ITEM NO. 23

STAFF REPORT

CITY OF OCEANSIDE

DATE: January 6, 2010

TO: Honorable Mayor and City Councilmembers

FROM: Neighborhood Services Department

SUBJECT: **APPROVAL OF THE CROWN HEIGHTS / EASTSIDE NEIGHBORHOOD REVITALIZATION STRATEGY AREA PLAN; AND, AUTHORIZATION FOR THE CITY MANAGER TO SUBMIT THE PLAN TO THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT FOR APPROVAL**

SYNOPSIS

Staff recommends that the City Council approve the proposed Crown Heights / Eastside Neighborhood Revitalization Strategy Area Plan and authorize the City Manager to submit the Plan to the U.S. Department of Housing and Urban Development for approval.

BACKGROUND

The Office of Community Planning and Development (CPD) of the U.S. Department of Housing and Urban Development (HUD) has stressed a coordinated marshalling of resources to facilitate grantees' ability to engage in comprehensive community revitalization strategies. Comprehensive community revitalization strategies seek to create partnerships among federal and local governments, the private sector, community organizations and neighborhood residents. The Department seeks to create communities of opportunity in distressed neighborhoods by stimulating the reinvestment of human and economic capital and by economically empowering low-income residents.

HUD encourages Community Development Block Grant (CDBG) entitlement grantees to develop comprehensive neighborhood revitalization strategies. The Department seeks to stimulate the development of revitalization strategies by offering certain incentives for entitlement cities, including some greater freedom in the use of CDBG funds.

In March 2004, the City Council approved a Neighborhood Revitalization Strategy Area (NRSA) Plan for the Crown Heights neighborhood as part of an application for federal Economic Development Initiative (EDI) and Neighborhood Initiative (NI) funding. This plan was limited only to the Crown Heights neighborhood. The two grants funded substantial infrastructure improvements in the neighborhood but did not address the social and public safety issues included in the plan.

In March 2007, the City Council approved funding for evaluation and recommendations for the Joe Balderrama Recreation Center (JBRC) in the Eastside neighborhood. The resulting JBRC Master Plan suggests substantial changes to existing facilities and/or construction of new facilities that would have a significant impact on the park and recreation corridor that stretches from JBRC to the Crown Heights neighborhood. Other public facilities in that corridor include the Oceanside Senior Citizens Center, Oceanside Boys and Girls Club, Ron Ortega Recreation Park, the Brooks Street Swim Center, Camp Fire USA Crown Heights Center, César Chavez Park, the Americanization School and athletic fields at Oceanside High School.

In 2007, the Neighborhood Services Department contracted with Community HousingWorks (CHW) to update the 2004 Crown Heights NRSA Plan toward submitting the Plan to HUD for approval. Community HousingWorks had served as the consultant for development and implementation of the Calle Montecito NRSA Plan. CHW's initial discussions with residents, representatives from social service agencies that are active in the Crown Heights neighborhood and City staff made both CHW and the City aware that enlarging the proposed NRSA to include the parks and recreation corridor stretching from Joe Balderrama Park to Crown Heights would enhance the various components in the plan:

- The housing component would include the City's acquisition of Cape Cod Villas senior housing units, the acquisition and rehabilitation of the Country Club Apartments, and possible new housing developments in the expanded area.
- The expanded area would add the San Diego Street commercial area as an economic development component to the plan.
- The expanded area would connect developments proposed in the Joe Balderrama Park Master Plan with proposals in the NRSA Plan.
- The expanded area would also include important City facilities and recreation areas that are available for residents from both neighborhoods, such as the Oceanside Senior Citizens Center and the Brooks Street Swim Center.

The proposed area for the NRSA Plan is an arc stretching from Bush Street/Civic Center Drive on the north but including the Joe Balderrama Park; Holly, Barnes Street and Country Club Drive to the east; Horne Street to the west; and Missouri Street to the south. Interstate 5 bisects the area; one of the goals in the Plan is to reduce the perception among Crown Heights residents that I-5 poses a barrier to recreational and community facilities east of the freeway. The area of Oceanside High School is included as one of the community facilities.

HUD will approve a neighborhood revitalization strategy based on the following criteria:

1. **Boundaries:** The NRSA plan must identify boundaries that include all areas for which the strategy applies; areas within those boundaries must be contiguous;

2. **Demographic Criteria**: The designated area must be primarily residential and contain a percentage of low- and moderate-income residents that is not less than 51 percent;
3. **Consultation:** The strategy must be developed in consultation with the area's stakeholders, including residents, owners/operators of businesses and financial institutions, non-profit organizations, and community groups that are in or serve the neighborhood;
4. **Assessment:** The strategy must include an assessment of the economic situation in the area and an examination of economic development improvement opportunities and the problems likely to be encountered;
5. **Economic Empowerment**: There must be a realistic development strategy and implementation plan to promote the area's economic progress focusing on activities to create meaningful jobs for the unemployed and low- and moderate-income residents of the area (including jobs created by HUD-assisted efforts) as well as activities to promote the substantial revitalization of the neighborhood; and
6. **Performance Measurement:** The strategy must identify the results (e.g. physical improvements, social initiatives and economic empowerment) expected to be achieved, expressing them in terms that are readily measurable. This will be in the form of "benchmarks."

ANALYSIS

The Neighborhood Services Department plans to submit a NRSA Plan for the Crown Heights / Eastside neighborhoods to the U.S. Department of Housing and Urban Development for approval. If approved by HUD, the City will make implementation of the Plan a central component of the 2010-2015 Consolidated Plan for Housing and Community Development. The Consolidated Plan together with annual Action Plans guides use of CDBG and other state and federal housing and community development funds available to the City.

