider applying during forthcoming funding cycles. CBE has compiled a list of potential funding sources to support the next steps for this project.

## Goal:

- Acquire a dedicated source (or sources) of funding to implement the Brown-to-Green project.

## Tactic:

CBE will monitor and consider applying for funding from various sources, including:

- Local Sources (Metro)
- State & Federal Sources (Caltrans)
- Philanthropic Sources (Surdna, Kaiser, Bikes Belong, Union Bank)
- Financial Intermediary Sources (LISC, LIIF)

Bringing the vision for the Brown-to-Green area to life will require substantial financial investments from the public, private, and philanthropic sector.

## Local Sources

Metro does a biennial Call for Projects to support “regionally significant projects,” including bicycle and pedestrian improvements that are tied to transit. This grant opportunity is open to public agencies only, but CBE will approach the city and offer the Brown-to-Green Area as a potential candidate for funding. Moreover, the city stands to gain revenue from Measure R. CBE will follow up on this resource and explore how it can be leveraged to benefit the Project Area.

There are a few other local funding sources that, while still being worked out, could be potential sources of revenue for the Brown-to-Green Project Area.

## State & Federal Sources

As with local sources, many state and federal funding sources require a partnership with the city or other government agencies. Establishing a strong working relationship with the City of Huntington Park is vital to accessing these funding sources.

Caltrans awards both the Bicycle Transportation Account (BTA) and Environmental Justice Transportation Planning Grants to cities and counties working on transportation issues. The BTA program awards funds to projects that improve safety and convenience for bicycle commuters. The Environmental Justice Transportation Planning Grant awards funding for projects that better connect transportation and land use, with particular focus in low-income and minority communities.

## Philanthropic Sources

### **Foundations will find that CBE's approach offers an innovative model that can be replicated in other cities.**

A growing number of foundations are funding community driven efforts to create environmentally and economically sustainable cities. Here are a few examples:

**The Surdna Foundation, based in New York, funds efforts to create just and sustainable communities throughout the United States.** Surdna's Sustainable Environments and Strong Local Economies programs fund projects that are consistent with the goals of the Brown-to-Green Project. The Sustainable Environments program focuses on Sustainable transportation infrastructure, energy efficiency, urban water management and local food supplies. The Local Economies program provides funding for minority owned businesses, social enterprises, and worker owned cooperatives.

**Kaiser Permanente of Southern California's Community Benefits Healthy Eating Acting Living program supports initiatives that create environmental changes that promote physical activity and healthy eating.** Funds could be used to support the Randolph Rails-with-Trails project that promotes recreational activity or the development of a healthy food market at the Festival site.

**Bikes Belong is a foundation that offers grants for the construction and expansion of bicycle facilities including bicycle lanes and trails.** This funding source could be used for the Randolph Rails-with-Trails project. CBE would be required to partner with the City or County and a local business owner to pursue this grant.

**The Union Bank Foundation funds economic development and environmental efforts that benefit low to medium income populations.** The Foundation is particularly interested in funding non-profit groups focused on environmental issues.

Lastly, CBE will utilize the materials created for this EPA grant to approach other foundations interested in funding community revitalization work that will have direct implications for improving bikeability, walkability and enhancing community's access to quality food outlets and other quality of life indicators.

# POTENTIAL FUNDING

## Financial Intermediary Sources

A number of financial intermediary sources can offer financing and technical assistance to support businesses and projects within the Brown-to-Green area. While CBE may not always be able to directly apply for the funding, they can assist organizations interested in developing within the project area secure funding via one of these organizations.

**The Local Initiatives Support Corporation (LISC) provides loans, grants and equity investments to transform distressed neighborhoods into healthy and sustainable communities.** LISC has a Green Development Center and a designated Green Loan Fund that offers technical and financial support for green development projects in low-income communities. They support transit-oriented developments, affordable housing and schools that incorporate green elements in their design.

**The Low Income Investment Fund (LIIF) is a non-profit community development financial institution (CDFI) that offers green financing for the construction of green facilities and transit-oriented development.** Their Green Revolving Loan Fund provides financing for the construction green affordable housing and community service facilities.

**Enterprise Community Partners, Inc. is a national non-profit that provides expertise and equity financing for projects around affordable housing and sustainable communities.** Their Community Loan Fund program provides predevelopment loans (that includes due diligence, site control, permits, etc.) and acquisition loans for community facilities projects. Nonprofits and mission-aligned for-profit entities are encouraged to apply.

HUNTINGTON PARK  
BROWN-TO-GREEN  
IMPLEMENTATION PLAN  
**NEXT STEPS**

59



CBE has significantly raised awareness in the Huntington Park community about the potential transformation of the Brown-to-Green Project Area. CBE will secure additional funding to continue building momentum and successfully implement the community's vision. CBE is poised to establish a new model for transforming industrial property and brownfields into community assets.

**Below is a summary of next steps CBE will take in order to implement their Brown-to-Green vision:**

- Decide on one or a combination of catalytic projects
- Develop strategy to implement planning recommendations as outlined in this report
- Continue to monitor funding sources, and actively seek new sources
- Build on existing relationships and create new partnerships
- Work with stakeholders on near-term projects

**HUNTINGTON PARK  
BROWN-TO-GREEN  
IMPLEMENTATION PLAN  
WORKS CITED**

61



Bikes Belong. Bikes Belong Grant Program. [www.bikesbelong.org](http://www.bikesbelong.org).

