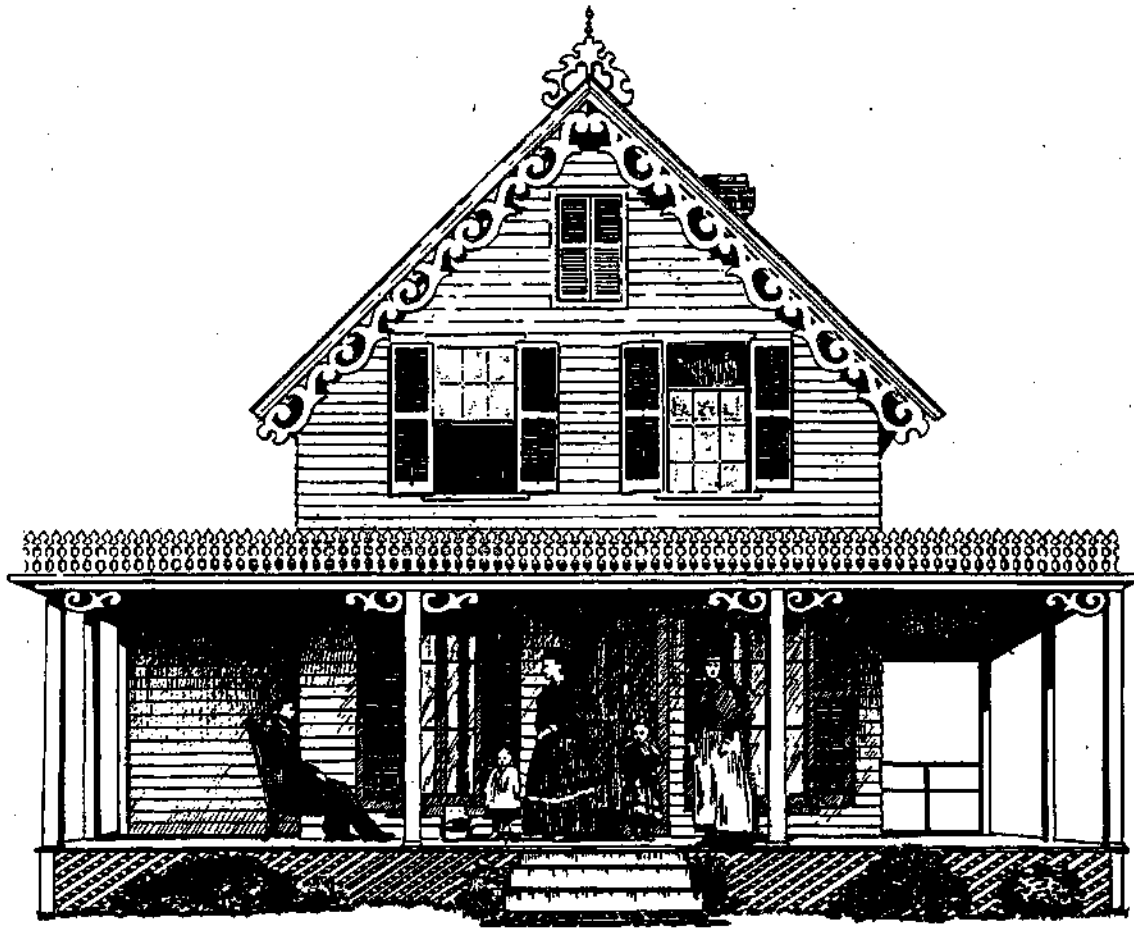


City of San Diego

# Sherman Heights Revitalization Action Program

(A Strategy for Neighborhood Revitalization)



## A Livable Neighborhoods Initiative Project

Prepared by the Sherman Heights Revitalization Team of the City, School District, SEDC, Housing Commission, local agencies and Sherman Heights residents and businesses.

August 15, 1995



# **Sherman Heights Revitalization Action Program**

**(A Strategy for Neighborhood Revitalization)**

**August 15, 1995**

This document has been prepared by the Community of Sherman Heights with the cooperation of the City of San Diego, the San Diego Unified School District - Sherman Elementary School, and Planning Department Student Interns from San Diego State University, New School of Architecture and University of California San Diego.

Adopted by San Diego City Council, August 15, 1995  
Approved by San Diego Planning Commission, July 14, 1995  
Approved by San Diego Historical Site Board, June 28, 1995

This information, or this document (or portions thereof)  
will be made available in alternative formats upon request.



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Remigia Bermúdez, Project Manager



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THE CITY OF  
SAN DIEGO

**JUAN VARGAS**  
COUNCILMEMBER  
EIGHTH DISTRICT

July 10, 1995

Honorable Mayor and City Council

SUBJECT: Sherman Heights Retivalization Action Program

It is with pleasure that I present to you the Sherman Heights Revitalization Action Program. This project is a success because of the commitment, involvement, and input provided by the Sherman Heights residents and businesses, the cooperation of City Departments, the Southeast San Diego Economic Development Corporation, and many other agencies.

A special commendation and sincerest gratitude is due to the Sherman Heights Community Center and the Sherman Elementary School that hosted the Community Workshops, Forums, and meetings. The elementary school also initiated parental outreach to encourage involvement. All of these efforts were essential to the development and timely completion of the Sherman Heights Revitalization Action Program Document that follows.

This project developed through a model of cooperation and partnership between the neighborhood and government agencies. The Revitalization Program was produced in 6 months. Development of this strategy for revitalization has created community momentum, and involvement. The Revitalization Team was awarded the Preservationists of the Year award for 1995 by the Save Our Heritage Organization. This prestigious award acknowledged the efforts of the community and the Revitalization Team.

I support the implementation of the Revitalization Plan. This plan represents a milestone in the aesthetic and economic revitalization of the community.

Please join me in congratulating and commending everyone involved for the excellent work done.

Sincerely,

JUAN VARGAS  
COUNCILMEMBER  
Eighth District







THE CITY OF  
**SAN DIEGO**

CITY ADMINISTRATION BUILDING • 202 C STREET • SAN DIEGO, CALIFORNIA 92101 - 3864

OFFICE OF  
PLANNING  
DEPARTMENT  
235-5200

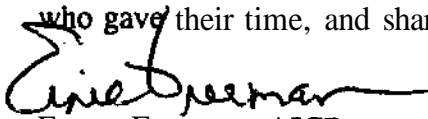
July 10, 1995

In January 1995, Deputy Mayor/Councilman Juan Vargas approached the City Planning Department with the idea of re-initiating and completing the Sherman Heights **Revitalization** Program in this very significant and historic inner-city community. To accomplish the task the Deputy Mayor provided \$36,000 from his Council District **CDBG** allocation funds. His request was that the **revitalization** strategy document be completed by July of 1995.

The Revitalization Action Program that follows could not have been achieved in a timely fashion, without the participation, cooperation and hard work of community representatives and the agencies who formed the core of the **SHERMAN HEIGHTS REVITALIZATION TEAM** and included:

- The Sherman Heights Community Center Board of Directors and the Center staff.
- The Sherman Heights residents and businesses who participated in the Revitalization Team
- The Southeastern Economic Development Corporation.
- The City's Police Department's Neighborhood Policing Team for Sherman Heights.
- The San Diego Unified School District/Sherman Heights Elementary School Principal.
- The City's Environmental Services Department that implemented the first action of the Revitalization Plan, the Spring Cleaning of March 23, 1995.
- The **Chicano** Federation.
- The City Parks and Recreation Department.
- The City Library Department.
- The San Diego Housing Commission.
- The City's Engineering Department.
- The City's Organizational Effectiveness Program that provided training for the February 11, 1995 Community Workshop.
- Neighborhood Code Compliance.
- Council District 8 staff who were active members of the Revitalization Action Team.
- The City Planning Department and the student interns from the various San Diego campuses who were responsible for field work, graphics, outreach, attended and coordinated the many meetings that took place.

The Revitalization Action Program that follows is the product of the combined efforts of all participants who gave their time, and shared their concerns and ideas to produce the document that follows.

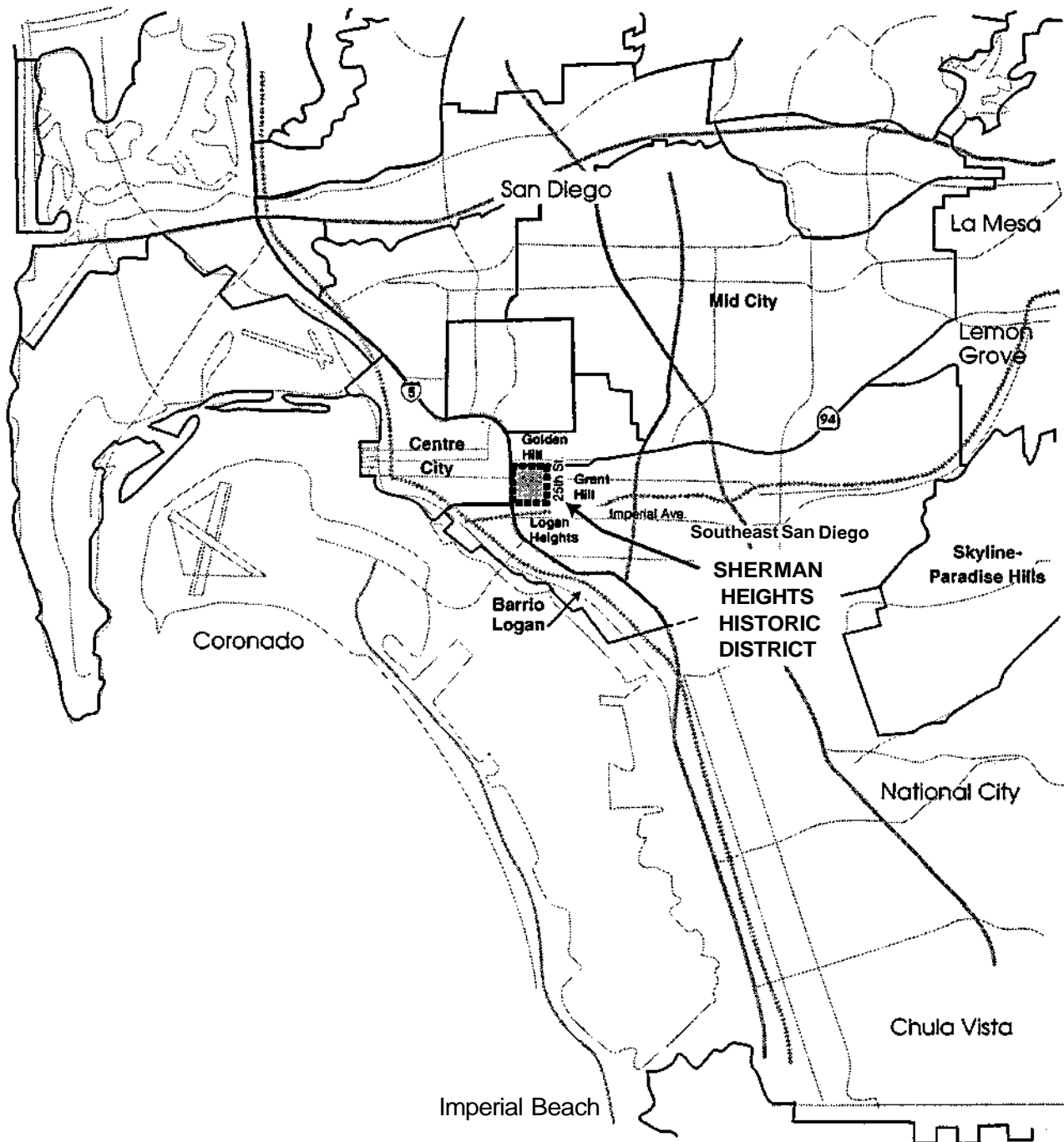
  
Ernest Freeman, AICP  
Planning Director



# Executive Summary

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LOCATION MAP



## EXECUTIVE SUMMARY

In January 1995, the City re-initiate the Sherman Heights **Revitalization** Program. The purpose of this effort IS to identify **revitalization** strategies and projects for implementation in this significant historic inner-city community.

To accomplish the task the Sherman Heights Revitalization TEAM was formed. The TEAM consists of community organization representatives, City departments and representatives from public, non-profit and private local agencies. The list of TEAM participants is included in Appendix E.

The Sherman Heights Revitalization Action Program provides a strategy and action program designed to organize implementation of previous City Council adopted documents including: The Southeast San Diego Community Plan (Adopted July 13, 1987); the Sherman Heights Historic District, and the Sherman Heights Historic District Design and Development Guidelines (Adopted May 27, 1987); and, the Southeast San Diego Planned District Ordinance (Adopted July 13, 1987).

To validate and update the policy recommendations adopted eight years ago the City in combination with the Sherman Heights Community Center and the Sherman School sponsored three noticed community meetings. Meeting notices and proceedings were provided in Spanish and English. On February 11, 1995, the COMMUNITY WORKSHOP was attended by more than 200 people. A record of this workshop was published in Spanish and English, and was made available at a follow up COMMUNITY FORUM held on April 26, 1995. Meetings with groups of up to 20 business owners were held on May 3, 1995 and June 2, 1995. Finally, on June 8, 1995 a FORUM was held in the neighborhood for the presentation of the Revitalization Action Plan. Approximately, 100 people attended this last FORUM and provided additional comments.

This Revitalization Action Program is a result of the above efforts and carries out management coordination and monitors activities necessary to effectively implement the City's existing policies. The Program provides strategies for implementation, building on existing programs and suggesting additional ones designed to further enhance this **neighborhood's** unique historical framework. Projects or actions resulting from this Program will undergo the applicable Federal and State environmental review process.

The Revitalization Action Program is structured into a VISION, a description of FIVE ACTION PROGRAMS for implementation, and an Implementation Matrix and Phasing Strategy. THE VISION brings together the various elements of the Sherman Heights Revitalization Program into a graphic document that provides "spirit, organization, and power" to sustain the Revitalization Action Plan from beginning to end.

The FIVE ACTION PROGRAMS are specially important and include the following:

**ACTION: Neighborhood Organization** addresses two major elements related to: Livable Neighborhoods and Information Sharing, with specific programs for:

- Livable Neighborhood Team Leader or Lobbyist
- Neighborhood Service Center in Sherman Heights
- SEDC Involvement in the Sherman Heights Neighborhood
- "Hamlets" (Neighborhood Alert and Prevention Units)
- Tenant Communication
- Neighborhood Newspaper
- "Infomatrix"

**ACTION: Public Safety** addresses two major elements related to: Policing and Youth Programs with specific programs for:

- Neighborhood Policing
- Neighborhood **Watch** Program
- "Focus"
- Prostitution Stings and Sweeps
- Drug Raids and Enforcement
- Public Telephones
- Housing Our Police Program
- Sherman Youth Corps
- "Youth Guilds"
- Mentorship Programs
- Bridging the Gap

**ACTION: Public Improvements and Services** addresses three major elements related to: Street Improvements, the Community Center Area and Property Enhancement Services, with specific programs for:

- Street Sweeping and **Maintenance**
- Street Lights
- Street Gutters
- Architectural Barriers
- Street Landscaping
- Neighborhood Monuments and Gateways
- Bus Shelters
- Trolley Station
- Sherman Elementary School Site Enhancements
- Youth Sports Fields
- Library Services
- Code Enforcement
- Zoning Consistency and **Revitalization**
- Tax Delinquent Properties

**ACTION: Neighborhood Rehabilitation and Historic Preservation** addresses three major elements related to: Physical Rehabilitation, Loan Programs and Historic Rehabilitation, with specific programs for:

- Urban Homestead Program for Abandoned Structures

- Dilapidated Housing

- Tool Borrowing

- Owner Occupied Housing

- "Homeworks"**

- New **Homeownership** for College Graduates

- Rehabilitation and Construction Loan Program

- Rental Property Rehabilitation Program

- "Mills Act"**

- Design Manual for Historic Structures

- Historic **Revitalization** Advisory Program

- Historic Advisory Group

- Historic Plaques Project

- Historical Exhibits

**ACTION: Commercial Revitalization** addresses two major elements related to: Business Development and Physical Improvements, with specific programs for:

- Business Improvement District

- Market for Local Retail Establishments

- Entrepreneur Loans to Commercial Owners and Tenants

- Sherman Heights "Guilds" for Historic Arts and Crafts

- Incubator Cooperative Industries

- Bayview** Medical Center

- Facade Rebate Program

- Street Vendors and Open Air Markets Program

- Commercial Corridors

The **revitalization** strategy builds on existing neighborhood programs that require effective monitoring and coordination, particularly when combined with the application of other existing citywide programs not presently targeted to Sherman Heights. A few new programs which will require additional planning funding and programming are also identified.

The Sherman Heights Revitalization Action Program requires continuation of the programmatic organization already established as part of this Revitalization Action Program effort for a more efficient and effective project implementation. In addition, the Revitalization Action Program identifies funding levels of \$300,000 in the first year (FY 1996-1997), \$500,000 in FY 1998, and \$1,000,000 in FY 1999-2000. Implementation of the Program will increase neighborhood physical and social value as well as business development and its related economic value. To finance these and other costs, potential sources of funds have been identified but these have not been pre-committed. Sources such as Federal, State, and local transportation funds, Community Development Block Grant (CDBG), Transient Occupancy Tax, and other sources will be targeted for the various program's implementation. Upon Plan approval, grant requests will be made from those and other funding sources identified in the Implementation Matrix of this Report.

Most critical to the success of the **revitalization** strategy is the degree to which the **Revitalization** Team is maintained and reinforced in its new role as the Livable Neighborhoods Team charged with monitoring, coordinating and spearheading the Revitalization Action Program. The role of the community cannot be underestimated, nor should the role of the Sherman Elementary School and the many City departments, and public or private agencies that provide services to the neighborhood. The success of the Revitalization Action Program will depend on the effectiveness and commitment of all parties to solve problems and continue the labor that was initiated with the development and production of this document. This Revitalization Action Program provides the road map for the City and the neighborhood to follow in **strategizing** the neighborhoods revitalization and survival as a unique and outstanding quality neighborhood.

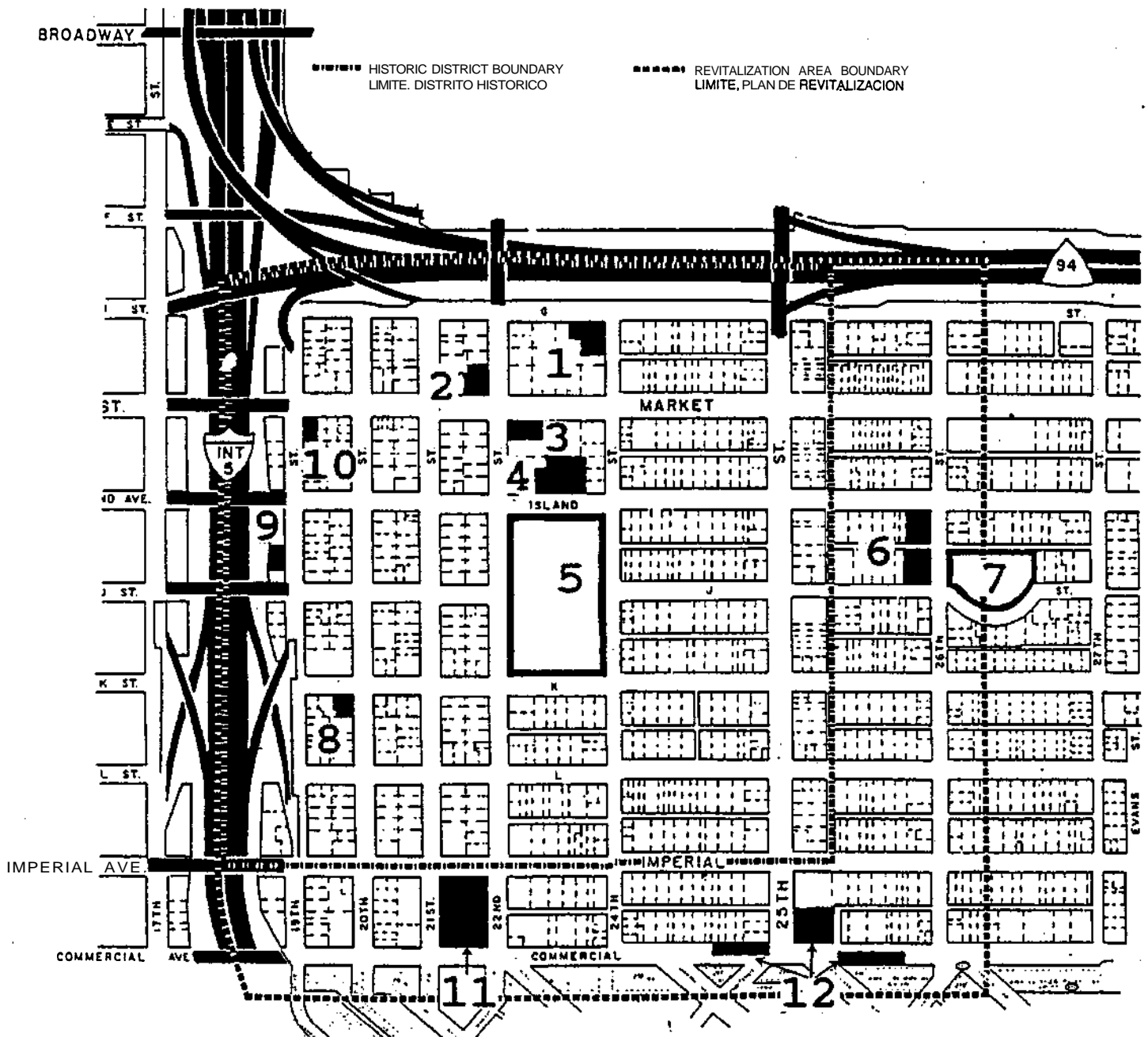
Finally, effective implementation and coordination of the many programs identified requires the assignation of one single City employee to head the implementation of the strategy and become an advocate for Sherman Heights. This individual will work for Sherman Heights on behalf of the City as the leader of the Sherman Heights Livable Neighborhoods Team (Revitalization TEAM). This employee must have high rank standing, technical knowledge and experience, know the Sherman Heights Neighborhood intimately, and be technically proficient to deal with many of the planning design, plan implementation and organizational issues.



Background







## SHERMAN HEIGHTS REVITALIZATION AREA BOUNDARY

### Neighborhood Landmarks

1. Our Lady of Angels Church
2. Chicano Federation & Presbyterian Church
3. Sherman House
4. Sherman Heights Community Center
5. Sherman Heights Elementary School
6. BayView Medical Center
6. BayView Medical Center
7. Grant Hill Park
8. Villa Montezuma
9. Matthew Sherman House
10. Bethel Baptist/ First Friend Church
11. Farmer's Market
12. Welfare Center & Trolley Station

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A

## **BACKGROUND**

The **primary** purpose of this **Revitalization** Action Program is to define current issues and identify strategies and mechanisms for implementation. An important effort has been made to identify neighborhood issues and validate objectives for future development via a Workshop on February 11, 1995, organized by the Planning Department and sponsored by Councilman Juan Vargas, with support and participation from the Sherman Heights Community Center, the Sherman Elementary School, and various City Departments including the Police Department's Neighborhood Policing Team. A documented record of the workshop was subsequently published and presented at the Community Forum on April 26, 1995. Subsequently, the Sherman Community Center, Police Department, and Planning Department sponsored forums for the convenience of businesses, and to identify further economic development needs of Sherman Heights.

## **BOUNDARIES**

The Revitalization Action area boundary includes the area established by the original Sherman Heights Historic District bounded by Freeway I-5, Dr. Martin Luther King Jr. Freeway (SR-94), Imperial Avenue, and 25th Streets. The boundaries of the Historic District were expanded to include the major commercial corridors of Imperial/Commercial Avenues and 25th Street.

## **LIVABLE NEIGHBORHOODS TEAM**

In this age of diminishing resources and tax limits, government leadership is a specially relevant component of the Revitalization Action Process. Government leadership is extremely important, to foster a true organization of government agency resources, businesses and neighborhood groups into a well defined structure guaranteeing efficient and effective participation by all those groups, and eliminate waste and duplication of effort between participants. Close coordination also requires an "Orchestra Director" a leader that will keep the Revitalization Action Program and its parts synchronized, and deliver products in a timely fashion. This will be the role of the proposed Livable Neighborhoods team leader.

Reduced public resources can be compensated by more community involvement. Although greater community involvement will result in less overall government cost for services, this very situation increases government responsibility for resource coordination. An example of the use of community resources with limited financial sources is the recent work of the City of Santa Ana, California. This City has taken the lead in helping neighborhoods to become organized, develop creative solutions to neighborhood stability, home ownership, and maintenance. The result of these efforts has been neighborhood pride, maintenance, viability, and economic stability. This is after all, what the real and inherent purpose of government is: "a catalyst that joins forces and **knowhow** of residents, businesses, and public non-profit services" (Sherman Heights Community Workshop February 11, 1995).

## POLICY BASIS

A number of efforts have been made to develop a **Revitalization** Program for the Sherman Heights neighborhood. A key first element of past plans was implemented with the City Council adoption of the Sherman Heights Historic District and Development Guidelines. In order to avoid re-inventing the "wheel" and to effectively use the work undertaken previously, a Community Workshop was held early in the process, and was used to validate and update all earlier work.

The REVITALIZATION ACTION PROGRAM incorporates all the recommendations from the Community Plan, Historic District, Development Guidelines, and those made at the community meetings. Because it is based on previous work as **validated** by the neighborhood residents and businesses, the strategy supplements and reinforces earlier recommendations and ongoing programs, integrating actions not acknowledged by previous planning documents, such as neighborhood organization, public safety, and socio-economic issues and solutions.

### **Community Meetings**

#### The Community Workshop

The key basis for this **revitalization** strategy is the Workshop held in the Sherman Heights Community on Saturday February 11, 1995 at which more than 200 people, including resident owners, renters, businesses, absentee owners, families, youth, older citizens, and professionals from government including City, Schools, and other local agencies and non-profit organizations participated.

Those in attendance identified issues, and a number of solutions. Issues identified were localized, and noted as focused issues or comprehensive ones. Issues/solutions consistently identified included such items as:

- Neighborhood Organization
- Control of criminal activity such as prostitution, drugs, and gangs.
- Youth programs.
- Night lighting.
- Street enhancements.
- Vehicular speed controls.
- Trash and litter pick up and graffiti control on public as well as private properties.
- Vacant property clean up and abandoned housing reuse.
- Home ownership and housing rehabilitation.
- Historic building rehabilitation.
- Expansion of neighborhood commercial uses and services.
- Provision of public services such as major grocery stores, child care facilities, after school youth facilities and activities.
- Economic development and business enhancement programs.

These concerns were mapped according to the locations identified by the residents. A Bilingual Report of the Workshop deliberations and findings was published and presented at a meeting in Sherman Heights on April 26, 1995, and is available under separate cover. This meeting combined the presentation of the Workshop Report and the City's Renaissance Commission meeting.

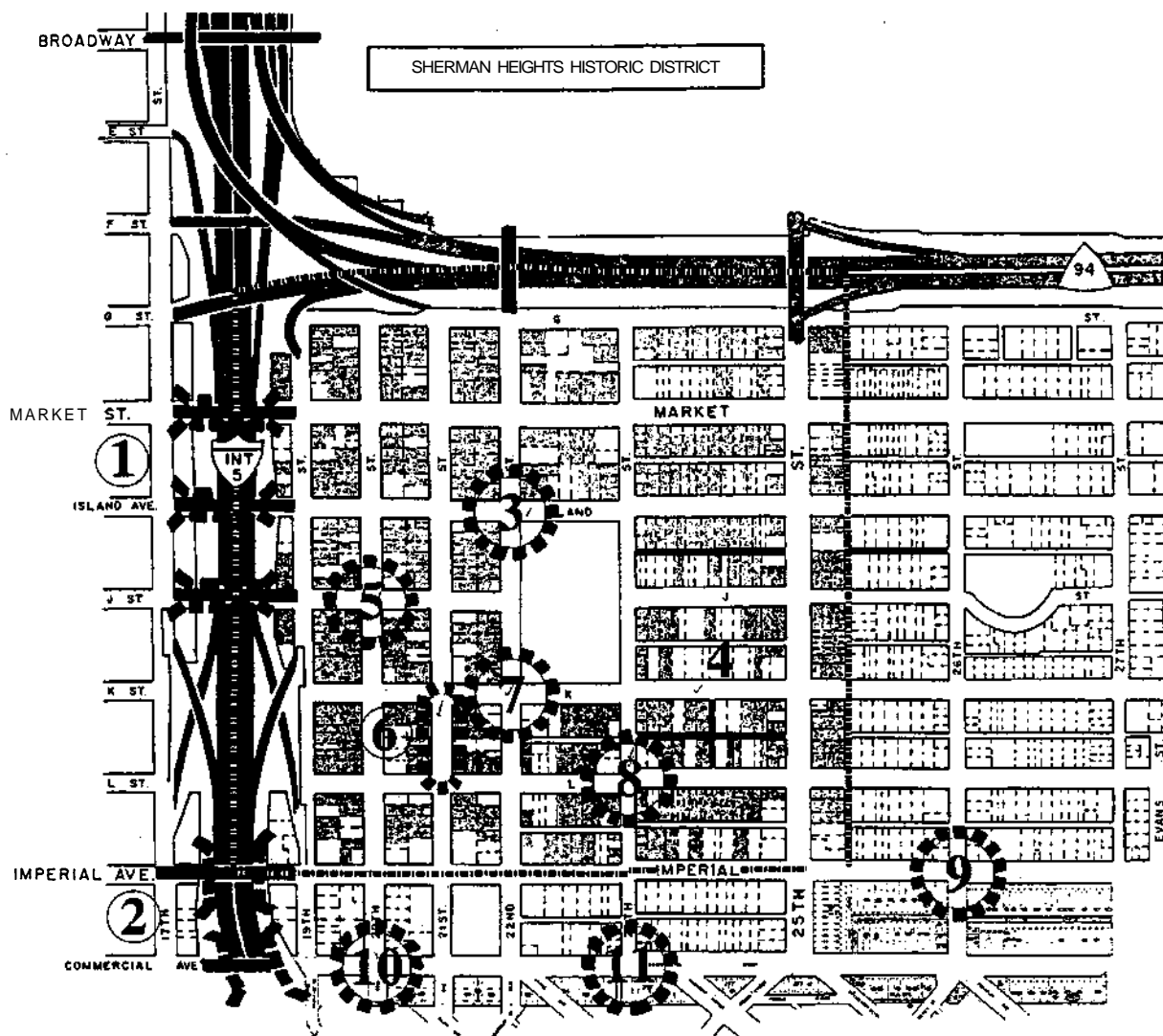
After the Workshop, a cursory analysis was made of market demand and ability by the community to absorb specific commercial activities identified by residents in attendance. Maps and the market demand analysis are shown in the pages that follow.

### **Business Meetings**

Four meetings were held with the businesses in the **Revitalization Area** where the following issues and ideas were identified:

- Public telephones cater to individuals doing drug dealing and prostitution. The presence of this element in front of the business keeps customers away. Efforts made by the individual merchant and property owner to remove pay phones from their property has been ineffective because of the phone company's refusal to respond to the owner's wishes.
- Policing and safety problems, both real and perceived are the primary cause for the poor business climate in the area. Improvements to policing, safety, and maintenance of public improvements will allow business owners to market and expand their services in Sherman Heights.
- The business community of Sherman Heights has been de-facto "Red Lined" and is unable to obtain loans and financing. The high insurance premiums required are often five to ten times higher than the premiums in other parts of the City.
- Businesses have been discouraged by City staff interpretation and application of the Planned District Ordinance, that has determined a number of buildings to be **un-usable** except for storage. Unfortunately, the unintended result of these regulations is that storage does not bring in customers and it encourages crime. As a result, a positive business image cannot be created and the neighborhood is hurt. To make matters worse, Conditional Use Permits for historic buildings require an up-front application cost investment of more than \$5,000, and a **pre-commitment** to a use which a property owner cannot obtain until a conditional use permit is approved. "This is a vicious circle that has to be addressed in order to affect the positive re-use of historic **properties**."
- Historic residential sites located along the commercial zones must be allowed to have the option to be developed either commercially or **residentially**, or both through adaptive re-use while maintaining historical and architectural integrity. The commercially zoned areas include Market Street, 25th Street, Imperial and Commercial Avenues.