The City believes that the proposed plan meets HUD criteria as listed above:

1. **Boundaries:** Although the proposed NRSA is not a single neighborhood, the City proposes to use the "arc" or "corridor" concept to show the contiguous nature of the proposed area, and the importance of including the San Diego Street commercial area, the connecting area with recreation and other City facilities, and proposed developments under the Joe Balderrama Master Plan.
2. **Demographic Criteria**: The proposed area is primarily residential and is predominantly low- and very low-income as demonstrated in Census 2000 and subsequent surveys.
3. **Consultation:** The City contracted with Community HousingWorks (CHW) to review the existing Crown Heights NRSA plan and to update the information and recommendations. The City and CHW have received input from business owners

or managers along San Diego Street, resident associations in the neighborhoods, non-profit organizations active in the neighborhoods and City staff from various departments and divisions.

4. **Assessment:** The Plan includes an assessment of economic improvement possibilities along San Diego Street, training of residents for development of micro-enterprises, and identifying key factors that prevent economic development in the neighborhoods.
5. **Economic Empowerment**: The Plan includes proposals for job-training programs for youth and adults, support for improved academic achievement among youth in the neighborhoods, and increased access to classes for residents with limited English language skills.
6. **Performance Measurement:** The Plan includes specific benchmarks by which to measure and evaluate the strategy; the City will report on these benchmarks regularly to the City Council and at least annually to HUD. Initial benchmarks may be modified or expanded and additional benchmarks will be added during the five-year period of the Plan.

If approved by the City Council, the City will submit the Plan to the HUD - Los Angeles Field Office for review and approval, which may entail an onsite visit by HUD staff. HUD may approve the Plan as presented or ask for additional information; the City will work to have the Plan approved by HUD no later than June 30, 2010. The Plan will be included in the 2010-2015 Consolidated Plan for Housing and Community Development and will be an important component for use of CDBG funds during the next five years.

FISCAL IMPACT

The proposed Crown Heights / Eastside NRSA Plan calls for future commitments of CDBG and other state or federal housing and community development funds; continued support from the City General Fund for activities in the NRSA neighborhoods of the Oceanside Police Department Neighborhood Policing Team, Code Enforcement officers and Parks & Recreation programs; and General Fund support for infrastructure improvements proposed in the Plan. Any proposed commitments of CDBG, General Fund or other funds will be presented to the City Council for approval.

COMMISSION OR COMMITTEE REPORT

The draft Crown Heights / Eastside NRSA Plan was presented for review and discussion to the Parks and Recreation Commission on November 12, 2009, to the Community Relations Commission on November 19, 2009, and to the Housing Commission on November 30, 2009. The Plan was also presented for review and discussion at meetings of the Crown Heights Neighborhood Association and the Eastside Neighborhood Association. All suggestions, comments and corrections from these meetings have been considered for inclusion in the final version of the Plan.

CITY ATTORNEY'S ANALYSIS

Does not apply

RECOMMENDATION

Staff recommends that the City Council approve the proposed Crown Heights / Eastside Neighborhood Revitalization Strategy Area Plan and authorize the City Manager to submit the Plan to the U.S. Department of Housing and Urban Development for approval.

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ATTACHMENT:

Crown Heights / Eastside Neighborhood Revitalization Strategy Area Plan

CITY OF OCEANSIDE
CROWN HEIGHTS AND EASTSIDE NEIGHBORHOODS
NEIGHBORHOOD REVITALIZATION STRATEGY AREA PLAN

Prepared for:

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by

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November 2, 2009

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I. INTRODUCTION

Residents of the Crown Heights and Eastside neighborhoods of the City of Oceanside, California have identified a set of community issues that have a negative effect on their community. These issues, including the lack of decent, affordable housing, overcrowding in existing rental units, crime (including drugs and youth gang activity), lack of open space, the poor condition of streets and alleys, and a significant lack of available programs for youth (including early childcare) are identified as the problems of greatest concern to the residents of these neighborhoods. It is because of the similarities of these issues facing these neighborhoods and their proximity to each other that the City has combined them into a comprehensive Neighborhood Revitalization Strategy Area (NRSA) and a NRSA Plan to address the issues.

The City has prepared this NRSA Plan also to address changing issues and needs within the Crown Heights and Eastside areas. The Plan includes descriptions of neighborhood conditions, survey information from local residents, businesses, and social service providers, and community/City staff input to demonstrate the need to implement a comprehensive approach to the problems faced in the Crown Heights and Eastside areas.

The Crown Heights and Eastside NRSA areas need a combination of social, economic and physical assistance to improve the quality of life, public safety and economic opportunity for residents and business owners. The overall goal of the Plan is to direct the limited human and financial resources in these neighborhoods in a manner that best improves the lives of current and future Oceanside residents and decreases service costs to the City in the long-run.

The Plan was developed based on information and assessment completed via significant outreach done with neighborhood residents, major stakeholders, and business owners. In September of 2007, the City Council considered and supported the preparation of this NRSA by *Community HousingWorks* (CHW) in cooperation with the community residents, business owners, social service providers, and City Departments. CHW was active in the surveying of residents and facilitating discussions to obtain data and input regarding community needs. This information was shared with City staff in the Police Department, Housing and Code Enforcement Division, Parks & Recreation Division, and Community Development Department (Planning and Engineering) during the planning process to discuss community feedback and develop appropriate City responses to the needs. Drafts of the proposed plan were circulated during the latter part of 2009 to City staff and community residents for review and comment.

II. NRSA DEMOGRAPHIC QUALIFICATION CRITERIA

In order to qualify the NRSA for approval by the U.S. Department of Housing and Urban Development (HUD), the "neighborhood boundaries" must be residential and have over 56.37% low-income households. In the Crown Heights neighborhood, approximately 80.30% of the residents are low-income and in the Eastside neighborhood, approximately 70.17% of the residents are low-income. Therefore, the Crown Heights and Eastside areas qualify as meeting the requirements of the HUD regulations per 2000 U.S. Census Data.

