



**RECLAIMING OLD TOWN
NATIONAL CITY
A Community Survey**

August 2005

**Environmental Health Coalition
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Environmental Health Coalition

Fighting Toxic Pollution. Protecting Public Health. Promoting Environmental Justice in San Diego/Tijuana.

Environmental Health Coalition is dedicated to environmental and social justice. We believe that justice is achieved when empowered communities act together to make social change. We organize and advocate to protect public health and the environment threatened by toxic pollution. EHC supports efforts that create a just society which foster a healthy and sustainable quality of life. EHC campaigns are:

➤ **The Border Environmental Justice Campaign** works in solidarity with social justice groups in the border region to promote worker and community right-to-know about the chemicals used by maquiladoras to increase their capacity to influence conditions that directly affect their health, and to demand cleanup of abandoned and contaminated sites.

➤ **The Campaign to Eliminate Childhood Lead Poisoning** works with community residents, housing advocates, health officials, and government agencies to eliminate the sources of lead exposure in San Diego County.

➤ **The Clean Bay Campaign** unites workers, bayside communities, and conservationists to clean up, restore, and protect San Diego Bay as a clean and healthy multi-use water resource capable of supporting a diverse range of activities.

➤ **The Toxic Free Neighborhoods Campaign** works with affected residents to promote land use and planning reforms, the relocation of hazardous industries to industrial zones, the reduction of toxic air contaminants released by industry, and the abatement of lead hazards in the home.

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Executive Summary

Old Town National City—once a residential neighborhood—has for decades been treated by planners as a dumping ground for polluting industry and warehouses. In recent years, however, the community, supported by a more receptive City Council, has demanded that Old Town be respected as a residential neighborhood. One of the key steps being taken to successfully return the neighborhood to residents is the design of a Specific Plan, which will lay out guidelines for development over the next 10 to 15 years.

Community-based organizations working in Old Town have made the Specific Plan a central priority, and have worked to engage residents in the discussions and debates around pertinent issues. In Spring 2005, Environmental Health Coalition (EHC), a 25-year old social and environmental justice organization based in San Diego, conducted a community survey to gauge the neighborhood's opinion on key questions and priorities for the Specific Plan. The survey responses reveal the community's preference on several important matters, summarized below:

Key Findings:

- *14% of children in Old Town have diagnosed asthma—twice the rate in California.*
- *One in three children living in Old Town do not have health insurance—three times the uninsured rate in the county.*
- *92% of respondents favor the construction of an autobody park for relocation of autobody shops outside of the Old Town neighborhood.*
- *90% of respondents support construction of single-family homes in Old Town, while over 80% oppose the construction of condos or apartments.*
- *83% of respondents support an increase in density of no more than 50%, or 500 people.*
- *89% of respondents favor a height ceiling in the neighborhood of two or three stories.*
- *94% believe that increasing the amount of stop signs and improving traffic control is a “priority” or “necessary”.*
- *Over 90% support several community-serving facilities and businesses, including: a central plaza, more recreation spaces, medium-size market with fresh produce, and a public pool.*
- *The community's top three priorities for the Specific Plan are: Construction of new housing affordable to current Old Town residents, re-location of autobody shops, and changing the zoning in Old Town to residential and residential-compatible land uses.*

Key Conclusions:

- ***Reduce toxic emissions in the neighborhood:*** Successfully improving the quality of life by ‘cleaning up’ Old Town will require that planners understand and reduce the toxic burden that residents live with on a daily basis.
- ***Improve access to health care:*** Given the low rate of health insurance amongst children, it is important that facilities be located in Old Town where residents in most need of health care can access them.
- ***Re-zone the neighborhood to be residential and residential-compatible:*** The Specific Plan should change the zoning designation that has allowed the unhealthy mix of businesses and housing that characterize the neighborhood today.
- ***Build an autobody park:*** An autobody park located in an industrial area away from Old Town will help stimulate the re-location of autobody shops that contribute to the toxic burden in Old Town.
- ***Include phase-out laws in the Specific Plan that limit the time polluters can operate in Old Town:*** Along with the zoning change, the Specific Plan should include an ordinance which allows for phase-out of autobody shops as non-conforming land uses.
- ***New and existing housing should be affordable to people currently living in Old Town:*** ‘Affordability’ needs to be qualified and pegged to income levels in the neighborhood.
- ***Maintain low height levels and low density:*** While there is an understanding that progress means change, residents appear clear that the single-family, low-density character of their neighborhood should remain unchanged.
- ***Improve safety through street and traffic improvements:*** The Specific Plan can respond to the community's concern for security and safety by improving walkability, street lighting, and traffic flow.
- ***Prioritize community-serving developments such as parks, plazas, and recreation areas:*** While the city's attention is focused on beautifying downtown and the main arteries of National City, Old Town residents want to see equal attention and funding in their own neighborhood.

