



# **GREATER LOGAN HEIGHTS**

Our Next Chapter



## PLANNING TASK FORCE

The organizers of the Greater Logan Heights Neighborhoods First Planning process acknowledge the invaluable efforts of more than 200 community members, service providers, city staff, and others during planning meetings throughout 2008 and 2009. This is your plan.

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This list was compiled from sign-in sheets for planning meetings. Our apologies for any mis-spellings or omissions.



## TABLE OF CONTENTS

SUMMARY	1
OUR COMMUNITY	4
OUR VISION	11
OUR STRATEGIES	12
OUR ACTION PLAN	23



We are at a critical juncture in our community's history. The current economy brings both challenges and opportunities. Many families face lower wages, reduced hours, and, in some cases job loss. However, the incredible rise in home prices and rents has finally paused. We've been granted an unexpected reprieve from the fast-moving changes that had been headed our way.

We need to support our community members during these tough days, providing resources and services that help them get on their feet. At the same time, we must position ourselves to participate the prosperity that is beyond the horizon. We have a window of opportunity that we did not expect to have.

In order to do this, we need stability in our housing. Few of us own our own homes and we are vulnerable to market rents that have risen considerably over the past 10 years. We need to increase our employment opportunities through education, training, and increased linkages to employers. We need to ensure that our children obtain the education that will allow them to prosper in the future. As part of that, we need to make sure they have safe spaces to develop their character and their intellect. We need to reduce the lure and impact of gangs and crime.

This is how we plan to do it.

**STRATEGY 1: Provide a balance of housing opportunities that offer affordable, diverse, and healthy housing options for renters and homeowners.**

- 1.1 Promote balanced housing options that include the rehabilitation of existing single family homes, preservation of affordable housing, and new development that is scaled appropriately to the surrounding community.
- 1.2 Establish a comprehensive housing center that supports tenants and prepares residents for successful homeownership.
- 1.3 Launch a green homes initiative that provides services to property owners to improve the energy efficiency and environmental conditions of our homes.

**STRATEGY 2: Ensure that all residents, young and old, have opportunities to receive a quality education that prepares us for success in life.**

- 2.1 Establish year-round, structured youth activities and programs to provide safe and enriching opportunities for youth outside of school.
- 2.2 Develop high levels of parent involvement and parent leadership at local schools to increase academic success.
- 2.3 Create a family literacy program to build adult skills and support student achievement.

2.4 Improve learning opportunities for adults to obtain the knowledge and skills needed in today's economy.

**STRATEGY 3: Improve the safety and cleanliness of our community.**

3.1 Increase the number of lights in alleys and streets to increase the safety of our community at night.

3.2 Hold regular neighborhood clean ups that help to keep our alleys and streets clean, and contribute to greater neighborhood pride.

3.3 Create and promote "identity" streets to promote neighborhood pride and bring a sense of place to our community.

3.4 Improve park facilities, park usage, and programming.

3.5 Improve communication and relations between the San Diego Police Department and the community to build trust and understanding that will lead to increased safety.

3.6 Implement intervention and prevention strategies that will reduce gang involvement in our community.

3.7 Improve the environmental health conditions of the community to improve air quality and community health.

3.8 Collaborate with homeless providers to reduce the impact of homelessness in the neighborhood.

**STRATEGY 4: Ensure that our community has access to strong community resources that provide the network of services needed by our residents.**

4.1 Increase access to healthy, quality, and affordable food choices.

4.2 Support the development of neighborhood leadership through training, resources, and capacity building efforts for our Neighborhood Town Councils and residents.

4.3 Establish a network with local neighborhood groups and organizations to inform each other about resources and activities.

4.4 Ensure immigrants can access resources and services that are available to them, including services that provide assistance in obtaining citizenship.

4.5 Increase computer and internet access in our community through improved accessibility at home, school, library, and other public spaces.

**STRATEGY 5: Preserve history and foster strong cultural pride.**

5.1 Establish a Neighborhood History Museum to keep the past alive.

5.2 Enhance the image of the community through art and cultural assets, including preservation of existing public and private art, support for local artists, and additional cultural elements in our community.

5.3 Establish new venues for the display, production, and marketing of art and cultural resources.

**STRATEGY 6: Increase the economic stability of our community by providing residents with opportunities to earn good wages and increase savings.**

6.1 Develop a neighborhood based Community Center that provides coordinated services.

6.2 Collaborate with workforce training providers to make training resources more accessible to members of our community.

6.3 Prepare community members for jobs in the emerging green economy through access to information about training and employment opportunities in those sectors.

6.4 Expand youth employment through job readiness resources and other employment support services.

6.5 Promote local businesses and encourage residents to support the small business community.

**The Greater Logan Heights Community:** Greater Logan Heights includes the Logan Heights, Memorial, Sherman Heights, Grant Hill and Stockton neighborhoods. It is bounded by State Route 94 to the north, Interstate 15 to the east, and Interstate 5 to the south and west.





### Our Next Chapter

We are among San Diego's oldest communities. Just east of Alonzo Horton's successful New Town development, early San Diego developers set their eyes on these nearby communities in the late 1800s. Early settlers moved into Victorian homes with view of the San Diego bay.