California Air Resources Board. DRAFT Cap-and-Trade Auction Proceeds Investment Plan. [http://www.dof.ca.gov/cap\\_trade/documents/DraftCapandTradeInvestmentPlan.pdf](http://www.dof.ca.gov/cap_trade/documents/DraftCapandTradeInvestmentPlan.pdf)

CicLAvia. Introduction to CicLAvia. [www.ciclavia.org](http://www.ciclavia.org).

City of Huntington Park. City of Huntington Park General Plan: Land Use Element. [http://www.huntingtonpark.org/documents/7/HP%20General%20Plan\\_web.PDF](http://www.huntingtonpark.org/documents/7/HP%20General%20Plan_web.PDF)

City of Huntington Park. City Council Regular Meeting Minutes: March 4, 2013. <http://ca-huntingtonpark2.civicplus.com/ArchiveCenter/ViewFile/Item/2717>

City of Huntington Park. Municipal Code. <http://qcode.us/codes/huntingtonpark/>

Eco & Associates, Inc. *Removal Action Plan: Former Southland Steel Facility*. Huntington Park, 2012.

Emerging Markets. *Emerging Markets*. <http://www.emergingmarkets.us>

Enterprise Community Partners. Enterprise Community Loan Fund Products. <http://www.enterprisecommunity.com/financing-and-development/community-development-financing/loan-fund-products>

Fulton, William and Shigley, Paul. *Guide to California Planning 4<sup>th</sup> Edition*. Point Arena: Solano Press Books, 2012.

Freshworks Fund. About FreshWorks. <http://www.cafreshworks.com/about>

Heal the Bay. Clean Water, Clean Beaches. <http://www.healthebay.org/get-involved/take-action/clean-water-clean-beaches>

Kaiser Southern California. Community Benefit Grantmaking. <http://community.kp.org/grants>

Kleinfelder Consulting. *Limited Phase II Environmental Site Assessment Summary Report: El Centro de Huntington Park*. Huntington Park, 2009.

# HUNTINGTON PARK BROWN-TO-GREEN IMPLEMENTATION PLAN WORKS CITED

# 63

LA Thrives. LA Thrives: Transit, Housing, Resources and Investment for a Vibrant Economy.  
<https://www.calfund.org/document.doc?id=615>

Low Income Investment Fund. <http://www.liifund.org/>

Local Initiatives Support Corporation. <http://www.lisc.org/>

Mediarrata, Kavitha, Shah, Seema, and Mc Allister, Sarah. *Community Organizing for Stronger Schools: Strategies and Successes* Cambridge: Harvard Education Press, 2009.  
<http://hepg.org/document/115/>

Office of Environmental Health Hazard Assessment. Cal Enviroscreen 1.0 Results: Highest Scoring Zip Codes. <http://oehha.ca.gov/ej/ces11.html>

The Surdna Foundation. <http://www.surdna.org/>

Rails-toTrails Conservancy. Plan, Design, Build: Rail-with-Trail.  
<http://www.railstotrails.org/ourwork/trailbuilding/toolbox/informationsummaries/rails-with-trails.html>

Rosenow Spevacek Group. *Economic Development Plan: City of Huntington Park*. Huntington Park, 2004.

Union Bank. Union Bank Foundation – Theory of Change.  
[https://www.unionbank.com/Images/theory\\_of\\_change-102409\\_tcm9-20888.pdf](https://www.unionbank.com/Images/theory_of_change-102409_tcm9-20888.pdf)

URS Corporation. *Draft Master Environmental Impact Report: Northwest Area Specific Plan*. Huntington Park, 2005.

**this page intentionally left blank**

# HUNTINGTON PARK BROWN-TO-GREEN IMPLEMENTATION PLAN APPENDIX

# 65

**CBE and residents celebrate winning unanimous support of  
City Council for the Brown-to-Green Resolution**







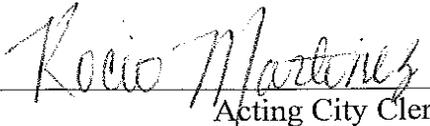
1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28

ATTEST:

STATE OF CALIFORNIA        )  
COUNTY OF LOS ANGELES    )  SS  
CITY OF HUNTINGTON PARK)

I, Rocio Martinez, Acting City Clerk of the City of Huntington Park, California, do hereby certify that the whole number of members of the City Council of said City is five; that the foregoing Resolution, being Resolution No. 2013-41 was duly passed and adopted by the City Council of the City of Huntington Park, approved and signed by the Mayor of said City, and attested to by the Acting City Clerk of said City, all at a regular meeting of the City Council held on the 19<sup>th</sup> day of August, 2013, and that the same was so passed and adopted by the following vote, to wit:

- AYES:           Council Members – Amezquita, Perez, Macias, Gomez, Hernandez
- NOES:           Council Members – None
- ABSENT:        Council Members – None
- ABSTAIN:       Council Members – None

  
\_\_\_\_\_  
Acting City Clerk





[www.cbecal.org](http://www.cbecal.org)

6325 Pacific Boulevard, Suite 300  
Huntington Park, CA 90255  
323-826-9771