Background

The neighborhood of Old Town, National City suffers from a long history of poor land use planning, which has left an unhealthy mixture of homes, toxic polluting businesses, and warehouses. In 2004, after decades of neglect, a new City Council agreed to fund a Specific Plan that would lay out the future of the neighborhood. Along with the St. Anthony's Organizing Ministry (in collaboration with the San Diego Organizing Project) and the Old Town Neighborhood Council, Environmental Health Coalition (EHC) has been preparing residents to be active participants in the planning process, and to insure that their vision for the neighborhood is articulated clearly.

In Summer, 2005, EHC carried out an 8-week training session, *SALTA: Community Planning for Better Environmental Health*, focusing on the Specific Plan being designed for part of the Old Town neighborhood. 18 community leaders participated in the training, which included curriculum on the Specific Plan process, land-use, redevelopment, environmental health, community organizing, and data collection. This training was based on EHC's SALTA program, which builds the capacity of community members to take leadership around social and environmental justice issues affecting their daily lives. SALTA, which stands for "*Salud Ambiental, Lideres Tomando Acción*", or "Environmental Health, Leaders Taking Action", was first conducted in 1995, and has since been adapted for EHC members living in several areas of San Diego County, as well as in Tijuana, Mexico.



Community leaders Rosa Morales and Maria Coronel conducting surveys in Old Town. Following are the names of participants in the SALTA training: Adriana Alfaro, Elva Caravantes, Lorena Chavez, Maria Coronel, Martha Cortez, Lilia Damian, Argelia Estrada, Rosalba Farias, Lorena Gallegos, Margarita Garcia, Carmen Gutierrez, Florida Lozoya, , Rosa Morales, Maria Radilla, Maria Robles, Irma Tranquilino, Angelica Villa

One of the primary goals of the leaders participating in this SALTA was to better understand the opinions of Old Town neighborhood residents about key issues emerging in the debates and discussions around the Specific Plan. In order to gauge community opinion, these leaders spent two weeks conducting a comprehensive survey in Old Town. This survey builds on an earlier questionnaire distributed by St. Anthony's Organizing Ministry in which residents were asked to identify what they want and do not want in the neighborhood. As the process has matured, leaders felt a need for additional data that focuses on the community's specific priorities and opinions.

Methodology

Administered by EHC staff and community leaders that participated in the SALTA training, the survey generally required about 20 to 30 minutes for completion. While a majority were collected door-to-door by bilingual teams of canvassers, staff and leaders also spoke to parents at Kimball Elementary and residents at community meetings. Several photographs, which were mostly provided by EDAW (the City’s planning consultant leading the Specific Plan process), were shown to respondents to substantiate and give a visual representation for some of the questions (for instance, residents were shown photos depicting different heights of residential housing complexes when deciding what height limitations they would support in the neighborhood). Staff and leaders were instructed not to offer their own opinions, or to attempt to sway opinions, on any of the questions. In an effort to insure that this survey was strictly used for data-gathering purposes, one of the sessions of the SALTA training focused on how to conduct a survey and limit bias.



The Idea Tree. During one of EHC’s SALTA trainings, community leaders wrote their ideas on leaves and posted them on a tree for discussion.

119 surveys were collected from individuals who have a direct interest in the neighborhood. That is, anyone who lives or works in Old Town, or has a relative attending Kimball Elementary. Each of the 56 questions in the survey received between 110 and 119 responses.

Survey Results

Demographic Data

- 80% report that they can afford no more than \$1000 per month for rent or mortgage payments
- There is an average of 3.6 persons per household
- 33.5% of respondents own their homes, and 66.5% are renters.
- Respondents average 42 years of age. However, it should be noted that the proportion of Old Town residents under the age of 24, 45%, is much higher than the county average.

Census Statistics

EDAW, the planning firm chosen by the city to lead the Specific Plan process, hired Economics Research Associates to conduct quantitative census-based analysis on the Specific Plan Area. Several statistics are worth noting:

- The Old Town neighborhood is one of the poorest in National City, with an average family income of about \$30,000, or 55% of the county median.
- Only 28% of residents own their homes, 20% lower than the home ownership rate in National City, and about half the county average.
- The Old Town neighborhood has 3.6 persons per household, about 25% more than the county average. This statistic may indicate that there is overcrowding and multiple families living in single dwellings in Old Town.

