

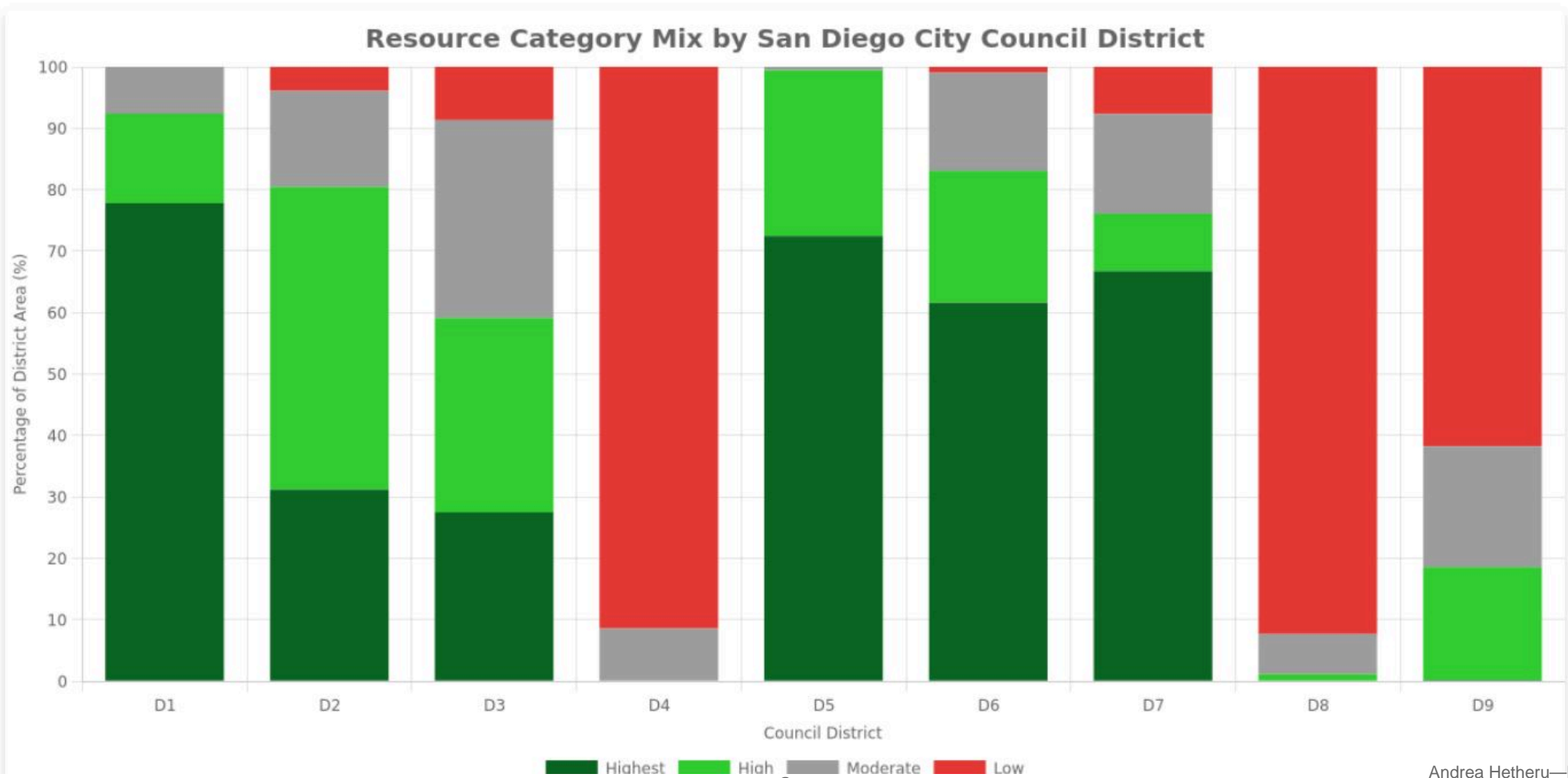
Hold The Hill: A Vision for Equity



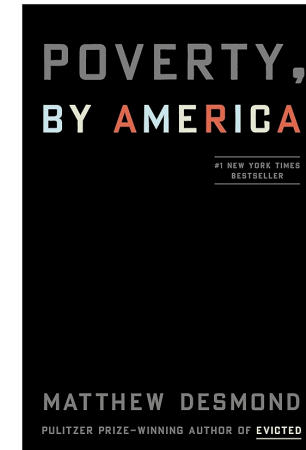
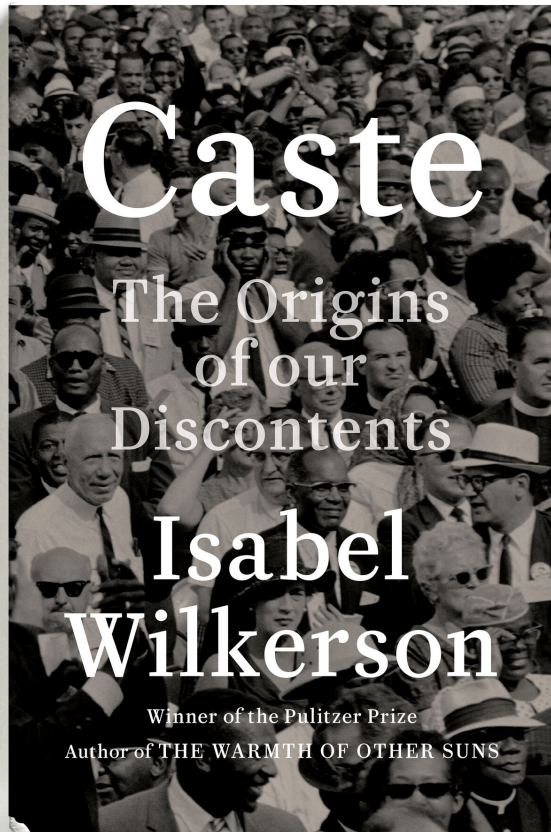
Andrea Hetheru