The ethnic identity of Greater Logan Community began to take shape soon after. As original settlers followed the streetcar system as it pushed to distant neighborhoods, railroad construction and the industrialization of the waterfront lured new residents seeking this work. Many African Americans migrated to San Diego seeking manufacturing employment during and after World War I. Mexican-Americans came for the same reasons, and were further spurred by the Mexican Revolution and deteriorating economic conditions in Mexico. Both ethnic communities eventually concentrated in and around our neighborhoods.

Today, more than 85 percent of us are Latino. Cultural appeal, relatively affordable housing, and proximity to jobs and transit attracted many

here in recent decades. The African American community, although declining as a percentage of the total population, continues to maintain connections here, namely through many large African American churches located in our community.

While our communities are often defined by our strong ethnic identity, we are also defined by a spirit of activism. In many ways, these rivaling identities are inextricably linked. In the first half of the 19th century, African-American leader Rebecca Craft founded the Women's Civic League out of these neighborhoods. From the league's headquarters at 2972 Clay Avenue, Ms. Craft advocated on behalf of civil rights for San Diego's African American community. In 1931, the first black policeman was hired to the San Diego police force, partially a result of Craft's efforts. But in 1942, the Women's Civic League achieved its most significant accomplishment when Lorraine Van Lowe became the first African American teacher hired in San Diego City schools. In fact, Ms. Van Lowe was hired to teach at our own Memorial School.



Murals at Chicano Park.

Our community mustered this spirit again in the second half of the century, in the wake of the devastating effects of freeway and bridge construction through our neighborhoods. By this time, we were predominantly a Mexican-American community and our campaign was rooted in newly expressed ethnic identity and pride. Chicano Park, located just south of our neighborhood, resulted out of these efforts. Today, the park is a symbolic and real testament to the capacity of this community to come together on its own behalf.

However we struggled in the decades after the Coronado Bridge construction. Population plummeted, buildings deteriorated, and crime flourished. But, through grassroots leadership, we worked tirelessly to maintain our community in the face of these challenges. Local activist Connie Zuniga was instrumental in starting crime watch programs in this community, advocating for the closing of the local welfare office, and successfully lobbying for a new police station located on Imperial Avenue.

Today we face a very different situation. Shunned for decades, private capital discovered our communities in recent years. A strong real

estate market, the end of the suburban frontier, and the success of downtown rendered these communities as the new urban frontier. But the development of Petco Park on the east side of downtown further accelerated development pressures. As Center City East was rebranded the East Village, and social service agencies and warehouses gave way to condominiums, property values skyrocketed and rents rose. Our community began to worry that, after decades of enduring tough times in these neighborhoods, we would not have a place in the next chapter.

We have been granted a reprieve. The slowdown in the market allows us to write ourselves into the next chapter. With this plan, we do just that.

Like many older, urban waterfront communities, changing waterfront uses and transportation systems significantly impacted the development of our neighborhoods. When a rail line brought industry to the waterfront in the early 1900s, the character of our community began to reshape. As the streetcar system opened up new suburbs, we quickly transformed into a working class ethnic community. Naval and defense uses



followed the industry and solidified themselves permanently between World War I and World War II.

Just as the changing waterfront demands caused a shift in the socioeconomic population of our community, it also began an ongoing physical transformation in our neighborhoods. While we continued to be a residential community consisting predominantly of single-family homes, duplexes and triplexes, industrial uses encroached into our community. Zoning changes in the 1950s encouraged additional industrialization of the area. This history remains evident today. Industrial operations concentrate in the central portions of the community, and are sometimes directly adjacent to single family homes.

The newest transportation system to influence our community is the trolley line running along the Commercial Street corridor. This system connects the Greater Logan Heights community to downtown employment centers, San Ysidro, and other regional destinations. Indeed, transit access a vital service for our community, where nearly 30 percent of households do not own a car. Meanwhile, transit oriented development has become an emerging possibility, with a

long vacant site along Commercial Street soon to be developed. This development, COMM22, will provide more than 200 affordable units to families and seniors, along with community-serving retail uses for neighborhood residents.

With redevelopment pressures heading toward our neighborhoods from downtown, trolley access is an increasingly desired amenity that contributes to these pressures. Although a lifeline for our community, it is one more factor that makes our community newly desirable to private capital investment.

We face an enormous opportunity as our neighborhood faces the possibility of prospering in the future. Because the market slowdown has provided an opportunity to ensure that we can also prosper, we are called to act. We have been given a window of opportunity that we did not expect to have.

We need to shift in how we think of redevelopment in this community. Although it's tempting to try to resist the forces of redevelopment as a way to hold onto our community for a bit longer, we want a better way.



Trolley service along Commercial Street.

We want to capture what's good about redevelopment and increased capital investment, while avoiding the displacement that it can sometimes cause. In this way, we want to think of redevelopment more broadly. We want redevelopment to seek to make a better community, not just a better place. Especially at a time when the real estate market is down, we believe redevelopment should turn its attention toward people and ways to improve the lives of residents living in these communities.