Addressing Respiratory Health Issues

Finding 1: About 14% of children in Old Town National City have been diagnosed with asthma—about twice the documented state average of 7%¹. 9% of adults in the neighborhood have been diagnosed with asthma, as well.

Finding 2: 32% of children and 51% of adults lack health insurance. Comparatively, 11% of all children in San Diego County are without health insurance².

Fueled by the high asthma rate in the area, one of the most pressing concerns in Old Town is toxic air pollution. In 2004, Dr. Cindy Waters, former principal at Old Town's Kimball Elementary, testified to the City Council that Kimball's student body was experiencing a drastic increase in diagnosed asthma. While her testimony sparked a response from the Council—namely the formation of the National City Asthma Committee—EHC's survey and research show that asthma levels in the neighborhood remain elevated. Furthermore, one out of three children, and one out of two adults, lack health insurance. This would indicate that many residents are underserved by the health system, and thus, formal diagnosis of asthma is probably higher than these results show. In any case, residents are aware that the high level of air toxicity is one of the key factors driving the high level of asthma in the neighborhood.



Toxic Neighbors. One of many locations in Old Town where an autobody shop or other toxic polluter is directly adjacent to a home or school.

Conclusion 1: Reduce toxic emissions in the neighborhood

Given the young population and the high number of families in Old Town, health is a primary concern for residents. Successfully improving the quality of life by 'cleaning up' Old Town will require that planners understand and take action to solve the toxic burden that residents live with on a daily basis.

Conclusion 2: Increase access to affordable health care

The city needs to recognize the high level of uninsured children, and create a program for addressing the issue. It is important that facilities be located in Old Town where residents in most need of health care can access them. Additionally, an outreach initiative should be conducted which informs community members about how to access both health insurance and health care.

¹ Center for Disease Control and Prevention. Forecasted State-Specific Estimates of Self-Reported Asthma Prevalence—United States, 1998. MMWR. 1998;47: 1022-1025

² San Diego Regional Asthma Coalitoin. Asthma Report Card, 2004.

Resolving Incompatible Mixed-Use Issues

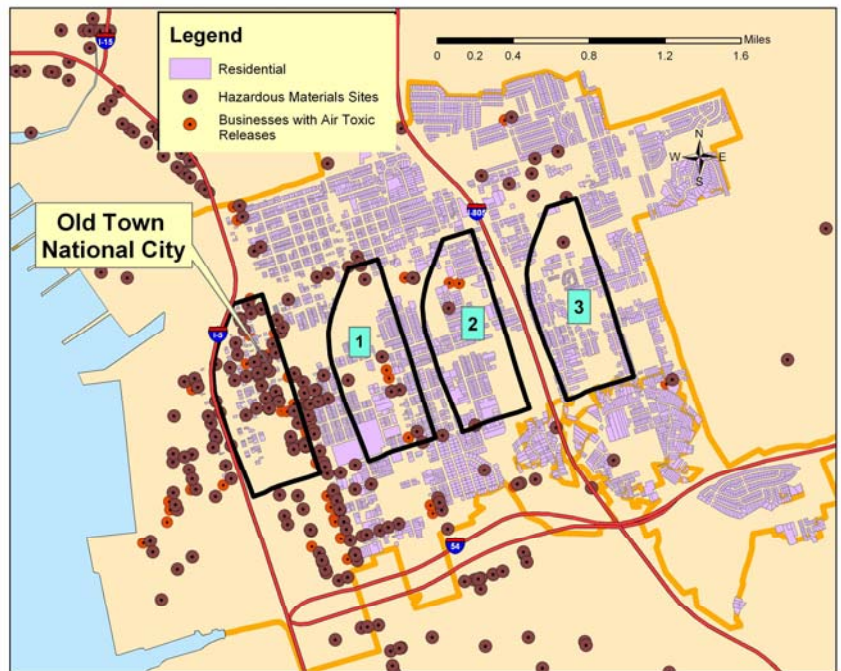
Finding 1: 69% of respondents consider re-location of autobody shops to be a priority, and an additional 28% believe it is necessary.

Finding 2: 84% of respondents consider the re-zoning of the neighborhood to residential and residential-compatible as a priority, and an additional 13% consider it necessary.

Finding 3: 92% of respondents approve of a plan to construct an autobody park in an industrial area outside of Old Town where existing autobody shops in the neighborhood can re-locate.