Hold the Hill — Policy & Planning Framework

Resource Distribution by City Council District

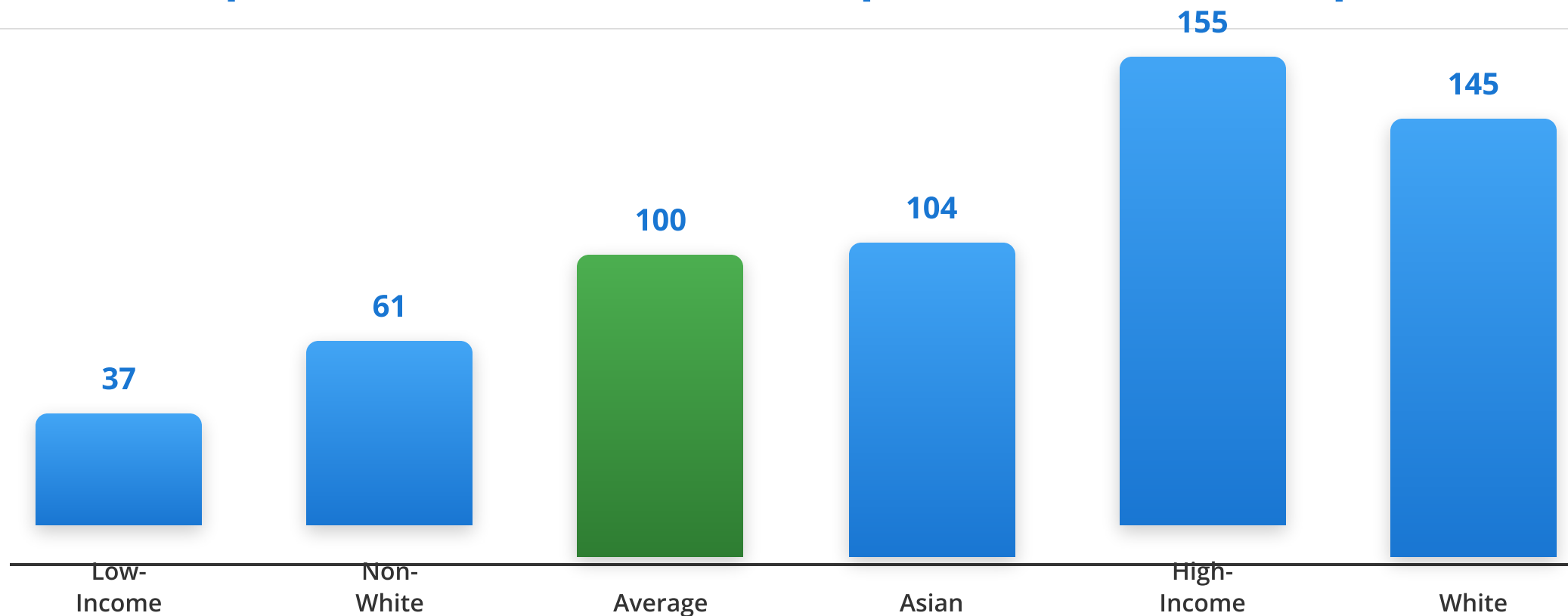
Resource Category Distribution by District