If we are successful in this effort, we will be prepared to share in the prosperity that is heading our way. This is our wish.



Our community priorities identified at the Visioning Meeting.

## CONVENING AGENCY

### MAAC Project

MAAC Project opened its doors in 1965 as a civic action agency serving San Diego's disadvantaged. Since then, it has grown into a multi-purpose social service agency that has served more than 1,000,000 San Diegans. MAAC's mission is to "promote self-sufficiency for low and moderate income families and communities of Southern California through advocacy for, and delivery of, social, educational, housing and employment services."

MAAC's history of investment in Greater Logan Heights is long-standing. Its first housing development, Mercado Apartments, is located along our edge. Indeed when Mercado opened in 1994, it was the first new housing development in our community in more than 50 years.

MAAC's commitment to this community is also ongoing. In a few years, MAAC Project's COMM22 Project will provide more than 200 units of affordable housing, community retail

space and additional services to this community. Meanwhile, MAAC continues to provide workforce development programming in this community, providing assistance to families with employment, asset building, and available services. A YouthBuild program is currently providing job training to young adults throughout the Greater Logan Heights community.

While MAAC Project has grown into a multi-purpose social service agency providing an array of programs throughout the region, its continued and abiding commitment to community engagement honors its historic roots.



MAAC Project's Mercado Apartments.

## PLANNING PROCESS



Developing our own vision. Community members participating in the community visioning process.

Like many underserved neighborhoods throughout the country, the Greater Logan Heights community has seen its share of planning processes. Overpromised, under delivered. That's how it often felt. And that's where we began.

But, with high-rise condominium development marching toward our community and rising rents displacing our friends and neighbors, it was time to put forward a united vision for our community. If we didn't have a vision, someone else would have one for us.

So, we started building trust with each other. We developed new relationships and repaired old ones that had frayed. We gathered at weekly meetings to meet each other, to share our hopes and dreams, and to build the trust that this planning process would require. We took our time because we had no choice. But, when it came time for to bring friends, families and neighbors into the planning process, we hesitated. We weren't ready to raise hopes that might be dashed later.

But, we regrouped and tried again. And, in doing so, we proved something to ourselves. If there were this many people committed to seeing this through, no one's hopes would be dashed. We

were accountable to each other. We got back to work.

We were a collection of social service agencies, community development corporations, community organizers, town councils, charter schools, public schools, business associations, congregations, and community leaders. We had never worked together like this before. And we continued to bring more and more people into the fold.

"Not another planning process!" We kept hearing it. In fact, we probably said it ourselves. So, we had to get started on the hard work of doing NOW – we couldn't wait until we were done with the plan. So we worked on "early action" projects as we planned:

"Let's Go Green" Green Resource Fair – We want to position our community to benefit from the emerging green economy – both its job opportunities and its community health benefits. We want to get out ahead of this curve. We got our start with a Green Resource Fair. During Justice Overcoming Boundaries' 2009 Fiesta del Sol celebration, more than 1100 residents received information on green resources ranging

from employment and job training opportunities to energy saving techniques for their homes.

“Academia de Liderazgo” (Academy of Leadership) – More than 75 community residents developed personal and community leadership skills during a six week training program in 2009. During the program, residents reconnected with the community’s history while learning skills to become involved in issues that impact their lives and our communities. With the Academia de Liderazgo, Barrios Unidos Hoy Organizados (BUHO) developed the capacity of residents to get involved in local, county, state and federal issues including housing, employment, education and immigration. This program provided a strong foundation for continued community engagement and involvement.

Neighborhood Clean-Up Day – In 2008 BAME Renaissance CDC hosted a winter clean-up. The clean-up allowed residents to re-connect with each other, and promote unity and pride through beautification. In the effort to strengthen resident relationships, BAME hosted a Neighborhood Tour. Residents visited local small businesses and community based organizations, to re-connect and learn about the services they provided in

their neighborhood. In addition, residents identified future beautification projects in the community.

Through the planning and the doing, we learned that we shared the same narrative. We cared for these communities. We had invested time, money, energy and spirit into building, restoring, and, now; preserving these communities. We felt that our community’s greatest challenge - and biggest opportunity - was ahead of us. We knew we needed to work together, across boundaries to improve and preserve this community as we knew it. And that is what we set out to do.

We created a shared vision together. We created working groups that met throughout the year to define a set of strategies, programs and projects that would lead us to this vision. And, we worked hard to refine those strategies in a way that we could all commit to achieve. This is our plan.



Community residents participating in the “Academia de Liderazgo” - an Early Action Project.



### **Greater Logan Heights is a place to stay and to grow.**

While we welcome community development, diversity, and change, we also believe in respecting and protecting long standing residents and businesses. They have weathered difficult times and should be full participants in the community's economic and social revitalization.

We have a vision for balanced and holistic growth that honors our past, respects our current community, and welcomes newcomers.

Specifically, our community is a place to grow healthy families that are:

- Secure that their homes are, and will continue to be, decent and affordable;
- Confident that their children are both physically safe and intellectually challenged in quality schools;
- Sustained by access to meaningful work at livable wages; and
- Proud of their ethnic and cultural heritages.