EHC’s research on Old Town’s air toxic inventory paints a picture of the severity of the incompatible mixed-use issue. There are over 20 autobody shops in this six-by-fifteen block neighborhood, each of which emits multiple airborne chemicals. While many businesses operate without proper permits, EHC inspected the records of those businesses carrying appropriate Hazardous Materials and Air permits and added together the self-reported emissions of toxic air contaminants in the neighborhood. The chemicals which are reported as part of the permit process have been linked to diseases such as asthma, cancer, and reproductive illness. EHC found that Old Town’s air toxic inventory is disproportionately high for National City, as well as for the county as a whole. Figure 1 shows the comparison: the ‘footprint’ around the Old Town neighborhood contains over 23,000 pounds of air toxics, while footprints 1, 2, and 3 contain 6,000, 3,500, and 0 pounds of air toxics, respectively. About 70% of the reported toxics in Old Town come from autobody shops. The neighborhood also borders Interstate-5 on the West, and is home to a diesel bus station, each of which is a source of high levels of particulate matter from motor vehicle emissions not included in these statistics. Each of these results encourages a clear environmental health focus within the Specific Plan design.

figure 1. Toxic Air Releases for Old Town National City and Three ‘Footprints’ in National City



There is a near consensus opinion on a desire to remove or relocate industry away from the neighborhood, and to return land-uses to residential and residential-compatible development. For instance, figure 2 and 3 show that 97% of respondents believe that a change in zoning laws to prohibit polluting businesses in the neighborhood, and relocating autobody shops, is either ‘necessary’ or a ‘priority’.

figure 2. Change in Zoning Laws Prohibiting Polluting Businesses Near Schools and Houses

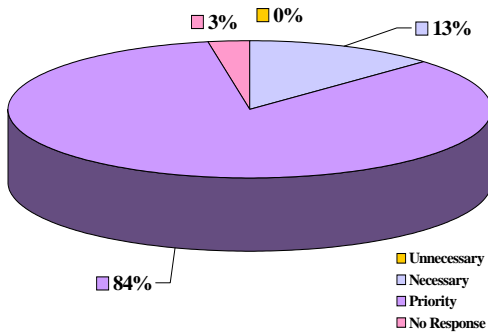
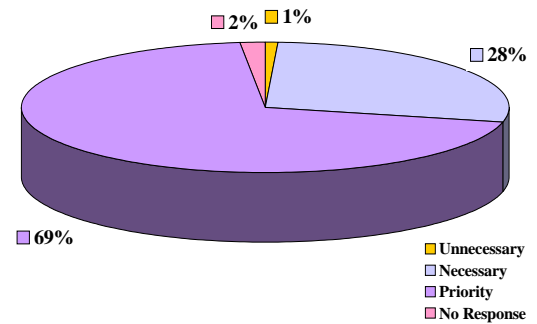
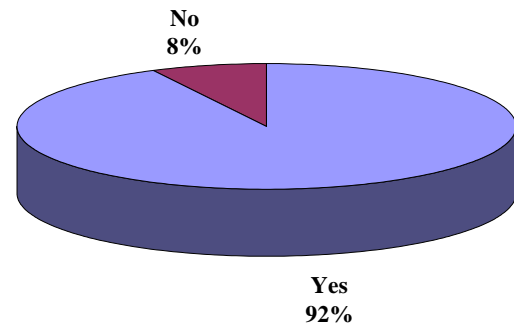


figure 3. Re-location of Autobody Shops



While residents are looking to the Specific Plan to lay out a long-term plan for addressing the historical neglect and poor land use planning in Old Town, they are also excited by other shorter-term approaches to reducing pollution. Figure 4 shows that 92% of respondents support the construction of an autobody park west of Interstate 5, and at least 500 feet from residence, where existing autobody shops in Old Town can relocate. This potential solution is being studied by National City’s Community Development Commission at the request of the City Council.

figure 4. Would you support the construction of an autobody park west of I-5, and at least 500 feet from residential, where existing autobody shops could relocate?



Conclusion 1: Re-zone the neighborhood to be residential and residential-compatible

After years of debating how Old Town is zoned, residents are looking forward to the Specific Plan as an opportunity to move away from the ‘Light Manufacturing Residential’ designation that has invited in the unhealthy mix of polluting industries and housing that characterize the neighborhood today.

Conclusion 2: Build an autobody park in an industrial area outside of Old Town where existing autobody shops can re-locate.

While re-zoning will have a favorable long-term effect, there should also be an element in the Specific Plan which facilitates the re-location of autobody shops, which are responsible for 70% of the documented toxic pollution in Old Town, away from the neighborhood. The construction of an autobody park in an industrial area outside of Old Town, and at least 500 feet from residence, would greatly improve air quality and respiratory health, free up land for community-serving uses, and provide a viable alternative to businesses that have long operated in Old Town.