The NRSA covers an area (see map) that includes all of the Crown Heights neighborhood; a recreation area between the two neighborhoods that includes the Oceanside Senior Citizens Center, the Boys and Girls Club and other important community facilities in both neighborhoods; housing development sites along Country Club Lane; the small business district along San Diego Street in need of enhancement; and the Joe Balderrama Park and Recreation Center (JBRC) in the Eastside neighborhood. The City has recently completed a master plan for development of the latter facility and is currently seeking funding to implement the master plan. This development will have a major impact on the Eastside neighborhood and adjacent recreation areas, and needs to be considered as part of the overall NRSA Plan.

III. DESCRIPTION OF NRSA AREAS

Boundaries and Characteristics

The Crown Heights neighborhood is generally bound by Mission Avenue to the north, Interstate Highway 5 to the east, Missouri Street to the south, and Horne Street to the west. Crown Heights is the most densely populated neighborhood in the City and has a significant population of immigrant families from Mexico and Central America. The area boasts a mostly Spanish-speaking population with lower education levels and relatively high employment. High rents have led to two and even three families living in one apartment.

The Eastside NRSA area, which is contiguous to the Crown Heights neighborhood, is generally bound by Bush Street to the north but including Joe Balderrama Park, Holly Street to the east, Mission Avenue to the south and Interstate Highway 5 to the west. The two neighborhoods are connected by an area of commercial developments, ball fields, rental housing and recreation facilities that are important to the success of the NRSA Plan. The Eastside neighborhood is a more settled area with a mix of rental and owner-occupied housing, and a generally higher average family income. Some families have lived in the Eastside for multiple generations. The neighborhood has long had a problem with youth gangs; the first neighborhood-based gang injunction was filed against gang members in the neighborhood. The following table provides information comparing the proposed Crown Heights/Eastside NRSA to the City of Oceanside as a means to demonstrate the need for its implementation.

Neighborhood Comparison to Overall City			
	Crown Heights	**Eastside**	**Citywide**
Population (2008 est.)	7,818	6,244	178,806
Hispanic	4,881	4,118	61,435
Non-Hispanic	2,937	2,126	117,371
% Hispanic	62%	66%	34%
Median Household Income (current dollars)	$29,242	$32,282	$65,785
Poverty Rate	38%	25%	12%
Unemployment Rate	TBD	TBD	TBD
Under Age 18	33%	33%	28%
Age 65 and Older	6%	8%	14%
Households	2,477	1,756	56,488
Number in Household	3.14	3.47	2.89
Female Head of Household	14%	16%	11%
Housing Units	2,654	1,832	59,581
Occupied	2,477	1,756	56,488
Vacant	7%	4%	5%
Owner Occupied	778	667	38,155
% Owner Occupied	29%	36%	64%
Renter	1,876	1,165	21,426

Note: The Crown Heights (182.00) and Eastside (186.03) data reflect the entire area of their respective census tracts. Source: 2000 U.S. Census Bureau obtained from SANDAG.

Education

The overall level of educational is lower in the NRSA neighborhoods when compared to the citywide education level. Based on community input and interviews with non-profit service providers, this is a reflection of overstretched resources and gang influences in the NRSA neighborhoods. Estimates from various sources are that between 33 and 40 percent of students from the neighborhoods who enter high school do not graduate from therefore leaving them with limited prospects for future employment and self-advancement. The number of poorly educated and economically disenfranchised youth presents a fertile recruiting ground for youth gang activity. The continued strength of gangs in the NRSA neighborhoods further impedes the next generation of youths coming through the education system. Instead of moving into productive roles in mainstream society or higher education after high school graduation, nearly half the youth in the NRSA neighborhood remain un/under-employed.

Survey results indicate the lack of education attainment has more to do with social and economic issues than access to public education. The Pew Center for Hispanic Studies recently reported that many Hispanic youth drop out of school in order to work to support their families rather than because of any disregard for the importance of education.

Educational Levels			
	Crown Heights	**Eastside**	**Citywide**
9th grade or below	32%	28%	9%
9th grade to 12th grade	12%	20%	10%
High School Graduate	15%	20%	22%
College – not graduate	19%	20%	28%
Associate Degree	6%	5%	8%
Bachelor's Degree	10%	6%	15%
Graduate/Professional Degree	3%	1%	8%

Oceanside High School is just north of the Crown Heights neighborhood and serves students from both neighborhoods. Laurel Elementary serves students in the Eastside neighborhood and residents consider this "their school." Elementary school students from Crown Heights attend four different schools so there is no counterpart "neighborhood school" for Crown Heights residents. The majority of elementary school students attended Ditmar Elementary School adjacent to the Crown Heights neighborhood; this school was closed in the summer of 2008 due to a combination of reduced enrollment and necessary budget cuts. The children from Ditmar were placed in the surrounding four existing schools. In addition, the Oceanside Unified School District (OUSD) has also cut transportation to middle schools and high schools, along with daycare offerings for children of students. The loss of daycare directly affects students attending Lincoln Middle school from the Crown Heights neighborhood. The Crown Heights Neighborhood Group is working with parents, the OUSD, City of Oceanside's Neighborhood Services staff, and Community HousingWorks to reinstate the partnership that was developed two years ago to provide bus transportation for the Crown Heights students for an affordable fee.

Employment

As discussed above, the limited basic education for many residents and the number of residents who are struggling with English as a second language diminish the employment opportunities for many in the NRSA neighborhoods. With limited education, many youth cannot take advantage of existing vocational educational opportunities that would provide the necessary job skills to improve their economic status. Employment options remaining include lower paying jobs in the retail, service and manual labor employment sectors.