- The Imperial Avenue Business Association needs to be re-instituted. Meetings should be sponsored to brief businesses about Small Business Administration, Facade Rebate, Enterprise and Empowerment Zone programs.
- Individuals who have invested in Sherman Heights have seen their income substantially reduced and their expenses go up, as a result of the crime and "seedy" conditions in the area. This is a problem to economic development.
- Develop cooperatives and co-ownership of incubator factories, to provide jobs and profit-sharing for Sherman Heights residents, specially the youth. There are industry sources like the Foundation for Enterprise Companies, and the Cooperative Food Corporation that can be instrumental in getting these programs started in Sherman Heights.
- 25th Street should be enhanced with palm trees and **jacarandas** to link Balboa Park to San Diego Bay via 25th Street and Crosby Street through the Golden Hill, Sherman Heights, Logan Heights, and Barrio Logan communities.
- Business opportunities in Sherman Heights exist for bilingual book stores, records, shoe stores, drug stores, pharmacies, hardware stores, appliances, theaters, restaurants, etc.
- The Neighborhood Policing Team needs to be strengthened. Put more local residents on the Police Team, by providing incentives for Police to live and own property in Sherman Heights.
- Sherman Heights needs a "lobbyist" to get the neighborhood's concerns across to the City, go to meetings and present the community's perspective to government. It has to be a paid representative, a professional who is articulate and can present viable alternatives.
- Educate parents to take responsibility for themselves and their children and reinforce neighborhood policing programs. Make people accountable.
- An athletic area is needed in Sherman Heights for children and youth. The School athletic fields must be open to the neighborhood to be used as a community park after school hours.

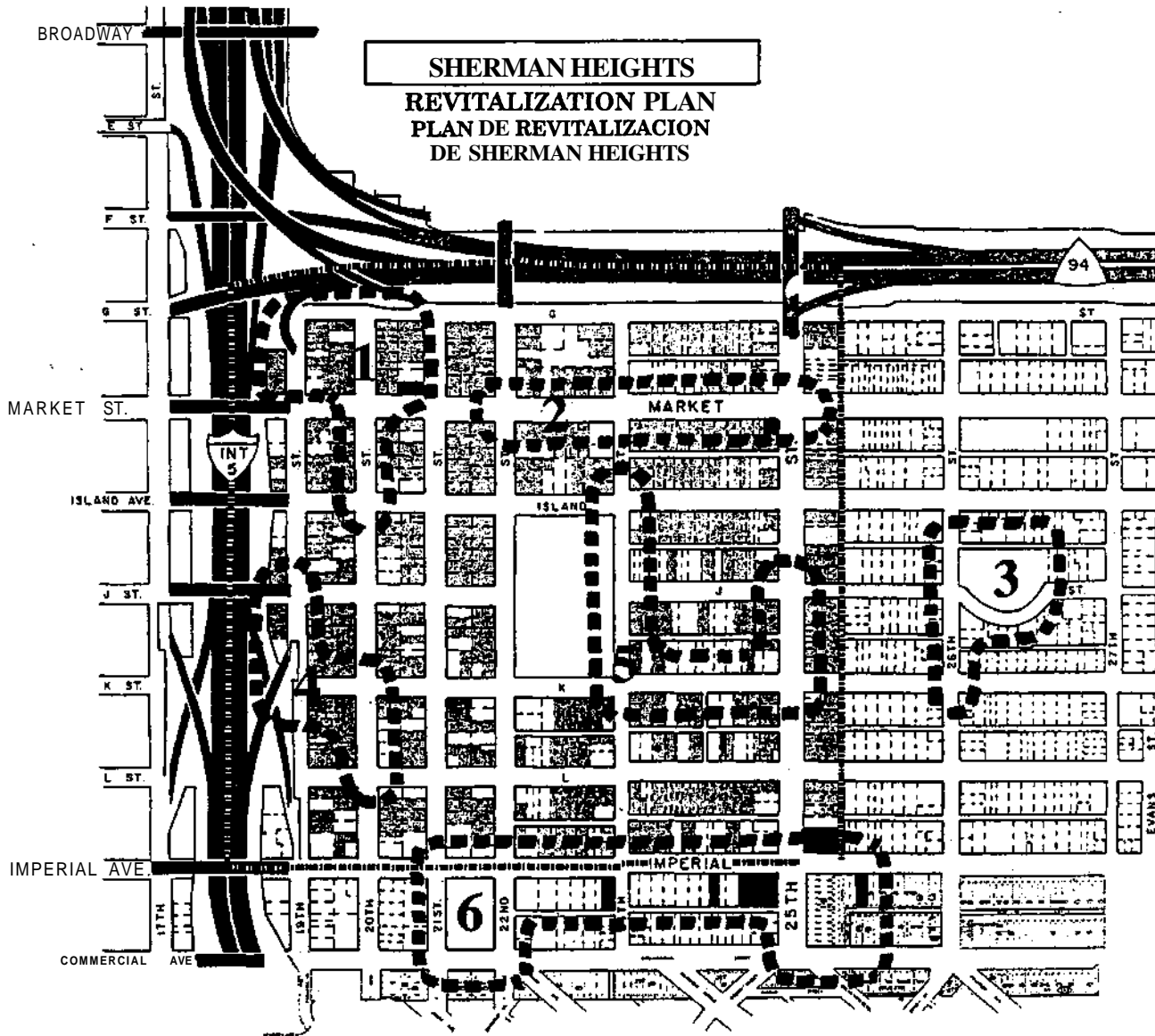


## LIMITED FOCUS PROJECTS

- ① Clandestine Activities  
Safety Problem Areas
- ② Tunnels - **Hitchhikers**, Street Walkers,  
Fences Needed, Clandestine Activities
- ③ Speed Bumps Needed For Protection  
of Children
- ④ Alleys Need Lighting
- ⑤ 20th & J (Bunker Hill Apts.) - Proposed Work  
Furlough for Women Not Good for Community

- ⑥ 21st L & K - Drug Problem
- ⑦ Speed **Bumps** Needed For Protection Of Children
- ⑧ 24th & L Alley - Illegal Dumping, Safety Problem -  
Speed Bumps Needed for Protection Of Children  
24th & L - Historic Restoration Issues, Broken Curbs  
and Walkways, Down Tree to be Removed, Inadequate  
Drainage System, Alley- Maintenance Problem
- ⑨ Imperial Ave.- No Benches at Bus Stops  
Imperial- Needs Surveillance
- ⑩ 20th & Commercial - Trolley Stop Needed
- ⑪ Many Storage Buildings, Safety Issues

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## COMPREHENSIVE FOCUS PROJECTS

- 1** 20th Market to Island - Trash, Debris on Sidewalks, Potholes, Needs Surveillance for Children, Drugs and Drunks, Contaminated Syringes Picked Up by Children
- 2** 25th & Island- Needs Lighting  
25th & Market- Trash at Bus Station  
25th & Market- Harassment by Homeless, Crime, Drug Dealers, Safety Issues
- 3** 26th & K- Car Oil and Paint on Street  
Parks- Are Misused, Clandestine Activities  
Hospital Opened- Still Need Emergency Services, Dentistry, Pediatrics etc.
- 4** 19th & J- Speeding, Trees Blocking Visibility, Needs Stop Sign, Crossing Guard

- 5** 25th & J- Traffic Accident  
24th, 25th & K- Poor Lighting, No Street Sweeping  
24th & K- Street Bumps Needed  
25th Street- Security Problems, Vagrancy, Gangs
- 6** Ocean View Blvd.- Park- Crime, Drug Dealers  
25th & Imperial- Litter, Drugs, Security Problems, Vagrancy, Gangs  
**Arrowmart** Store- People Accosted, Drugs  
Imperial- Needs Surveillance  
Create Commercial Area Around Market  
Trolley Station- Incorporate Station for Business  
25th & Imperial- Change Location of Welfare Office  
Liquor Stores Negative- Need Market Convenience Store (k)  
22nd to 25th on Imperial- Drunks Gather

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## **Policy Documents and Plans**

### **The Southeast San Diego Community Plan**

The Sherman Heights neighborhood is located in the north western section of the Southeastern area of the City which is covered by the Southeast San Diego Community Plan. The original Community Plan was adopted by the San Diego City Council in 1969, and became the basis of the City's "Model Cities **Program**". The plan was updated and a new Southeast San Diego Community Plan adopted in 1987. One of the features of this Community Plan is the identification of the various neighborhoods within the planning area. Sherman Heights is addressed by the following objectives:

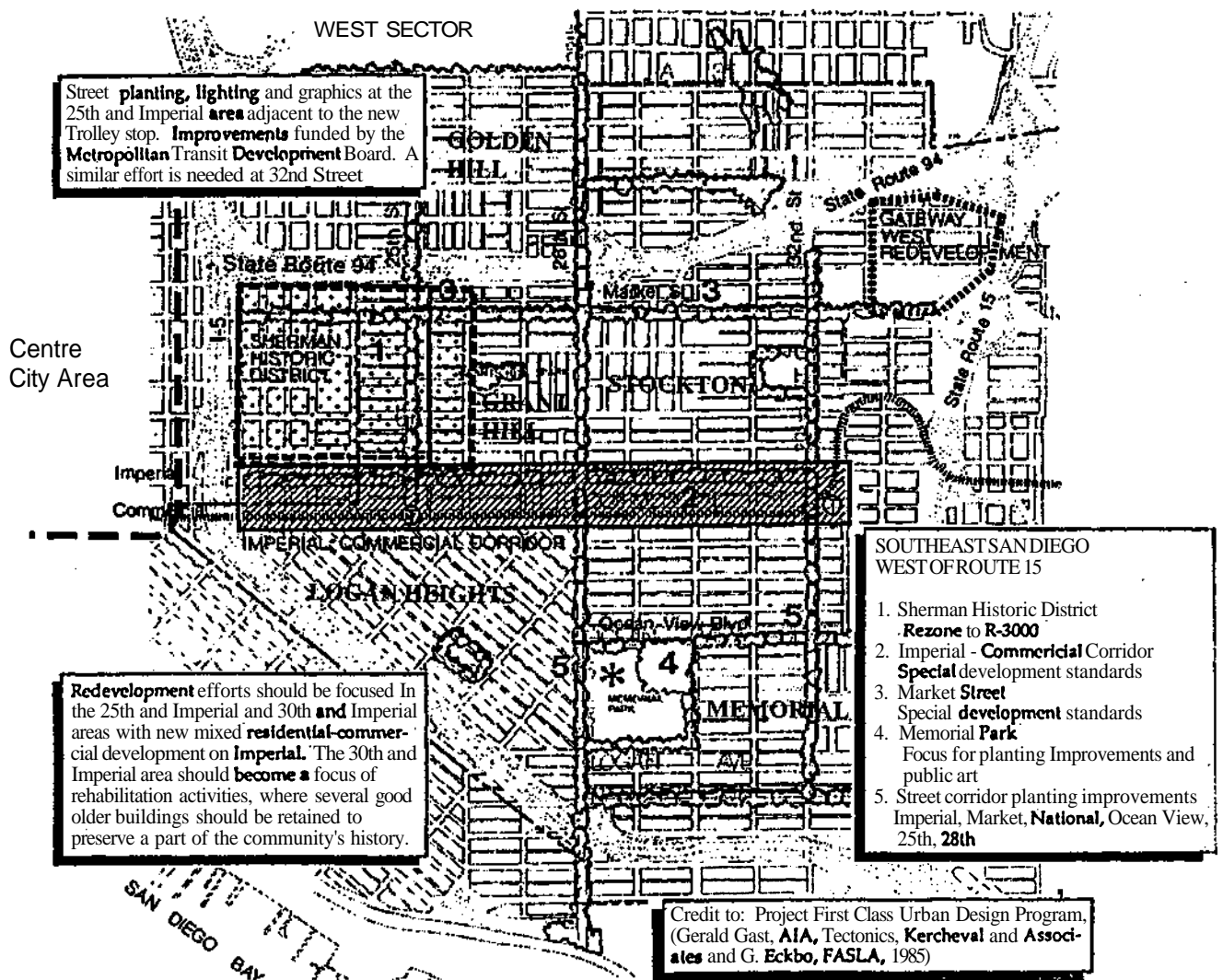
- Protect buildings and **structures** of architectural and historical significance to help define the cultural character of the neighborhood.
- Improve the appearance of 25th Street, Imperial Avenue, and Market Street, and encourage multiple use development.
- Redevelop the light industrial uses along Imperial Avenue.
- Retain viable commercial businesses along Market and 25th streets, encouraging rehabilitation.
- Protect residential areas from adverse industrial and commercial development impacts.
- Assure infill development complements the historic and architectural character of the neighborhood.
- Maintain a strong code enforcement effort.
- Add landscaping to improve the appearance of 25th Street, Imperial Avenue, and Market Street.

The principal implementation tool for this Community Plan was the establishment of the Southeast Planned District Ordinance, adopted with the Community Plan, which addresses the unique features of the various neighborhoods via tailored zoning requirements.



Logan Neighborhood, view toward Downtown San Diego





Source: Southeast San Diego Community Plan

## SOUTHEAST SAN DIEGO COMMUNITY PLAN SHERMAN HEIGHTS COMMUNITY CONTEXT

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## The Sherman Heights Historic District

At the same time the Southeast San Diego Community Plan was being prepared, a Historical Study was also prepared. The study found Sherman Heights to have:

- Significant historical value as one of San Diego's oldest neighborhoods originally subdivided in 1869 by Captain Matthew Sherman.
- Site of the City's first residential subdivision adjacent to the business district which was being developed at the time by Alonzo **Horton**. The Sherman Heights subdivision was settled by individuals from all economic groups including business people, government workers, city managers, and construction tradesmen.
- Site to many post 1870's and pre 1940's architecture represented by architectural styles such as Greek Revival, Carpenter Gothic, **Italianate**, Stick, Folk Victorian, Queen Anne, Colonial Revival, **Neo-Classical**, Mission Revival, Prairie, Bungalow, Craftsman, Spanish Colonial Revival, **Moderne**.
- Site to many ethnic groups making their first home in San Diego. Sherman Heights cultural enrichment is the result of German, Irish, Japanese, Mexican settlers, who were often barred from other parts of the City by racial, ethnic, or religious exclusions.

The Sherman Heights Historic District was approved by the City Historical Sites Board and adopted by the City Council on May 27, 1987.

The Historic Preservation program included the following recommendations:

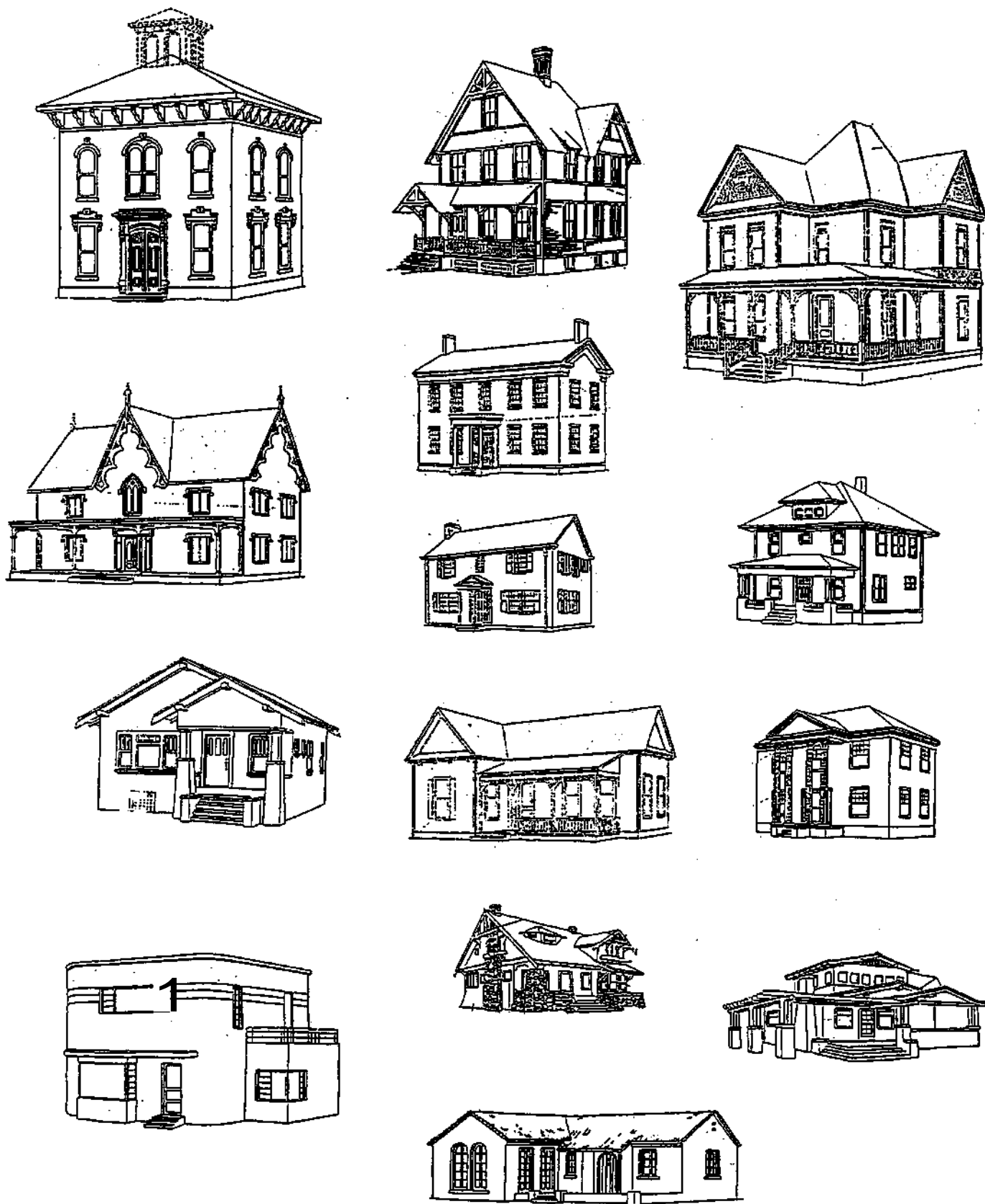
- Low Interest home ownership loan programs
- Rental rehabilitation loan programs to the owner or renter
- Commercial rehabilitation programs
- Tax incentive programs
- First-time buyers loan program
- Youth work program in historic rehabilitation
- Historic Site plaque program

Implementation of these programs was held off pending development of a **Revitalization Plan**.



Typical homes, Sherman Neighborhood





SHERMAN HEIGHTS ARCHITECTURAL STYLES

## **The Sherman Heights Historic District Design Guidelines**

The Sherman Heights Historic District designation also included City Council adoption of an Historic District Ordinance and Design Criteria and Guidelines. Eventually, the Historic District Ordinance was rescinded, and integrated into the Southeast San Diego Planned District Ordinance.

Some residents of Sherman Heights claim that the rescission of the Historic District Ordinance had the unintended result of complicating development review, making it more expensive and not responsive to historic preservation objectives, compromising the Historic District's integrity and **revitalization** opportunities. A recent review of the Historic District area for purposes of making an application for National designation has identified substantial building modifications and some loss of historical integrity determined by the State Historic Preservation Office representative as a major problem to national register designation.

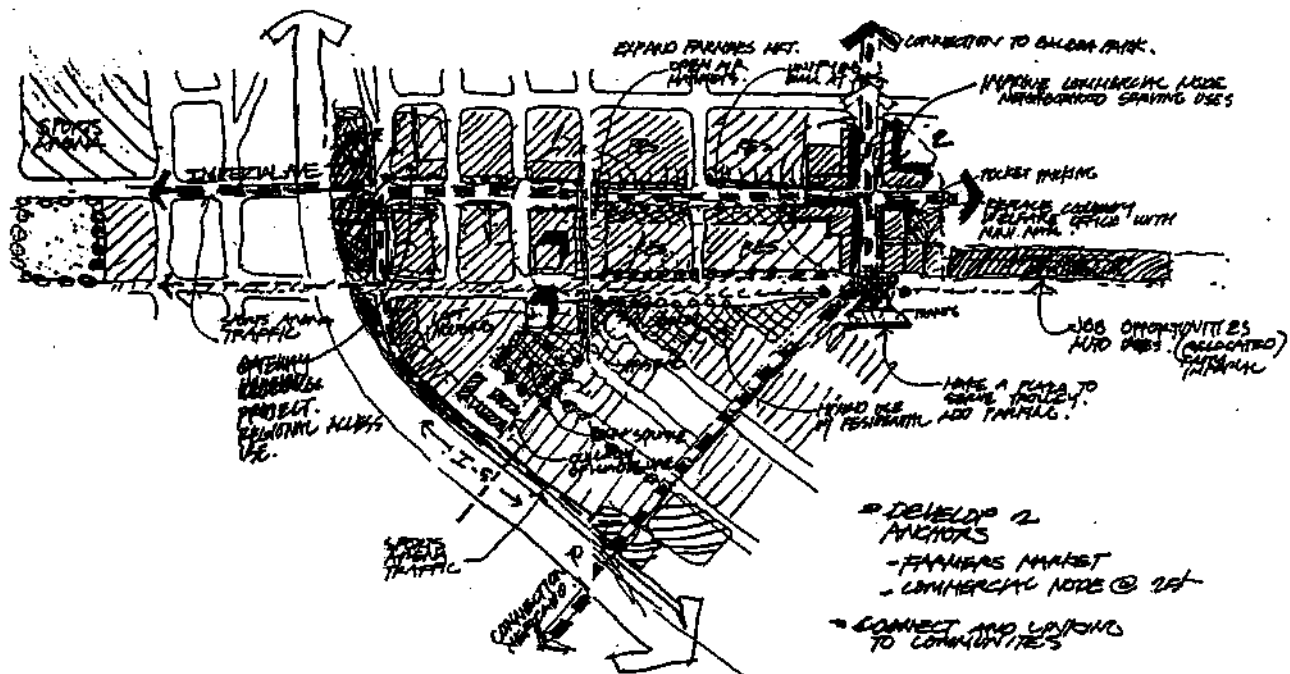
Much of the loss of historical integrity stems from lack of maintenance or from improvements to structures which do not reflect Historic District Design guidelines, or have been done without the benefit of permits required under the Planned District Ordinance. While the Historic District Ordinance was in place, historic permit reviews were free of charge and expeditiously reviewed by the Planning Department, and the Historical Site Board. The replacement of the Historic District Ordinance by the Planned District Ordinance has had the unintended effect of making permits expensive, complicated, and time consuming, and as a result, property owners are not maintaining their historic properties.

## **SEDC's Imperial Avenue Charette**

The Imperial Avenue Charette sponsored by the Southeast Economic Development Corporation (SEDC) brought together experts in community development, urban design, and architecture, to help identify development concepts for the Imperial Avenue Corridor. The western portion of this corridor is within the Sherman Heights Revitalization Plan boundaries. The Charette process took place over the period of a weekend in October 1994. The Charette team developed the following recommendations for the western portion of the Imperial Avenue **Corridor** from 19th to 25th Streets:

- "...identified the intersection of **I-5** as a major provider of regional access which may in turn provide business opportunities. This could be considered optimal locations for future commercial endeavors associated with a new Sports Arena in Centre City East. With enhancement, the bridge could also serve as a gateway between Centre City and the Imperial Avenue Corridor, announcing the entry into Logan Heights (and **Sherman Heights**)."
- "The existing Farmers Market may be expanded to an open air mercado which can create a vivid scene of vendors selling fresh fruits and vegetables, while also addressing the daily needs of the community. The Mercado can become a festive event where there is also music, food, arts and **crafts**..."

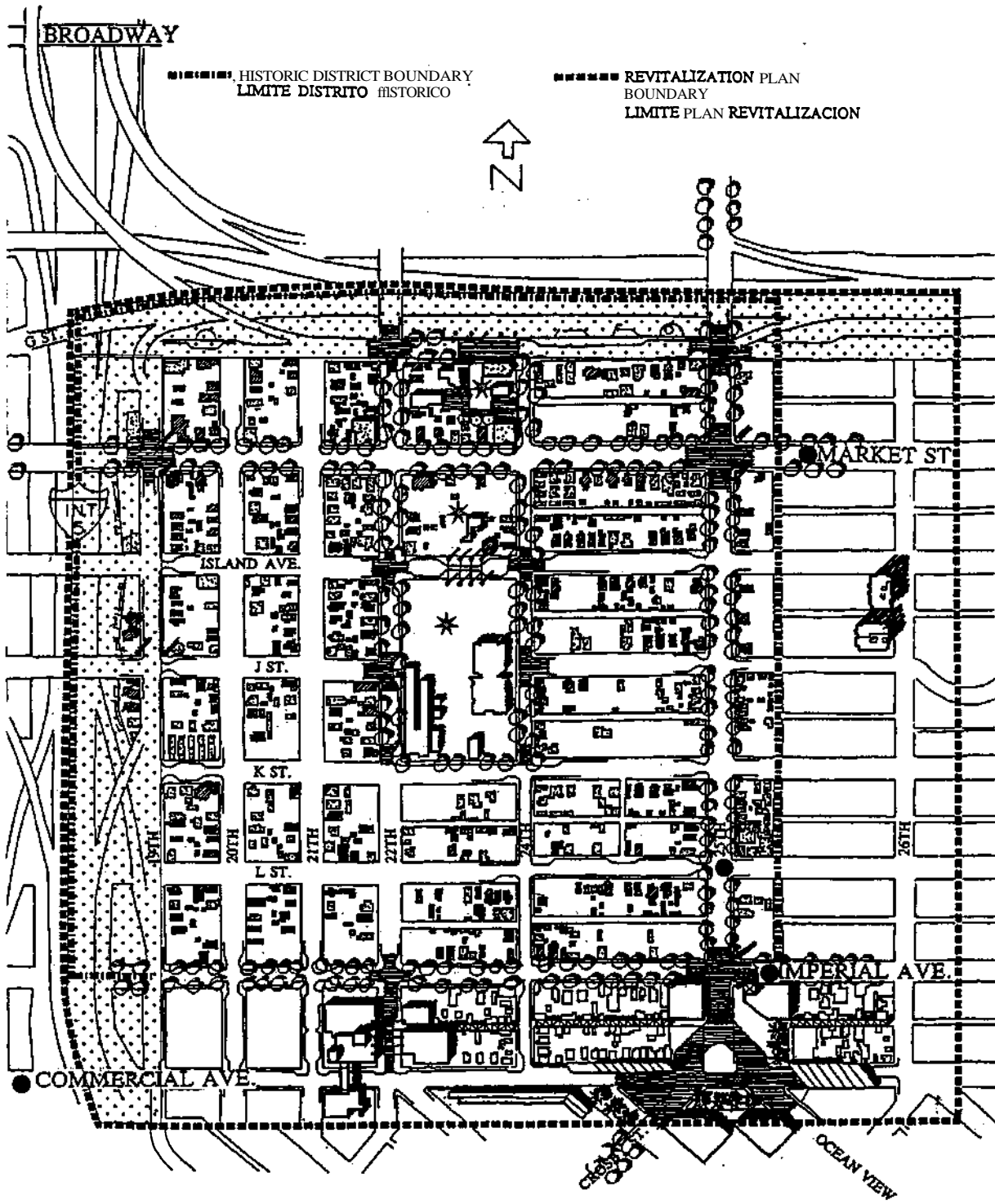
- "The existing trolley stop at 25th Street and Imperial Avenue could better serve the community with connections to the Farmers Market and Our Lady of **Guadalupe** Church in Logan Heights. These links could be achieved by providing continuous sidewalks, shade trees and similar paving patterns."
- "Linkages from Commercial Street to Imperial Avenue at 22nd and 25th Streets could be strengthened since Commercial Street is the trolley corridor and is primarily **industrial....Commercial** may also be used to route vehicular circulation to alleviate heavy through traffic along Imperial Avenue, reserving its capacity for local, neighborhood **traffic**."
- "Clear and attractive signage could be used to introduce the area and to **direct** people to its positive **aspects**."
- "Streets and corners at intersections may be unified by providing aesthetic improvements through landscaping, building facade enhancements, and the addition of street furniture. Corners at intersections should hold together to avoid "dead" intersections."
- "Pedestrian activity may be encouraged by providing more neighborhood serving uses such as: markets, cleaners, pharmacies, etc. These commercial neighborhood nodes could be established with wider sidewalks to encourage pedestrian activity. The intersection of 25th Street and Imperial Avenue could be developed into a commercial node that is visually and physically linked to Balboa Park to the north and the Bayfront to the south with landscaping, pedestrian ways, and bicycle paths. The trolley station nearby, located at 25th Street and Imperial Avenue, would facilitate and encourage use of this commercial **center**."



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**Vision**





## VISION MAP- PROJECT ELEMENTS

- |     |                         |  |  |
|-----|-------------------------|--|--|
| gou | Corridors               |  | Farmer's Market                        |
| ●   | Market Street           |  | Neighborhood Entries                   |
| ●   | Imperial Avenue         |  | Edges                                  |
| •   | 25th Street             |  | Historic Structures Pre 1900-Late 1880 |
| ✱   | Community Services Area |  | Historic Structures 1900-1940          |
|     | Imperial Plaza          |  |  |

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## THE VISION

*"Behind all constructive work is a vision, a plan.*

*Without this the **work** would lack spirit, organization and power.*

*It is the great compelling force that puts forth the first effort of the **worker**, that sustains him in discouragement and cheers him in consummation of the task.*

*It starts the ball rolling and keeps it going in **every-day** practice.*

*Vision is the soul of **work**."*

(Lyndon Baines Johnson, February 2, 1928)

THE VISION describes the ultimate revitalized character of the community, articulates and integrates all urban design and physical development recommendations within Sherman Heights, including:

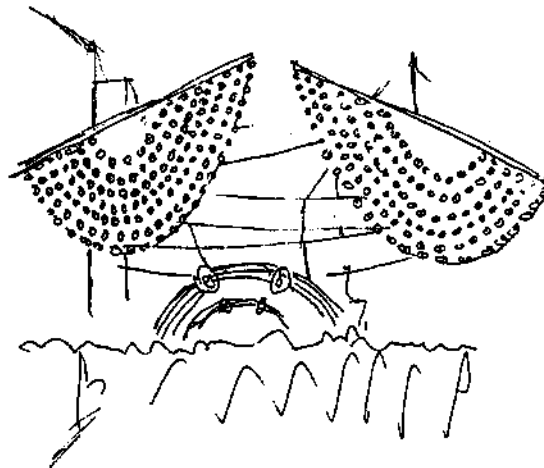
- Improvements to Market Street with pedestrian oriented street lighting of historical design, street trees, street gutter and runoff improvements, enhanced street crossings, gateway structures/signs, facade rehabilitation/rebate programs, and enhanced neighborhood policing.
- Improvements for 25th Street with pedestrian oriented street lights of historical design and street trees to match the 25th Street Revitalization Plan for the Golden Hill section of the street. Suggestions are also made for gateway structures/signs, building facade rehabilitation/rebate programs, and enhanced neighborhood policing.
- Improvements to the intersection of Imperial, Commercial, 25th, Crosby, and Oceanview to create an urban plaza, identified as "Imperial Plaza". This major urban plaza will significantly change the negative character that the area has acquired in the past few years. Imperial Plaza will create a new and positive urban setting for redevelopment along the Imperial/Commercial corridor, consistent with SEDC Charette's recommendations.
- Improvements of neighborhood "edges" along Freeways I-5 (19th Street) and Dr. Martin Luther King Jr. Freeway - SR-94 (G Street). Improvements include street lights, landscaping and promenades along the street to take advantage of views to downtown and Golden Hill.
- Improvements to an existing community service area where community facilities and services are presently concentrated. The Community Service Center is created in the middle of the neighborhood, by linking Sherman Elementary School, the Community Center, Our Lady of the Angels Church and the Chicano Federation complex. Linkages between facilities are enhanced with street lights, landscaping, and patterned cross-walks to reduce vehicle speeds.
- Improvements for "Defensible Space" are made by removing entrapment areas, reducing vehicle speeds, and enhancing the neighborhood environment to instill "pride".