Conclusion 3: Include phase-out laws in the Specific Plan that limit the time that autobody shops can do business in Old Town.

Along with the zoning change, the Specific Plan should include an ordinance which allows for the phasing out of autobody shops as non-conforming land uses. A phase-out period should be set with reasonable allowance of time for business owners to recoup investment. A legitimate phase-out process will prevent the grandfathering that would allow land owners to simply rent their land to another polluter after the current tenant re-locates. Coupled with an autobody park as a viable option for re-location, there is extremely strong legal standing for such legislation.

The Housing Dilemma

Finding 1: 81% of respondents consider new housing affordable to people currently living in the neighborhood as a priority.

Finding 2: 81% and 84% of respondents oppose the construction of apartments and condos, respectively, while 89% support the construction of single-family homes.

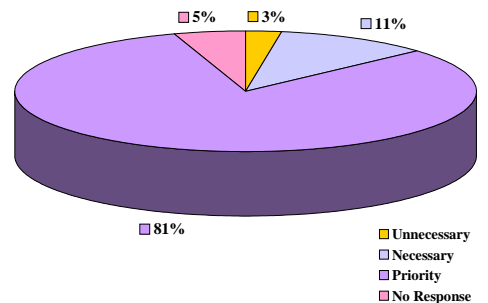
Finding 3: 83% of respondents support an increase in density of no more than 50%, or 500 people.

Finding 4: 89% of respondents favor a height ceiling in the neighborhood of two or three stories. Only 1% support a height ceiling of 10 floors.

When discussing the need for affordable housing in Old Town, it should be noted that “affordability” is a relative term, and that legislation which sets standards, income levels, and quotas for “affordable housing” may not benefit the majority of residents in the neighborhood. Thus, the language used in the survey—“affordable to people currently living in Old Town”—pegs housing to income levels in the neighborhood. The distinction is critical for avoiding gentrification, a central concern of residents when discussing redevelopment and the Specific Plan.

Figure 5 above shows that the community is extremely concerned with how the Specific Plan will affect affordability. 81% of respondents rate new housing affordable to current

figure5. New Housing Affordable to People Living in Old Town



residents as a priority, and an additional 11% rate it as necessary. There are also clear statistics showing that residents believe single family homes are the preferred type of housing for the neighborhood. Shown in figure 6, 81% and 84% of respondents oppose the construction of apartments or condos, respectively, while 89% support the construction of single-family homes. Figure 7 shows a decisive opinion on height limitations, with almost 90% of individuals supporting either a two or three story ceiling. And figure 8 illustrates that, while some increase in population in the neighborhood may be favored, residents would like to limit population growth to 50% of the current population.

figure 6. Preferred Types of Housing

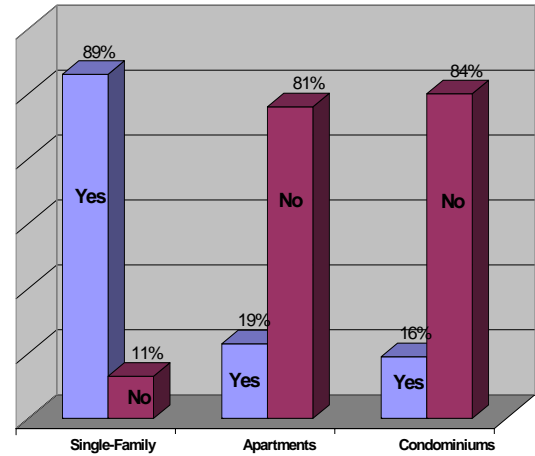


figure 7. What is the Maximum Height of New Residential Buildings that You Would Support?