Economic Assessment

Employers in the area are primarily retail service job providers. Because of low paying jobs and a high percentage of income being spent on housing, neighborhood residents do not have enough capital to provide for their own basic needs and rely on public social services to fill the gap. Limited capital circulating in the NRSA neighborhoods

also contributes to limited business offerings for local residents, including jobs and services. As the current economic situation stagnates or worsens, businesses and residential property owners are not motivated to make capital improvements to their properties, creating a net disinvestment in the NRSA neighborhoods and further straining resources in a downward spiral. The poverty rate is two (Eastside) to three times (Crown Heights) greater the rest of the City, as calculated by the Census Bureau.

In 1997, a mobile vending service was established to address a grocery availability need in the community. Since that time, the number of mobile venders in the neighborhood has tripled creating a nuisance in the community. The City's Code Enforcement officers have been enforcing parking regulations to limit the over-saturation of the mobile businesses, which sometimes operate illegally. A meeting was held by the Crown Heights Neighborhood Group to inform the parents of the changes and to accompany their children when making purchases to prevent an accident since now there are many moving vehicles in narrow streets. The residents presented the Code Enforcement Department with recommendations. A Value Plus market opened since that time within walking distance of the neighborhoods; this has led to fewer mobile vending trucks in the neighborhood. The vending trucks also provide easy access to candy and snack food for children and youth.

To assist small business developers in the NRSA neighborhoods, funds were used several years earlier in the Crown Heights Neighborhood to establish a Micro Enterprise Training Program in English and Spanish that was well received. The economic recession of the past two years has had a negative impact on existing businesses in the NRSA with little opportunity for new employment. Such new businesses as have started up in the City require at least a high school diploma and in the case of the new biotech industries, post-secondary training.

Community Resources

The NRSA includes the Joe Balderrama Park and Recreation Center, Cesar Chavez Park, the Joe Ortega Recreation Center, the Oceanside Boys and Girls Club, the Oceanside Senior Citizens Center and the Americanization School in Crown Heights. The Chavez Resource Center in the Eastside neighborhood and the Crown Heights Resource Center provide a variety or services for residents, both from the City and from nonprofit partners. Collaborating community-based non-profit organizations include Camp Fire USA and North County Lifeline for youth programs, Vista Community Clinic and North County Health Services for a variety of medical and health promotion activities, Interfaith Community Services working with at-risk youth from the neighborhoods to keep them in school, North County Community Services for childcare programs and the Brother Benno Foundation for emergency food assistance. The Joe Balderrama Recreation Center, Chavez Community Resource Center, Crown Heights Community Resource Center, Campfire USA, the Oceanside Boys and Girls Club and the Oceanside Senior Citizens Center are primary sites for the social service programs in the NRSA neighborhoods. Health clinics are available within walking distance. Due to

limited operating resources, help is not available for all those in need of services and space at the various facilities is limited.

While there is a significant physical infrastructure as discussed earlier, all programs are restricted by lower operating budgets, which in turn limit overall outreach and service to the NRSA neighborhoods. Residents have raised the issue of access to community resources due to the lack of lighting on the bridge over Interstate 5; many Crown Heights parents see the freeway as a barrier to resources and facilities in the east side of the freeway, and are afraid that their children will be assaulted by Posole gang members from the Eastside.

In October of 2009, the City Council approved a policy to restrict CDBG public services funding only to those programs that provide services for residents of CDBG-eligible neighborhoods, through activities at City parks and recreation centers, community resource centers and senior centers. The policy helps protect existing programs in the Crown Heights and Eastside NRSA areas from budget cutbacks. The loss of existing programs would further exacerbate the problems facing the community. The programs for children and youth are critical to continue prevention and intervention programs that promote positive youth development as a primary way to reduce the influence and activity of youth gangs in the neighborhoods. The programs for senior nutrition, emergency services and health screenings at City facilities serve the neediest of the City's residents and are an invaluable resource in this time of economic recession. The new policy ensures that essential programs continue in these neighborhoods during a time of cutbacks of General Fund support resulting from the current economic recession.

With the anticipated approval of this NRSA, it may be possible to fund activities outside of the CDBG fifteen percent public services cap to further enhance these NRSA areas, especially with regard to services for children and youth and economic development activities. The City will continue to work with Community HousingWorks as its nonprofit Community-Based Development Organization (CBDO) partner.

Crime

The 2008 crime rates for the Crown Heights and Eastside neighborhoods are among the top five for the City of Oceanside. Specifically, the Eastside neighborhood ranked highest for armed robberies and the second highest for residential burglaries, while Crown Heights ranked the second highest for armed robberies and aggravated assaults. Crown Heights was also among the top five neighborhoods citywide for rapes, strong-arm robberies and motor vehicle thefts.

The significant portion of the crime for both neighborhoods is attributable to the Center Street gang in the Crown Heights neighborhood and the Posole street gang in the Eastside neighborhood, either through direct actions or resulting criminal activity (theft and violence) to the purchase narcotics that the gangs sell in the communities. The strong presence of street gangs in both communities continues to threaten the health

and safety of both NRSA communities and particularly the youth population. Gang members recruit school-age children for gang membership leading to truancy at the schools. While the children are participating in or protecting the gang's criminal activity the school loses attendance funding for the truant child. Furthermore, children and youth who do not participate in gang activity suffer from intimidation or threats of violence and then join the local gangs seeking protection.

The lack of adequate funding for staffing and facilities for youth gang diversion programs as well as programs to recruit child gang members back into a productive place in society has been a constant battle for both communities. The long-term presence of gangs continues to inhibit both NRSA communities from attracting the necessary private capital to establish meaningful economic development, including needed local services (groceries, medical, banking etc.), which would employ members of both NRSA communities.

IV. COMMUNITY NEEDS ASSESSMENT

As part of developing the NRSA Plan, a Community HousingWorks (CHW) developed a Community Needs Assessment to clarify the current state of the Crown Heights and Eastside neighborhoods. The Assessment was also used to detail the current role of existing community service providers and examine requirements for improved service to the NRSA. This Assessment was prepared in conjunction with an overall neighborhood revitalization strategy for the combined neighborhoods. To prepare for this undertaking, CHW facilitated community discussions/surveys, demographic analysis as well as interviews with City staff and neighborhood community service providers.