THE VISION establishes an urban form for Sherman Heights articulated by three major corridors of different character with concentrated commercial activities and community services, Market Street, Imperial and Commercial Avenues and 25th Street, and identifies a major new project "Imperial Plaza" at the intersection of Imperial-Commercial-Crosby and Oceanview Avenues with the extension of 25th Street from Balboa Park to the Bay integrating the adjacent communities of Golden Hill and Barrio Logan **into** the enhanced corridor. The graphic also defines the "Community Service" area comprising the Sherman Heights Elementary School, the Sherman Heights Community Center, the Chicano Federation Complex and the Our Lady of Angels **church**.

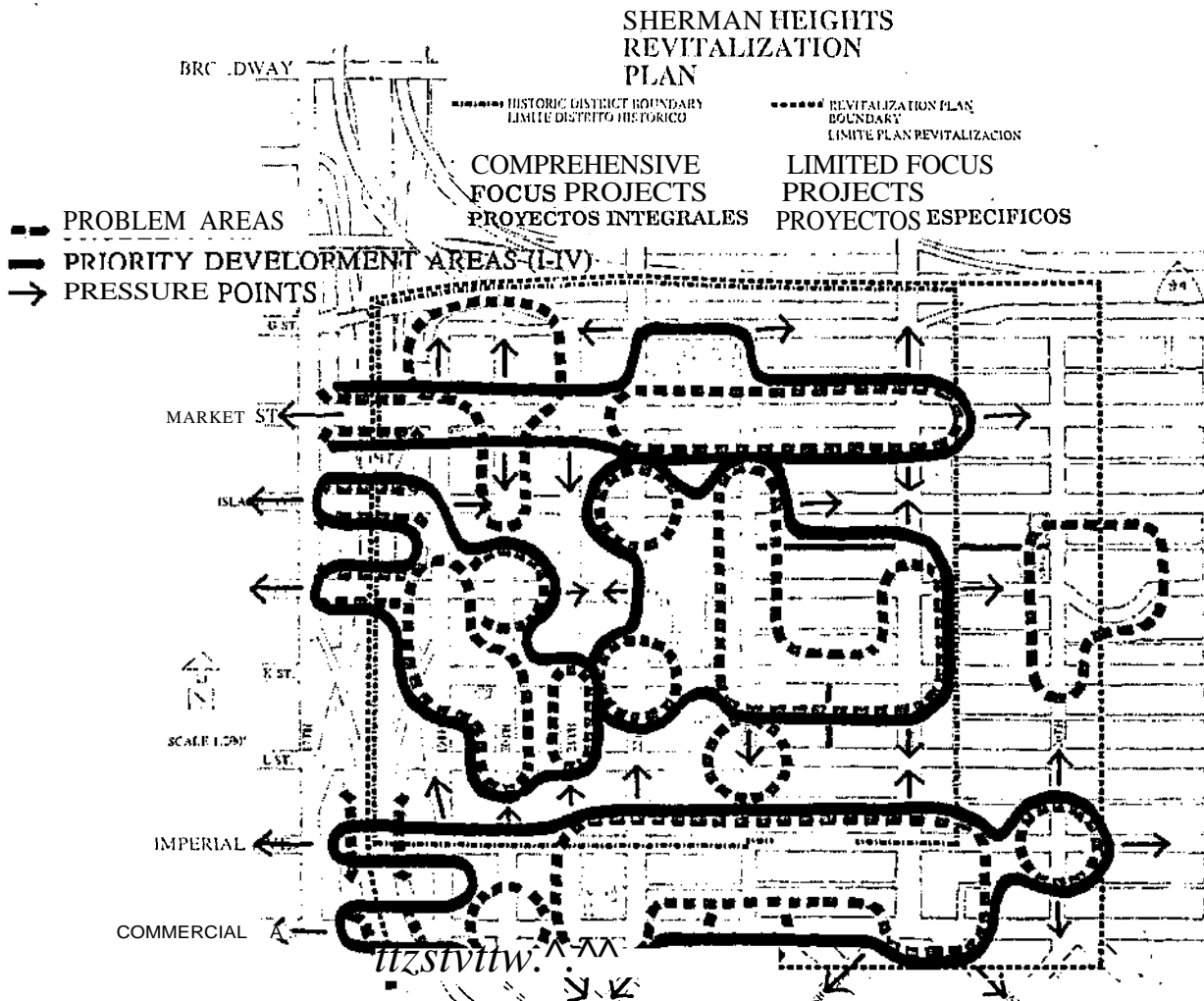
As identified by the Community Workshop, physical improvements are a critical part of the neighborhood **revitalization** representing **items** such as:

- Expanded street lighting
- Neighborhood maintenance and clean up
- Neighborhood identification and organization
- Housing rehabilitation
- Street landscaping
- Youth Training for neighborhood improvement
- Neighborhood gateways
- Community Service Center area
- Historic rehabilitation
- Commercial revitalization

All the above objectives have been integrated into "THE VISION" that give Sherman Heights a setting for enhanced economic and social conditions, and a road map for phasing and implementation of public improvements. THE VISION also implements the Southeast San Diego Planned District Ordinance for new development, and the Sherman Heights Historic District Design Criteria and Guidelines for both new and rehabilitated properties. A number of improvements and physical development projects are suggested. In addition to having all development observe present adopted development standards, the projects will be subject to environmental review prior to construction.

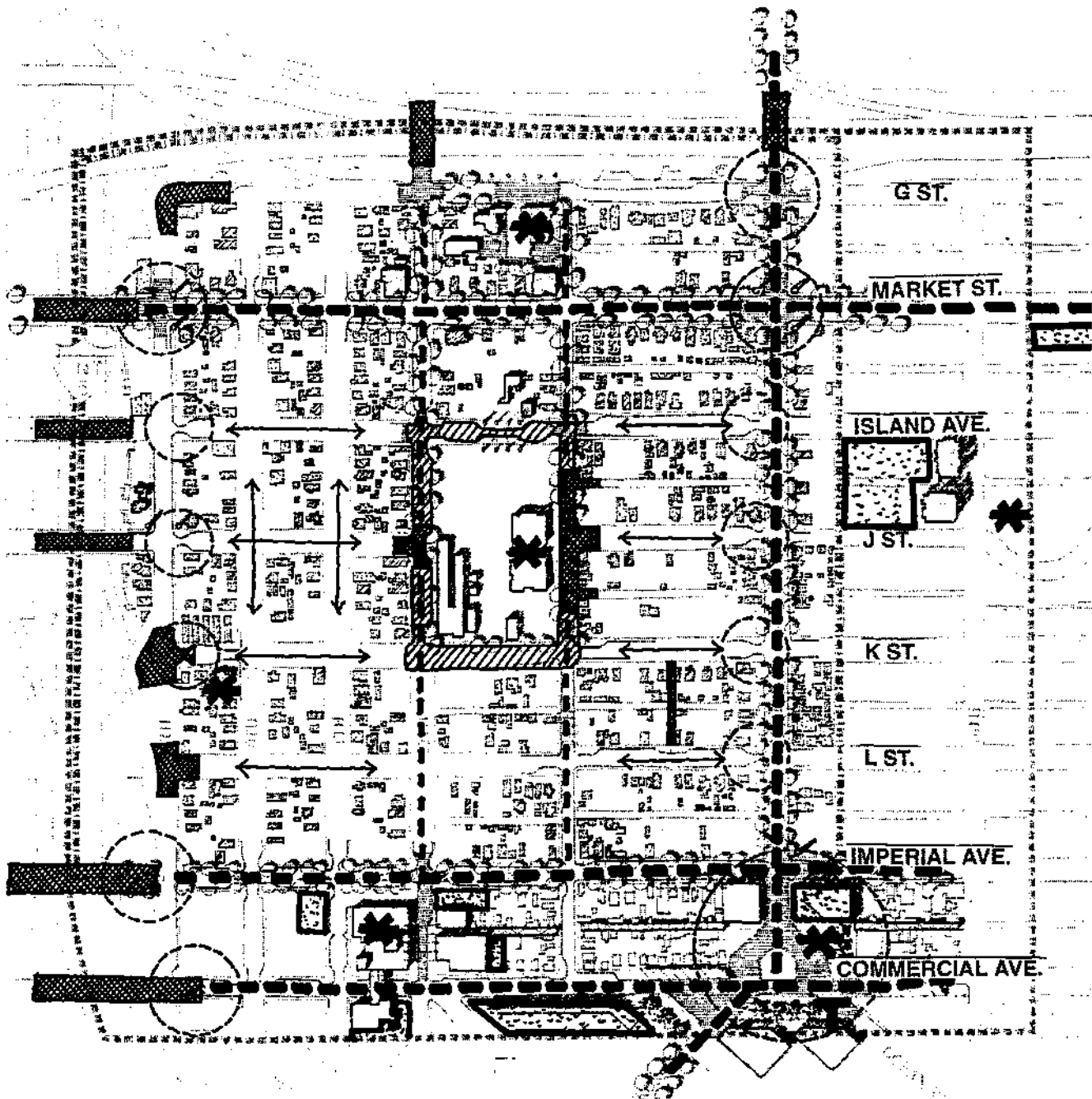


THE VISION graphic has been based on the localized problem areas and solutions mapped by Sherman Heights Community Workshop. With this mapping, priority development areas were identified to create positive conditions and strategically locate pressure points to enhance surrounding areas. These pressure points will generate additional private improvements, environmental enhancements, upkeep and maintenance resulting in substantial social, economic, and physical improvements throughout Sherman Heights.



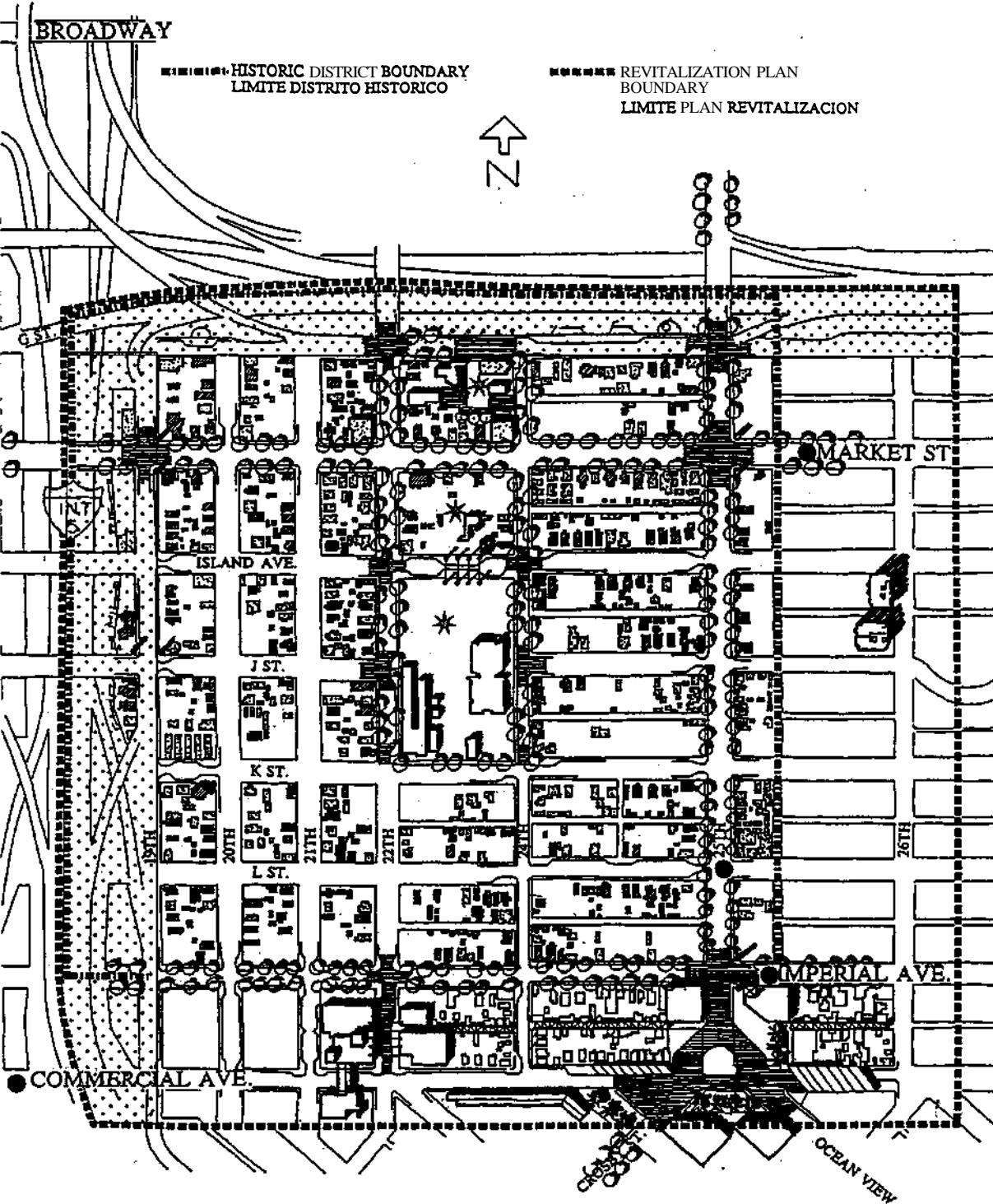
PRIORITY DEVELOPMENT AREAS

A second consideration in the framing of THE VISION was the incorporation of DEFENSIBLE SPACE as necessary to provide neighborhood safety, real and perceived. Its primary objective is the design of neighborhoods and projects that avoid dark and dangerous areas, entrapment areas, and spaces that are perceived as being unsafe. Other aspects of DEFENSIBLE SPACE concepts such as neighborhood oversight, policing, night lights, gateways, neighborhood maintenance and clean up, as well as neighborhood enhancements with landscaping and patterned paving at entrances to Hamlets (Residential Blocks) have been carefully designed and located to implement the Program, create pride, slow down speeding traffic, light up public spaces, avoid entrapment areas, and create neighborhood oversight.

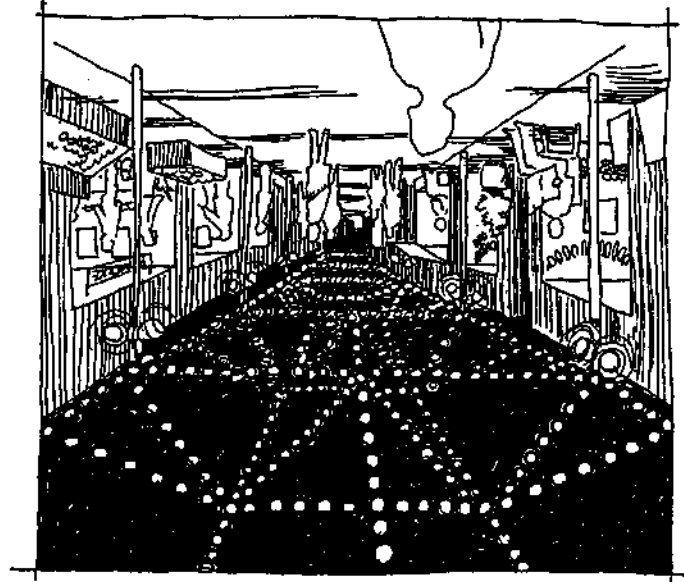
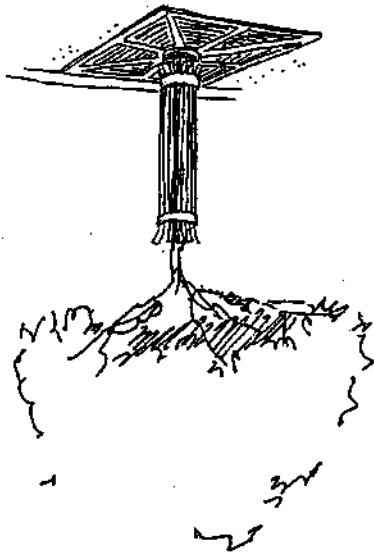
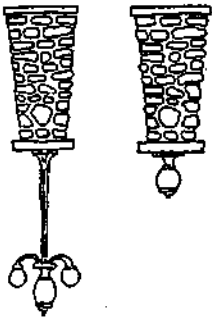
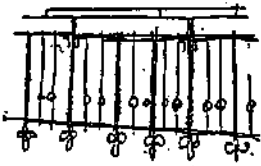


DEFENSIBLE SPACES - PROPOSED IMPROVEMENTS

Finally THE VISION graphic is the one that conceptualizes physical conditions, activity areas and gathering spots identified and observed in the community through field work, the Workshop, business meetings, and the Revitalization Team.



VISION MAP



# Five Action Programs

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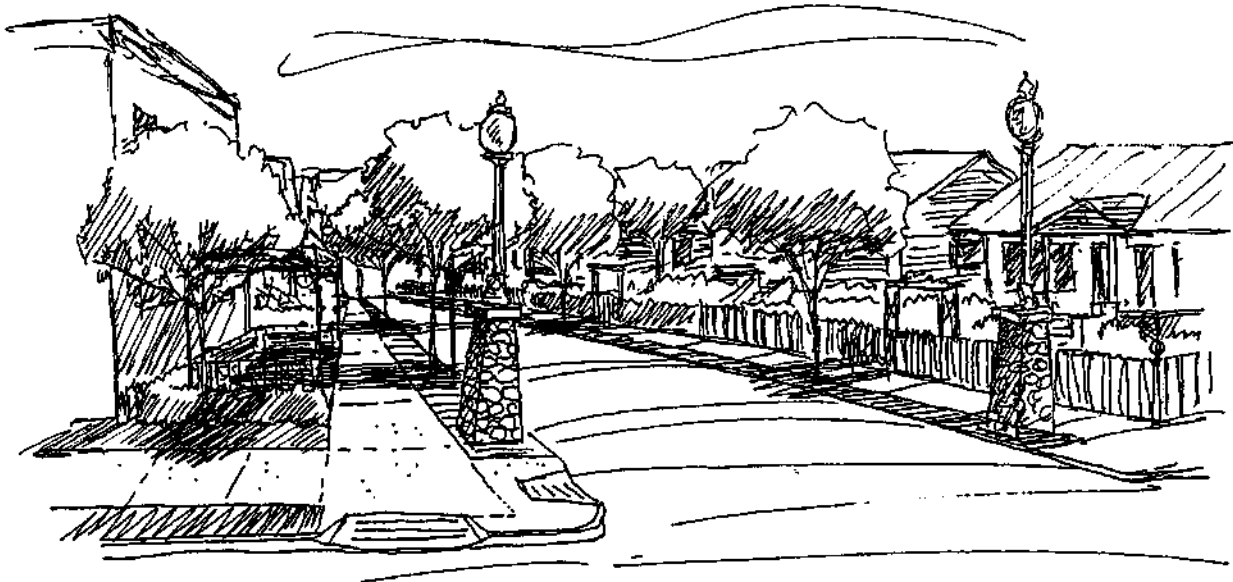
## FIVE ACTION PROGRAMS

To implement THE VISION and to address the issues raised by Community Workshop, Forums and meetings which were part of this **Revitalization** Program, the following Actions are identified in the **five** areas of:

- Neighborhood Organization
- Public Safety
- Public Improvements and Services
- Neighborhood Rehabilitation and Historic Preservation
- Commercial Revitalization

Many of the programs listed on the following pages are already in existence and practiced in Sherman Heights. Other programs are available **citywide** and have yet to be targeted to Sherman Heights. All these existing programs can be effectively implemented in Sherman Heights at little to no additional cost. The key to their effectiveness is their coordination and monitoring. Such coordination and monitoring must be undertaken by the Livable Neighborhoods Team in concert with neighborhood residents and businesses input.

The **revitalization** strategy also identifies new programs that will require additional funding. Potential grant funding sources are identified in the Implementation Matrix section of this document. Grant requests will be prepared accordingly by the Livable Neighborhoods Team.





## NEIGHBORHOOD ORGANIZATION

A number of neighborhood organizations are already in place, including the Elementary School teachers and parents organizations, the Sherman Heights Community Center, the **Chicano** Federation, churches, businesses, and other grass-root groups such as Neighborhood Policing, patrols, code enforcement groups, etc. To be most effective, all advocacy groups need to work closely and come together through some form of "governing" coordination and oversight. A successful organizational effort will integrate groups and achieve efficiency and greater effectiveness. The proposed Livable Neighborhoods Team will be key to this organization in coordination. The following programs are divided into two major sections: Livable Neighborhoods, and Information **S**aring:

### LIVABLE NEIGHBORHOODS

Sherman Heights Livable **Neighborhoods** Team (*Existing Program*)

A reconstituted **Revitalization** Team known hereinafter as the Livable Neighborhoods Team will be charged with the implementation of the Revitalization Action Program. The Team's leader will coordinate neighborhood actions, improvement programs and public works to assure that City and other government projects and services are effectively and efficiently constructed, delivered, and coordinated with private efforts.

The Team will be responsible for coordinating City services and outreach to the neighborhood via the various community organizations, work with SEDC, MTDB, CALTRANS, County Social Services, Schools, and other agencies and community non-profit organizations, in a manner that effectively delivers services and **revitalization** programs.

The Livable Neighborhoods team leader will be financed by the City through the re-assignment of an eligible employee who is intimately knowledgeable in the area, has worked with the Sherman Heights project, has proven administrative abilities, communicates effectively with government entities, residents and agencies in Sherman Heights, and has technical experience in administration, construction and economic development to be able to understand and visualize projects and their "fit" in Sherman Heights.

Neighborhood Service Center in Sherman Heights (*Citywide Program*)

The Neighborhood Service Center is the location where neighborhood groups can meet and access the City and other agencies. The Center will coordinate programs identified in this plan, and cooperate with community functions at the Sherman Heights Community Center, Villa Montezuma, the Chicano Federation, the Police Storefront, the Sherman School, and others.

The City Neighborhood Service Center must be attended by bilingual employees from various key City departments including the Council District, Neighborhood Code Compliance, Solid Waste, etc. City Department representatives should be available to the community on a scheduled weekly basis to address all community concerns, receive

information or provide information to residents to allow them to resolve their particular situation as **expeditiously** as possible. A bilingual "hot line" will be set up for people to call in questions or receive direct phone numbers for further assistance on various issues.

### **SEDC Involvement in Sherman Heights Neighborhood** *(Existing Program)*

The Southeast Economic Development Corporation (SEDC) is responsible for Redevelopment and Economic Development in the Southeast Community. Sherman Heights is part of the Dells/Imperial Redevelopment study area which also includes the neighborhoods of Logan Heights, Stockton, Memorial, and Grant Hill. SEDC's continued involvement in Sherman Heights is critical to the neighborhood's **revitalization**.

## **INFORMATION SHARING**

### **"Hamlets" (Neighborhood Alert and Prevention Units)** *(Existing Program)*

NEIGHBORHOOD ALERT UNITS herein called "Hamlets" for short, are small neighborhood units based on City blocks established to promote block by block neighborhood oversight of day to day activities and work with individual Revitalization TEAM members on implementation of services and programs to enhance their residential areas. The "Hamlets" will be based on the Neighborhood Alert and Prevention Units established in 1980, as part of the Sherman Action Committee, an affiliation of the San Diego Organizing Project, which was responsible for the formation of the Sherman Heights Community Center Corporation.

The Sherman Heights Community Center, the Neighborhood Policing Team, and the Livable Neighborhoods Team will coordinate with HAMLET Associations. Tasks to be undertaken include:

### **Sanitation** *(Existing Program Expanded)*

- The Sherman Community Center works with the City's Solid Waste Division on the 16th annual clean ups for the neighborhood.
- Residents are responsible for maintaining the property clean to the curb line. The sidewalks should be swept by individual owners weekly. Owners are also responsible for maintaining the alleyways to the middle of the alley right-of-way.
- Residents are responsible for sweeping in front of their own property weekly.
- Neighborhood clean ups: organize groups of parents and children through Park and Recreation and/or the Sherman Heights Community Center, or School to clean-up the neighborhood.
- Neighborhood maintenance youth teams are established. Awards for the best team will be provided as well as special school credit.
- Organize groups within the community for small trash pick up events.
- Install public trash receptacles of aesthetic design on key locations.

### **Graffiti Control** *(Existing Program)*

- Graffiti paint-outs and litter clean-ups are undertaken monthly by volunteers. Paint is donated by the City of San Diego Solid Waste Division, and by private individuals. A new

"Image Team" for community youth involvement is sponsored by the Bay View Medical Center in the spring to implement a wall painting project.

- Organize neighborhood paint outs and obtain signed consent forms to allow the City to abate graffiti. An Eighth District Graffiti Task force has been formed to implement anti-graffiti legislation.

#### **Safety** (*Existing Program*)

Expand the Neighborhood Public Safety Program in coordination with the Police Department and the Neighborhood Policing Team already established and functioning.

#### **Weed Abatement** (*Existing Program*)

Assist in maintaining sidewalks, landscaping and alleys, working with the City, and youth group assistance.

#### **Tenant Communication Program** (*New Program*)

This proposal is designed to help recent immigrants who have moved into the neighborhood, to better adjust to life in Sherman Heights by informing them of local standards and practices with regard to property maintenance, and services. Through the use of videos, and other documents and a list of community resources the new community members obtain such information. This program should be coordinated with SEDC, the Housing Commission, and community non-profit organizations such as the **Chicano** Federation, Sherman School, Community Center, and local churches. A Sherman Heights "homegrown" new industry for movies, videos, or theater plays could be created with this motif. The information could be designed and produced in Sherman Heights to be sold citywide to non-profit agencies. The Sherman Heights Community Center could spearhead this program.

#### **Neighborhood Newspaper** (*Existing Program*)

The Sherman Community Center newsletter could become the neighborhood newspaper. Costs could be **under-written** by local business advertising, and government agencies advertising their services and programs.

#### **"Infomatrix"** (*New Program*)

An INFOMATRIX was created during the development of this **Revitalization** Action Program as a result of concerns raised by neighborhood representatives at public meetings. The document lists City, other government agency, and non-profit organization contacts and services. The list has to be maintained and updated on a continuous basis. The Livable Neighborhoods team will be responsible for maintaining the list, and making it available to the neighborhood. The **infomatrix** is included in this report as Appendix D.

## **PUBLIC SAFETY**

Public safety improvements and monitoring are an essential first step to make Sherman Heights the neighborhood it deserves to be. Public safety improvements include physical as well as programmatic service improvements, and relies on resident activism and volunteer efforts working together with the Police Department. Public Safety programs are divided into two major sections: Policing, and Youth Programs.

### **POLICING**

#### Neighborhood Policing (*Existing Program*)

The City's NEIGHBORHOOD POLICING PROGRAM needs strengthening with ability to take expeditious action toward any ongoing criminal or suspicious activity. The City's Neighborhood Policing Team will continue to work with neighborhood volunteers to document criminal activity such as drugs, prostitution, gangs. Activities will be documented to aid in the prosecution and conviction of the culprits.

The Central Division Neighborhood Policing Team has provided the Sherman Heights community with weekly problem solving meetings. The procedures are simultaneously translated into Spanish to assure communication. These meetings provide citizens with an opportunity to share chronic problems and inform officers of non-emergency suspicious activity. Officers provide citizens with recommendations on problem solving, and make direct interventions in situations that require enforcement action. Citizens are encouraged to call police dispatch to report **criminal** or suspicious activity. The weekly problem solving meeting and Neighborhood Policing Team answering machine were never intended for quick action from the Police Department.

Ongoing training of community members in proper reporting of suspicious or criminal activity needs to increase by expanding neighborhood activism. As a result of the Workshop, the Neighborhood Policing Team has been expanded. Suspicious criminal activity should be reported by citizens to a neighborhood police central dispatch, and reported for quick action as opposed to waiting for the weekly problem solving meetings or merely leaving a message on the phone message machine.

#### Neighborhood Watch Program (*Existing Program*)

NEIGHBORHOOD WATCH is designed to compliment the neighborhood policing program described above, and maintain the resident interest assuring that once rid of criminal activity, the community oversight will be maintained to avoid recurrences.

Due to budget constraints, the traditional Neighborhood Watch program was cut a few years ago. A new Neighborhood Watch proposal was approved in January 1995 by Police Chief Jerry Sanders. A 20 member Neighborhood Watch Board of Advisors, comprised of community service officers, police officers and volunteers, began training in April 1995.

Volunteers will re-institute Neighborhood Watch. The Board of Advisors has recommended extensive training tailored to each community, with implementation in Sherman Heights expected in January 1996. These efforts will be coordinated through the Community

Storefront Office at 446, 26th Street. The Sherman Heights Neighborhood Watch Group was formed in April 1995 after a community meeting sponsored by the Police Department.

**Fighting on Community Unkept Sites (FOCUS) *(Existing Program)***

FOCUS is a volunteer committee of business and residents who concentrate on housing and local business, eyesores, neglected properties, suspected drug trafficking locations, and apartments known to have code violations. FOCUS works with several City departments, the Police Department, the DART team, Neighborhood Code Compliance, the District Attorney's Office, and the 8th Council District Office to submit problem sites and monitor progress on a monthly basis, until properties **conform**.

**Prostitution Stings and Sweeps *(Existing Program)***

Prostitution enforcement should occur on a continuous basis to provide a clear message that the behavior is not acceptable or tolerated in Sherman Heights. An aggressive program will be necessary to send a long lasting clear message to violators, this program will involve the establishment of a "Restraining Order" that will allow the Police Department to arrest known prostitutes for behavior conducive to the business of prostitution.

The San Diego Police Department Vice Unit currently conducts prostitution details in Sherman Heights on a weekly basis. Patrol officers routinely contact prostitutes during their patrol duties, conducting warrant checks and **probationary** status checks.

Working with community members, the Central Division Neighborhood Policing Team has sought a Restraining Order against identified prostitutes working within Sherman Heights. The Vice Unit will also continue to conduct operations as needed.

The Restraining Order has been approved and went into effect in June 1995, its costs are financed by the City.

**Drug Raids and Enforcement *(Existing Programs)***

Drug use and possession enforcement should occur on a continuous basis to clearly establish that drug activity will not be tolerated by the neighborhood.

The Neighborhood Policing Team and Narcotics Unit recently completed a narcotics operation targeting street sales and specific drug houses. Approximately 300 arrests were made of subjects in possession of narcotic substances for sale. Individuals arrested will be tried, and if convicted will be taken off the streets. It is important that neighborhood volunteers remain vigilant to assure that the activity does not occur and is diminished by continued enforcement.

To maintain the progress made in the recent narcotics operation, the Neighborhood Policing Team and Narcotics Unit will continue to conduct street buys on a daily basis. The Drug Abatement Response Team will also continue to intervene when specific properties and their owners are identified. Neighborhood volunteers have to continue aggressive oversight.

### **Public Telephones** *(Citywide Program)*

Public telephones in certain situations and locations have been found to foster drug dealing and prostitution activity. The City's Police Department and City Attorney will work with property owners and telephone contractors to remove problem public telephones consistent with City ordinances.

### **Housing Our Police Program** *(Citywide Program)*

The newly established City "Neighborhood Housing Program for Police Officers", that extends homeowner loans to police officers to purchase their homes in the community where they work, must be applied to Sherman Heights.

## **YOUTH PROGRAMS**

A number of culturally and economically enriching programs will be introduced to give youth positive activities, productive lives, and reduce possibilities of involvement with gangs and related criminal activity.

### **Sherman Youth Corps** *(New Program)*

The Sherman Youth Corps will work with the Urban Corps to supplement the City's work force for community maintenance, sweeping, weed abatement, graffiti paint-up, oversight walking patrols, historic tour guides, and site clean up and upgrading. Youth Teams could volunteer with the Police Department, the Urban Corps and Save Our Heritage Organization providing historic tours to assist the City's Tourist and Visitors Bureau and tourist businesses (Old Town trolley) with historic tours of Sherman Heights.

### **Youth Guilds** *(New Program)*

Youth Guilds will teach the crafts related to building preservation and reconstruction. The rebirth of the "Guilds" will be fostered with the involvement of the Urban Corps, Save Our Heritage Organization, building contractors and local artists. The Commercial Revitalization Actions include a related program in conjunction with business development.