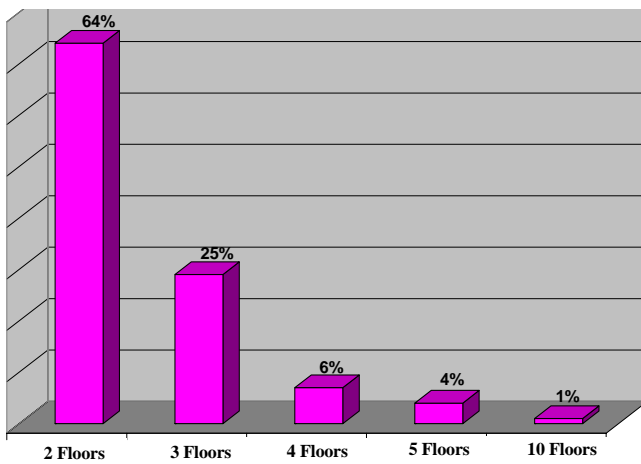
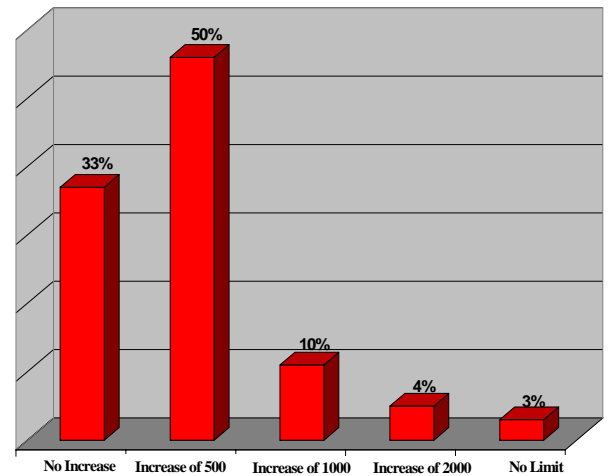


figure 8. What Increase in Population Would You Support for Old Town?



Conclusion 1: New and existing housing should be affordable to residents currently living in Old Town.

As mentioned above, this is a critical question in responding to the community’s suspicion that the Specific Plan is being used as a tool of gentrification. ‘Affordability’ needs to be qualified and pegged to income levels of current residents in the neighborhood.

Conclusion 2: Maintain low height levels and low density

Residents are aware and worried about nearby downtown high-rise development, both because they are afraid that the government wants to site similar development in the core of Old Town, and because of the “spill-over” effects of higher density along the borders of the neighborhood . While there is an understanding that progress means change, residents appear clear that the single-family, low-density

character of their neighborhood should remain unchanged. Conversely, residents are overwhelmingly opposed to the construction of high rise buildings in their neighborhood.

Street Improvements and Safety Issues

Finding: Improving traffic control, walkability, and street safety in the neighborhood are among respondents’ top five priorities.

Respondents weighed in decisively on a number of questions related to street improvements and safety issues in the neighborhood. In Old Town, many busy intersections have no stop signs. As a result, there is high-speed through-traffic that results in frequent accidents. Figure 9 shows that 94% of respondents noted better traffic control as either a priority, or necessary.



Tough Streets. A recent accident at the corner of 16th and Coolidge. A truck overturned after one car failed to stop at a yield sign.

figure 9. More Stop Signs and Better Control of Traffic

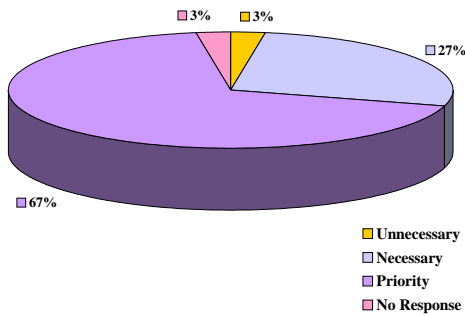
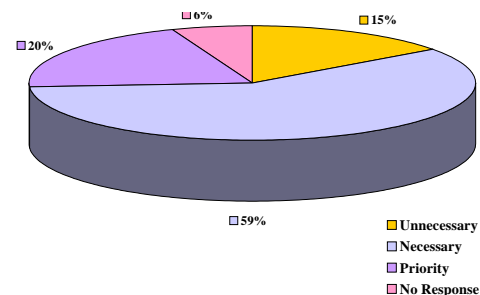


Figure 10 shows that 79% of Old Town residents believe that improving the walkability of the neighborhood by widening sidewalks is necessary. One of the major concerns amongst Old Town residents in past years has been the safety of children walking to schools. Kimball Elementary staff has already engaged the debate, advocating successfully for a stop sign to be installed on 18th Street and Coolidge, the main intersection in front of the entrance to the school. However, the various walking

routes that children take to school, especially Coolidge Street, have thin, often blocked sidewalks. Beyond caring for the neighborhood’s children, walkability is an issue for residents in general. In Old Town, the low income levels mean that there are significant numbers of residents who do not own cars and rely on their feet as their primary mode of transportation.

figure 10. Widening of Some Sidewalks to Make the Neighborhood More Walkable



Another issue that residents have identified as pertinent to the Specific Plan is unpaved roads and alleyways in the neighborhood. Perhaps the most blatant example of this is the unfinished road at Harding and 21st Street, which forces several residents to use a dirt lot as a parking lot. Aside from being aesthetically unappealing, residents report that the dirt road is used as a parking lot and dump site by people from outside of the neighborhood. Figure 11 shows that over 50% of respondents consider the full paving of these roads a priority.