## OUR STRATEGIES



**To achieve our vision we will work on six strategies and 28 projects and programs**

1. Provide a balance of housing opportunities that offer affordable, diverse, and healthy housing options for renters and homeowners.
2. Ensure that all residents, young and old, have opportunities to receive a quality education that prepares us for success in life.
3. Improve the safety and cleanliness of our community.
4. Ensure that our community has access to strong community resources that provide the network of services needed by our residents
5. Preserve history and foster strong cultural pride.
6. Increase the economic stability of our community by providing residents with opportunities to earn good wages and increase savings.

## STRATEGY 1

### Provide a balance of housing opportunities that offer affordable, diverse, and healthy housing options for renters and homeowners.



Our single family homes are a community asset that we want to preserve and improve.

Rising home values and rents put pressure on longtime residents, causing some to leave for more affordable neighborhoods in other parts of San Diego. Meanwhile, the influx of new homeowners has the potential to bring needed resources and attract new businesses and services. But, to achieve our vision—a community that is a place to stay and to grow—we need to make sure that our longtime residents have the opportunity to reap the benefits of a revitalized community.

We want a community that is attractive to newcomers. We want to preserve and improve our attractive housing stock. But we must also prepare our community and our families to have an opportunity to stay here when new investment comes our way. This requires investment in both the physical community, as well as our community members themselves.

**1.1 Promote balanced housing options that include the rehabilitation of single family homes, preservation of affordable housing, and new development that is appropriately scaled.**

Our single family homes are a community asset that we want to preserve and improve. Many have been restored and rehabilitated in recent years, but others are showing their age. These homes are central to our character and we are committed to maintaining and improving this element of our community.

We will also work with nonprofit and for-profit developers to encourage new development in locations that are appropriate (such as

Commercial Street, Market Street, and Julian Street), and at scales that are not overwhelming. This is one strategy to bring additional permanently affordable housing options to our community.

**1.2 Establish a comprehensive housing center that supports tenants and prepares residents for successful homeownership**

We will ensure that the diverse housing-related services are provided in our community in a way that is both coordinated and comprehensive. This effort will include:

- Expanded programs to help families become economically prepared for homeownership.
- Post-purchase services to educate homeowners on maintenance issues and provide improved connections to neighborhood associations/town councils.
- Recruitment of responsible realtors and other services to work with prospective homebuyers in our community.
- Improved dialogue between renters and landlords, to foster better understanding of respective rights and responsibilities.

**1.3 Launch a green homes initiative that improves the energy efficiency and environmental conditions of our homes**

We will work with energy related program providers to launch a green homes initiative in our community to improve energy efficiency and reduce housing costs.



## STRATEGY 2

### Ensure that all residents, young and old, have opportunities to receive a quality education that prepares us for success in life.

Education is at the heart of individual, family and community success. For our community to succeed and prosper, education must be a life-long process that involves the entire family, not just our youth. We cannot rely only on our schools to provide this education. School funding is dwindling and resources are dropping. It will take a network of schools, parents, community organizations, and after school programs to ensure that our young people can succeed in school, and in life.

Also, many of our adult residents are immigrants and non-native English speakers. There is a great need for adult education to prepare our immigrant families to better support their children's education, as well as to access improved employment opportunities for themselves.

#### 2.1 Establish year-round, structured youth activities and programs to provide safe and enriching opportunities for youth outside of school.

We will expand youth programming and increase participation in both existing and new programs. In particular, we need to increase after-school and summer programs. Fortunately, there are a number of youth service providers in our community. We will collaborate with existing agencies to develop a coordinated plan to expand programming to fill existing gaps and increase youth involvement, at both school sites and neighborhood-based facilities.

#### 2.2 Develop high levels of parent involvement and parent leadership at local schools to increase academic success.

To improve student learning and support families we will enhance our efforts to close the achievement gap by helping children and their family members gain access to an array of learning supports. Programs like Healthy Start are designed to ensure that each child receives the physical, emotional, and intellectual support that he or she needs - in school, at home, and in the community - to learn well. We will achieve this by building the capacity of parents to be participants, leaders, and decision-makers in their communities.

#### 2.3 Create a family literacy program to build adult skills and support student achievement.

By providing free literacy services adults can develop a foundation for success and elevate their families to an improved quality of life. By bettering their literacy skills, adults have new opportunities such as getting and retaining a good paying job, furthering their education, and becoming financially responsible. We will create a Literacy network in our community that educates individuals, businesses, and community service organizations on how we can better support our adults and youth to increase literacy.



After-School activities will provide youth safe and enriching opportunities outside of school.



The Boys and Girls Club William J Oakes Branch is one of many programs for youth in the Greater Logan Heights community.

2.4 Improve learning opportunities for adults to attain the knowledge and skills needed in today's economy.

We will improve adult education opportunities in our community by ensuring that programs are held in a manner that is comfortable and accessible to our population. Further, we will increase participation in these programs by addressing barriers that may prevent people from accessing these opportunities. In particular, we will work with our current adult learning resources, such as the Cesar Chavez Continuing Education Center, to provide needed education classes at our existing neighborhood school sites.