### **Mentorship Programs** *(Existing Program Expanded)*

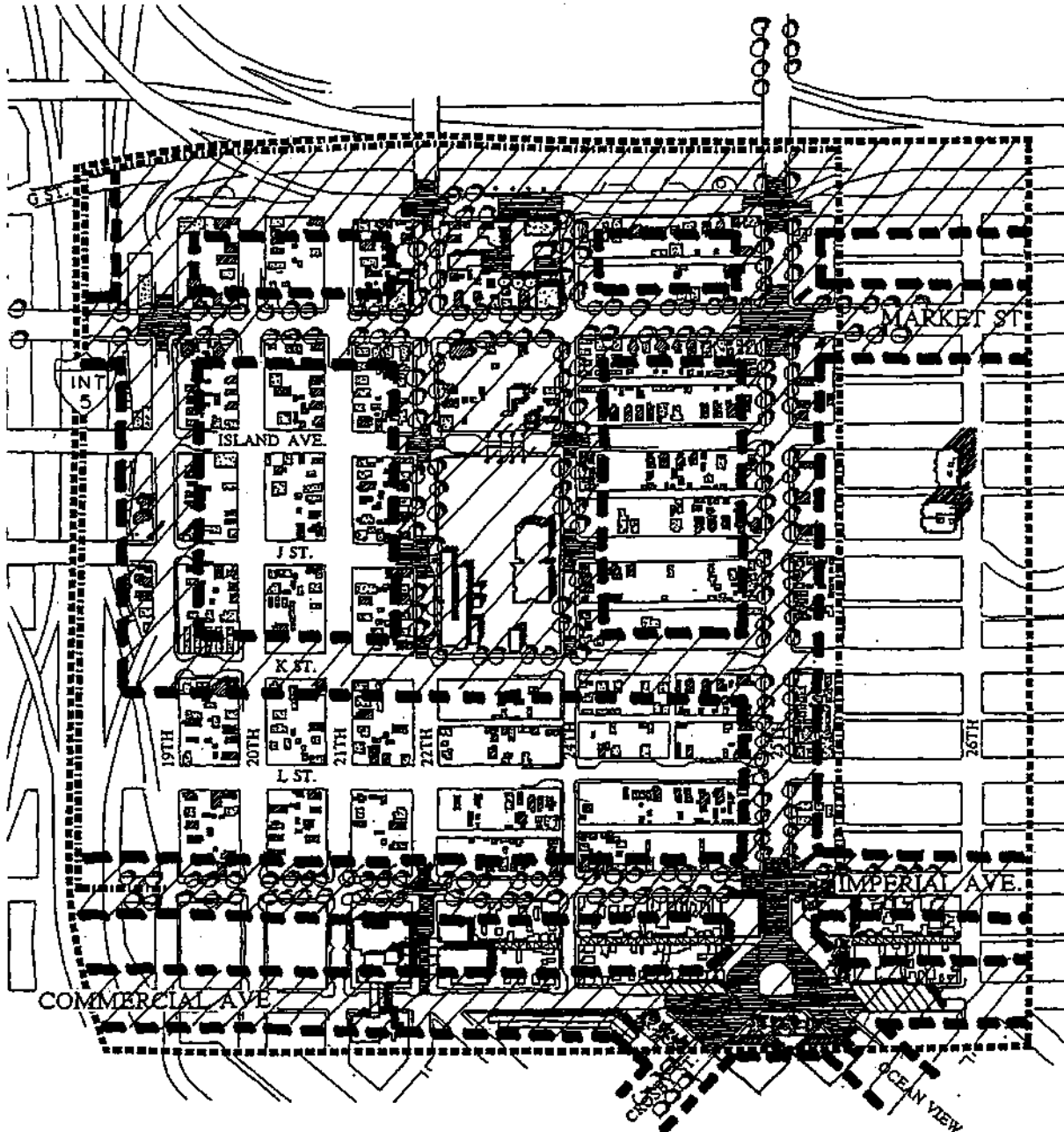
The Sherman Elementary School has received a Federal grant for mentorship programs. Mentorship Programs provide links to higher education institutions where young students can be exposed to the wealth of intellectual knowledge via lectures, and field trips. Special UCSD urban studies classes in Sherman Heights should be sponsored and an expanded "Mentorship" program established with professionals in various fields via the Chicano Federation, the Sherman Community Center, and/or other professional organizations.

### **Bridging the Gap** *(Citywide Program)*

Bridging the Gap sponsored by SEDC provides an Arts and Culture program which has brought after-school programs to the Stockton and Memorial neighborhoods. This program should be expanded into Sherman Heights. SEDC continues to work with the Urban Corps in community projects throughout the Southeastern portion of San Diego, a special intensive program will be developed for Sherman Heights.

## PUBLIC IMPROVEMENTS AND SERVICES

Public Improvements include public lighting, landscaping enhancements (vegetation and hardscape), pedestrian friendly environments, and the integration of social services and youth activities. Additionally, this section includes numerous services and programs that are designed to supplement and restore the neighborhood. The major sections include: Street Improvements, Community Center Area, and Property Enhancement Services.



PUBLIC IMPROVEMENTS - SERVICES

## **STREET IMPROVEMENTS**

### **Street Sweeping and Maintenance** (*Citywide Program*)

The City's semi-monthly street sweeping program requires that permanent posted street sweeping signs for cars not to park on:

- Market St. from downtown to 32nd St.
- Imperial Ave. from downtown to 32nd. St.
- 25th St. from Imperial Ave. to Broadway
- 28th St. from Imperial Ave. to Broadway

There is an existing schedule of temporary posted signs for cars prohibiting parking throughout the neighborhood twice a year. This temporary posting is due in July 1995. Street sweeping can be done without posting, but in this case only the travel lane is swept, not the curb and gutter area due to limited access. Permanently posted signs for parking restrictions need to be placed throughout the community to indicate that street sweeping will be the 1st and 3rd Tuesday of each month (for example). Enforcement requires pre-noticing to property owners and tenants, and enforcement. This program should be coordinated with community clean ups for best results.

Existing programs are funded by the City. Funding for new programs has to be identified.

### **Spring Cleaning Event** (*Citywide Program*)

A Spring Cleaning Event should be scheduled in early spring for major garbage and litter clean up in the neighborhood. There is a Sherman Heights Spring clean-up event. This event has become very popular through the years. Environmental Services Department has a limit of 26 Community Clean-ups citywide which must be equitably distributed throughout the City. Schedule of community clean-ups is currently established by the City department at the end of each year. A standard Spring Cleaning date for Sherman Heights should be established as an annual event.

### **Trash Collection for Regular Pick up** (*Citywide Program*)

Residential trash pick-up takes place on Wednesdays with no limit to the number of cans or bags that can be placed at curb/alley. The only limitation is that each individual load has to weigh under 50 pounds for cans and 30 pounds for bags. No changes are envisioned in this program.

Public trash cans are also needed at existing bus stops. Special public trash can designs should be considered, and at some point become part of a neighborhood arts competition. Priority location for trash cans are at bus routes on Market Street, Imperial Avenue and 25th Street.

Larger commercial size trash bins enclosing commercial trash along the commercial streets have to be aesthetically designed in order to instill pride in the community. An arts



competition is proposed for the design of these areas and containers. Existing situations have large open trash bins which are an eyesore in the community, invite litter accumulation, disrespect and even crime.

### **Trash Recycling** *(Citywide Program)*

Two recycling centers are located near Sherman Heights at 2800 Imperial Avenue and 14th Street and Island Avenue. There is no current City sponsored program within Sherman Heights for location of recycling trash bins in strategic areas. A centralized recycling drop off location should be provided. Proposed locations could be within the Community Service Center area. An "Arts Competition" for design of the bins should be sponsored. The City Commission for Arts and Culture, other City agencies, MTDB, and neighborhood representatives should work together to sponsor the competition.

### **Weeds/Plants** *(Citywide Program)*

Various City departments including: Environmental Services, Parks and Recreation, General Services, Street Division, Neighborhood Code Compliance, Fire, and Water Utilities are involved in Weed Abatement programs. Individual property owners are responsible for their own weed abatement. However, if private owners are not responsive to City abatement requests and the weed growth is a safety problem, the City may abate the danger and charge the property owner for the City's cost. Citywide coordination of weed abatement is in progress under the City Manager Restructuring Project.

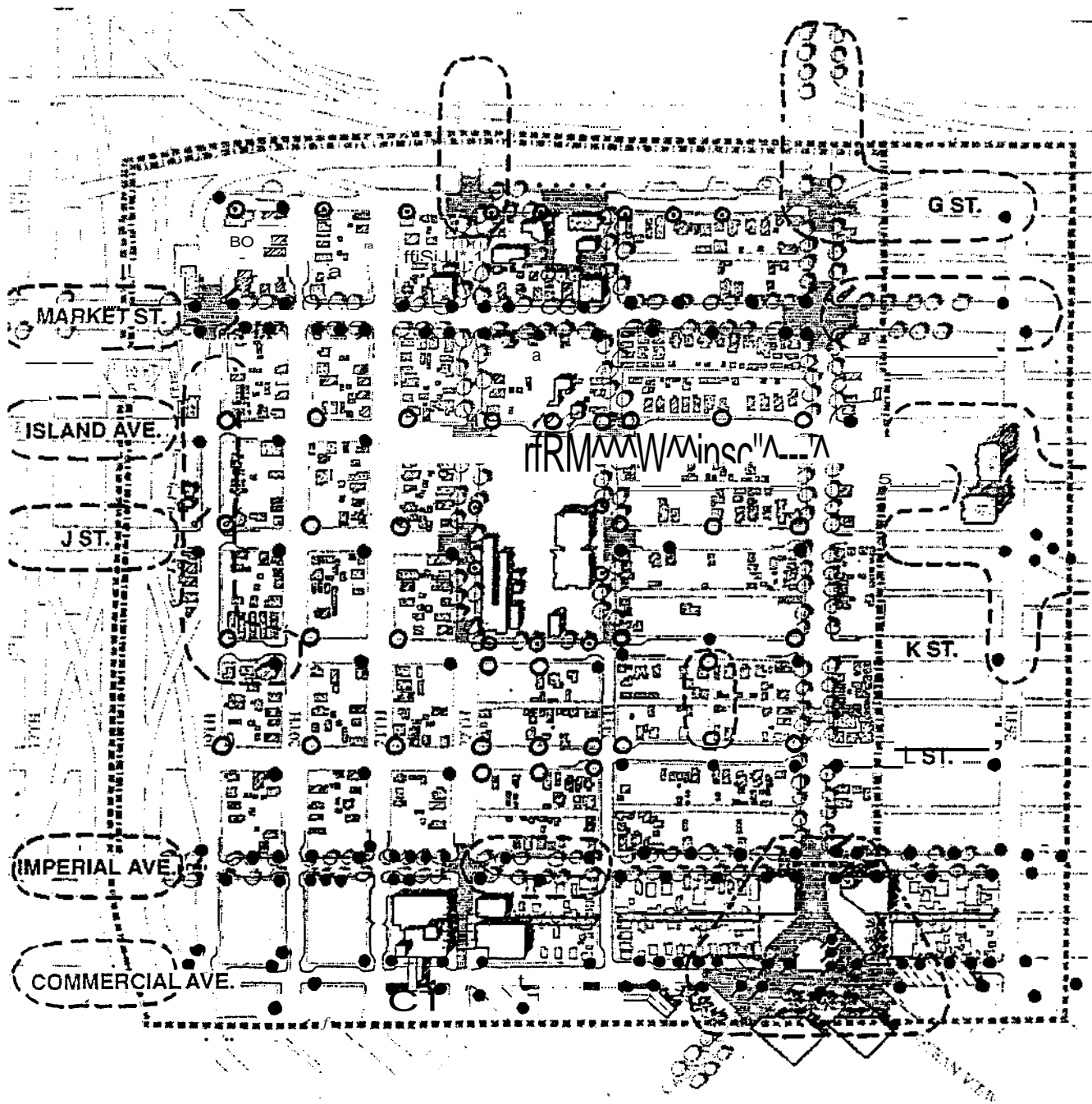
### **Graffiti Control** *(Citywide Program)*

The Private-property Abatement Project is a cooperative effort between the City, Graffiti Control Systems and the Urban Corps. The project offers assistance to keep neighborhoods graffiti free. A "Paint Bank" run by the City has available resources for the community. The City should increase its efforts to obtain signed consent forms to allow the City to abate graffiti.

The City's Community Park and Recreation Division has a Graffiti Control Program which consists of the use of a high pressure washer unit which enables staff to efficiently and effectively control graffiti in community and neighborhood parks throughout the City. Either a City employee or a community resident may initiate a graffiti control request. The program is funded through the general fund and administered by the Parks and Recreation Department.

### **Hazardous Materials** *(Citywide Program)*

City sponsored household hazardous materials collection events are scheduled throughout the City. The City does not pick up from individual properties. A hazardous materials collection pick up point or schedule should be established for Sherman Heights, a central collection point could be one of the nearby Fire stations. However, where mixed land uses exist along the commercial streets, and specifically along the older industrial areas of Commercial Street there are serious problems of hazardous materials waste and pollution. The Environmental Health Coalition, the City's Fire Department and the State agencies have to study, monitor and identify clean-up programs and services needed.



## LIGHTING

- Existing Lighting
- ⊙ Under Construction
- / To Eliminate
- - - Project Areas
- New - Additional

N  
A

### **Street Lighting** *(Existing Program Expanded)*

A private-public lighting program will be established so that lights erected by the City in the public right of way are complemented by lights on private property. Public lighting shall be of a design conducive to pedestrian safety, and consistent with the historical context of the neighborhood. The recently revised street light policy for mid-block lighting should be applied to any new improvements in Sherman Heights.

Historical light fixtures (see sketch) that exist in many of the City's historical communities will be used to supplement and replace existing automobile oriented lighting. Lights shall also be incorporated into neighborhood gateways. Lights from private property should also light up the public realm and upgrade the lighting quality of public spaces and access areas into private property. Private lighting needs to be designed to enhance the neighborhood's historic buildings.

A current street light improvement project including decorative lighting similar to the project in Golden Hill, is ready for construction under the management of the Engineering Department Design Division. Additionally, conversion from low pressure sodium lighting to high pressure sodium is taking place in **pre-identified** areas as funds become available. Sherman Heights is within the high-pressure sodium pre-identified area.

SEDC has agreed to maintain the lighting proposed for the perimeter of Sherman Elementary School and G Street, pending development of new standards for public lighting and maintenance established by this **Revitalization** Action Plan. Because of the safety aspects of night lighting, the historical context of this Historic District, and low income demographics in the neighborhood, the City should finance the maintenance cost known to be very low. This will over time more than pay for itself in Police savings.

### **Street Gutters** *(Citywide Program)*

Within the Sherman Heights Community there are a number of proposed projects identified by the City Engineering Department. Proposed projects are: street repair at 21st and Imperial, and a drain extension at 26th and Imperial.

Improvements for gutters, and run-off control are necessary to address problems identified by residents along Market and 25th streets. A list of critical locations for improvement and a five year strategic plan for capital improvements will be prepared in conjunction with City Engineering and **SEDC's** Dells/Imperial Avenue Redevelopment Program. Funding will be obtained from various transportation funding program.

### **Architectural Barriers** *(Citywide Program)*

With the Federal government's approval of the "Americans with Disabilities Act," improvements have to be made on all public buildings and facilities to provide persons with disabilities ready access. This program typically require the provision of street cross walk ramps, special "sound" traffic lights, and public building entry ramp, and other improvements to aid access by disabled persons. Funding for these projects is available from many sources, including transportation funding.

### **Street Landscaping** *(Existing Program Expanded)*

Street improvements include vegetation, street trees and **hardscape**, particularly at street intersections and small Hamlet (residential block) gateways.

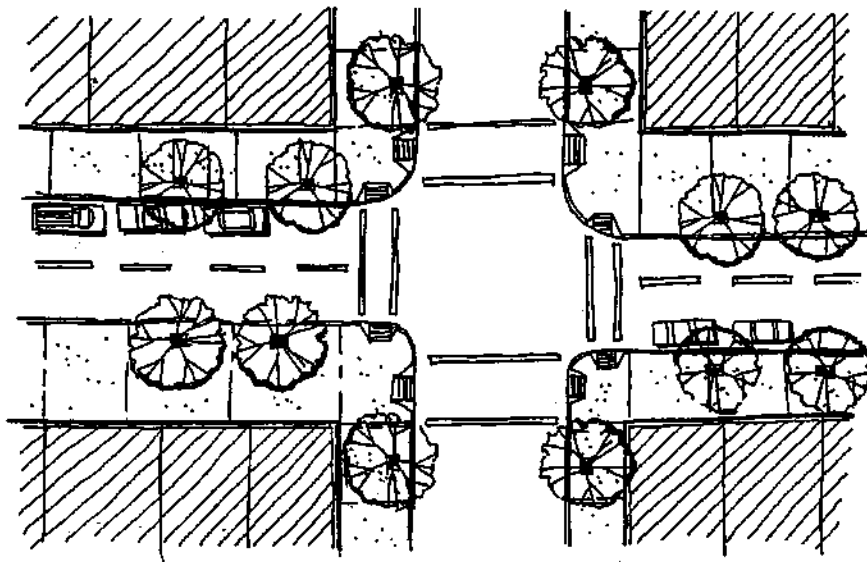
### **Tree Planting** *(Existing Program Expanded)*

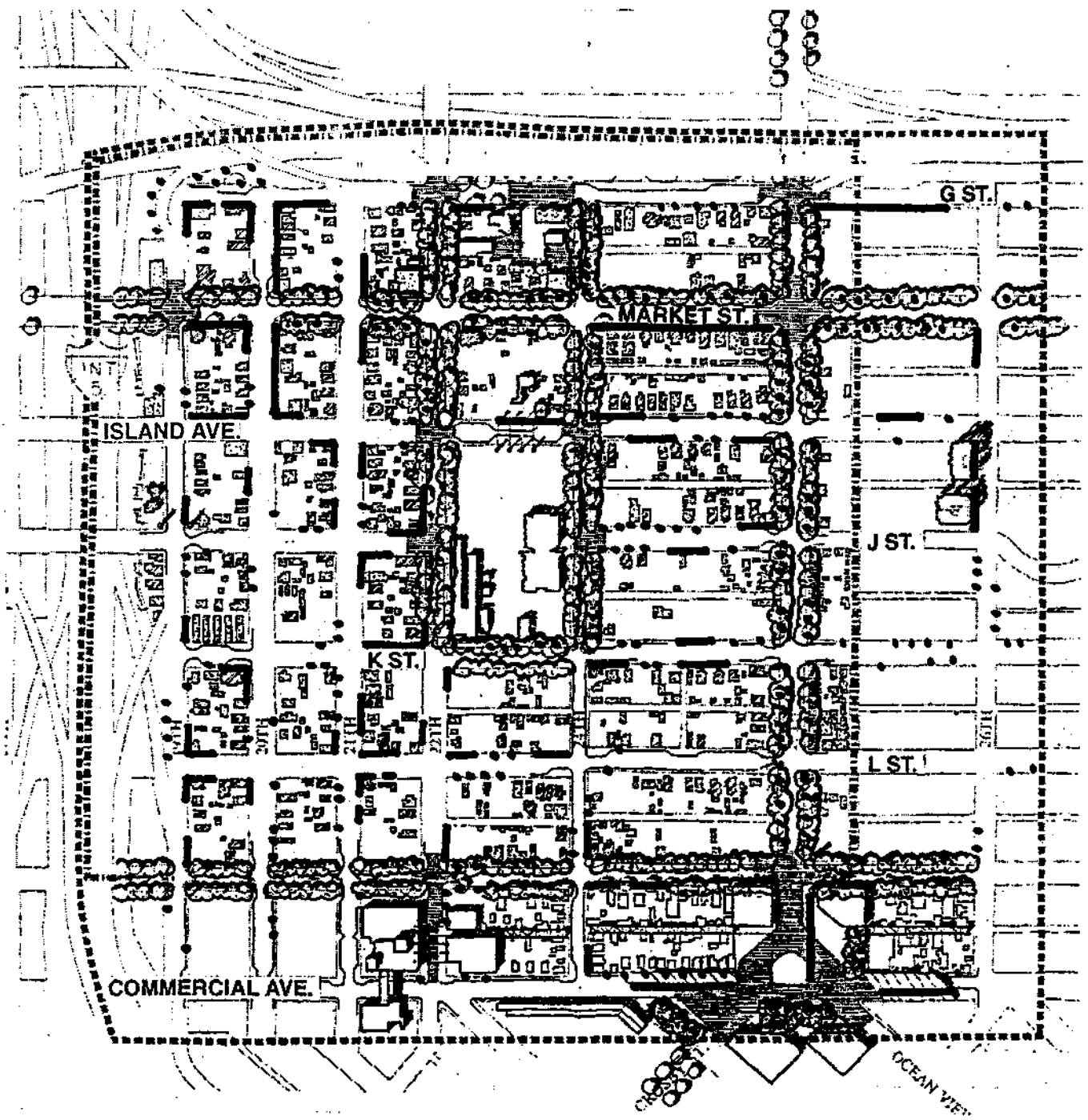
The Sherman Heights Community Planting Group organizes an annual "Sherman School/Community for a Greener Barrio" tree planting day to improve local street landscaping with elementary school students. **Over** one hundred trees have been planted during the past years on City streets and private yards, in front of houses and around the school compound. From the school's perimeter, the project has expanded one or two blocks in each direction along Market Street and the Imperial Avenue corridor.

The tree planting program responds to personal requests of local residents. Requests are collected at the Sherman Heights Community Center. Trees are donated by a private nursery, Urban Corps and SDG&E provides the drilling, and volunteers provide the work force. The residents are also invited to participate and award prizes for best plantings.





A specific landscape project is suggested in this **Revitalization** Action Program along the major transportation corridors. The Parks and Recreation Department Tree Maintenance Section will work with the Sherman Heights neighborhood to determine the species to be planted for specific locations. Although the Parks and Recreation Department does not provide landscape planning for streets or rights of way in residential areas it does intervene after citizens complain about tree related damages. Street tree damage needs to be corrected and removed trees be replaced, per City Council Policy, so that reforestation can take place and the neighborhood quality and pride can be maintained and enhanced.

Additional tree planting areas are identified in The Vision as part of the "Defensible Space" program for community enhancement and pride. Priority areas are identified around major neighborhood corridors, and civic spaces. Additional areas will be identified through neighborhood group input. Costs will be minimal since the proposal builds on to an existing program.





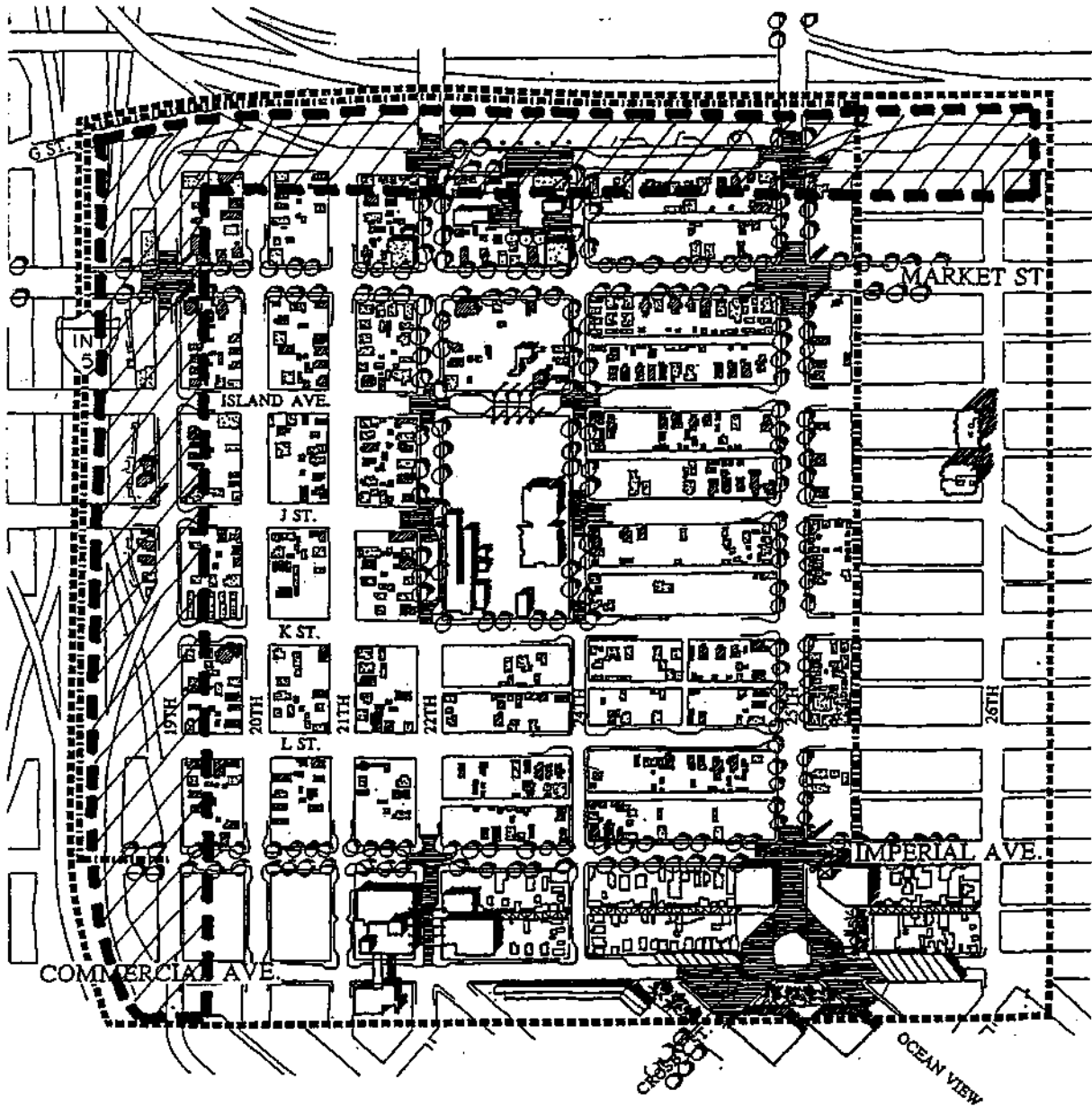
## LANDSCAPING IMPROVEMENTS

-  New Street Trees
-  Existing Trees
-  Ornamental Paving Crossings
-  Existing Tree Groupings

### Edges (New Program)

Edges along freeways I-5 and Dr. Martin Luther King Jr. (SR-94) present a design/development opportunity for community enhancement through the proper definition of urban space, its various functions, design, and enhancement to instill neighborhood identity and pride. The Livable Neighborhood Team will be responsible for identifying the various design elements and programming the improvements.

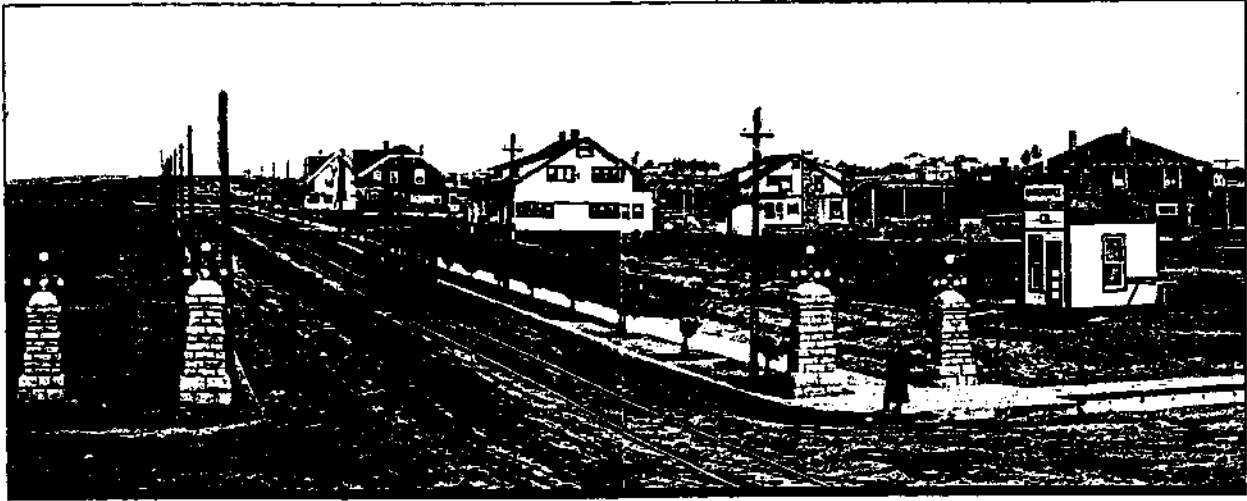
Suggestions for improvement include widening the sidewalk and landscaping with vegetation and paving patterns, placing patterned pavers at crosswalks to reduce speeds, and replacing chain link fences by balustrades and artistic fences so people can stop and enjoy views. An arts competition will be sponsored to design these special streets.



EDGES - PUBLIC FACILITIES

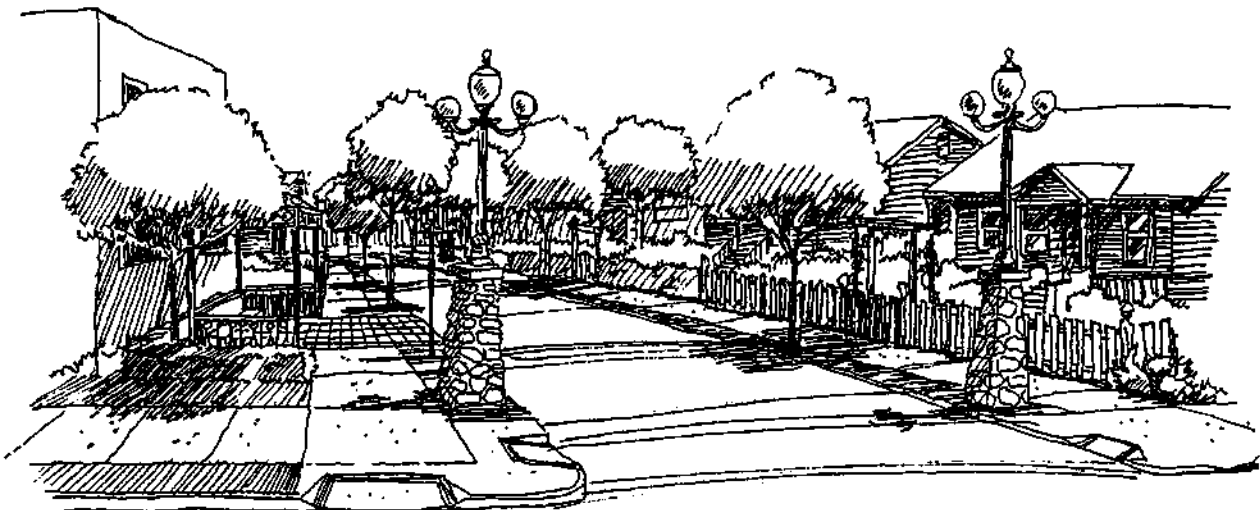
### **Neighborhood Monuments and Gateways** *(New Program)*

The Historical Community of Sherman Heights had monuments designating its various subdivisions. These structures can be seen in historic photos at the San Diego's Serra Museum. To assist in building neighborhood unity, identity, and pride, neighborhood gateway entrances and monuments should be re-instituted.

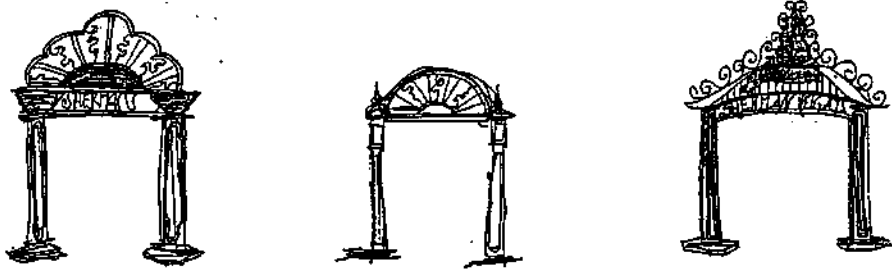


Two types of gateway monuments are suggested:

HAMLET MONUMENTS are the small structures at street intersections of residential blocks (Hamlets) that recall the Historical monument structures. These "Hamlet" monuments will be designed and located to stake-out the various Hamlets in Sherman Heights. The design recreating the historic monuments is a simple stone monument that will serve as the base for corner street lights. These monuments could be built by the SHERMAN HEIGHTS "GUILDS" through an Urban Corps neighborhood enhancement program.



SHERMAN HEIGHTS GATEWAY SIGNS, are the larger signs located at major commercial street entrances to Sherman Heights. Gateway Signs should become the "**Signature**" of the Sherman Heights Neighborhood of the future, much like other similar large neighborhood signs have done in other parts of the City, specifically the Mid-City communities.