Background

The Community Assessment completed in 2000 for the Crown Heights neighborhood did not include the Eastside area. Issues identified at the time of the Crown Heights Assessment were a lack of access to quality food vendors as well as the problems associated with existing mobile food providers; infrastructure deficiencies (parks, streets, health clinic); the need for a comprehensive community association to strengthen community leadership; and the desire to develop jobs, educational training, and micro-enterprise development.

The Crown Heights neighborhood has made progress since the 2000 Assessment. A community association, Crown Heights Neighborhood Association, was established and remains as a key contributor in the current Assessment. Micro-enterprise workshops have been held in the Crown Heights neighborhood, along with the offering of English classes to the primarily Hispanic population to facilitate job skill training and overall employment development.

Despite the successes of programs that grew out of the 2000 Assessment, much more remains to be done in both the Crown Heights and Eastside neighborhoods.

Community support services are overstretched as they are providing food programs, childcare for working parents, along with after school daycare and English as a Second Language education to facilitate job training for the underemployed. Neighborhood residents cite the lack of affordable housing in the neighborhoods as the most significant issue facing households in the neighborhoods. In addition, residents responding to surveys cited crime including drugs and gang activity, the lack of open space, poor conditions of streets and alleys, the limited availability of childcare and programs for youth as priority issues in the community.

Neighborhood Consultation

The primary outreach methodology was the collecting of resident input through surveys. To accomplish this, CHW attended Eastside Community and Crown Heights neighborhood meetings. At these meetings, staff explained to residents the purpose of the survey and and importance of participating for overall community understanding and benefit. Overall, CHW and Crown Heights Resource Center staff conducted one-on-one interviews and collectively completed 185 surveys.

As for local community service providers, CHW staff worked with Crown Heights Resource Center staff to identify all of the current service providers in the identified geographical area. From there an electronic survey via email was sent to service providers explaining the purpose of the survey and the importance of their feed-back. Five service providers completed the survey via link. A reminder was sent to the remaining service providers to complete, which as was followed up with individual phone calls asking survey questions via phone with an additional 9 service providers completing the survey, totaling 14.

In addition, the small business community located along San Diego Street was the focus of a one-on-one survey questionnaire. Six of the approximate ten businesses located along San Diego Street, just north of Mission Avenue, in Eastside were interviewed. These business expressed assistance in the following areas: parking, façade rehabilitation, ADA issues, street improvements (striping), security issues, and technical assistance with their business operations including marketing.

Workshop Summary

The workshop/survey process reaffirmed similar concerns/issues from the 2000 Assessment with notable exceptions being food access and community health services. Resident surveys were conducted in the following six categories: Public Safety, Physical Conditions, Housing, Health and Social Services, Education and Job Training, and Parks and Recreation. The following summarizes the significant issues for residents in each category followed by actual survey results for each category:

Public Safety

Overall community safety as well as neighborhood crime (assaults, burglaries, drugs and alcohol abuse) largely stem from youth gang activity. Enabling factors to be discussed later include the lack of adequate street lighting and youth diversion programs at times (weekend and evening) when the youth need them. Residents requested more community policing (foot patrols) in the neighborhood. In addition, residents were concerned about the underage consumption of alcohol as a gateway to other criminal activity.

Prioritize your concerns regarding public safety in your neighborhood							
Concern	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Other Priority	Response Count
Assaults	10	29	36	**47**	34	3	159
Burglaries	6	19	37	**56**	40	4	162
Drugs/Alcohol (sale of)	46	**47**	33	20	16	4	166
Gang activity	**66**	43	22	17	14	1	163
Overall Neighborhood Safety	35	25	37	17	**45**	3	162

Physical Conditions

Neighborhood survey responses highlighted two physical conditions that contribute to gang and overall criminal activity, which are the poor conditions of alleys and the lack of adequate street lighting. Residents also requested more community facilities including park and open space along with teen and community centers. However, as respondents were asked to clarify specifically what they needed with respect to community facilities, it became apparent that what they actually desire are additional program support services (addressed later) that augment or optimize the use of existing facilities.

Prioritize the need for improvement to the physical condition of your neighborhood infrastructure and facilities							
Concern	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Other Priority	Response Count
Alleys	31	**40**	26	21	30	9	157
Drainage	14	20	30	31	24	**33**	152
Parks and recreation	**34**	30	29	22	22	23	160
Public lighting	**50**	32	23	22	19	11	157
Streets	13	23	34	**36**	33	9	148
Sidewalks (ADA ramps)	27	22	14	21	23	**49**	156

Housing

In 2008, the City of Oceanside completed the acquisition and rehabilitation of the Cape Cod Villas on Barnes Street to retain these units as rent-restricted senior housing. Also in 2008, Interfaith Community Services with funding from the U.S. Veterans Administration acquired and rehabilitated two apartment buildings in the Crown Heights neighborhood to provide 72 beds for homeless and/or disabled veterans during the last year (2008). In July 2009, the City completed acquisition and rehabilitation of the 90-unit County Club Apartments. These units, which had long been a source of crime, drug use and other illegal activity, are now open as crime- and drug-free apartments affordable to very low-income families. In spite of the these accomplishments rising rents, a by-product of the California real estate boom (2001-2005) have forced households to dedicate a larger percentage of their household income to rental payments, which leaves less money for needed items such as; childcare, education and transportation. Due to the high cost of housing, many residential units are overcrowded with two or more households per unit. As these units have deteriorated from over-use do to high occupant rates, neighborhood property owners have not performed the needed maintenance to keep pace with the high occupant rates further deteriorating the neighborhood's housing supply.