## STRATEGY 3

### Improve the safety and cleanliness of our community.

We want a community where we feel secure, at all hours, that our children are safe walking on our streets and playing in our parks. Many of us, and many of our family members, walk to school, work, and shopping. Many of us spend time at our parks for recreation and social activities. Feeling safe is an important part of our quality of life. Outside our homes, on our streets, and in our parks. In addition, we are committed to break the perception that the Greater Logan Heights community is not a place to walk, live, and play in.

Our community takes pride in cleanliness. More importantly, we believe that cleanliness and neighborhood pride go hand-in-hand. We want to expand our efforts to beautify our neighborhood, and create a place that all residents are proud of. Moreover, we believe that beautification efforts and clean-up efforts are important ways to increase neighborhood involvement and neighborliness. We believe that an increase neighborhood involvement, in itself, leads to safer and cleaner neighborhoods. We want a neighborhood where volunteerism and stewardship creates a livelier, healthier and safer community atmosphere.

**3.1 Increase the number of lights in alleys and streets to increase the safety of our community at night.**

Public transportation is often our means to and from work. Therefore walking at night is inevitable. Unfortunately the lighting in the community is limited, and in some cases non-existent, particularly on residential streets. We know that well-lit streets deter crime and encourage positive,

healthy activities. It is important that we improve the lighting in our streets, and in our alleys.

We need short-term and long-term solutions. In the short term, we will work with individual homeowners to improve lighting on their properties. In the long term, we will work with the city to increase the presence of street lights throughout in our community.

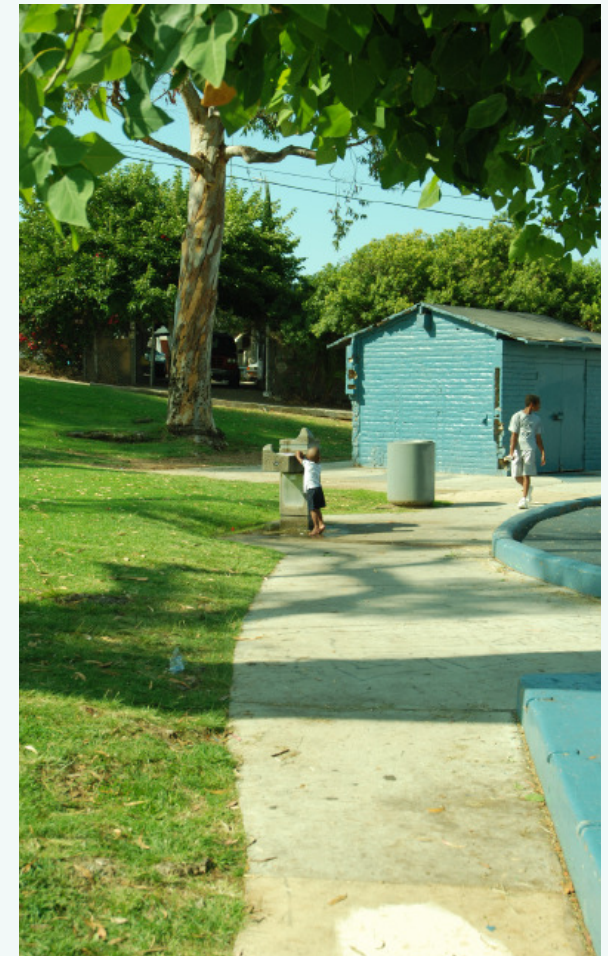
**3.2 Hold regular neighborhood clean ups that help to keep our alleys and streets clean, while contributing to greater neighborhood pride.**

It is important that we maintain the beautification and cleanliness of our community. Our Logan Heights Town Council is an example of community residents taking leadership and ownership over community appearance. Through monthly clean-ups, unwanted and/or improperly discarded items are properly disposed. Moreover, these events are opportunities to increase neighborhood connections.

We will continue monthly clean-ups. Moreover, we will expand efforts to include beautification projects, such as community gardens, graffiti paint outs, and other landscaping initiatives.

**3.3 Create and promote "identity" streets to promote neighborhood pride and bring a sense of place to our community.**

A sense of identity can bring people together. It can also promote a sense of unity. In the effort to continue to beautify and create identity for our community, we want to create "identity" streets, in which main corridors have uniformed



Coordinated activities in the park will strengthen the community and create social bonds between residents.

signage that welcomes visitors into our community, and illustrates a sense of identity and sense of place.

### 3.4 Improve park facilities, park usage, and programming

Recreation activities strengthen communities, promote social bonds, and support youth. We have wonderful recreation facilities. However, through many years of use, some elements of our park and recreation facilities are rundown. We want to improve our Park and Recreation facilities through capital investment. We will work with the Boys and Girls Club William J. Oakes Branch and City of San Diego Park and Recreation Department to increase participation in park activities – because active uses create a livelier and safer environment. We will work to increase the amount of activities offered at the park itself, and to better publicize these activities to the community at large.

### 3.5 Improve communication and relations between the Police Department and community to build trust and understanding that will lead to increased safety.