To properly give these new Gateway Signs the futuristic and artistic neighborhood appeal that they deserve, it is proposed that a Local Arts Design Competition be sponsored jointly by the City's Commission of Arts and Culture, the Sherman Heights Community Center and the Elementary School. The competition will seek local artists to design new Sherman Heights Neighborhood Gateway Signs, and will be held in 1996, with construction of the first sign projected for 1998 before the end of the century. Construction should be done by the youth "Guilds".

An award of \$1,000 for the Arts Competition winner is suggested. Implementation funding would include \$5,000 for Gateway Sign design, and \$10,000 for construction. Funding can be obtained from the Commission of Arts and Culture, CDBG funding cycle, and/or SEDC funds. Realistically, a combination of these funding can be used.

#### **Bus Shelters** (*Citywide Program*)

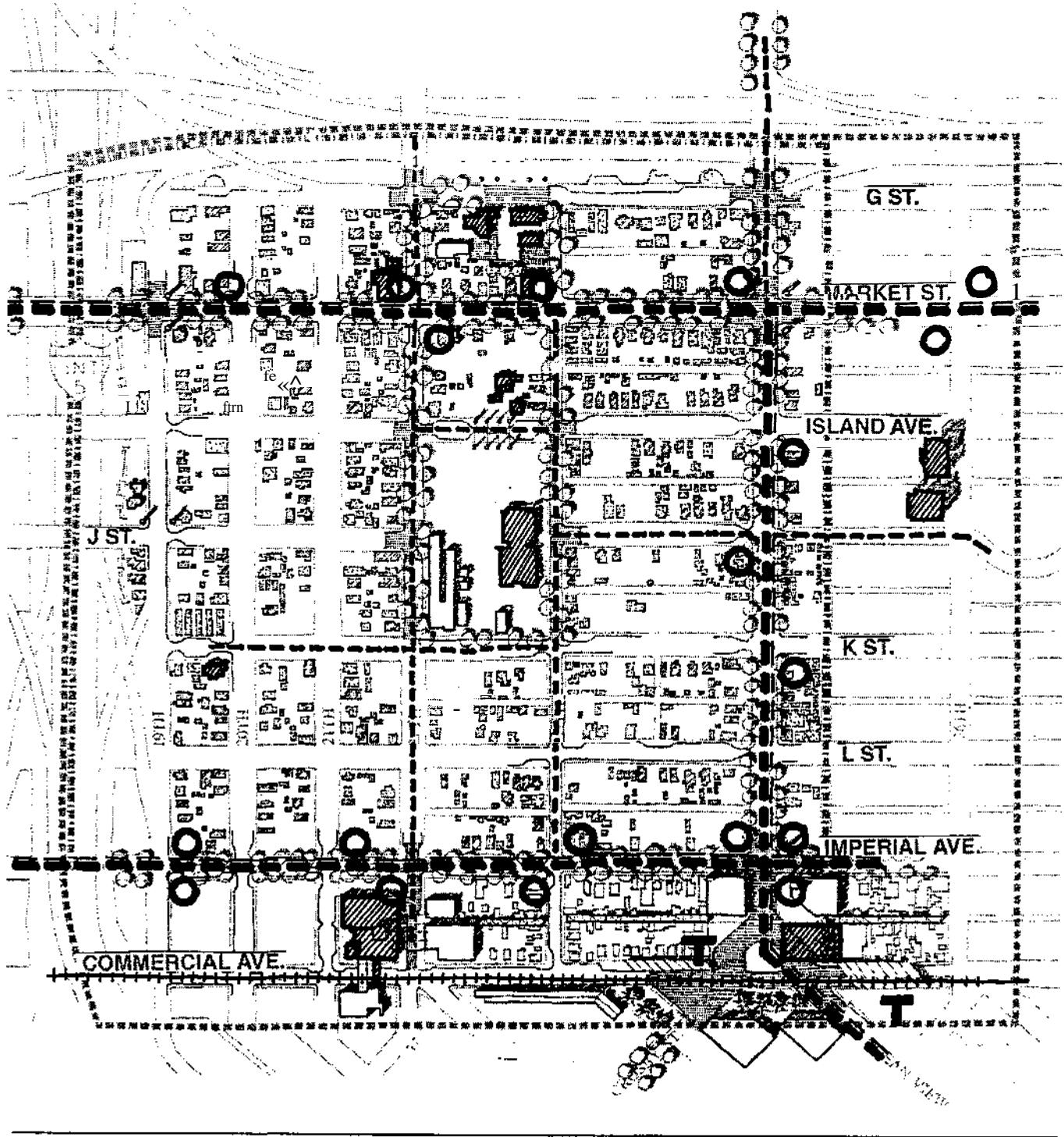
The Metropolitan Transit Development Board (MTDB) is responsible for implementing public transit improvements. MTDB has a Bus Shelter Program which is implemented at community request. Bus Shelters should be implemented in Sherman Heights as expeditiously as possible. Locations for MTDB and community consideration and implementation have been mapped. The Livable Neighborhoods Team will be responsible for assisting MTDB in coordinating with the community and merchants the phasing and location of Bus Shelters. Funding is available through MTDB.

#### **Trolley Station** (*Citywide Program*)

The Trolley Station at 25th and Commercial streets is a major arrival point to the historic neighborhoods of Sherman Heights and Logan Heights. The station structure should have a design reminiscent of the historical context of these neighborhoods, and specifically reflect the values of the Sherman Heights Historic District. A Design Competition should be sponsored by MTDB and the City's Commission for Arts and Culture with the youth of the neighborhood. MTDB has already tailor designed a number of trolley stations in key areas. The Sherman Heights youth "Guilds" could construct the station, once designed.

Funding could be obtained from the Commission of Arts and Culture, MTDB, and the City's Transient Occupancy Tax.





## TRANSPORTATION - CIRCULATION WITH BUS AND TROLLEY STOPS

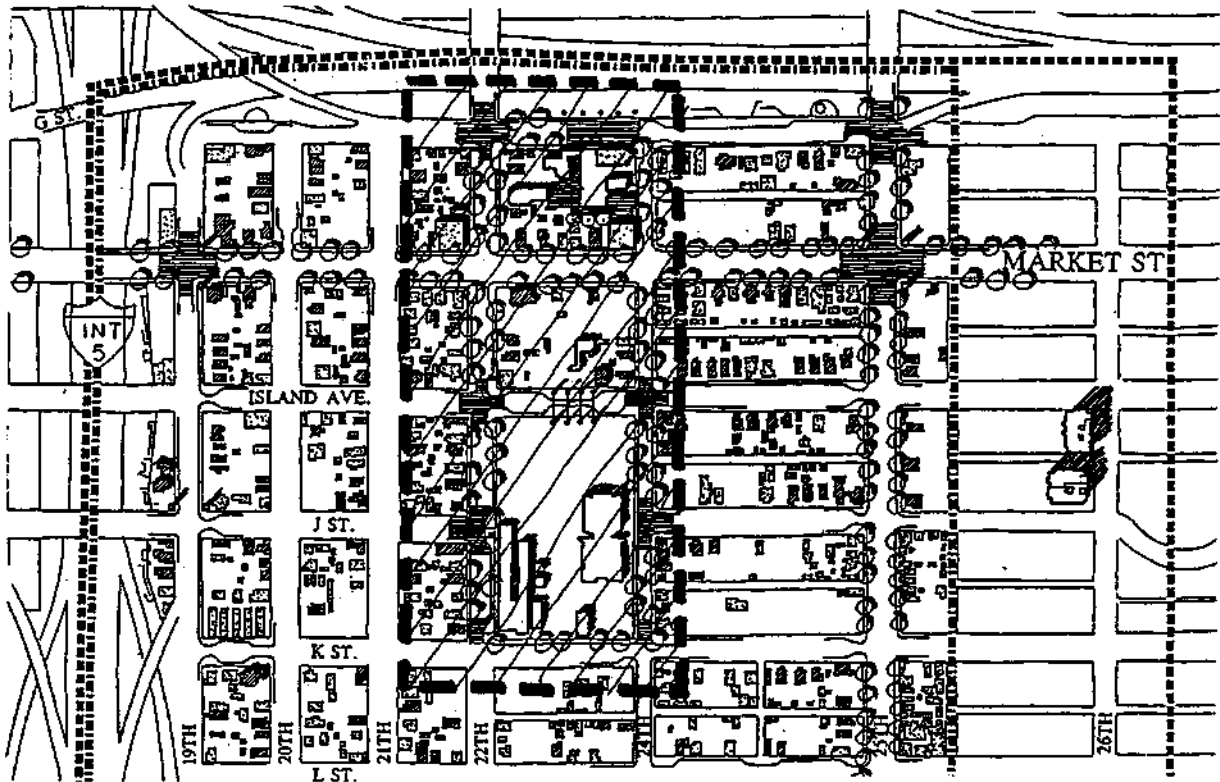
-  Community Landmarks
-  Commercial Streets
-  Local Circulation
-  Bus Stops
-  Trolley Stops

## COMMUNITY CENTER AREA

A Community Service Center Area has been identified that includes the Sherman Elementary School, Sherman Community Center, Our Lady of Angels Church which is the site of the Neighborhood Policing meetings, and the Chicano Federation properties. The purpose of this identification is to give special identity to this area with public improvements, to make it the choice site of any additional community facilities in the future. The Livable Neighborhoods Team will be responsible for the organization and phasing of public improvements to assure effectiveness and efficiency of public investment.

The following actions are suggested for the area's improvement:

- Temporary street closing for neighborhood events, fairs
- Enhanced street lighting
- Re-oriented street parking into parking bays to provide greater neighborhood orientation and reduce speeds
- Landscape and street trees
- Street Humps or changes in street pavement at intersections to slow speeding traffic
- Bus stops for school buses
- Refurbishing Our Lady of Angels Church
- Inclusion of "G" street sidewalk widening for public events
- Street paving for pedestrian access, vehicle speed reduction and visual enhancement around school and church.



COMMUNITY CENTER AREAS

### Sherman Elementary School Site Enhancements (*Existing Program Expanded*)

The Sherman Elementary School is a major center of neighborhood family activity. The School works closely with residents, businesses, and the City to deliver programs that enhance family life, and the future of its students. Through this cooperation, a neighborhood park was jointly developed by the City and the School. Other joint improvements involving City Libraries and the School are being developed.

There is an ongoing program to turf the Sherman Elementary School playground. The improvement was funded by the City, maintenance will be done by the City's Parks and Recreation Department. Other ongoing community, school events are funded by grants and corporate donations. Sherman Elementary and the Community Center have a partnership working jointly on community **beautification**, clean ups, paint out graffiti, preschool sponsorship, etc. The school and the community center coordinate presentations at school parent meetings to get out the word, gain support, and engage participation by the community at large.

Joint use by School, City, and non-profit organization agencies will continue to expand services such as neighborhood library, health services, clinics, parks, job and arts training facilities. Much of this has been already accomplished. In a recent action, the San Diego Unified School District approved a joint development of a community clinic at the School grounds. The Sherman Heights Elementary School teachers and administration have a very successful community involvement program which is a model for the San Diego Unified School District.

Sherman Elementary School will become the logical focus of an expanded after school program for youth in the neighborhood, making space available to "**mentors**", tutors, and City and neighborhood volunteers who make the commitment to work with neighborhood youth. Recreational activities, education tutoring and higher education classes, courses in neighborhood history, arts and crafts classes, and classes on building trades should be provided at the school after school hours. Volunteers will be organized to oversee the program after school. Local building contractors and Urban Corps "Mentor Programs" can use space that exists in the School complex combined with the Sherman Community Center facility across the street from Island Avenue to provide additional space. To make the school grounds more accessible, school fencing and gates need to be re-designed to make the facility more inviting. An arts competition should be held to enhance the School perimeter. The youth of Sherman Heights should participate in the design competition and the youth "Guilds" should reconstruct the perimeter.

### Youth Sports Fields (*Existing Program Expanded*)

Youth recreation is a very high priority of residents. An expansion of existing programs by the **Chicano** Federation, City Library, and Neighborhood Pride and Protection programs will be implemented in Sherman Heights. Other new areas of emphasis for youth education-recreation will involve existing programs by Parks and Recreation Department, the Sherman Elementary School, and a new involvement by San Diego Community Colleges, San Diego State University. The youth programs will be coordinated from the Sherman

Heights Community Center, Sherman School and the **Chicano** Federation. Sports fields at Sherman and other nearby schools will be used.

The City's After School Recreation Program is designated to enhance the recreational opportunities for the residents of the City. The program is conducted at selected elementary schools throughout the City and offers a wide range of activities primarily for children between the ages of 8 through 14. Activities include: arts and crafts, sports, athletics, fitness, cultural arts and **fine** arts, intramural, several events/tournaments, and supervised free play and games.

This program emphasizes participation and provides an alternative for the use of free-time by youths. The program is furJed by the Parks and Recreation Department.

The newly constructed Sherman Elementary turf field will now enable three community entities to work together on youth programs. The City's Park and Recreation Department, Sherman Elementary, and the Sherman Community Center **will** be using the facility as the home-base for a comprehensive program of improved recreation, education, and social services for the youth of Sherman Heights.

Additional park and recreation services are provided by two adjoining community parks, Memorial and Golden Hill. Balboa Park also services the recreational/leisure services of the entire region. These sites provide a wide array of programs, facilities and amenities within close proximity to the residents of Sherman Heights. To more effectively use these facilities, the linkages between them require enhancement.

### **Library Improvements** (*Existing Program*)

Library services have expanded substantially in the past few years and should further expand existing scheduling of school visits and library service orientation.

### **The Satellite Homework Center** (*Existing Program*)

In 1991, the Neighborhood Pride and Protection Program (**NPP**) was developed to provide a broad range of education, prevention and enforcement programs throughout the City of San Diego. The NPP program has enabled the library to reach **at-risk** youth and form important community partnerships to broaden the range and impact of City services. The Satellite Homework Center was one fundamental outreach service created by the library as part of the NPP (Neighborhood Pride and Protection) program. The Satellite Homework center program provides an alternative learning environment for at-risk youth. One of the library's off-site locations is at the Sherman Heights Community Center.

The Library provides the following services to Sherman Heights:

- Materials aimed at improving reading aptitude.
- Aid in the development of volunteer tutorial services for the youth. The Youth Services librarian has played a key role and participates in volunteering tutorial services.
- Community outreach and extended services in areas of the community that are not within walking distance to the library.

These programs are presently funded by City of San Diego.

### **The Children's Room** *(Existing Program)*

The Children's Room at the San Diego Library will soon be offering a new educational program for teachers. The Children's Room will have fifteen Thematic Book Kits for teachers, including five in Spanish. The Book Kits consist of a box which includes ten picture books suitable for reading to preschool groups of 3-5 year old. It will also include a bookmark with ten related titles. Each kit may include one or more of the following items: a poster, puppet, **audiotape** or **videocassette** related to the theme of the box. The Children's Room in the Central Library offers bilingual tours, schedules a **Storytime** hour, and also offers Summer Reading Program for **children** and teenagers. The Children's Room provides a School Outreach program that includes working closely with targeted schools, including Sherman Elementary. Librarians do school visits annually, visit individual classes and make presentations.

### **Bilingual Programs** *(Citywide Program)*

Because the San Diego Public Library is a viable social, educational and cultural resource that is committed to provide services and building coalitions within San Diego's ethnically diverse communities, the Library will extend services to Sherman Heights by offering the following programs:

- A Bilingual Basic Library Skills class at the Sherman Heights Community Center, including computer training.
- Special Bilingual Tours of the Central library.
- Youth education and career development. The library will implement a Pilot Internship Program for the youth in the area consisting of volunteer hours to work in the library. This will provide the opportunity to gain new skills while learning how to work. This work experience will enable chosen candidates to compete for Library Aide positions.

## **PROPERTY ENHANCEMENT SERVICES**

### **Code Enforcement** *(Existing Program Expanded)*

The City's Housing and Code Enforcement Division is responsible for residential code compliance, and obtains compliance through various enforcement options. Various enforcement options are selectively used depending upon the specific circumstances in each case.

For residences that need rehabilitation in the Sherman Heights area, the City's Neighborhood Code Compliance Department together with the San Diego Housing Commission could make available to owners some funding for rehabilitation combined with an amnesty period on the legalization of unpermitted work without permits.

A new way of doing Code Enforcement will bring together City experts and neighborhood residents for a concentrated effort at code enforcement. Professional services will be available to the residents and owners to help to bring properties into **conformance** with the

City Codes. The Livable Neighborhoods Team should become the facilitator of this program, by bringing together the various parties as problem solvers to suggest effective physical solutions to problems. An additional Code Enforcement Officer has been financed with FY 1996 CDBG funding for a one year period. A senior level inspector with knowledge of the neighborhood's history, and the historical development and building codes is required to effectively implement enforcement in this neighborhood. Additionally, the \$5,000 CDBG budget originally earmarked for National Historic District designation could be used to fund architectural professionals to work with owners to bring into code compliance historic structures, as discussed in the Housing Rehabilitation Element of this program.

An existing example of a community empowerment for code enforcement (voluntary code compliance program) is "My Home, Our Neighborhood" program by SEDC in existing Redevelopment Plan Areas, which at this point does not include the Sherman Heights neighborhood.

#### **Zoning Consistency and Revitalization** (*Existing Program Expanded*)

A number of properties have been reduced in potential density for greater conformance with the Southeast Community Plan and Planned District ordinance. As historic rehabilitation continues to occur, more properties will come into conformance with the underlying zoning regulations. Property owners have identified problems with down-zoning on specific properties which substantially impacts the re-use of historic properties, conditions exacerbated by high permit costs. In order to expedite and streamline the revitalization of Sherman Heights the City needs to institute a program of zero to minimal cost for permits. The Livable Neighborhoods Team will work with the City's Development Services Department, the Historical Sites Board, and Sherman Heights Property Owners to develop a streamlined and low cost program for permit processing in Sherman Heights.

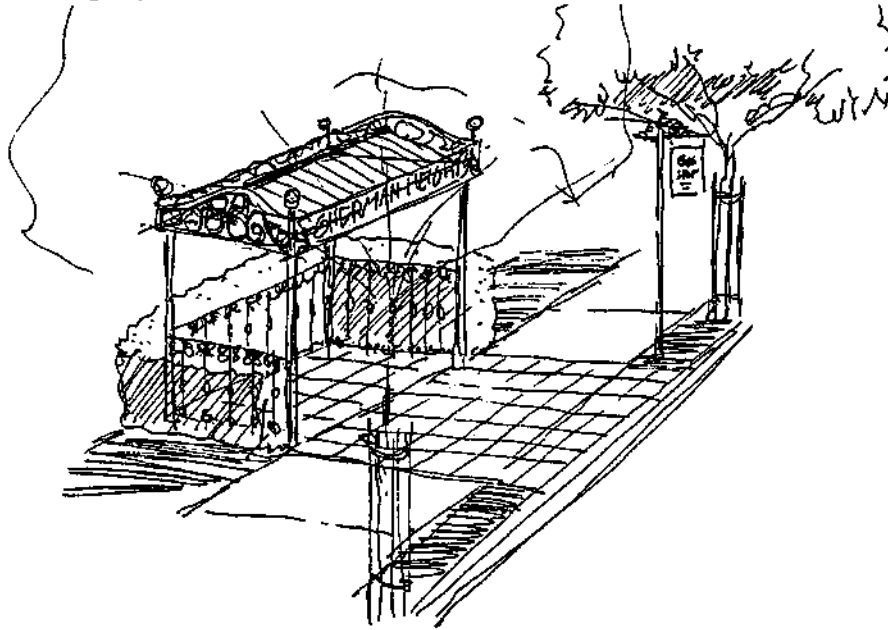
The ongoing Zoning Code Update will incorporate enforceable hazardous material controls in the zoning ordinances. Toxic-Free Neighborhoods, a campaign for removal of toxic materials in proximity to residences, parks, school and child centers has already made impacts in some communities. The Commercial Avenue area which has older or abandoned industrial uses has hazardous material problems which have to be addressed.

#### **Tax Delinquent Properties** (*New Program*)

As part of the revitalization effort in Sherman Heights, an analysis was conducted to see what, if any, the level of unpaid property taxes were in the study area. The analysis showed that as of March 1, 1995, approximately \$275,210.00 in property taxes, including penalties and interest, remained outstanding, divided among approximately 63 residential and commercial properties. This amount must be understood as a changing number, as those who owe property taxes can pay off their bills in full at any time or arrange for a payment plan in which the amounts owed are paid over a number of years by agreement with the county tax collector. A program should be developed that puts the properties back into production for City and neighborhood benefit. Those properties that cannot be placed in production should be acquired by the City through the Housing Commission or SEDC to redevelop, re-sell to new property owners, and re-use for the Neighborhood's benefit.

## NEIGHBORHOOD REHABILITATION AND HISTORIC PRESERVATION

The programs that follow are designed to foster removal of blight by re-using abandoned structures, preserving historic homes, and enhancing owner residency in the neighborhood. As in prior sections, many of these programs already exist, but merely await their application in Sherman Heights. Historically designated buildings and sites will be rehabilitated and restored following the Council adopted Sherman Heights Historic District Design Criteria and Guidelines (May 27, 1987). The major sections of this program include: General Physical Rehabilitation, Loan programs, and Historic Rehabilitation.



### GENERAL PHYSICAL REHABILITATION

#### Urban Homestead Program for Abandoned Structures (*Citywide Program*)

The Sherman Heights Revitalization Team has identified 10 abandoned structures (see Appendix A). Because of the blighting effects of these structures, immediate efforts have to be made to reuse the structures and sites. Although two years ago the City Council gave the go ahead for the establishment of a citywide abandoned properties administrator, the organization of this program has yet to come into full-fledged operation. The Sherman Heights situation cannot await the establishment of the citywide program.

To expedite the re-use of these sites, the Livable Neighborhoods team will make an immediate evaluation of the life-span and re-use potential of the structures with the assistance of the City's Building Inspection Division of Development Services Department. The property owner will be contacted and applicable programs will be suggested for re-use of the structures, as well as alternatives for sale of the property to the City for rehabilitation and resale to new owners. The effort has to be coordinated with the Housing Commission and SEDC.

### **Rehabilitation Program for Dilapidated Housing** *(Citywide Program)*

Substandard housing, vacant lots, or abandoned units must be improved via a rehabilitation program that seeks funding from government programs as well as neighborhood annual events such as swap meets, cook-outs and other activities to generate funds for rehabilitation. The Sherman Heights Livable Neighborhoods Team will develop a guide with criteria prioritizing important structures and clusters for rehabilitation, such as Irving Gill houses, and others. Contacts will be made with the Real State industry to market properties to new caring owners willing to rehabilitate. Loan programs from the Housing Commission and other agencies will be identified.

### **Tool Borrowing Program** *(New Program)*

Tool Borrowing Voucher Programs will allow homeowners to borrow home/yard improvement tools that are rarely needed or are too expensive (a rotor tiller or paint sprayer, for example) by using a voucher program. The homeowner would access a participating tool rental center and borrow the needed tool using vouchers. Usually the voucher will cover the rental cost of the needed equipment. If it does not, then the borrower will have to pay the difference between the voucher and the actual cost of the rental.

Voucher costs could be covered by City grants, or by coordinating with local contractors and industries who could make excess tools available at low cost. Some minimal funding to get the program started could be provided by an initial CDBG fund of \$5,000 to match private sector donations. A tool rental firm could be contracted to provide the service and fund it through advertising and promotional signs. The involvement of a private firm located in the area, could also benefit from tax incentives from the community's status as an Enterprise Zone.

## **LOAN PROGRAMS**

### **Owner Occupied Housing** *(Citywide Program)*

A rehabilitation program is available from the Housing Commission for lower income owner-occupants of property containing from one to four residential units. The applicant may be eligible for either 3% fixed interest rehabilitation loans amortized for 15 years or 3% simple interest partially deferred loans requiring a minimum \$50.00 monthly payment. The balance of principal and interest is then due upon sale or transfer of title to the property. In addition, very low income owner occupants of one unit properties may be eligible for a \$3,000 grant to repair such problems as roofing, plumbing, wiring and heating.

Funding is available from City funds and Housing Trust funds

An expanded Housing rehabilitation program can also be provided by SEDC from tax increment housing set aside monies when these become available. A program similar to SEDC's Mount Hope housing rehabilitation joint ventured with the Housing Commission, will provide a tailored rehabilitation program of variable loans to owners of diverse incomes, age and health limitations.



### **"Homeworks" (Citywide Program)**

Homeworks is a Housing Commission program available for first time home buyers, this program is being developed to combine both purchase and rehabilitation costs.

### **New Home Ownership Program for College Graduates (New Program)**

This program will make housing ownership available to young professionals or renters in the neighborhood. The program could make use of the existing Home Ownership Programs by the San Diego Housing Commission offering first time home buyer assistance, such as Mortgage Credit certificates, provide tax credits, grants to help with down payment and closing costs, and second trust deeds requiring no payment until sale. In addition, the HOMEWORKS program could also be used.

The college graduate program would specifically offer recent college graduates financial assistance towards the purchase of a home (single family, condominium, townhomes). To qualify for the program, the applicant would meet the following standards:

- Had primary residence in Sherman Heights or surrounding communities during High School.
- Graduated from an accredited four year college.
- Not previously owned property in the past 36 months.
- Have sufficient income and good credit.
- Gross family income cannot exceed 120% of the median area income for a family of the same size.

Funding can be obtained from CDBG funds, Federal funds, National Mortgage Association, and "HOME" funds from the Housing Commission. The Livable Neighborhoods Team leader will work with the Housing Commission, SEDC and the neighborhood groups to identify adequate funding levels to establish a credible program. When the Dells/Imperial Redevelopment plan is adopted, the SEDC program could be modified to meet needs in Sherman Heights.

### **Rehabilitation and Construction Loan Program (Citywide Program)**

The Rehabilitation and Construction Program is available from the Housing Commission for construction of detached single family structures or multi-resident structures on vacant property in Sherman Heights or substantial renovation of sub-standard single family or multi-unit structures. To qualify for the program the property must fulfill the following conditions:

- The property must be currently vacant or have a sub-standard housing structure on it.
- The property must be in an established neighborhood and be currently zoned for residential use.

### **Rental Property Rehabilitation Program** (*Citywide Program*)

The Housing Commission, presently provides rehabilitation loans to owners of rental property located in the City of San Diego. For profit property owners who agree to restrict rents for ten years are offered a 10 year deferred loan with no interest accrual during the rent restriction period, then repay the loan over a ten year period at a fixed rate of interest equal to the 7 year Treasury Bill. **Non-Profit** property owners are offered a 3 % interest rehabilitation loan payable once yearly for 30 years only if a positive cash flow occurs. Rents are restricted for 30 years. Historic homes will be rehabilitated following the adopted Sherman Heights Design Criteria and Guidelines (May 27, 1987).

Funding for this program can be available via the Housing Commission from Federal funds and private lenders.

## **HISTORIC REHABILITATION**

### **"Mills Act"** (Existing Program)

The Sherman Heights Historic District Mills Act application in Sherman Heights will provide property tax deductions to registered historic sites within the Sherman Heights and Grant Hill Historic Districts. All designated historic sites are eligible for this program. This is the only way that the City can provide a clear message that historical structures will be preserved, the neighborhood can be rehabilitated, and tax saving can be used as a means to foster neighborhood maintenance and re-investment by individual property owners. On June 27, 1995, the City Council approved such a program for application to Sherman Heights.

### **Historic Revitalization Advisory Program** (*New Program*)

Historic rehabilitation via City staff support and professional pro-bono support by architects and landscape architects will be instituted. In addition, a \$5,000 CDBG grant originally earmarked for National Historic District designation which will not be of use until historic structure restoration is substantially increased, will instead be used to fund professional architectural services to assist Sherman Heights residents and property owners to design and process rehabilitation improvements to their historical structures. The **City's** Facade Rebate Program for commercial properties provides a model that can be followed for Sherman Heights residential rehabilitation. The City will expedite permits provided permits meet the existing regulations. The program will be maintained for a five year period. Rehabilitation work can be done by the owner or the youth "**Guilds**" can be contracted to do the work.

### **Design Manual for Historical Structures** (*New Program*)

A Design Manual will be compiled to define historical styles and design standards for rehabilitation based on the US Department of Interior Standards for Historic Preservation. The standards will emphasize repair work, and illustrate solutions to common problems such as fence design, yards, windows, security etc. The manual will also identify stock materials of existing products, and identify appropriate colors. Available incentives for rehabilitation (CUP, Mills Act etc.) will also be included, as well as information about permit process requirements, and guidelines and codes such as the historic building safety code. The public

improvement part of the Manual will include all relevant streetscape components including trees, lights, bollards, crates, sidewalks, of historical nature, so they may be adequately preserved.

The City's Historical Sites Board, the San Diego Historical Society, Save Our Heritage Organization, and the residents and owners of Sherman Heights will work to develop the Manual. \$3,000 for production and printing will be necessary to produce the Manual.

#### Historic Advisory Group (*New Program*)

To better address the historic preservation issues a Historic Advisory group should be formed to advise the City on historic **rehabilitation/revitalization** issues in Sherman Heights. The group will be formed with City Historical Site Board staff support, professional support by architect-historians, and neighborhood residents and property owners interested in historic preservation. The Group will be charged with redefining the Planned District Ordinance and Historic District permit process for Sherman Heights **historic** structures, identify simple processes for approval of items such as fences, painting, lighting, and minor improvements, and be involved in the development of historic rehabilitation and **revitalization** programs for this Plan, including such items as adaptive re-use projects.

#### Historic Plaque Project (*New Program*)

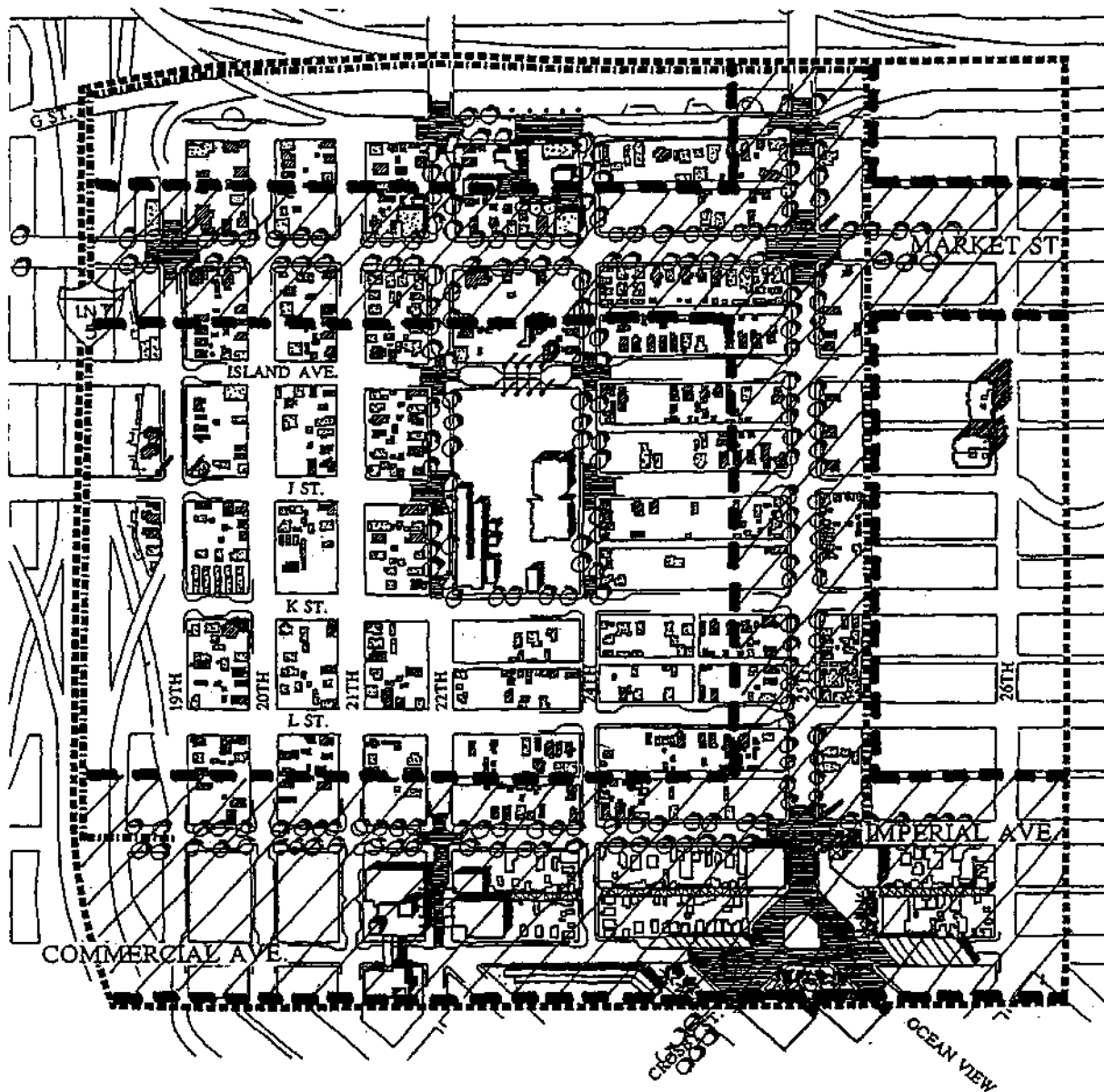
Historic Plaques should be made available to historic structure property owners at minimal cost. The Plaques Program is designed to instill historic values awareness, and site identification. All Sherman Heights Historic District contributing structures should be identified with a historic plaque. The "City Store" would produce, stock and sell plaques for a small fee of \$20 to the **bonafide** owners of historic buildings. Plaques can be mounted by youth "Guilds". The program will be coordinated with the City's Historical Sites Board and the Sherman Heights Community Center to organize the historic plaques project during 1996.