Prioritize the need for the following housing issues in your neighborhood							
Concern	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Other Priority	Response Count
Code enforcement (exterior)	15	24	35	33	**39**	5	151
Health and Safety conditions (interior)	35	**40**	38	32	10	2	157
Illegal conversions	6	24	**43**	40	34	6	153
Need more affordable housing	**90**	30	17	13	5	2	157
Overcrowding	19	42	19	27	**45**	4	156

Health & Social Services

The establishment of a part-time health clinic at the Crown Heights Resource Center is assisting the neighborhood with health care issues. However, as with many programs in the neighborhood the hours/days of service are restricted due to budget constraints. Neighborhood residents cited the loss of childcare at the high school and increased lack

of affordable childcare as their primary social service need in the neighborhood. There is also significant need for additional youth programs offered in the evenings and weekends. The concern is that when youths go without quality program alternatives during these "critical hours" they become more susceptible to gang influences.

Prioritize the need for access to health and social services in your neighborhood							
Concern	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Other Priority	Response Count
Childcare	**85**	34	17	12	12	1	161
Health services	35	37	**41**	34	12	1	160
Recreational services	16	29	**39**	32	38	4	158
Senior services	7	22	33	42	**51**	2	157
Youth services	23	**36**	32	32	35	2	160

Education & Job Training

Higher rental payments which often go to off-site property owners, which creates disinvestment in the neighborhoods, when what is really needed is more money circulating with local businesses to create economic/employment opportunities for neighborhood residents. The following support services would allow those under-employed in the neighborhood to improve their employability and contribute more economically to the neighborhood:

- Affordable quality childcare for working parents;
- English classes for the primarily Hispanic neighborhood;
- Micro-business training in Spanish; and
- Job skill training for immediate job placement after training completion.

Prioritize the need for access of job training and education in your neighborhood						
Concern	Priority 1	Priority 2	Priority 3	Priority 4	Other Priority	Response Count
Adult educational support	**46**	33	34	28	16	157
Adult job training	30	**50**	33	33	10	156
Youth educational support	**46**	39	43	21	11	160
Youth job training	34	25	29	**51**	20	159
Small business technical assistance	8	13	22	21	**90**	154

The City also recognizes the need to work with the Oceanside Unified School District and leadership at Oceanside High School to identify ways to reduce the number of high school dropouts. The City has begun one intervention program at the Joe Balderrama

Recreation Center to particular at-risk youths and their families with a partnership of Parks & Recreation Staff and Oceanside Neighborhood Policing officers.

Recreational Programs

As discussed above, neighborhood residents and community service providers believe additional youth programs will assist the neighborhood in deterring youths from gang activity. Based on the survey results below team sport activities during non-school days and hours are most needed followed by music and art activities.

Prioritize the need to access the following list of recreational programs					
Concern	Priority 1	Priority 2	Priority 3	Priority 4	Response Count
Arts	38	39	**47**	36	160
Music	29	49	**50**	23	151
Individual sports	20	44	38	**52**	154
Team sports	**79**	26	19	37	161

Social Service Provider Feedback

In addition to survey input from neighborhood residents, the 2008 Assessment received comments from the following organizations and agencies that are active in the neighborhoods:

- Oceanside Police Department
- City of Oceanside Neighborhood Services - Parks & Recreation Division
- City of Oceanside - Housing and Code Enforcement Division
- SD Health and Human Services Agency - Child Welfare Services
- Community Ambassadors
- North County Lifeline
- North County Health Services
- Ballet Tapatio
- Laubach of Oceanside
- Brother Benno Foundation
- Calpulli Omeyocan
- Camp Fire USA
- Boys and Girls Club of Oceanside
- Community HousingWorks
- Vista Community Clinic

CHW gathered data on above-listed organizations including geographic area where they provide services, target population served, type of services provided, amongst other information. The following is a summary the general comments received by the neighborhood service providers:

- Language barriers still exist for many in the community.

- Days and hours of current neighborhood programs are too restricted due to limited funding.
- Increase needed in after school programs, particularly evening and weekend programs for youth.
- Affordable childcare/child development programs needed for working parents.
- Youth programs needed for those in their late teens and early twenties, specifically job and life-skill training as well as social diversion programs.
- Improved coordination needed between existing community service providers.
- Need more volunteers or mentors for neighborhood teens.
- People in the neighborhoods must not only want change, but also participate in the community to effect change.

V. REVITALIZATION GOALS

The following section used community stakeholder input from the Needs Assessment Section to develop Revitalization Goals and Work Initiatives for the NRSA neighborhoods.

5.1 Public Safety

The community will be, in fact and perception, safe for its residents, particularly its children and visitors, and be reasonably free of criminal and other activity that threaten and intimidate residents.

Desired Results:

- Reduce gang activity
- Prevent the sale of drugs and alcohol to minors
- Reduce number of burglaries and assaults
- Increase public safety through environmental design

5.2 Physical Conditions, Infrastructure and Facilities

Public facilities and infrastructure including streets, sidewalks, lighting, public utilities, parks and open space will be in a good state of repair and will function effectively to support an attractive community appearance, safe pedestrian and vehicular circulation, attractive and usable open space and amenities, and places for the delivery of important services within the neighborhood.

Desired Results:

- Improve level and condition of public lighting, streets, alleys and sidewalks including storm water drainage
- Improve pedestrian safety especially for children going to and from school
- Improve access to parks and recreation facilities
- Increase community facility opportunities
- Provide for more open space available to the community

5.3 Housing

Both multi-family and duplex housing will be upgraded where necessary to decent, safe, sanitary and generally attractive condition, complying with City codes. Multifamily rental property will be effectively managed in a manner that involves, and is responsive to, residents. Investment by existing owners will be actively encouraged.

Desired Results:

- Provide more affordable rental housing
- Improve health and safety conditions in all housing
- Address existing illegal conversions
- Improve exterior appearance of properties

5.4 Community Health and Social Services

Essential services, including health care, recreation and youth development activities, day care, transportation and retail goods/services shall be reasonably accessible and affordable to residents.