In order to create a safer community, we need ongoing communication and dialogue with our police officers. In addition, we know that police budgets have been cut in recent years, making it even more important for us to work together to keep our community safe.

We need to understand the processes and procedures for reporting and responding to crimes. At the same time, we want work with our Police Department to increase their understanding of our community and its needs. We want a relationship that allows us to engage with each other, and be

open to each other's suggestions.

### 3.6 Implement intervention and prevention strategies that will reduce gang involvement in our community

We know that the key to reducing gang activity involves prevention and intervention, as well as law enforcement. We realize that it is critical for law enforcement officers and communities to work in a unified manner to eliminate gang violence. We hope that strategy 3.4 will help to address this issue.

But we also want to work on intervention and prevention efforts. We see how gang activity impacts our youth. We will develop programs and services that assist youth with these impacts, and deter gang activity.

### 3.7 Improve the environmental health conditions of the community to improve air quality and community health.

For many years our community has been surrounded by environmental conditions that negatively impact our health. Diesel trucks traveling in and around our neighborhoods release pollution into the air. Nearby industry raises the risk of additional toxic chemicals in our environment.

We are committed to the vision of a toxic free neighborhood. We will participate in the Environmental Health Coalition Toxic Free Neighborhoods Campaign, which identifies the risks of chrome plating shops and chemical warehouses permitted by our zoning. Through this campaign we will work to prevent toxic pollution from industrial and mobile sources.



Regular neighborhood clean-ups keep the alleys clean and foster additional neighborhood pride.

### 3.8 Collaborate with homeless providers to reduce the impact of homelessness in the neighborhood

We want to mitigate the impact of homelessness in our community. We want to better understand the services and programs that Homeless Providers offer the homeless community. We will organize and coordinate an initiative and strategy that addresses the needs of the City's homeless community and the concerns Greater Logan Heights residents.

## STRATEGY 4

### Ensure that our community has access to strong community resources that provide services needed by our residents.

Access to community resources is important to our community, particularly during these challenging economic times. Strong community resources provide a safety net that help to stabilize and improve our community, and our lives. In some cases, resources are hard to reach either due to their location or their business hours. In other cases, the processes and procedures are difficult to navigate, and we fall through the cracks in the middle of the process. In many cases, we don't even know that resources and services are available to us. We usually learn about services from a trusted family member, friend, neighbor, or colleague.

We feel fortunate to have so many community organizations offering services in our community. But we need to tackle the challenges described above in order to make more effective and more efficient use of those services. We sometimes have challenges accessing public benefits, food services for seniors, immigrant services, and health services, to name a few.

#### 4.1 Increase access to healthy, quality, and affordable food choices.

It is important that our families have access to healthy, quality, and affordable food choices. The Sherman Heights Community Center Barrio Marketplace allows community residents to purchase healthy and affordable produce. We want to increase the food options available at the Marketplace by working with groups like Tierra Miguel, who has linked local San Diego growers to sell in our community and improve access to healthy food choices.

In addition, we want to increase participation in existing programs that improve access to healthy food choices. We will work with organizations such as Meals on Wheels, which provide services to seniors in our community that are home-bound and/or in need of in-home assistance, and organizations that assist families with the Food Stamp Program. We want to also explore the opportunity to create a Food Buying Club in our community so our families have access to food regularly.

#### 4.2 Support the development of neighborhood leadership through training, resources, and capacity building efforts for our Neighborhood Town Councils and residents.

We understand that our community's future rests in our hands. We all play a role in the improvement of our neighborhood. Therefore, we need to further develop the capacity and leadership of individual residents and grassroots organizations to advocate on behalf of our community, and to participate in the improvement efforts directly. We are committed to continue leadership training initiatives, such as the Academy of Leadership, to ensure long term community involvement.

#### 4.3 Strengthen a coordinated network of local neighborhood groups, service providers and community organizations to improve resource and service delivery.

In this environment of declining resources and rising community needs, it's critical that community organizations share information, coordinate efforts, leverage resources and outreach to the community at large. We are committed to improving this coordination through the expansion of the Inner City Action Network (ICAN) activities and the



The Sherman Heights Community Center Barrio Marketplace allows community residents to purchase healthy and affordable produce.



Our new library, currently underconstruction, is one place where our community will be able to access computers and internet resouces.

launch of regular communications materials – such as a community newsletter – to share important information and foster partnership and collaboration.

4.4 Ensure immigrants can access to resources and services that are available to them, including services that provide assistance in obtaining citizenship.

We are diverse community of long term residents, and recent immigrants. Some of us are undocumented, but we are a community committed to improve the lives of all our residents, regardless of immigration status. We will work to ensure immigrants in our community have access to available resources and accurate information about their rights. In addition, we will advocate on behalf of human rights and immigrants rights, including the passage of comprehensive immigration reform.

4.5 Increase computer and internet access in our community through improved accessibility at home, school, library, and other public spaces.

Increased computer and internet access is important for our community in order for us to achieve educational, employment, and other outcomes that we set out to achieve with this plan. But, the average cost of a computer is more than \$500.00. Moreover, internet access often costs an additional \$15.00 per month. For families in our community, these expenses can be luxuries that they cannot afford. We will work to increase computer ownership in our community and increase the number of families accessing efficient internet access. We will also work with our local library, schools, and other public spaces to provide additional access to computers for the community at large.