#### Historical Exhibitions and Cultural Programs (*Citvwide Program*).

A Historical Exhibitions and Cultural Program featuring Sherman Heights history and its historical structures will be established with the support of the Sherman Heights Community Center, Villa **Montezuma/SD** Historical Society, Save Our Heritage Organization, and the **City's** Historical Sites Board. The role of the Villa Montezuma will be enhanced. The program may be financed by charging a small fee for special exhibits and receptions designed to celebrate historical events in Sherman Heights, other recreational and cultural activities such as children programs, and art exhibits can be combined with the historical events schedule.

## COMMERCIAL REVITALIZATION

Predominant among commercial revitalization is coordination with the Public Safety Action Programs, and the Public Improvement and Services Program. Without effective action in those areas, no physical or economic development program will be effective. Revitalization actions and the "Facade Rebate" program will follow the Sherman Heights Historic District Design Criteria and Guidelines adopted by the City Council, May 27, 1987. The Southeast Planned District Ordinance standards will be followed for all new development combined with the Historic District Design Criteria and Guidelines. The major sections of this program include: Business Development, and Physical Improvements.



COMMERCIAL DISTRICTS

## **BUSINESS DEVELOPMENT**

### **Business Improvement District** *(Citywide Program)*

Business Improvement Districts must be established for Market, Imperial and 25th, and Commercial Streets by organizing business associations. The City's Small Business Administration will be responsible for this program, work with the merchants and coordinate with the Livable Neighborhoods Team to bring the program to fruition. The establishment of the Sherman Heights Commercial Business Improvements will be the goal.

To date, the only agency that has been working with the businesses in Sherman Heights has been the Police Department through its Neighborhood Policing Team and the Sherman Community Center. SEDC, and the City's Office of Small Business also work in the area, but their emphasis has been in other commercial areas of the Southeastern Community outside the Sherman Heights neighborhood. The present effort needs to be expanded using the organizational skills of the Livable Neighborhoods Team leader, Police, Sherman Community Center, SEDC, MAAC, and the City's Office of Small Business.

### **Market for Local Retail Establishments** *(New Program)*

A preliminary market study was undertaken to identify Sherman Heights potential market areas. The study was made in response to the comments made at the community workshop regarding the community's need for grocery stores, pharmacies and other commercial uses. The Livable Neighborhoods Team will use the initial market study information to work with local businesses, the City Office of Small Business, and SEDC to market new uses for the neighborhood.

The Sherman Heights market area is 8,400 people or 2,400 housing units. The tables displayed on Appendix C, provide preliminary estimates of market demand for the various commercial actions. "Low" designations reflect that the type of businesses in question are already in the community, and their expansion potential would be in the form of a small establishment, or the businesses already exist nearby and are serving a larger geographic market area. "High" designations reflect businesses that can easily locate in Sherman Heights, where demand for their services is high. SEDC will be responsible for developing the commercial revitalization program as part of the Dells Imperial Redevelopment Plan.

### **Entrepreneur Loans to Commercial Owners and Tenants** *(New Program)*

Loan programs should be made available to local merchants to develop uses that are in demand through small business revolving loans available to merchants within the Southeast/Barrio Logan Enterprise zone. Loans may be made at a sliding scale interest rate and with customized underwriting criteria. Sources of funds include CDBG and other federal and state programs for economic development. SEDC will also be involved.

### **"Sherman Heights Guilds" for Historic Arts and Crafts** *(New Program)*

Develop a historic craftsmen "GUILD" certification program that identifies trades and skills specifically related to materials and building techniques for historic conservation and restoration. The Sherman Heights Community Center will work with Save Our Heritage

Organization, the apprentice board of the Community College system and the Urban Corps to develop the Sherman Heights "GUILDS PROGRAM". The program will also seek the involvement of local unions and minority contractors associations to integrate the GUILDS into existing job training programs with the private sector. Industrial buildings along the Imperial and Commercial corridors could be used for hands-on job training sites. Youth from the neighborhood will be invited to participate by creating the junior program or "Youth Guilds".

#### Cooperative Incubator Industries (*New Program*)

Development of Incubator Industries as cooperatives will provide an excellent linkage to youth jobs and trades development, with the additional feature that the program can be established as a COOPERATIVE, where all participants benefit from any income or loss of business. Industry sources such as the Foundation for Enterprise Companies, and the City's Economic Development staff, SEDC, and other business groups should work with local businesses, and corporations to implement the program. Incubator Industries must also include service industries that cater to the Convention Center, Sports Arena, and tourist industry in general, while other programs could support the garment, computer assembly, and similar industries. The areas along Imperial Avenue and Commercial Street will be targeted for this type of development.

#### Bayview Medical Center (*Existing Program Expanded*)

Bayview Medical Center is physically located outside of the Sherman Heights Neighborhood boundaries. After being closed several years, the facility will be opening in 1995.

Two hundred new jobs are expected to be offered by the center to local residents. When it re-opens, Bayview Medical Center will offer comprehensive in and out patient services from primary care, urgent care, multi-specialty care birthing center, out-patient surgery and rehabilitation. Bayview Medical Center does not offer emergency services.

With the opening of the center, business opportunities will be available within the following service areas: laboratory, pharmacy, primary care, urgent care, vision care, birthing center, primary care, dental, diagnostics. These services will be available to local residents. Additionally, Bayview Medical Center will be contracting services such as laundry, security, janitorial, food service, supplies (medical and surgical), maintenance and gardening. These services can also be provided by neighborhood residents.

Bayview Medical Center employment opportunities include: nursing, medical assisting, food service, transportation, physicians, lab-technicians, physical therapists, acupuncture, clerical, data processing, janitorial, housekeeping, security and receptionist.

Bayview Medical Center, in addition to its medical services, will be providing a series of community service programs:

- Medical Education Programs and after school training programs on various medical procedures for junior high and high school students.

- Community Health Education Programs and classes to support groups for teenage parents, birthing, baby sitting, and other health programs.
- **Bi-Annual Health Fair** will be sponsored providing health screening, information, immunizations, tuberculosis testing, eye and dental screening, and other services.
- Community Advisory Committee will be formed, participants will include health professionals, community leaders, residents, and students.
- Membership program will be created with local physicians, medical professionals at the center, community youth from junior high school, to high school and community college students, to encourage youth to enter the medical profession.

## **PHYSICAL IMPROVEMENTS**

### **Facade Rebate Program** (*Citywide Program*)

Expand the City's Facade Rebate Program to the commercial streets of Sherman Heights through the Office of Small Business and SEDC. Funding generated from Economic Development and Redevelopment funds, or CDBG allocations starting in FY 1997 will be targeted. Additionally, Sherman Heights could create annual events such as swap meets, cook-outs or fairs sponsored by business associations jointly with the Sherman Community Center to generate additional funds for the facade improvement program.

Historical structures will be subject to rehabilitation following the US Secretary of Interior Standards for Historic Rehabilitation. Buildings found to have potential historical value outside of the Sherman Heights Historic District boundaries will be identified for designation by the City's Historical Site Board. This identification will make then candidates for additional rehabilitation funding, and will preserve further the unique historical character of the community.

### **Street Vendors and Open Air Markets Program** (*Citywide Program*)

Develop an assistance program for individuals interested in becoming STREET VENDORS or in the development of open air markets, to curtail the negative impacts of these uses when unregulated. The proposed program will provide ready access to City push-cart permits establishing locations and conditions of permit approval. The program will be coordinated with the merchants and the City's Development Services Department, SEDC, and the Sherman Heights Community Center to develop and implement the program.

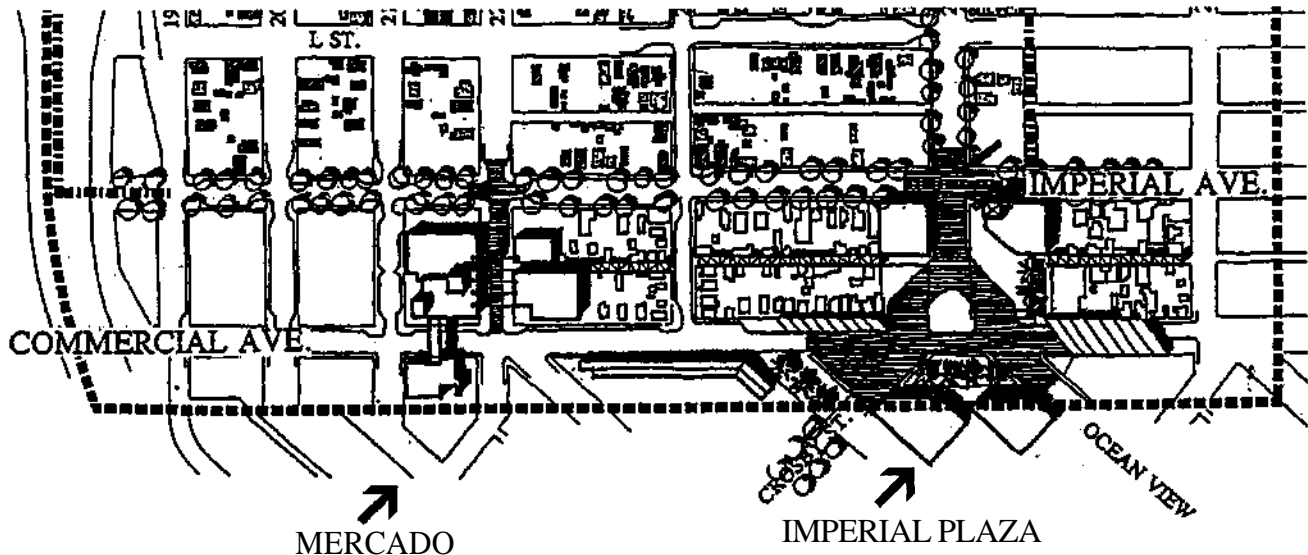
### **Commercial Corridors** (*New Program*)

Sherman Heights businesses have stated that they would be able to market their properties if two things were accomplished: the City initiates aggressive policing on the street to remove personal safety problems, and if public improvements and adequate maintenance are instituted by the City along all commercial streets. The following list identifies public and private actions that should be spearheaded by the City to improve the physical conditions of commercial streets in Sherman Heights. Sherman Heights residents, merchants, and lead government agencies will work to develop an improvement program, and coordinate various funding sources in 1996. Agencies to be included are those responsible for economic development which include the City's Economic Development, Office of Small Business, and

SEDC. Plan Development proposals should be initiated during 1996 and 1997. A description of the proposals follows. It should be noted that physical improvements and actions will require environmental review as more details of the development are known.

### Imperial Plaza

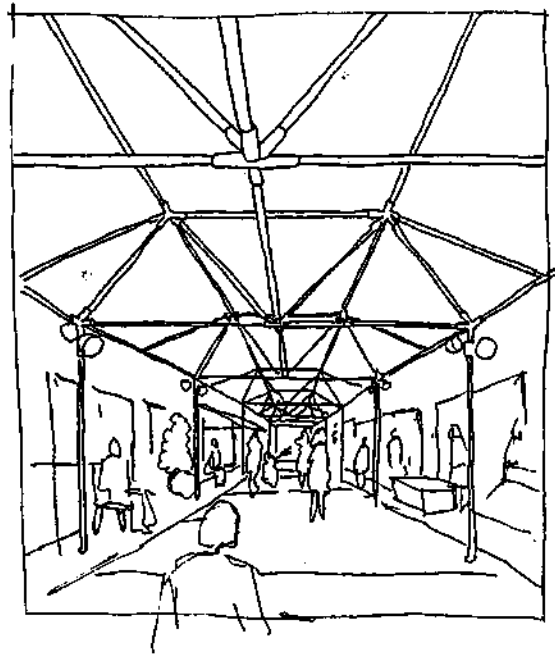
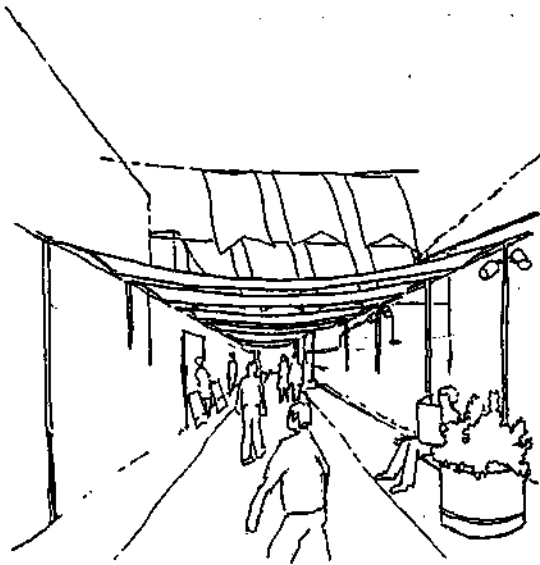
- Landscape street right of way, and set back areas to create a large public plaza at the intersection of Imperial-Commercial-Crosby-Oceanview and 25 Streets. The plaza does not affect vehicular access and would create a "glorieta" with street lights, and gateway signs to establish the area as a local landmark.
- Replace the present Welfare office building with a new enhancements and/or structure and use.
- Design the trolley station with a special historic revival design to reflect the historical character of Sherman Heights. Waiting areas will be integrated into sidewalk and building setbacks.
- Create a new commercial-service building at the northeast corner, with entry gateways. There is an opportunity to re-use the presently un-used school to the south/west to create a mixed use "feature project" to bring in new uses and building into the area without disrupting existing buildings.
- Sidewalks and crosswalks with patterned paving will reduce vehicle speeds, enhance pedestrian circulation and create a setting for development of outdoor cafes, restaurants, flower carts and street vendor sites. The historic context will be considered in any future project.
- Integrate parking into new project areas with access from the alley in order to free up the street frontage from curb cuts.





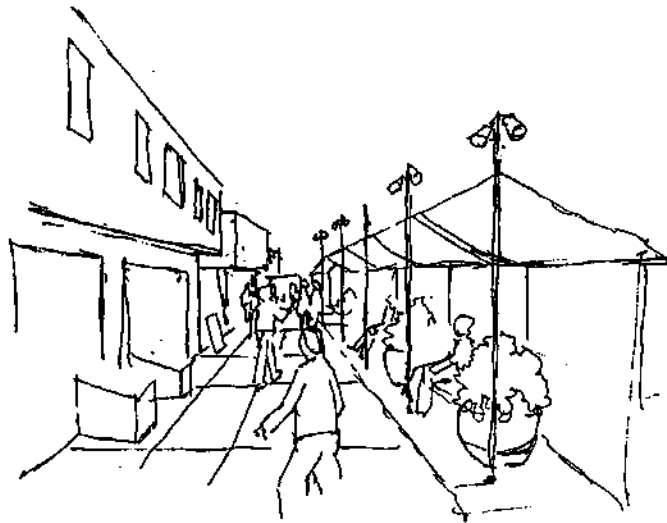
## Mercado Area

- Reinforce the unique aspects of the Farmers Market area on Commercial Street, by enhancing the area surrounding it, and expanding the activity to integrate the adjacent alleys, and larger under-used industrial structures.
- Improve the Farmers Market facade with windows for surveillance. Loggias, portals or arcades could also be integrated into the building to create a larger sales perimeter to the street. Place colorful canvas awnings in front of the Farmers Market on Imperial and 21st Street.
- Create space for street vendors in front of the Farmer's Market.
- Foster open air markets or "**Mercados**" in private property. Parking lots or industrial structures may be used. Open air markets may occur once per week, such as Sundays.
- Connect the Mercado to the industrial building South of Commercial Street. A connection to the un-used school site could be made at this point, with new development fostered at this site. "Guild" training sites could be located in this area.
- Street tree landscaping, and public parking re-orientation to angle parking on the side streets of 20th, 21st, and 22nd, will provide additional parking capacity in the area.
- The un-used school site at 21st and Commercial streets could be incorporated as a mixed use project into the redevelopment of the Imperial Avenue Corridor area. Although this school site is located outside of the Sherman Heights **Revitalization Area**, its redevelopment would substantially enhance the neighborhood's **revitalization**. Coordination with the SD Unified School District will be required. SEDC should take the lead on this project.
- Erection of ornamental pedestrian oriented street lights of a historical design will complete the improvements.



## Market Street

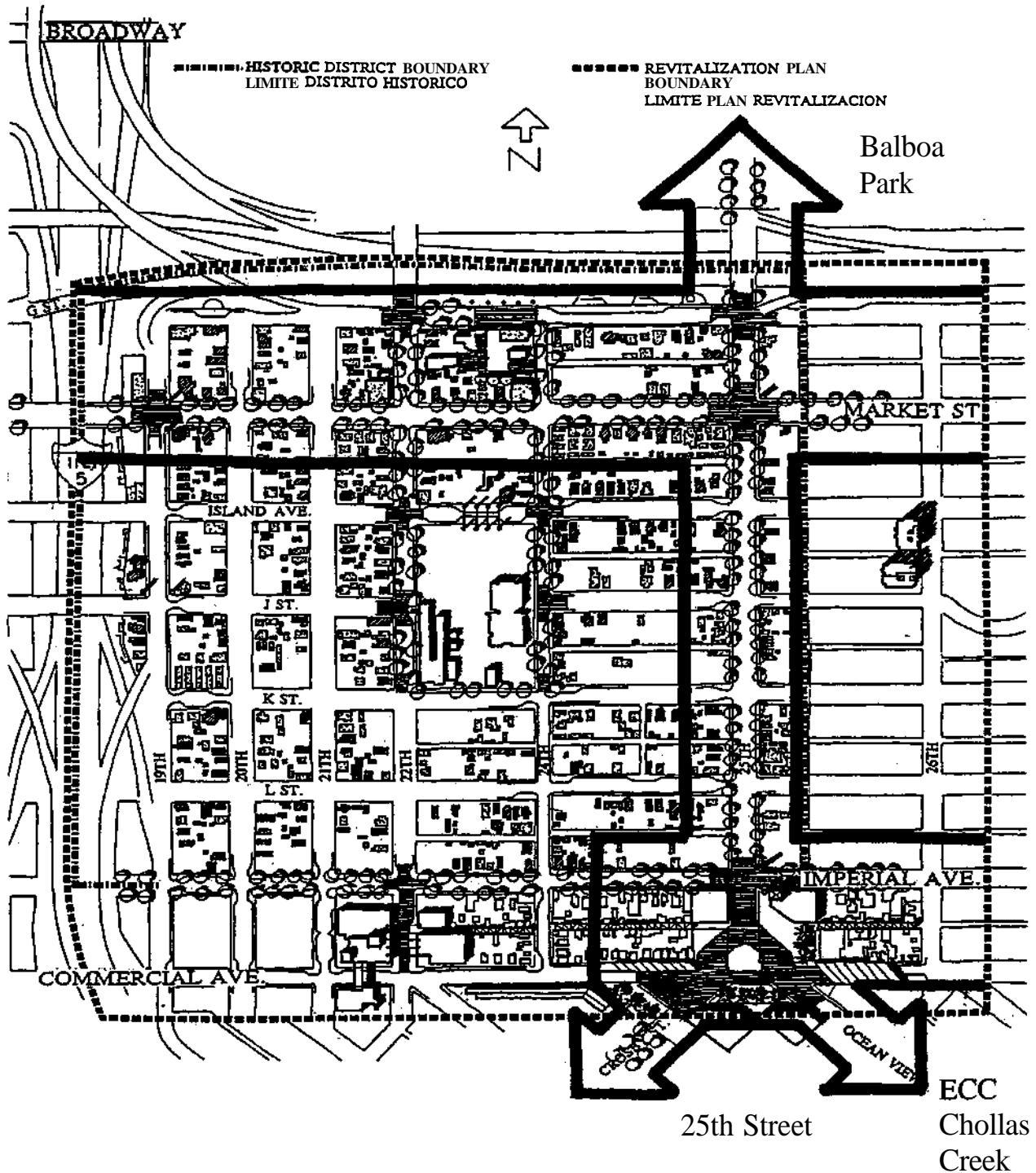
- Landscape Market Street with street trees and pedestrian oriented ornamental lighting of historical design.
- Foster development of commercial and service oriented establishments and offices.
- Design neighborhood entry gateways at 19th street and 25th.
- Construct sidewalk and street pavement improvements, including correction of runoff problems, gutters, and inclusion of patterned paving at pedestrian crosswalks to slow down vehicular speeds.
- Establish a "Facade Rebate **Program**" to enhance historic building facades along Market Street.
- Widen sidewalks at North-South intersecting streets to provide commercial **amenities** for specialized commercial development such as cafe-bookstores, flower carts, etc. and create space for parallel or angled parking behind the intersections of Market and existing streets, to increase parking capacity for existing and future retail and service establishments.
- Improve bus stops with shelters.
- Design and construct Gateway signs at Market and I-5.



## 25th Street Corridor

- A lighting and infrastructure project was recently completed which included a portion of 25th Street outside of the Sherman Heights Community. The project should be extended to the Sherman Heights area. This project consists of decorative lights, monument signs, conversion of low pressure sodium to high pressure sodium lights, and replacement of broken concrete throughout.
- Landscape the street with palms and **jacarandas** to compliment the Golden Hill 25th Street **Revitalization Plan**.
- Widen sidewalks at street intersections to provide corner amenities and create space for additional parking on non-commercial **East-West** cross **streets**.
- Institute a "Facade Rebate" program to improve building facades along the corridor, specially those of historic buildings.

- Construct patterned paving cross walks to slow down traffic, make the street more pedestrian oriented, and enhance the area.
- Design and construct Gateway signs at 25th and SR-94.
- Apply the Southeast San Diego Planned District Ordinance to permit flexible options for the use of historic sites for residential and/or commercial activity through the Conditional Use Permit, while maintaining the architectural integrity of the site.

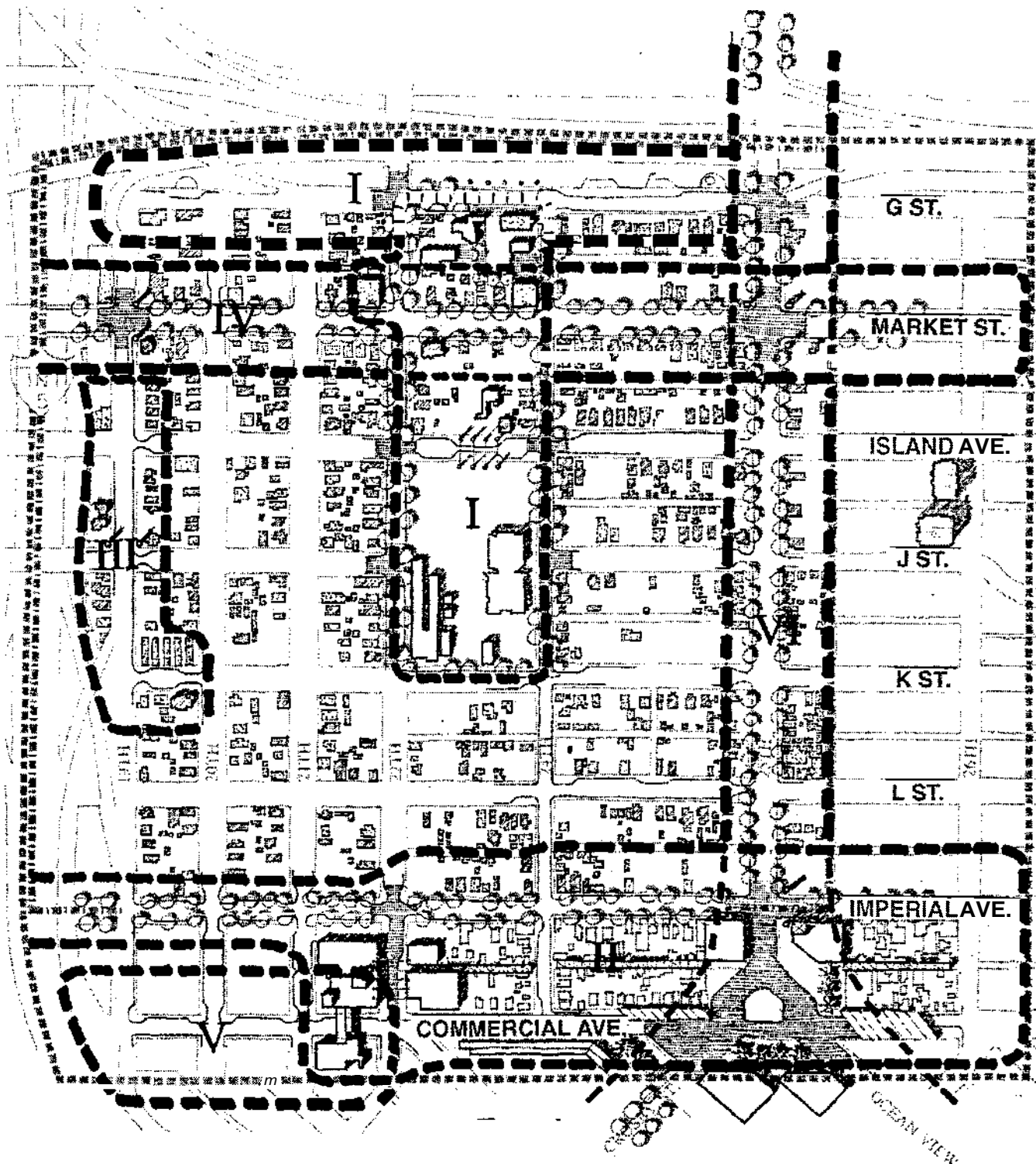


MARKET STREET AND 25TH STREET COMMERCIAL CORRIDOR

# Implementation Matrix and Phasing

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## FOCUS AREAS FOR IMPROVEMENT



### GENERAL BOUNDARIES (AREAS I-IV)

- I. **COMMUNITY CENTER AREA**  
School, Community Center, Library, Teen Training, Movies, Cafe / Bookstore, Childcare, Tot Lots, Elderly Recreation, Administration Headquarters
- II. **IMPERIAL AVENUE / FARMER'S MARKET**  
Farmer's Market, Bazaar, Supermarket, Open Air Markets, Street Vendors, Childcare, Tot Lots, Men's / Boys' Clothing, Girls' / Women's Clothing, Footware, Hardware, Personal Care, Youth Recreation
- III. **HISTORIC CORRIDOR / WESTERN EDGE**  
Cafe-Bookstore, Bookstores, Artist Lofts, Playhouse / Theater / Cinema, Actors Workshop / School, Galleries, Community Museum, Community Garden / Nursery

- IV. **MARKET STREET CORRIDOR**  
Restaurants, Bank, Cafe, Bookstores, Hair Salons, Clothes Stores, Music Outlets, Video Stores, Travel Agency, Real Estate Offices, Insurance Offices, Mail / Fax / Copy Center
- V. **COMMERCIAL CORRIDOR**  
Trade Schools, Textile / Floor Coverings, Tire / Auto Related Services, Auto Parts, Furniture, Warehouse Stores, Paint Stores
- VI. **PARK TO BAY LINK / 25TH STREET CORRIDOR**  
Mail / Fax / Copy Center, Medical Offices, Utility Payment Office, Drugstores, Medical Services, Child Recreation, Child Care

N  
A

## IMPLEMENTATION MATRIX AND PHASING PROGRAM

The Implementation Matrix that follows lists the **Revitalization** Action Programs described in the report and identifies priorities as well as lead and support agency responsibility. The table also identifies funding sources both existing and future that should be sought. Upon adoption by the City Council of this Revitalization Action Program, the Livable Neighborhoods Team will seek grant funding for the various programs. This section of the Sherman Heights Revitalization Action Program document provides the key road map for the Livable Neighborhoods Team to follow when embarking upon the implementation of this effort.

The table that follows is organized into four columns addressing the Five Action Programs.

The first column lists the individual actions identified and described in the Five Action Programs section of this report.

The second column identifies individual program priority. Priority one (1) are programs identified for immediate implementation in Fiscal Years 1996 and 1997. Priority two (2) are programs scheduled for implementation in Fiscal Year 1998. Priority three (3) are programs scheduled for implementation in Fiscal Years 1999 and 2000.

The third column identifies first the lead agency and support agencies or groups critical to the implementation of the program.

The fourth column describes existing programs and funding levels or suggests a level of funding which needs to necessarily be added to an existing program. In other instances funding levels for new programs and potential funding sources are identified.

The development of this Revitalization Action Program has identified programs which already exist in Sherman Heights, and many citywide programs which should be applied to Sherman Heights. The challenge is to ably coordinate existing programs and structure other existing citywide programs effectively so that they may be applied in Sherman Heights. This is where the partnership of the City and the community comes into play in the form of the Livable Neighborhoods Team responsible for implementation. Potential funding sources are identified for specific programs in the tables that follow. It will be up to the Livable Neighborhoods Team to immediately proceed to implement the Revitalization Action by organizing and coordinating implementation of existing funded programs, and seeking funding of new or expanded ones by making grant applications and coordinating City and community lobbying efforts.