Desired Results:

- Provide higher level of child day-care services
- Increase awareness and access to health services
- Provide enhanced level of recreational and youth services
- Provide increased services to senior residents

5.5 Jobs and Education

Residents will have access to means of improving their economic position through job placement and counseling opportunities, training and education, and business development assistance.

Desired Results:

- Increase adult education and job training opportunities
- Increase youth education and job training opportunities
- Create small business technical assistance services
- Provide façade improvement assistance to small businesses

5.6 Recreational Programs

High-quality recreational programs, both physically and mentally stimulating, such as sports programs, music and the arts, will be available for all members of resident families.

Desired Results:

- Increase youth and family programs and services
- Increase youth sports activities (team-oriented)
- Provide services in the areas of music and fine arts

VI. WORK INITIATIVES

Work initiatives are specific actions that move the community in the direction of meeting its goals. The following initiatives are intended to be implemented or substantially underway in a two- to five-year timeframe. These initiatives were identified by residents and supported by local City officials. The purpose being that they would be implemented in a collaborative and committed manner.

Public Safety Goal: Increase police presence and enforcement activity

Initiatives:

- Increase neighborhood policing to deter criminal activity in the NRSA communities.
- Work with present and former gang members to enroll them in diversion programs and reduce truancy.
- Implement Police (drug) or ABC (alcohol) decoy investigations.
- Expand *Crime-Free Zone* program from apartment projects to business areas to prevent crime, in particular burglaries.
- Explore ways for residents to provide reports and information to the Police Department apart from Neighborhood Policing Team offices in the resource or recreation centers.
- Review existing housing areas with a history of criminal activity and all new housing developments by the Neighborhood Policing Team with respect to design solutions that support a crime- and drug-free living environment.

Community Enhancement Goal: Improve the physical condition, infrastructure and community facilities.

Initiatives:

- The City has obtained funds through Economic Development Initiative (EDI) and Neighborhood Initiative (NI) Program grants to complete sidewalk, alley and street improvements that will promote safe pedestrian and vehicular movement in the community.
- The City will prioritize needed street repairs and resurfacing work such as asphalt overlays and slurry seals to improve the appearance of streets in the Crown Heights neighborhood.
- The City will seek funds to improve the existing level of lighting for streets and alleyways as one way to deter crime and increase the perception of safe streets.
- Improve lighting and pedestrian safety on the Brooks Street Bridge over Interstate Highway 5.
- The City has committed CDBG funds for improvements to the Camp Fire USA facility on Brooks Street in Crown Heights. Camp Fire USA plans to open a day care program as soon as possible at the same site to provide services to the neighborhood.

- The City has completed a long-range plan for the Joe Balderrama Park and Recreation Center and will seek funding to implement the plan, including construction of a new Recreation Center.
- The City will seek to relocate the existing Eastside community garden to a new site in the NRSA area to provide for a more accessible community activity.
- The City will seek grant funds for undergrounding of utilities along San Diego Street as part of a comprehensive economic development project.

Housing Goal: Secure long-term affordable housing, reduce overcrowding and prevent illegal conversions.

Initiatives:

- Create long-term affordable housing units including pursuing development of vacant land along Country Club Drive that is for sale and could be developed with affordable multi-family housing to serve the NRSA community.
- Implement the City's rental rehabilitation loan program with loans forgiven after fifteen years to address health and safety conditions, and other interior improvements. Program includes both tenant-based rehab and rehab of an entire building.
- Explore opportunities for acquisition and rehabilitation of apartment buildings with for-profit or nonprofit housing development organizations in order to maintain decent, affordable housing for low- and very low-income families.
- Improve existing rental units through weatherization programs funded through the Recovery Act of 2009 available at no cost through a regional agency and other energy efficiency upgrades.
- Increase code enforcement to address illegal conversions.
- Improve the exterior of properties through community clean up programs including the annual one Supporting Urban Neighborhoods (SUN) volunteer-based program.

Community Health and Social Services Goal: Provide for improved access to health and social services.

Initiatives:

- Expand after-school programs for children 6 to 10 yrs old in the Crown Heights neighborhood.
- Replace the daycare program for pre-school age children at Oceanside High School; this program was closed due to construction of new school facilities.
- Expand existing teen programs including evening activities to coincide with the end of existing after-school programs.
- Create a no-cost mentoring program for female teens to promote self-esteem and deter their participation in gang activities.
- Develop awareness in both the Eastside and Crown Heights neighborhoods of services and programs available at the Oceanside Senior Citizens Center.

- Expand awareness of medical and dental services available to residents through the North County Health Services (NCHS) activity at the Americanization School and at the NCHS Oceanside Loma Alta Clinic.
- The success of most programs will be directly related to community participation. A low cost transportation for after-school activities, doctor appointments and even court appointments will assist in the success of all of the above programs.

Economic Development Goal: Provide access to job training and education.