## STRATEGY 5

### Preserve history and foster strong cultural pride.

Our vibrant murals capture our unique history, distinguishing us from other communities. But this history is also embedded in the stories of our residents, our local churches, and our old buildings. Over time, our community has transitioned from a predominantly African-American community to one that is predominantly Latino. We feel compelled to ensure that our history lives on, even as change happens around us.

Our community's past is history of struggle and achievement. As a result, we are a community of pride, strength, perseverance, and love. While we welcome new development in our community, we are committed to ensuring that our history is both preserved in its existing forms, and reflected in new opportunities where appropriate.

#### 5.1 Establish a Neighborhood History Museum to keep the past alive.

The history of our community is important to the people that have lived here. But it is also significant beyond our borders, because it is part of the larger story of this city, region, and country. We intend to establish a Neighborhood History Museum in our community to capture these community stories for generations to view - a place where local students can visit, residents can gather, and visitors can learn.

#### 5.2 Enhance the image of the community through art and cultural assets, including preservation of existing public and private art, support for local artists, and additional cultural elements in our community.

The community is surrounded with historic murals, and some of the best artists and muralists have come from our neighborhoods. We value our history. Therefore we know we must continue to protect the art that has captured it. We will work with our local artists and arts organizations to protect our art.

Furthermore, we would like to enhance the community character through art in ways that honor the past, present, and future. We will identify appropriate opportunities for this, including new development and our commercial corridors.

#### 5.3 Establish new venues for the display, production, and marketing of art.

Art helps define a community. It expresses our collective identity and can be a powerful tool for community building. We want our community to be able to see and enjoy the art that our local artists and community residents create. We will identify under-used spaces throughout the community, such as churches, small businesses, or other facilities, and connect them with artists and arts organizations that need space, or want to display their art work.



Sharing our history through arts and culture will help preserve and foster strong cultural pride.

## STRATEGY 6

### Increase economic stability by providing residents with opportunities to earn good wages and increase savings.



Employment services will provide access to jobs, and help families increase their disposal income and savings.

In order to realize our vision of Greater Logan Heights as a place to stay and grow, we must focus on growing the incomes and assets of our existing community. In order for us to be able to stay here when our community prospers, we must have economic stability now. We need to be able to access good jobs with health benefits and career growth opportunities. If we are not prepared for those jobs now, we need to develop linkages to the training and educational resources that we need.

In addition, we need to begin to accumulate assets and wealth. This begins with a good job. But it also involves having information and resources that encourage us to save and make sound investments.

#### 6.1 Develop a neighborhood based Community Center that provides coordinated services.

We will establish a community based center that works with community members to address barriers in employment and wealth building. This will be a place where community residents can access public benefit programs, employment services, and financial education resources. There will be on-site coaches that will provide long-term guidance and support to help individuals and families increase their disposal income and savings.

#### 6.2 Collaborate with workforce training providers to make training resources more accessible to members of our community.

Many of us desire and need employment, but lack the language and technical skills required by many jobs. We understand that we need the appropriate training and job-readiness skills to obtain employment. We will support the efforts outlined in Strategy 6.1, and we will work to better coordinate employment services so we can easily access them in our community.

#### 6.3 Prepare community members for jobs in the emerging green economy through access to information about training and employment opportunities in those sectors.

Through our recent efforts with the "Let's Go Green" Resource Fair, we will continue to outreach and educate our community about the employment opportunities in San Diego's green economy. We will create hiring relationships with employers in the green sector, and prepare our community with the necessary skills to enter the workforce right away.



6.4 Expand the Youth Build program to provide job readiness resources and other employment support services

We are committed to help our youth build their employment skills so they are better prepared to enter the workforce. We will work with programs like Youth Build, which trains youth in construction.

In addition to training, Youth Build provides job counseling, job placement, leadership development, and peer support and community service activities. This program will help young people build skills in building trades and provide them training and resources to secure future employment

6.5 Promote local businesses and encourage residents to support the small business community.

Our small business owners rely on the income from their stores to support their families. Just as technical skills and training are required to attain better paying jobs, the support of the community is needed to provide income to small business owners. We will create a small business directory which will map out and highlight our local shops. We will use this as a tool to increase local support for our small businesses, and attract visitors to shop, eat, and play in our community. In addition, we want more vibrant shops that attract activity, which will allow small business growth for future business owners in the community.



Plumbers & Pipefitters Local 230 outreaching at the "Let's Go Green" Resource Fair - an Early Action Project.