## IMPLEMENTATION MATRIX

PROGRAM / PROJECT	PRIORITY	LEAD/SUPPORT AGENT	FUNDING LEVELS
<b>ACTION: NEIGHBORHOOD ORGANIZATION</b>			
LIVABLE NEIGHBORHOODS TEAM (TEAM)	1	CITY+ Comm.Center+ Police+ School	EXISTING+\$10,000 non-personal fund
NEIGHBORHOOD SOURCE CENTER	1	CITY/TEAM Comm.Center+Police	NEW \$20,000 to set up
"SEDC" AT SHERMAN	1	SEDC+City+other	EXISTING
"HAMLETS" Neighborhood Alert & Prevention	1	COMM. CENTER+Police +TEAM+other	EXISTING
TENANT COMMUNICATION PROGRAM	2	TEAM +Comm.Center +Chicano Fed. +Housing Commission	NEW \$5,000 start funds
NEIGHBORHOOD NEWSPAPER	1	COMM. CENTER	EXISTING
"INFOMATRIX"	1	CITY/TEAM+ Comm.Center+other	EXISTING
<b>ACTION: PUBLIC SAFETY</b>			
NEIGHBORHOOD POLICING	1	POLICE+Community	EXISTING
NEIGHBORHOOD WATCH	1	POLICE+Community	EXISTING
FOCUS	1	Community +Police +Env. Services	EXISTING
PROSTITUTION STINGS & SWEEPS	1	POLICE+Community	EXISTING
DRUG RAIDS	1	POLICE+Community	EXISTING
PUBLIC PHONE REMOVAL	1	POLICE+Attorney+ Community + Property Owners	EXISTING
"HOUSING OUR POLICE"	2	HOUSING COMMISSION +Police+ Community	EXISTING
"YOUTH CORPS"	2	COMM.CENTER+ Urban Corps+ Police	EXISTING EXPAND \$10,000 Federal Enterprise, CDBG & other programs

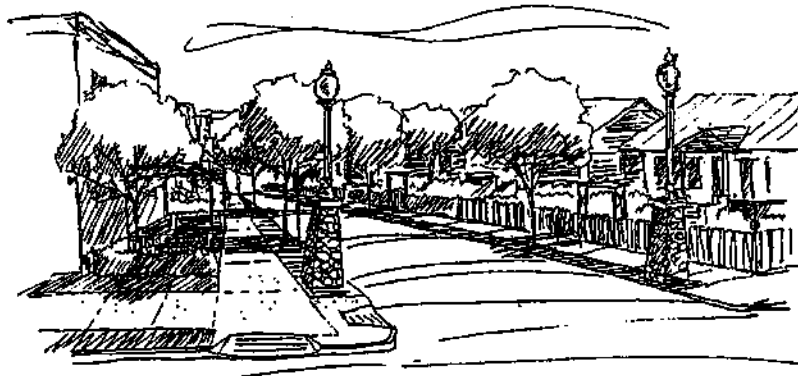
"YOUTHGUILDS"	2	COMM.CENTER+SOHO+ Business+Crafts	NEW \$10,000 Federal Enterprise, CDBG & other programs
"MENTORSHIP"	2	COMM.CENTER+School+ Universities+ Professional Org.	EXISTING
"BRIDGING THE GAP"	2	SEDC+Arts & Culture+School	EXISTING
ACTION: PUBLIC IMPROVEMENTS AND SERVICES			
STREET SWEEPING	1	CITY/ENV.SERVICES + Gen.Serv+TEAM	EXISTING
"SPRING CLEANING"	1	CITY/ENV.SERV+Community	EXISTING
TRASH PICK UP & RECYCLING	2	CITY/ENV.SERVICES + Arts & Culture	EXISTING
WEED ABATEMENT	1	TEAM+Comm.Center	EXISTING
GRAFFITI CONTROL	1	TEAM+Comm.Center	EXISTING
HAZARDOUS MATERIALS	1	CITY/FIRE+SEDC	EXISTING
STREET LIGHTS	1	TEAM +Police +E&D +Gen. Services	EXISTING add \$100,000 annual allocation from transportation funds
STREET GUTTERS	2	CITY /E&D +GEN.SERV	EXISTING
ARCHITECTURAL BARRIERS	2	TEAM +Comm.Center	EXISTING
TREE PLANTING	2	Comm.Center+TEAM	EXISTING NEW \$50,000 transportation funds
EDGES along Freeways	3	TEAM +Comm.Center +Urban Corps	NEW \$500,000 - transportation funds & CDBG
"HAMLET" MONUMENTS	3	TEAM+Comm.Center +Urban Corps	NEW \$5,000 CDBG
GATEWAY ENTRY SIGNS	3	TEAM+Arts & Cult +Comm.Center	NEW \$6,000 CDBG & transportation fund for constr.
BUS SHELTERS	2	MTDB +TEAM +Business	EXISTING
TROLLEY STATION	3	MTDB +TEAM +Business	EXISTING



COMMUNITY SERVICE CENTER	3	TEAM+Comm.Center +School+other agencies	NEW \$100,000 from transportation funds for lights and street trees
SHERMAN SCHOOL	2	School+Comm.Center +TEAM	EXISTING NEW \$20,000
YOUTH RECREATION	1	SCHOOL +Comm.Center +Police +Park&Rec.	EXISTING
SATELLITE HOMEWORK	1	LIBRARY+School+ Comm.Center	EXISTING
"CHILDREN'S ROOM"	1	LIBRARY+School+ Comm.Center	EXISTING
BILINGUAL PROGRAMS	1	LIBRARY+School+ Comm.Center+ Chicano Fed.	EXISTING
CODE ENFORCEMENT	1	CITY/NCC +Police +Comm.Center	EXISTING Expanded by NEW CDBG FY 96 Fund
ZONING CONSISTENCY	1	TEAM +City/DSD +Comm.Center	EXISTING
TAX DELINQUENT PROPERTIES	1	TEAM+SEDC+ Housing Commission	NEW \$50,000 revolving grant to acquire property
<b>ACTION: NEIGHBORHOOD REHABILITATION AND HISTORIC PRESERVATION</b>			
"URBAN HOMESTEAD"	1	TEAM+City/NCC + Housing Commission +SEDC+Comm.Center	EXISTING NEW \$50,000 revolving grant for property acquisition
DILAPIDATED HOUSING	1	TEAM+City/NCC+ Housing Commission +SEDC+Comm.Center	EXISTING NEW \$10,000 revolving grant
TOOL BORROWING	2	COMM.CENTER +Business	NEW \$5,000 CDBG to start up
OWNER OCCUPIED HOUSING	1	TEAM+Housing Commission+ SEDC+ Comm.Center	EXISTING
"HOMEWORKS PROGRAM"	1	HOUSING COMMISSION +SEDC+Comm.Center	EXISTING

NEW HOME OWNERSHIP	2	HOUSING COMMISSION +SEDC+Comm.Center	NEW \$50,000 revolving fund
REHABILITATION/ CONSTRUCTION LOAN PROGRAM	1	TEAM +Housing Commission +SEDC	EXISTING
RENTAL REHABILITATION	1	TEAM+Comm.Center Housing Commission +SEDC	EXISTING
"MILLS ACT"	1	CITY/HSB +SEDC +Comm. Center	EXISTING
DESIGN MANUAL	1	TEAM +City/HSB +SOHO +City/DSD	NEW, \$3,000 for production
HISTORIC REVITALIZATION PROGRAM	1	TEAM+In house Architect+City/DSD	NEW use existing \$5,000 CDBG grant
HISTORIC ADVISORY GROUP	1	TEAM+City/HSB+ SOHO+Comm.Center	EXISTING
HISTORIC PLAQUES	1	COMM.CENTER+City/ HSB	NEW \$3,000 CDBG to match CA State "CLG" grant
HISTORIC EXHIBITS	2	COMM.CENTER+Villa Montezuma+City/HSB +SOHO	NEW \$1,000 CDBG start up revolving grant
ACTION: COMMERCIAL REVITALIZATION			
COMMERCIAL "BID"	1	TEAM +Ec.Dev +SEDC +Business +MAAC	NEW \$2,000 CDBG to start up
LOCAL RETAIL MARKET STUDY	3	TEAM+Business+ SEDC	NEW \$5,000 grant
ENTREPRENEUR LOANS	2	TEAM+SEDC+Comm. Center+Business	NEW \$50,000 grant for revolving fund
"GUILD" CERTIFICATION	2	Comm.Center +SOHO +Business +Urban Corps	NEW \$2,000 start up funding
INCUBATOR COOPERATIVE	2	TEAM +SEDC +Business +Comm.Center	NEW \$10,000 Loan
BAYVIEWMEDICAL CENTER	1	Bayview Hospital +Comm.Center +TEAM	EXISTING

FACADE REBATE PROGRAM	2	TEAM +SEDC +BID's +MAAC +City/EC.DEV.	EXISTING NEW \$10,000 CDBG
STREET VENDORS	2	TEAM +SEDC +Comm. Center +Business	EXISTING
IMPERIAL PLAZA	3	TEAM+SEDC+BID+ Business	NEW \$500,000 from transportation funds for street improvements
"MERCADO"	2	TEAM+SEDC+BID+ Business	NEW \$50,000 from transportation funds for street improvements
MARKET STREET	2	TEAM+BID+SEDC+ Business	NEW \$100,000 from transportation funds for street improvements
25TH STREET	2	TEAM+BID+SEDC+ Business	NEW \$100,000 from transportation funds for street improvements



## **PHASING STRATEGY**

The Sherman Heights **Revitalization** Action Program is structured into three phases over a five year period.

### **PHASE ONE (FY-1996 and 1997)**

The **FIRST PHASE** occurs in the first year from July 1995 to July 1996. This period is used to re-structure the Revitalization Team as the new Livable Neighborhoods Team, make the staffing adjustments and adjustments on existing programs to begin to apply then to the Sherman **Heights** Community. This phase's primary task is to build on existing programs, target existing citywide programs to serve Sherman Heights, initiate art competitions for some new programs, and submit grant applications to other programs.

### **PHASE TWO (FY-1998)**

The **SECOND PHASE** occurs in the second and third years from July 1996 to January 1998. This period is used to initiate new programs, further adjust citywide programs under the lead of the Livable Neighborhoods Team, and continue the grant request effort to obtain funding for new programs.

### **PHASE THREE (FY-1999 and 2000)**

The **THIRD PHASE** is used to undertake major new **revitalization** programs and construction of public and private improvements that will set the pace for the future of Sherman Heights into the 21st Century. The role of the Livable Neighborhoods Team Leader (Revitalization Team) will become one of project supervision and administration, some program oversight is assumed by City Departments or established neighborhood organizations who will be making further adjustments on existing programs to meet new needs.

The Sherman Heights Livable Neighborhood Team will be responsible for preparing funding requests annually when necessary to expand existing programs. The team will also be responsible for submitting annual grant requests from identified agencies and programs.

## IMPLEMENTATION FUNDING PHASING MATRIX

The tables that follow provide a view of the various new funding commitments that need to be made in the various phases. Whenever the New Funding column is shown as (-0-) it is an indication that funding already exists for that program in the City, but the program will need to be applied to Sherman Heights. Having a (-0-) designation may still require additional funding if the City Manager or agencies/groups responsible are unable to shift priorities to apply existing programs to Sherman Heights at no cost.

PROGRAM / PROJECT	PHASE ONE FY 1996-97	PHASE TWO FY 1998	PHASE THREE FY 1999-2000
<b>ACTION: NEIGHBORHOOD ORGANIZATION</b>			
LIVABLE NEIGHBORHOODS TEAM ADMINISTRATIVE COSTS	\$10,000 non- personal		
NEIGHBORHOOD SERVICE CENTER	\$20,000		
"SEDC" AT SHERMAN	-0-		
"HAMLETS" Neighborhood Alert	-0-		
TENANT COMMUNICATION PROGRAM	\$5,000		
NEIGHBORHOOD NEWSPAPER			
"INFOMATRIX"	-0-		
<b>ACTION: PUBLIC SAFETY</b>			
NEIGHBORHOOD POLICING	-0-		
NEIGHBORHOOD WATCH	-0-		
FOCUS	-0-		
PROSTITUTION STINGS & SWEEPS	-0-		
DRUG RAIDS	-0-		
PUBLIC PHONE REMOVAL	-0-		
"HOUSING OUR POLICE"		-0-	
"YOUTH CORPS"	(Grant Request)	\$10,000	

"YOUTH GUILDS"	(Grant Request)	\$10,000	
"MENTORSHIP"	-0-		
"BRIDGING THE GAP"		-0-	
ACTION: PUBLIC IMPROVEMENTS AND SERVICES			
STREET SWEEPING	-0-		
"SPRING CLEANING"	-0-		
TRASH PICK UP & RECYCLING		-0-	
WEED ABATEMENT	-0-		
GRAFFITI CONTROL	-0-		
HAZARDOUS MATERIALS	-0-		
STREET LIGHTS	\$100,000		
STREET GUTTERS		-0-	
ARCHITECTURAL BARRIERS		-0-	
TREE PLANTING		\$50,000	
EDGES along Freeways			\$500,000
"HAMLET" MONUMENTS			\$5,000
GATEWAY ENTRY SIGNS	\$1,000	\$5,000	\$10,000
BUS SHELTERS		-0-	
TROLLEY STATION			-0-
COMMUNITY SERVICE CENTER			\$100,000
SHERMAN SCHOOL	(Grant Request)	\$20,000	
YOUTH RECREATION	-0-		
SATELLITE HOMEWORK	-0-		
"CHILDREN'S ROOM"	-0-		
BILINGUAL PROGRAMS	-0-		
CODE ENFORCEMENT	-0-		
ZONING CONSISTENCY	-0-		

TAX DELINQUENT PROPERTIES	\$50,000		
ACTION: NEIGHBORHOOD REHABILITATION AND HISTORIC PRESERVATION			
"URBAN HOMESTEAD"	\$50,000		
DILAPIDATE HOUSING	\$10,000		
TOOL BORROWING		\$50,000	
OWNER OCCUPIED HOUSING	-0-		
"HOMEWORKS PROGRAM"	-0-		
NEW HOME OWNERSHIP		\$50,000	
REHABILITATION/ CONSTRUCTION LOAN PROGRAM	-0-		
RENTAL REHABILITATION	-0-		
"MILLS ACT"	-0-		
DESIGN MANUAL	\$3,000		
HISTORIC REVITALIZATION PROGRAM	-0- Reuse \$5,000 CDBG		
HISTORIC ADVISORY GROUP	-0-		
HISTORIC PLAQUES	\$3,000		
HISTORIC EXHIBITS		\$1,000	
ACTION: COMMERCIAL REVITALIZATION			
COMMERCIAL "BID"	\$2,000		
LOCAL RETAIL MARKET STUDY		\$5,000	
ENTREPRENEUR LOANS		\$50,000	
"GUILD" CERTIFICATION		\$1,000	
INCUBATOR COOPERATIVE		\$10,000	
BAYVIEW MEDICAL CENTER	-0-		
FACADE REBATE PROGRAM		\$10,000	

PROGRAM / PROJECT	PHASE ONE FY 1996-97	PHASE TWO FY 1998	PHASE THREE FY 1999-2000
STREET VENDORS		-0-	
IMPERIAL PLAZA			\$500,000
"MERCADO"		\$50,000	
MARKET STREET		\$100,000	
25TH STREET		\$100,000	
TOTALS			
NEIGHBORHOOD ORGANIZATION	\$35,000	-0-	-0-
PUBLIC SAFETY	-0-	\$20,000	-0-
PUBLIC IMPROVEMENT	\$151,000	\$75,000	\$606,000
RESIDENTIAL	\$66,000	\$101,000	-0-
COMMERCIAL	\$2,000	\$326,000	\$500,000
GRAND TOTAL	\$254,000	\$522,000	\$1,106,000

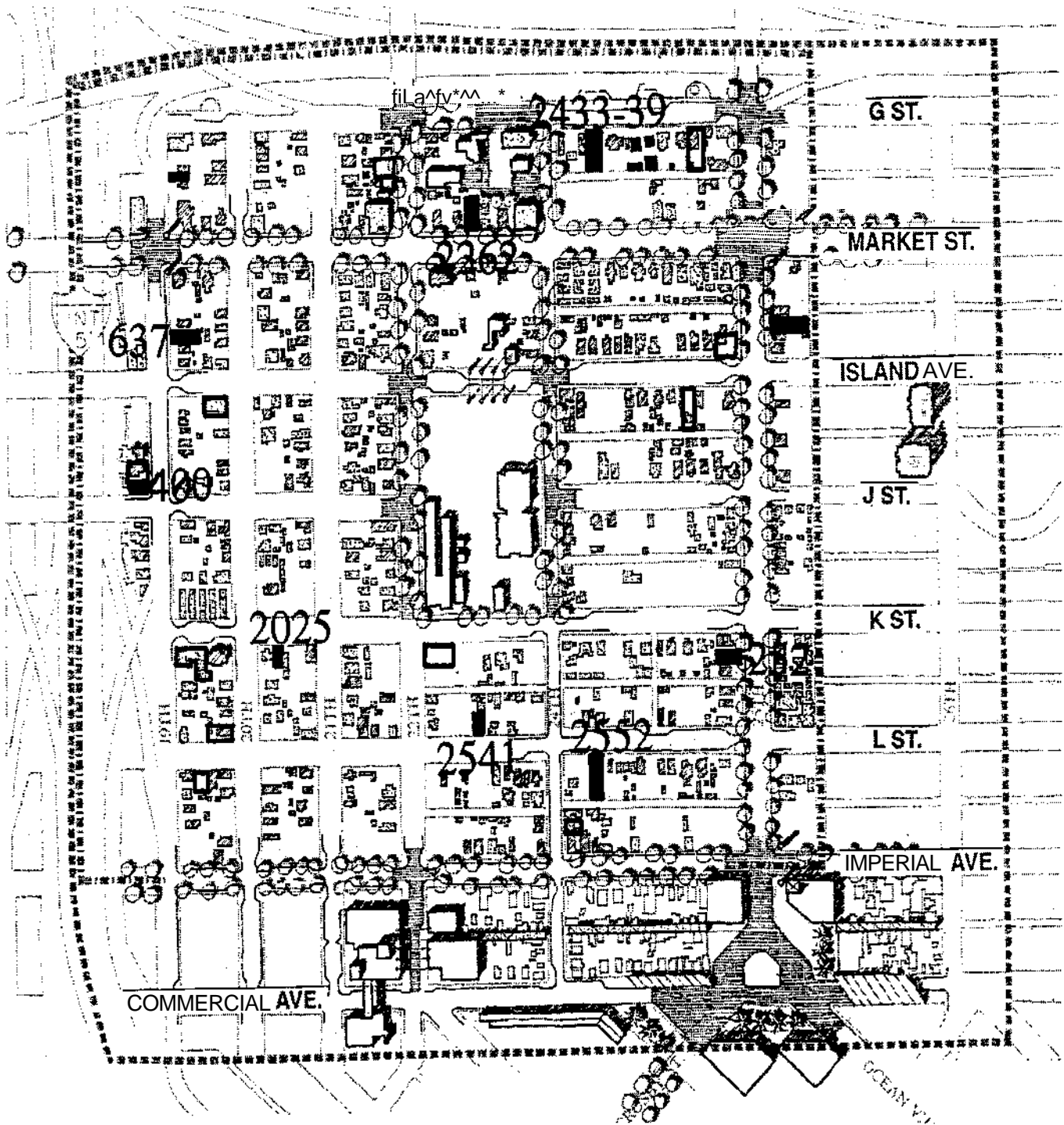


# Appendix A

## Existing Conditions Maps

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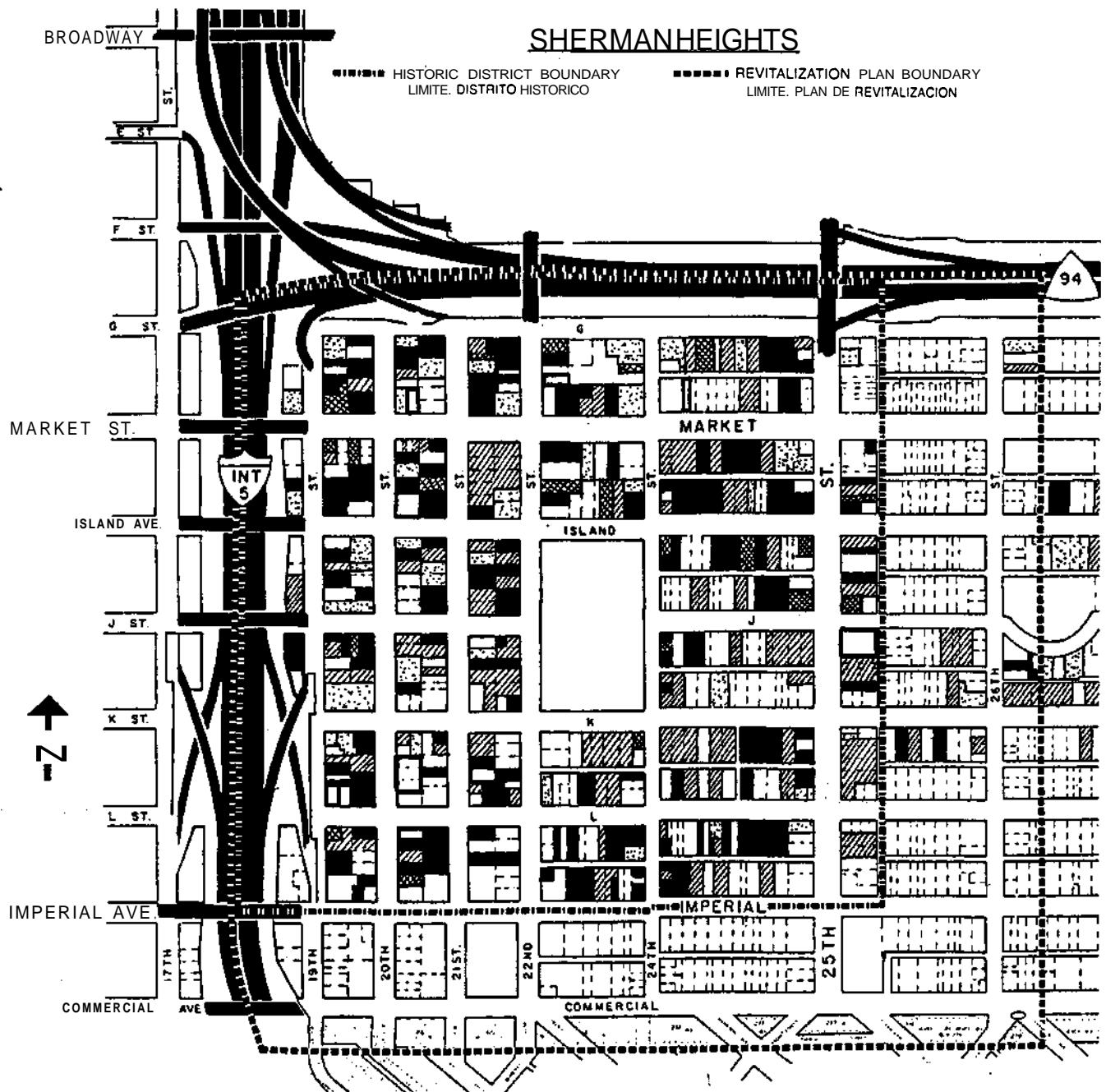




## ABANDONED STRUCTURES

- Abandoned Structures
- Structures Under Rehabilitation

N  
A



## HISTORIC STRUCTURES

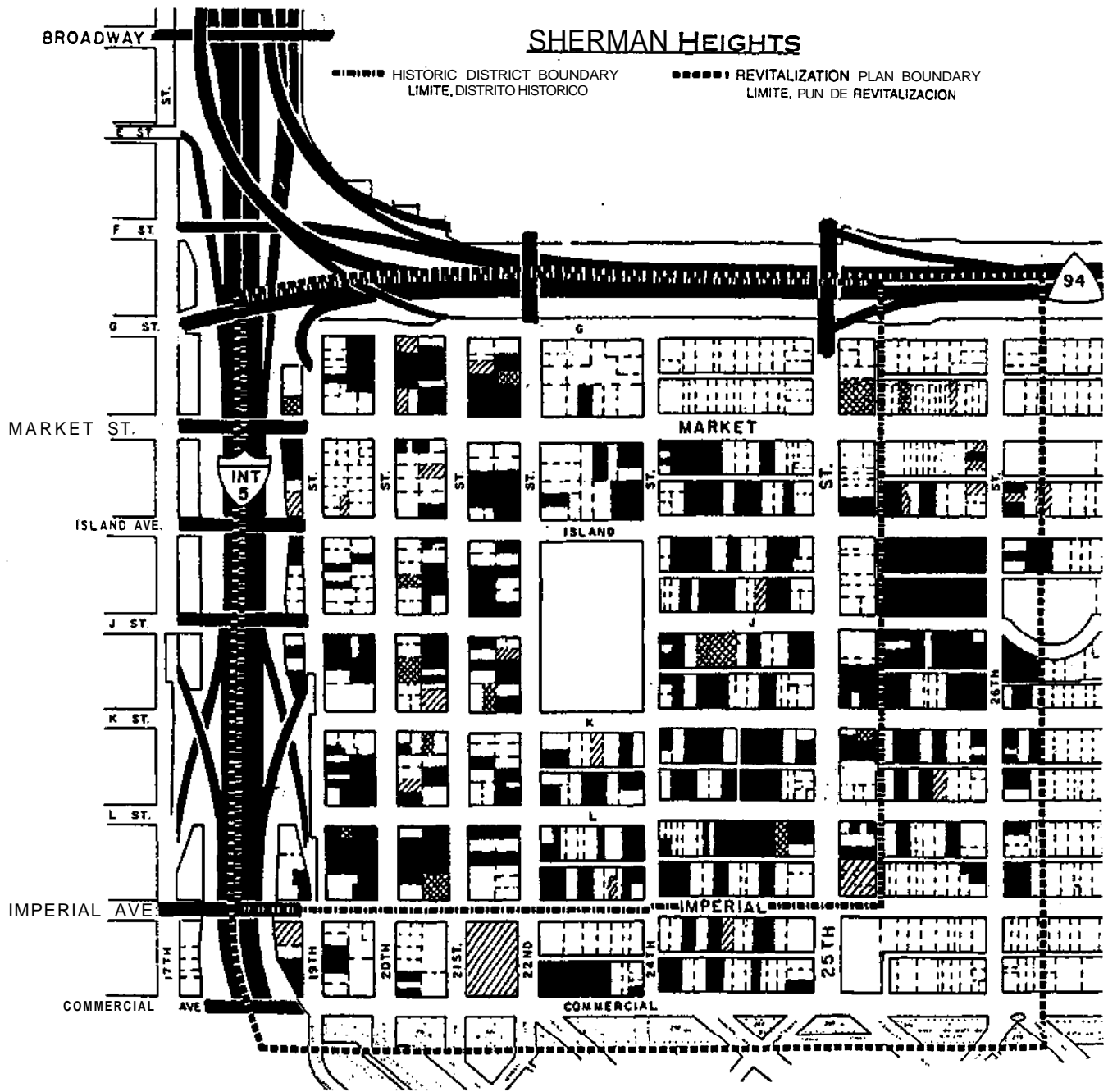
■ VICTORIAN  
 Folk Victorian  
 Neo-Classical  
 Queen Anne  
 Gothic Influence  
 Stick  
 Folk Square

■ REVIVAL  
 Italianate  
 Classical Revival  
 Greek Revival  
 French Eclectic  
 Gothic Revival

■ CRAFTSMAN  
 Bungalow  
 Prairie  
 Craftsman  
 Carpenter Gothic  
 Pioneer

■ SPANISH  
 Colonial Revival  
 Spanish Eclectic  
 Spanish Colonial Revival  
 Mission Revival

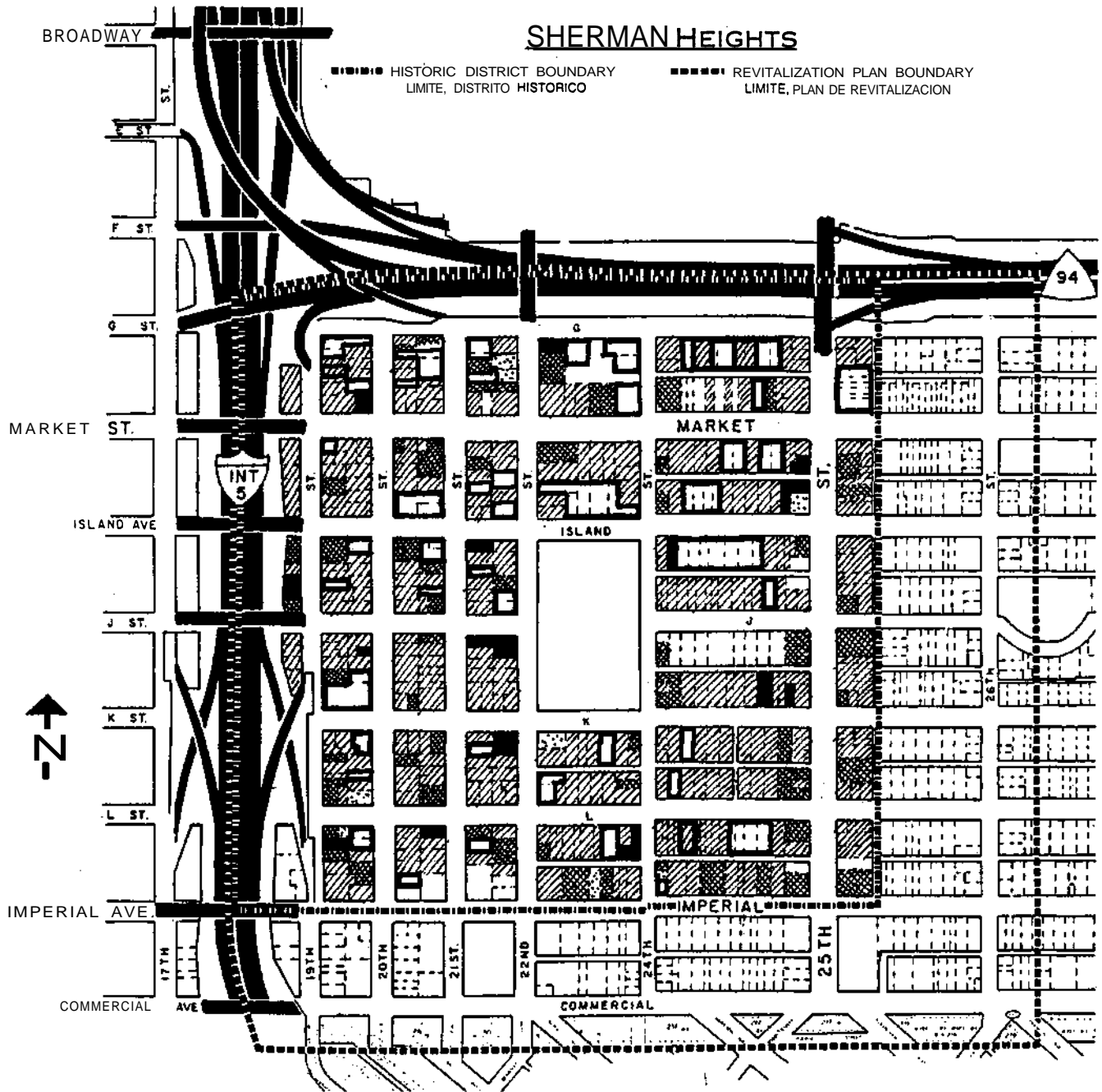
■ MODERNE  
 Moderne  
 Contemporary



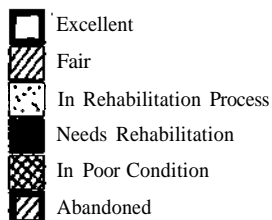
## OWNERSHIP

- Owner Occupied
- Owner in City of San Diego
- Owner in San Diego County
- Owner Out of Town

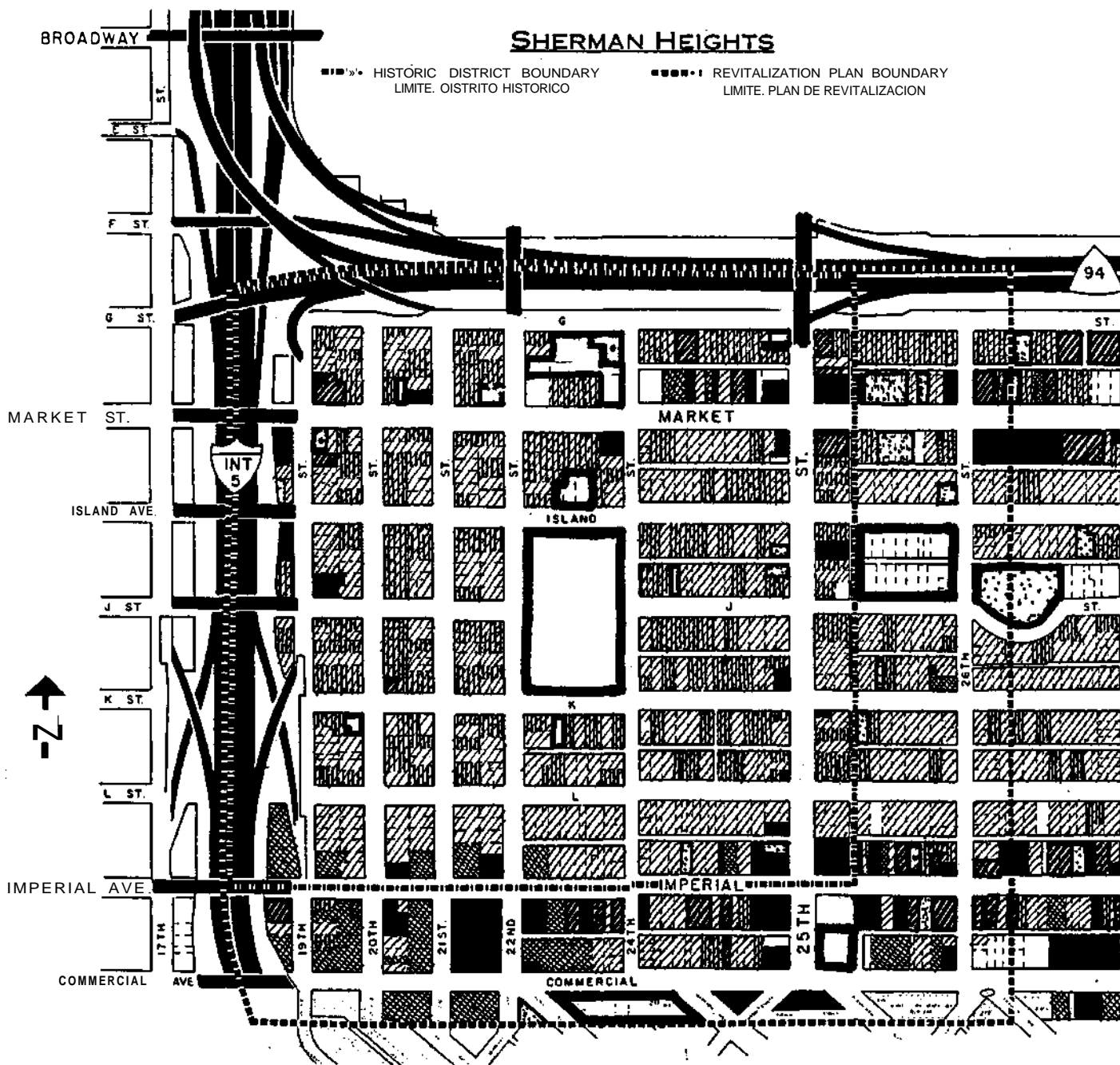
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A