figure 11. Full Paving of Streets

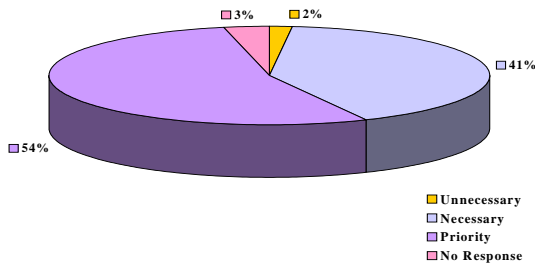
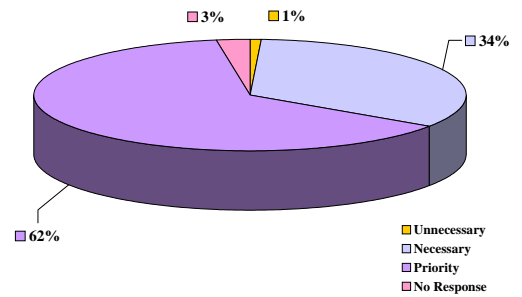


figure 12. Better Street Lighting



Respondents were also outspoken about the need for better street lighting in the neighborhood. Many blocks have only one dim light, leaving several dark areas in front of homes. Given that National City has the highest crime rate in San Diego County, residents appear adamant that measures be taken to increase security. This is in line with a survey conducted by a City consultant in the Winter of 2005 in which 31% of National City residents considered crime to be the number one issue facing the City. This sentiment is reflected in figure 12, showing that 96% of respondents consider better street lighting necessary or a priority.

Conclusion: Improve safety through street and traffic improvements

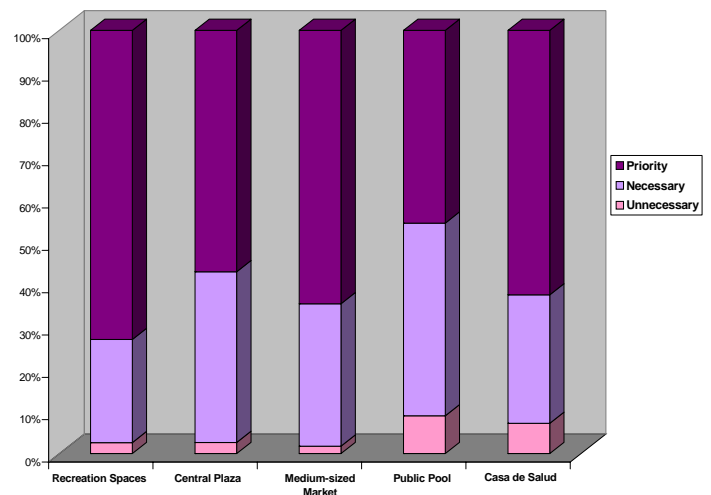
Other surveys corroborate that safety and security are at the top of National City residents’ priority lists. The Specific Plan can respond to this concern by identifying improvements in walkability, street lighting, and traffic flow. The community should be consulted on where they believe the primary problem areas exist.

Community-Serving Land Uses

Finding: There is over 90% support for several community-serving facilities and businesses

One particularly dominant trend in the survey is a desire for an increase in community-serving land uses, which are currently scarce in the neighborhood. A solid majority of respondents support and prioritize the construction of parks and recreation spaces, as well as a central public plaza, a medium-sized market with fresh produce, a public pool, and improvements, expansion, and promotion of Casa de Salud. Figure 13 shows the breakdown of opinion on these five developments, each of which garners more than 90% approval.

figure 13. Approval Ratings for Community-Serving Land-Uses



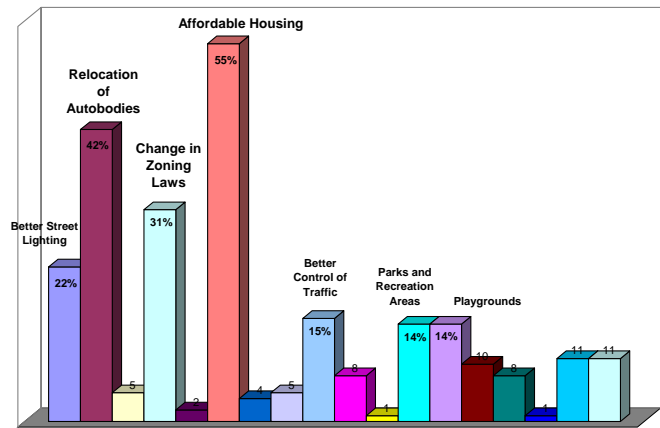
Conclusion: Prioritize community-serving developments such as parks, plazas, and recreation areas

While the city’s attention is focused on beautifying downtown and the main arteries of National City, Old Town residents want to see equal attention and funding given to their own neighborhood, as there are scarce resources in Old Town which serve the community and improve the quality of life.