# OUR ACTION PLAN

Strategy	Timeframe			Lead or Convener	Partners	
	1	2-3	5			
<b>1. Affordable Housing for All</b>						
1.1	Promote balanced housing options that include the rehabilitation of existing single family homes, preservation of affordable housing, and new development that is scaled appropriately to the surrounding community.	X	X	X	BAME Renaissance CDC	Related Companies of California
1.2	Establish a comprehensive housing center that supports tenants and prepares residents for successful homeownership.	X	X	X	MAAC Project	BAME Renaissance CDC HOC-Housing Opportunities Collaborative BUHO-Barrios Unidos Hoy Organizados
1.3	Launch a green homes initiative that provides services to property owners to improve the energy efficiency and environmental conditions of our homes.	X	X		MAAC Project	CUI-Campesinos Unidos Inc SDGE/Neighbor to Neighbor Program SDGE Energy Team
<b>2. Quality Education Programs for All</b>						
2.1	Establish year-round, structured youth activities and programs to provide safe and enriching opportunities for youth outside of school.	X	X		Boys and Girls Club William J. Oakes Branch	
2.2	Develop high levels of parent involvement and parent leadership at local schools to increase academic success.	X	X		Healthy Start (SAY San Diego) Sherman Academy	
2.3	Create a family literacy program to build adult skills and support student achievement.	X	X		King Chavez	
2.4	Improve learning opportunities for adults to obtain the knowledge and skills needed in today's economy.	X	X		King Chavez	
<b>3. Safer and Cleaner Neighborhoods</b>						
3.1	Increase the number of lights in alleys and streets to increase the safety of our community at night.	X	X	X	Logan Heights Town Council	
3.2	Hold regular neighborhood clean ups that help to keep our alleys and streets clean, and contribute to greater neighborhood pride.	X			Logan Heights Town Council	City of San Diego
3.3	Create and promote "identity" streets to promote neighborhood pride and bring a sense of place to our community.	X	X		Fuerza	
3.4	Improve park facilities, park usage, and programming.	X	X	X	Boys and Girls Club William J. Oakes Branch	
3.5	Improve communication and relations between the San Diego Police Department and the community to build trust and understanding that will lead to increased safety.	X	X		Inner City Youth	
3.6	Implement intervention and prevention strategies that will reduce gang involvement in our community.	X	X		Inner City Youth	
3.7	Improve the environmental health conditions of the community to improve air quality and community health.	X	X		Environmental Health Coalition	
3.8	Collaborate with homeless providers to reduce the impact of homelessness in the neighborhood.	X	X		BUHO- Barrios Unidos Hoy Organizado	

## OUR ACTION PLAN

Strategy	Timeframe			Lead or Convener	Partners	
	1	2-3	5			
<b>4. Strong Community Resources</b>						
4.1	Increase access to healthy, quality, and affordable food choices.	X	X	X	Sherman Heights Community Center, Barrio Market Place	Tierra Miguel
4.2	Support the development of neighborhood leadership through training, resources, and capacity building efforts for our Neighborhood Town Councils and residents.	X	X		Barrios Unidos Hoy Organizado	Employee Rights Center Proyecto de Casas Saludables
4.3	Establish a network with local neighborhood groups and organizations to inform each other about resources and activities.	X	X		Inner City Action Network (Say San Diego)	
4.4	Ensure immigrants can access resources and services that are available to them, including services that provide assistance in obtaining citizenship.	X			Justice Over Coming Boundaries	
4.5	Increase computer and internet access in our community through improved accessibility at home, school, library, and other spaces.	X			MAAC Project	San Diego Futures Foundation
<b>5. Preserve History and Strong Cultural Pride</b>						
5.1	Establish a Neighborhood History Museum to keep the past alive.	X	X		BE/LV	
5.2	Enhance the image of the community through art and cultural assets, including preservation of existing public and private art, support for local artists, and additional cultural elements in our community.	X			Fuerza	Centro Cultural de la Raza
5.3	Establish new venues for the display, production, and marketing of art.	X	X	X	BE/LV	
<b>6. Opportunities to Earn</b>						
6.1	Develop a neighborhood based Community Center that provides coordinated services.	X	X		MAAC Project	San Diego Hunger Coalition San Diego Family Asset Building Coalition IRS VITA
6.2	Collaborate with workforce training providers to make training resources more accessible to members of our community.	X	X		MAAC Project	MAAC Project YouthBuild Program MAAC Project Weatherization Program
6.3	Prepare community members for jobs in the emerging green economy through access to information about training and employment opportunities in those sectors.	X			MAAC Project	Local Building Trades JOB- Justice Overcoming Boundaries Think Blue Urban Corps CPI-Center for Policy Initiatives MAAC Project LIHEAP Program
6.4	Expand the Youth Build program to provide job readiness resources and other employment support services	X	X		MAAC Project	MAAC Project YouthBuild Program
6.5	Promote local businesses and encourage residents to support the small business community	X			BAME Renaissance CDC	



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**About Neighborhoods First:**

Neighborhoods First is a San Diego LISC initiative launched in 2008 in two pilot neighborhoods - Colina Park and Greater Logan Heights/Memorial.

The Neighborhoods First Initiative is built on the premise that healthy communities are the result of a comprehensive and coordinated program for neighborhood revitalization - not only housing, but also safe streets, ample recreation areas, reliable public transportation, diverse youth programs, quality schools, accessible health care, and employment opportunities. It is also built on the fundamental understanding that an engaged and empowered community generates the wherewithal, resilience, and will to implement such a program.