## CONDITION OF STRUCTURES



N  
A

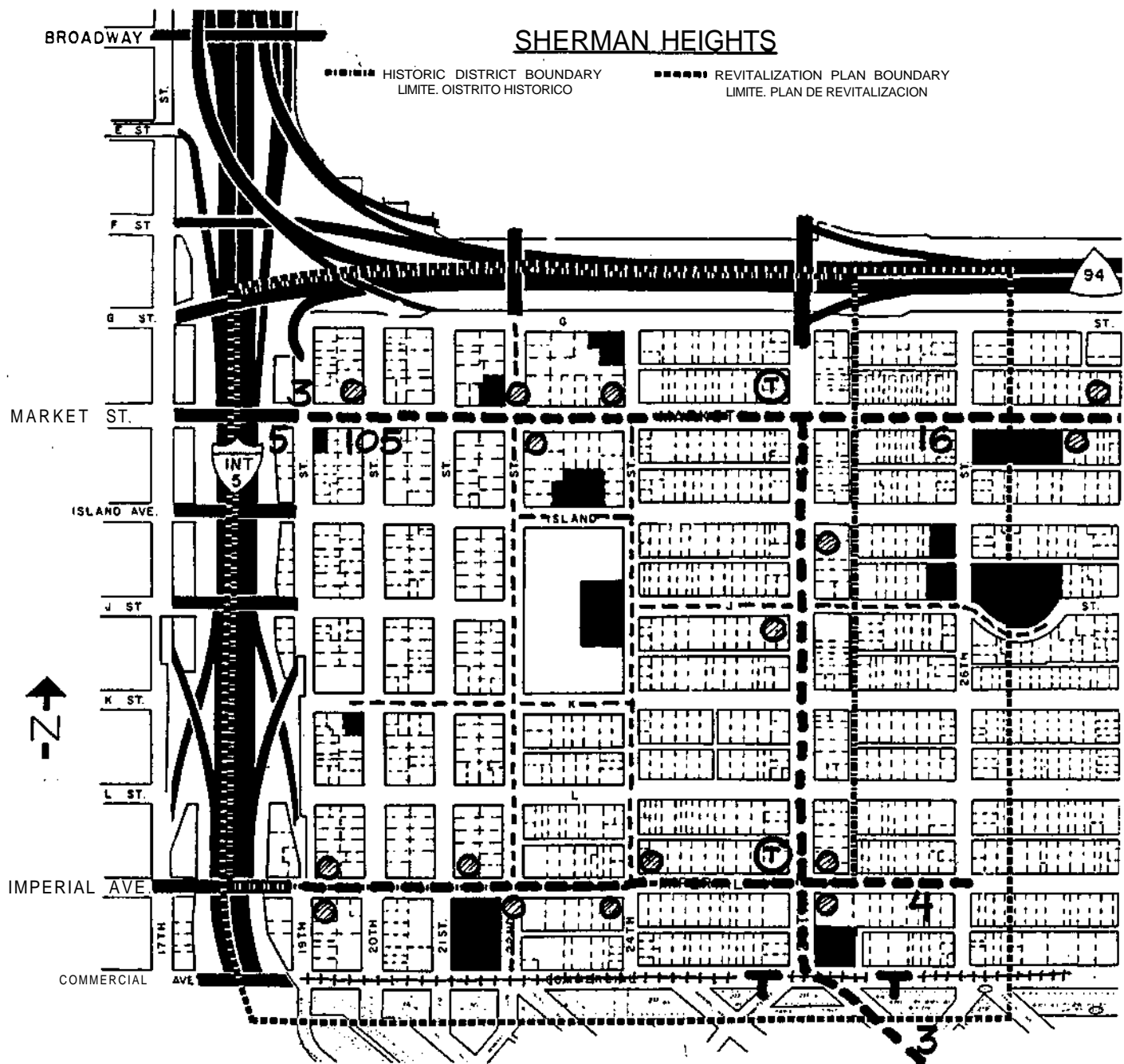


## LAND USE

- Single Homes
- Multifamily
- Mixed Use (Res. / Comm.)
- Commercial
- Industrial

- Churches
- Institutional
- Vacant
- Parks

N



## TRANSPORTATION

- ⊕ Transfer Point
- ⊗ Bus Station
- T Trolley Station
- ++ Trolley Line
- Major Gathering Spots

- 3 Bus Route #3
- 4 Bus Route #4
- 5-105 Bus Route #5/105
- 16 Route #16
- - - Pedestrian Routes
- - - Main Vehicular Routes

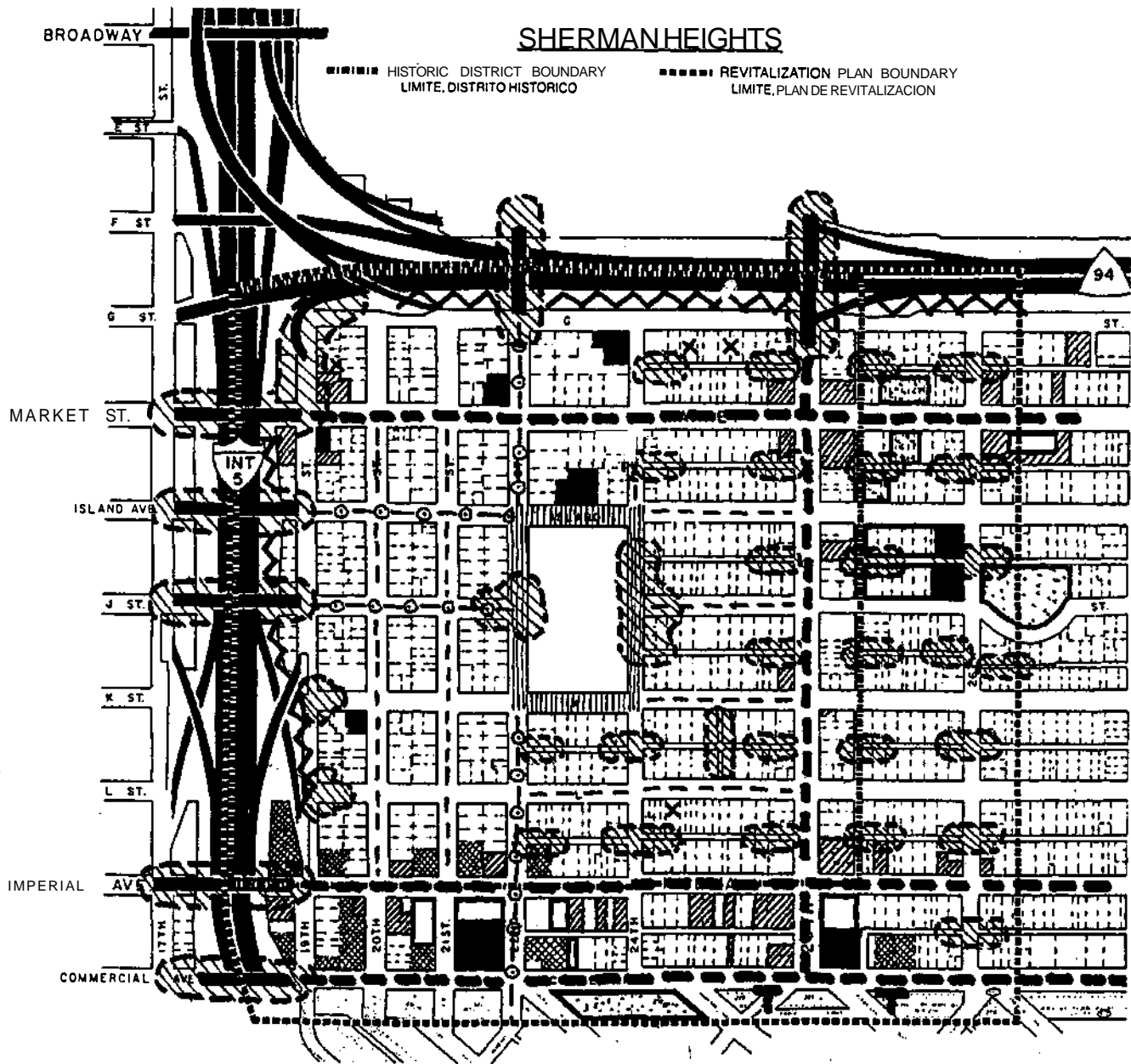
# Appendix B

## Defensible Space Analysis

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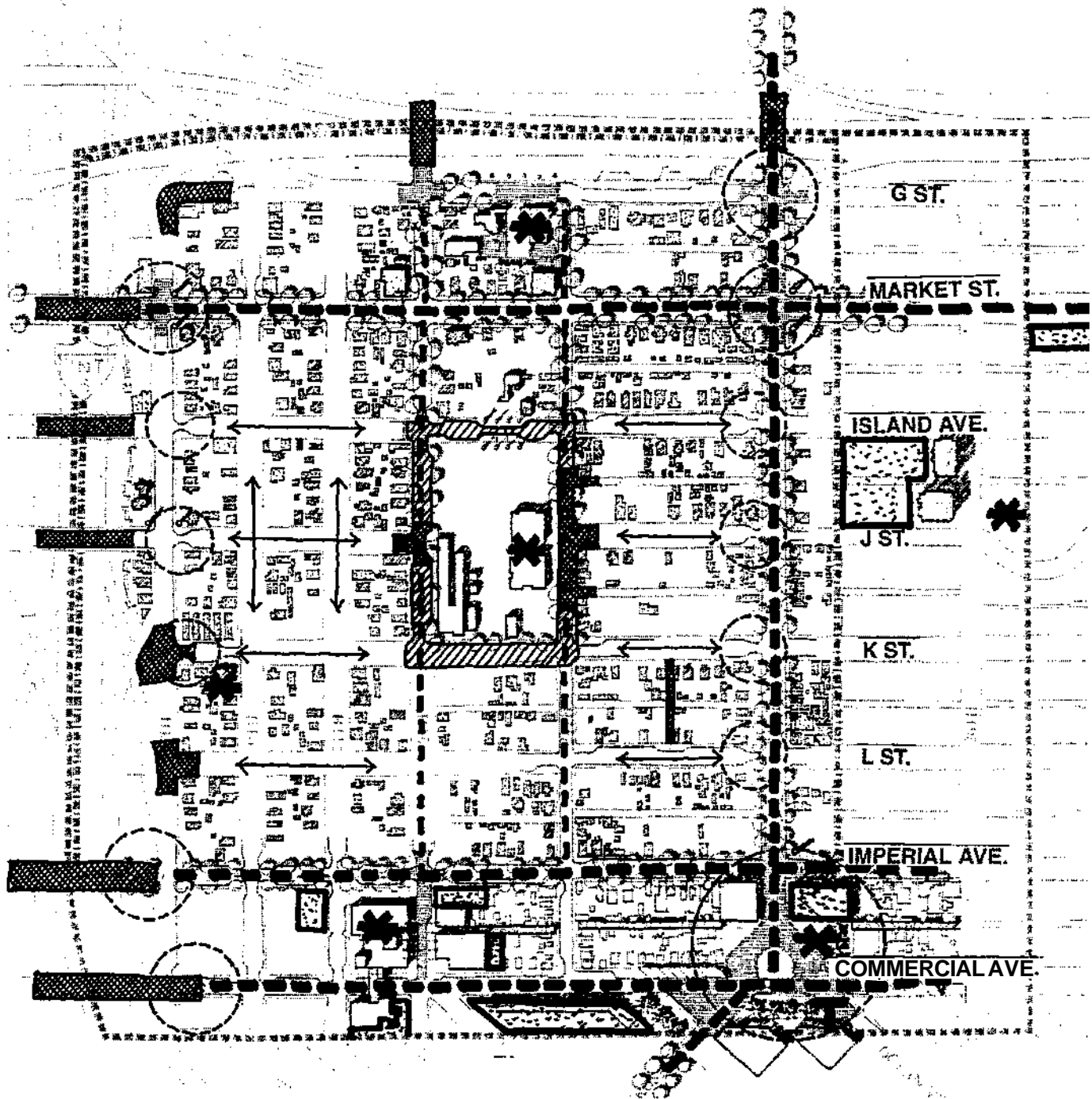


### DEFENSIBLE SPACES - EXISTING CONDITIONS




- N  
A





Edges without Visibility
- Industrial and Commercial Corridors  
with Scattered 24 Hour Business  
Isolated After Work Hours
- Schools / Housing Boundary
- Entrapment Zone




- Street Potential Vehicular Pedestrian Mix
- Street No Vehicular Pedestrian Mix
- Trolley Station Isolated After Work Hours
- Activity Centers without Visibility to Outside
- Commercial Centers without Visibility to Outside
- Industrial Uses Isolated After Work Hours
- Parks / Vacant Land Poor Surveillance
- Parking Spaces No Surveillance
- Abandoned Structures



## DEFENSIBLE SPACES - PROPOSED IMPROVEMENTS

-  Entrapment Zones
  - Tunnels/Bridges/Alleys
  - Public Lighting
  - Emergency Phones
  - Public Lighting Signs
-  Parking Areas
  - Public Lighting
  - Alarms
  - Emergency Phones
  - Signs
  - Fences
-  Residential/School Boundary
  - Private Lighting

-  Pedestrian Routes
  - Public /Private Lighting Signs
-  Main Vehicular Routes
  - Public/Private Lighting Signs
  - Maps
-  Activity Centers w/o Visibility
  - Parks, & Vacant Land
  - Public Lighting Signs
-  Trolley Station
  - Public Lighting Maps

-  Residential Streets
  - Traffic Signs
  - Speed Bumps
-  Major Gateways
-  Minor Gateways

# Defensible Space-Fixtures

---

	Public Lighting	Private Lights	Alarms	Emergency Phones	Signs	Maps	Fences	Traffic Signs	Speed Bumps
EDGES									
Edges/No Visibility	●				●				
Entrapment Zones									
Tunnels	●			●					
Bridges	●			●					
Alleys	●				●				
CORRIDORS									
Industrial Corridor	●	●			●				
Commercial Corridor		●			●	●			
Residential Street/School		●							
Residential Streets		●						●	●
Pedestrian Routes	●	●			●				
AREAS									
Trolley Station	●					●			
Activity Center									
(No Visibility)									
Parks/Vacant Land	●				●				
Parking Areas	●		●	●	●		●		
Abandoned Structures			●				●		

# Defensible Space-Visibility

	Opening Windows	Assign Space to Buildings	Remove Visual Obstructions	Remove Lining Places	Avoid Dead Spaces	Create Legible Entrances
EDGES						
Edges/No Visibility	●		●	●		
Entrapment Zones						
Tunnels			●	●		
Bridges			●	●		
Alleys		●	●	●		
CORRIDORS						
Industrial Corridor	●			●	●	●
Commercial Corridor	●				●	●
Residential Street/School	●					
Residential Streets	●	●	●	●		●
Pedestrian Routes	●	●	●	●		
AREAS						
Trolley Station	●			●		
Activity Center	●	●		●	●	●
(No Visibility)						
Parks/Vacant Land	●			●		
Parking Areas			●	●	●	●
Abandoned Structures			●	●		

# Defensible Space-Activities

---

	Promote Open Air Markets	Promote Social Activities	Promote Neighborhood Patrols	Promote Police Patrols	Org. Neighborhood Groups
EDGES					
Edges/No Visibility			●	●	
Entrapment Zones					●
Tunnels			●	●	
Bridges			●	●	
Alleys			●	●	
CORRIDORS					
Industrial Corridor	●	●	●		●
Commercial Corridor			●	●	●
Residential Street/School			●	●	●
Residential Streets					
Pedestrian Routes					
AREAS					
Trolley Station			●	●	
Activity Center	●	●			
(No Visibility)					
Parks/Vacant Land	●	●	●	●	●
Parking Areas			●	●	●
Abandoned Structures			●	●	●

# Defensible Space-Circulation

---

	On Street Parking	Create Alternative Routes	Create Ped/Veh. Mt.*	Increase Ped. Traffic
EDGES				
Edges/No Visibility		●		
Entrapment Zones				
Tunnels		●		●
Bridges		●		●
Alleys		●		
CORRIDORS				
Industrial Corridor	●		●	●
Commercial Corridor	●		●	●
Residential Street/School	●	●	●	●
Residential Streets	●	●	●	●
Pedestrian Routes	●	●	●	
AREAS				
Trolley Station	●			●
Activity Center	●			●
(No Visibility)				
Parks/Vacant Land	●			●
Parking Areas	●			●
Abandoned Structures			●	

# Defensible Space-Land Uses

	Land Use Mi× 24 Hrs Use	Land Use Intensification	Eliminate Negative Us s	Create Large Commercial	Locate Services	Locate Commercial	Locate Recreational	Residential
EDGES								
Edges/No Visibility	●							
Entrapment Zones	●							
Tunnels		●		●				
Bridges		●		●				
Alleys								
CORRIDORS								
Industrial Corridor	●	●	●					
Commercial Corridor	●	●	●					
Residential Street/School								
Residential Streets								
Pedestrian Routes		●	●					
AREAS								
Trolley Station		●		●				
Activity Center	●	●		●				
(No Visibility)								
Parks/Vacant Land	●				●	●	●	●
Parking Areas	●		●					
Abandoned Structures			●					

# Appendix C

## Commercial Market Study Tables

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# Local Commercial Establishments

## Establecimientos Comerciales Locales

	Low Bajo	Medium Medio	High Alto
Grocery Stores Tiendas de Abarrotes			
Open Air Markets Mercados al Aire Libre			
Restaurants, Cafe Restaurants, Cafeteria			
Laundry/Dry Cleaning Lavanderia, Tintoreria			
Household Textiles/Floors Ferreteria			
Mens/Boys Clothing Ropa para Hombres y Niños			
Women/Girls Clothing Ropa para Mujeres y Ninas			
Footwear Zapateria			
Drug Stores/Medical Supplies Farmacias			
TV/Radio Sound Radio y Television			
Personal Care Peluquerias, Salones de Belleza			
Bookstore Librerias			

## Urban-Regional Services Servicios Urbanos/Regionales

---

	Low Bajo	Medium Medio	High Alto
Supermakets Super Mercados			
Recreational Services Servicios Recreativos			
Libraries Bibliotecas			
Medical Services Servicios Medicos			

## Offices-Services Oficinas - Servicios

---

	Low Bajo	Medium Medio	High Alto
Medical Pediatrics Pediatras			
Medical Dentistry Dentistas			
Nursing Homes Asilo para Ancianos			
Workshops Talleres			
Banks Bancos			

## Education Educación

---

	Low Bajo	Medium Medio	High Alto
Child Care, including care for children with special needs Guarderías Infantiles, incluyendo guardería para niños con necesidades especiales			
Technical Training Educación Técnica			

## Recreation-Cultural Recreación-Cultural

---

	Low Bajo	Medium Medio	High Alto
Tot Lots Juegos para Niños			
Gym Gimnasio			
Library Biblioteca			
Movies Cine			
Theatre Teatro			

# Recreation-Cultural

## Recreación-Cultural

---

	Low Bajo	Medium Media	High Alto
Art-Exhibits-Workshops Artes-Salas de exhibicion/talleres			
Recreational Center-Youth Centro juvenil recreativo			
Open Space- Neighborhood Park Espacio Libre- Parque de la Comunidad			
Playfield Canchas Deportivas			
Recreational Center Elderly Centro de Recreación para Personas Mayores			

# Appendix D

## Infomatrix

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## Social Services cont.

### Youth Services

- Recreation Centers at Southeast San Diego.....527-3401/  
527-3413/ 527-3417
- Others.....685-1300
- San Diego Youth & Community Services.....221-8600/  
232-8126
- United Way Info-Line.....230-0997
- Work Permit in San Diego School District (Youth Services).....293-8259
- YMCA.....264-0144
- YWCA.....263-6633
- Youth for Progress, Inc. (youth activities, tutoring and various emergency services).....232-2093
- Youth Involvement Project (counseling, group homes)....463-7800
- Youth Services Administrator (City of San Diego).....236-6635



## Eligibility Requirements For Social Services

- CDC (Community Development Council) Meet low-income requirements. Contact the Community Development Council at 230-0997
- **Food Stamps** Meet low-income requirements. Visit the County Welfare office, 4588 Market St. or call 236-7501.
- **Housing, Low-Income** Meet low-income requirements. Call Housing Information at 527-2541.
- **Medical Assistance** All children are eligible for health care and immunizations. Call the Department of Health at 692-8448.
- **Social Security** Must be 62 years old and have lived and worked legally in the U.S. Call the Social Security Administration at 1-800-772-1213.
- **Supplemental Income** Must be 65 years old, physically or mentally disabled, and meet low-income requirements. Call the Social Security



## Eligibility Requirements cont.

Administration at 1-800-772-1213 or the Neighborhood Service Center at 424-0220.

- **Unemployment** Due to job layoff. Call Employment Development Department at 482-6096.
- **Utilities, Low-Income** Must meet low-income requirements. Contact your utility companies for applications.
  - Pacific Bell.....811-5111
  - SDG&E.....696-2000
  - Water Utilities.....533-4100
- **Welfare** Contact your local Welfare Department office at 236-7501.



## Additional Information

- For additional information not listed on this brochure, call the City Information Center at (619) 236-5555 / (TDD) 236-5550 or call the Neighborhood Service Center #4 at (619) 527-3466 / (Spanish) 424-0220



## Calling Tips

When calling the number detailing your problem:

- Ask for the person's name when speaking to a live-voice.
- Always leave your name and phone number when speaking in voice mail.
- Always inquire about the time needed to solve the problem.
- If problem persists, make follow-up calls re-describing the issue and specifying the number of calls made and days since the first call.

This information is available in alternative formats for persons with disabilities. To request this document in alternative format call 235-5200.

Printed on recycled paper.

## Sherman Heights



# Information Directory



Prepared by the  
City of San Diego  
Sherman Heights Revitalization Team  
Graphics by the City Planning Department



## Emergency

### For all emergencies call 911

- Fire.....238-1212
- Gas & Electricity.....234-6242  
(Spanish).....234-0200
- Poison Control.....543-6000
- Police (Emergency).....531-2065  
(Non-emergency).....531-2000  
(TDD).....233-3323
- Water & Sewer.....527-7400



## Crime

- Better Business Bureau.....496-2131
- Citizen Report  
Criminal Activity.....235-8477
- Crime Prevention Neighborhood  
Watch Group.....525-8400/  
531-1572
- Graffiti.....525-8562
- Logan Storefront Police.....235-8477
- Rape/Domestic Violence.....233-3088
- R.S.V.P. (Retired Senior  
Volunteer Patrol).....287-RSVP
- Stolen Property.....531-2990



## Public Services

- Abandoned Vehicles  
on city streets.....236-5500
- Animal Control
  - General Information.....236-4250
  - Vector Surveillance Control  
(rats, flies, other vermin)....694-2888
- Code Enforcement
  - Housing/Code Enforcement.236-5500
  - Neighborhood Code Compliance  
(remodeling, demolition without  
permit etc.).....236-5578  
(unsecured structures).....236-7194
  - Zoning (vehicles in front  
of yards).....236-5500
  - Neighborhood Services/  
Zoning (dilapidated fences,  
others).....236-6490
- Community Food and Housing
  - Food illness reports (sanitary  
conditions in markets and  
restaurants).....338-2222
- Development Services/
  - Permit Processing  
(Early Assistance).....236-6501
- Fire Prevention Bureau
  - Unsecured structures, vacant  
structures, etc.....236-5500



## Public Services cont.

- Graffiti Paint Outs.....525-8522
- Housing (finding low income  
housing).....527-1418
- Housing Commission
  - Rent Rehabilitation Loans,  
Owner Occupied Rehabilitation  
Loans.....525-3649
- Landfill
  - General Information.....573-1418
- Parking Enforcement Request
  - General, meters.....685-1400
- Planning
  - Plan Updates and  
Information.....235-5200
- Shopping Cart Retrieval.....688-8714
- Street Division
  - Signs, pothole, maintenance,  
street sweeping, street resurfacing,  
storm drainage.....527-7500
  - Gutter Runoff  
(clean-up).....527-7506  
(design).....533-3769
  - Sidewalks.....533-3126
  - Removal of Architectural Barriers  
for Disabled.....236-5979
  - All Weather Walkways.....533-3003
- Street Lights
  - Existing, new installation....525-8650/  
525-8658
  - Decorative Lighting.....533-3765
- Tree Planting
  - Annual Program.....232-5181
  - Parks & Recreation  
(along street).....235-1155  
(in parks).....525-8613  
(open space).....685-1350
- Waste
  - Refuse Collection.....492-5060
  - Litter Complaints  
(private/city property).....492-5055
  - Recycling (general).....467-0903
  - Hazardous Materials  
(City Hotline).....235-2111  
(County - gas/oil spills).....338-2283/  
338-2267
  - Trash Cans  
(refuse collection).....492-5059
  - Spring Cleaning.....627-3316
  - Neighborhood Clean-Ups....627-3316
- Water Utilities
  - Water theft, etc.....533-5200/  
533-4136/ 533-4146
- Weed Abatement.....527-7512



## Multiple Service Agencies

- Chicano Federation.....236-1228
- MAAC (Metropolitan Area  
Advisory Committee).....474-2232
- Neighborhood Service  
Center.....527-3466  
(Spanish).....424-0220
- SEDC (Southeastern  
Economic Development  
Corporation).....236-7345
- Sherman Heights  
Community Center.....232-5181



## Social Services

### Various Services

- Community Mediation  
Center.....238-2400
- English/ESL (English as  
a Second Language).....232-5181
- Housing.....231-9400
- Legal Services/  
Community Mediation.....295-0203
- Library (Central).....236-5800
- Parks and Recreation.....235-1127
- Victims of Crime  
Resource Center.....1-800-842-8467
- Senior Services.....236-7501
- Sherman Heights  
Elementary School.....525-7425

### Job Training

- O.T.S. (Occupational  
Training Center).....560-0411
- R.O.P. (Regional  
Occupation Program).....292-3758

### Transportation

- Metropolitan  
Bus System.....233-3004
- San Diego Trolley.....231-8549/  
685-4900

### Unemployment

- San Diego County Social Services or  
EDD (Employment Development  
Department).....236-7501/  
482-6096

### Youth Services

- Community Action Partnership  
(County of San Diego).....338-2799
- Hire-A-Youth.....231-4473/  
560-0871
- Neighborhood House Association  
(Head Start Program and  
other services).....236-7761

## **Appendix E**

### **Community Participants**

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## **LIST OF CONTRIBUTORS AND ATTENDANTS**

### **THE FOLLOWING IS A LIST OF CONTRIBUTORS TO THE WORKSHOP**

#### **Planning Department**

Mike Stepner  
Angeles **Leira**  
Carlos **Graizbord**  
Ron Poblete

#### **Interns**

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Harold **Thrane**  
James R. Weaver

#### **SEDC**

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Chandra Clady

#### **City of San Diego Police Department**

Paul **Ybarrondo**  
Sara Creighton  
F.R. Gerke  
**S.W. Bernier**  
**Brigitta Belz**  
Brett Hensley  
Steve Dickinson  
Tom **Levenburg**  
Mitch Wallace  
Raul Delgadillo  
Mike Wiley  
Hank Olais

#### **City of San Diego Neighborhood Code Compliance**

Carlos Dávalos

#### **City of San Diego Economic Development Services**

Jose Campos

#### **City of San Diego Housing Commission**

Lyle Knudson

#### **City of San Diego. Library**

Maria Ríos

**City of San Diego Parks and Recreation**

Raul Contreras

**CCDC/Resident**

Remigia Bermúdez

**Sherman Heights Elementary School**

Cecilia Estrada

**Sherman Heights Community Center**

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Estela Rubalcaba

Victoria Mende Gray

Juan Ulloa

**The following list includes all community participants at workshops and forums;**

Teresa Anderson

Gary Andrews

Alma Arellares

Dick Ariessohn

Sunny Ariesson

Augustina Arteaga

Teresa Avalos

Stephanie Bagby

E. Barcenas

Maria Barcenas

Alberto & Cristina Bautista

M. Belzais

Pastor Mary L. Bogart

Maritza Bowen

Ofelia Brandes

Magdalena Bravo

Rosa Cabrillo

Dennis & Cindy Canada

Arturo Carachore-Jacob

Fausto Casillas

Karina Cipres

Ana Rosa Cisneros

Jose D. Cortez

Josephine Cruz

Frank Espinosa

Sabrina Espinosa

Maria Espinoza

Ana Maria Estrada

Troy Ferrara

Walt Fisher  
 Greg Flores  
 Maria D. Flores  
**Olle & Eweka** Ford  
 Maria **Tolea** G.  
 Andrew **Galindo**  
 Diana **Galindo-Laurie**  
 R. Garcia  
 Raul Garcia  
**Deanne** Gauthier  
 Gertrude  
 Thomas O. Glasser  
 Philip & Morgan Goettsch  
 Teresa Gomez  
 Mario Gonzalez  
 Stephanie Gut  
 Daniel M. Gutierrez  
 Cynthia Hernandez  
**Particia** Hernandez  
 R. Hewitt  
 Mike **Iavicola**  
 Ralph Inzunza  
 Mary **Johanns**  
 James Justus  
 Louise **Torio** & Steve Leach  
 Rosie Leon  
 Enguilino & C. Lopez  
 Luis Lopez  
 Maria B. **López**  
 Maria Lopez  
**S.** Lopez  
 Ignacio **Maldonado**  
 Mildred **Malone**  
 Refugio Manes  
 Natividad Martinez  
 Antonio **Mata**  
 Anna Mayor  
 Gloria Maz  
 Gale J. McNeeley  
 Daniel & **Serafina** Mejia  
**Manuela** Mendoza  
 Gabina Modero  
**Blanca** Molina  
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 M. Montes  
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**Mariela** Morales

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 Luz Palomino  
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 Emilio A. Ramos  
**Emilio** M. Ramos  
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 Maria **Renteria**  
 Alfonso Reynoso  
**Juanita** Reynoso  
 Kevin & **Vikki** Riley  
 Jesus Ritchie  
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 Edith Robles  
 Esther Robles  
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**Guadalupe** Rodriguez  
 Dolores Rogers  
 Guadalupe K. **Ronan**  
 Norma **Salazar**  
 C. Sanchez  
 Marie & T. H. **Sarchin**  
 Judi Schecter  
 Alex & Kevin Smith  
 Robert & Juanita Smith  
 C. **Tobar**  
 David A. Todd  
**Ricardo** & Irma Trejo  
 Rosalia Urcino  
 Raymond **Uzeta**  
 Racquel V.  
 Irene Vega  
 Shep **Wickham**  
 Paul Wolfe  
 Capt Paul Ybarrondo  
 Connie **Zuñiga**

The following list includes business owners attending the business meetings;

William Ayyad

**Octavia A. Baker**

Hazel Battle

**Gayle Bauer**

Remigia Bermudez

Yousif Bibo

Richard Flyer

Evelia Guzman

Howard **Halbo**

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James Justus

Warren A. Nielsen

Johnnie L. Williams

Connie Zuniga