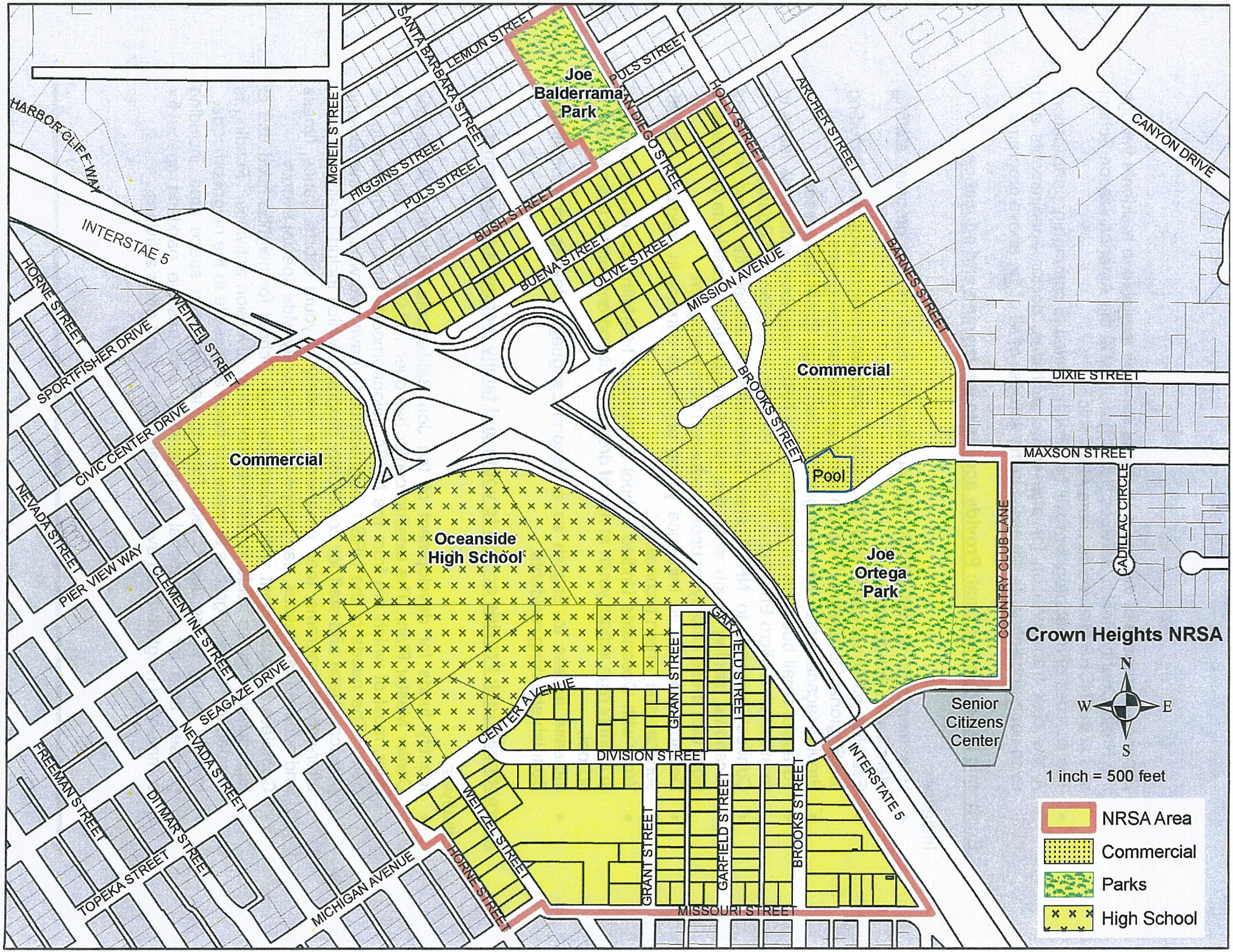
Initiatives:

- Hire members of the NRSA communities for much of the program staffing identified in this document.
- Establish adult education and job training programs referral programs including the Regional Occupation Program and apprenticeship programs.
- Provide façade improvement program for San Diego Street businesses.
- To assist small business developers in the NRSA neighborhoods, seek funds to re-establish a Micro Enterprise Training Program in English and Spanish.
- Conduct outreach to NRSA area businesses to assess the need for direct vocational training in job skills that would assist NRSA residents in obtaining work with these employers upon graduation from a program.
- Develop programs to introduce young people to careers in medicine / health services and "green technology".
- Work with Oceanside Unified School District and Interfaith Community Services to identify high school youth at risk of dropping out and encourage them to stay in school.
- Increase access to English as a Second Language classes for monolingual Spanish-speaking residents.

Recreational Goal: Provide access to youth and family recreational programs.

Initiatives:

- Identify funds for development of the Joe Balderrama Park and Recreation Center Master Plan. The existing center has over 100,000 community visits per year, most of which are from the NRSA neighborhoods directly adjacent to the park. The needs of the NRSA neighborhoods have overwhelmed the existing physical space and staff for community programs which include daily childcare, after-school programs, teen programs, a variety of youth sports, dance, fitness and educational classes, day camps and community-wide special events
- Complete an agreement with Oceanside High School for neighborhood use of high school athletic fields for after-school youth diversion activities. Funding is needed for facility upgrades to make the fields accessible to the neighborhoods.
- Identify space at the Joe Ortega Park to develop open space area, including grassed area for recreational programming and passive parkland space for community / neighborhood events, small concerts and other activities.


Crown Heights NRSA
N
W
E
S
1 inch = 500 feet
NRSA Area
Commercial
Parks
High School
Joe Balderrama Park
Commercial
Commercial
Oceanside High School
Joe Ortega Park
Pool
Senior Citizens Center
HARBOR CLIFF WAY
INTERSTAE 5
McNEIL STREET
SANTA BARBARA STREET
LEMON STREET
HIGGINS STREET
PULS STREET
SAN DIEGO STREET
HOLLY STREET
ARCHER STREET
CANYON DRIVE
BUSH STREET
BUENA STREET
OLIVE STREET
MISSION AVENUE
BARNES STREET
DIXIE STREET
MAXSON STREET
CADILLAC CIRCLE
COUNTRY CLUB LANE
BROOKS STREET
HORNE STREET
SPORTFISHER DRIVE
WEITZEL STREET
CIVIC CENTER DRIVE
NEVADA STREET
PIER VIEW WAY
CLEMENTINE STREET
SEAGAZE DRIVE
FREEMAN STREET
DITMAR STREET
TOPEKA STREET
MICHIGAN AVENUE
CENTER AVENUE
GRANT STREET
GARFIELD STREET
DIVISION STREET
WEITZEL STREET
HORNE STREET
MISSOURI STREET
INTERSTATE 5