Challenges and Principles

EHC’s community survey offers much insight into Old Town residents’ own vision for the future of the neighborhood. The Specific Plan presents an unprecedented opportunity to correct the faulty planning process of the past in this historically marginalized community. While the adjacent Downtown Specific Plan has attracted a new generation of vertical, high-density development, Old Town residents are clear that they prefer to maintain a small town character in their neighborhood. However, this does not mean that residents are afraid of change. On the contrary, after years of neglect, residents are hungry for change. They are looking to the Specific Plan to lay out a plan for making Old Town a healthier and better place to live and raise a family.

figure 14. Top Priorities for the Old Town Specific Plan



Many of the statistics in this report evidence the broad array of changes the community is advocating and organizing for in the Specific Plan. To judge respondents’ key points of interest, the survey also asked respondents to choose their three highest priorities from a list of 17 possible changes that could be included in a Specific Plan. Figure 14 shows the results. Affordable housing ranked number one, followed by re-location of autobodies and change in zoning law that prohibits industrial, warehouse, or automotive uses. Other items ranked high, as well, including improvements in street lighting and traffic safety, and increased recreational spaces.

As redevelopment takes place in Old Town it is critical that it primarily serve the people currently living in the neighborhood. Too often, redevelopment brings improvements which price residents out of the market. Those designing and implementing the Plan need to be cautious that renters—who are the majority—are not forced out. The Specific Plan should be measured by its inclusiveness. To the greatest extent possible, the Plan should create, not limit, opportunities for current residents. The community will be looking toward a final Specific Plan that reflects their input and vision.

While it may be difficult to follow up on each of the community’s desired outcomes for the Old Town Specific Plan, there is an opportunity for agreement on main values and principles. If the City and Old Town residents can agree on these basics, then a common measure may emerge against which each project can be evaluated. Working from the survey results and the above conclusions, EHC leaders have created their “Principles for Revitalization in Old Town” based on six core points. These principles are sketched out on the following page, with each principle broken down into several action components.

EHC's Principles for Revitalization in Old Town

1. Decrease Toxic Air Contaminants in Old Town by 50%

- Prohibit polluting businesses from moving into Old Town.
- Re-locate all autobody shops in the core of the neighborhood
- Pass legislation establishing a phase-out period for polluting businesses
- Construct a sound wall along I-5 to better contain particulate matter emitted from vehicles
- Decrease diesel truck emissions from within the neighborhood by 75%.

2. Develop Housing Affordable to Current Old Town Residents, and in line with Old Town Community Vision

- Residential development should be affordable to people living in Old Town (those making less than \$30,000 per year)
- Make affordable housing available to families and seniors
- Initiate, and expand the mandate of, the affordable housing task force with strong representation from each of the organizations working in Old Town (St. Anthony's Organizing Committee, Environmental Health Coalition, Family Resource Center, and Old Town Neighborhood Council).

3. Preserve Community Character

- Make new residential housing single-family homes whenever possible. Apartments should be no more than two stories, should have aesthetically-pleasing architecture, and should bring together necessities of the family, such as laundry facilities and recreation spaces.
- Establish a height limit of two stories for the core of the Old Town neighborhood, and three stories along the borders
- Limit increase in population density to 50%, or 500 people.
- Tie any increase in population density to an expansion in community services and schools.

4. Increase Parks and Recreation Services

- Implement a clean-up strategy for Paradise Creek
- Build a nature path and bridge that connects Paradise Creek to Kimball Park
- Build at least two tot-lots and playgrounds in the neighborhood
- Build additional Parks and recreation spaces

5. Improve Streets and Traffic Control

- Increase the amount of street lights in Old Town
- Improve traffic control in the neighborhood
- Widen sidewalks and calm traffic on key walking routes, prioritizing access routes to Kimball Elementary
- Pave all streets and alleyways

6. Improve and Build New Community-Serving Businesses and Facilities

- Zone an area specifically for a medium-sized market with fresh produce
- Establish a weekly farmer's market in the new park
- Renovate, expand, and promote Casa de Salud
- Build a public pool
- Construct a central plaza and kiosk behind Kimball school