Recommended Reading: Understanding Systemic Inequity



Park Space Per Person: Comprehensive Comparison



Average neighborhood = 100 (baseline). Data shows significant disparities with low-income neighborhoods having only 37% of average park space.

Source: City of San Diego Parks & Recreation Department (2023), Trust for Public Land ParkScore

The Old/ "Prescribed" Way Hasn't Worked

- For fifty years, community members have participated in plans, hearings, and task forces for equitable parks and development — and submitted our infrastructure priorities on whatever schedule was requested. Our Park & Rec boards have been faithful — yet the impact has been little to none.
- Promised parks and infrastructure have been repeatedly deferred while higher-income areas advanced.
- **Processes only change when there is strong, coordinated grass-roots demand.**
- **The pressure for that change is being seen now. But we must keep that pressure up and build on it, because we have seen these kinds of promises before — made when pressure mounted — and they led nowhere unless the pressure remained sustained. Think Chicano Park, the cancellation of a freeway cutting through Southcrest and even the stoppage of a safe parking location for the unhoused at Malcolm X Library.**
- **Evidence of this new pressure can already be seen in:**
 - Revisions to the City's Capital Improvement Program (CIP) process, and
 - The City's Park and Recreation Needs Assessment, which begins in Districts 4, 8, and 9.

S.D. has plan for expediting projects

San Diego Union-Tribune — October 16, 2025

San Diego Union-Tribune, The (CA) - October 16, 2025 - page 15
October 16, 2025 | San Diego Union-Tribune, The (CA) | San Diego, California | Page 15

S.D. has plan for expediting projects

Method would allow contractors to design infrastructure jobs

By David Garrick
UNION-TRIBUNE

SAN DIEGO — The city is stepping up its efforts to tackle billions in overdue infrastructure projects by shifting to a model where contractors help design projects, instead of just building ones already designed by city engineers.

Officials expect the new model, which the City Council approved last week, to reduce cost overruns,

improve quality, boost transparency and help the city tackle its massive infrastructure backlog more quickly.

“These changes aim to help the city meet growing infrastructure needs by streamlining the capital improvement program, enhancing public works contracts and encouraging innovation,” said city engineer Rania Amen. “This diversified approach will enable the city to better manage costs, schedules, risks and quality.”

San Diego officials say the new method will be used for large and complex upcoming projects like the Hodges Dam replacement,

convention center expansion and new drainage channels in parts of southeastern San Diego that flooded in January 2024.

They say early collaboration between a contractor and city officials boosts understanding of project goals and agreement on them, making projects easier to build and allowing innovations that improve quality.

San Diego faces nearly \$12 billion in infrastructure projects over the next five years, and the city expects to have only about \$5.5 billion to spend on infrastructure during that time.

That leaves a \$6.5 billion gap,

which is the largest ever. And the gap has more than tripled since early 2020, when city officials estimated it at \$2.16 billion.

Officials say the new method could help them more quickly replace the city’s daunting amount of aging infrastructure — a result of so much of it having been built during the city’s population boom of the 1950s, 1960s and 1970s.

Because contractors will be chosen based on qualifications instead of submitting the lowest bid, costs for some projects may be higher, city officials said.

See **PROJECTS** on Page B2

City of San Diego Launches First-Ever Community Recreation Needs Assessment

FOR IMMEDIATE RELEASE — Wednesday, Aug. 20, 2025

The City of San Diego launched its first-ever Community Recreation Needs Assessment (CRNA), which will focus on gathering data to better understand and meet the recreational, communication and financial needs of San Diego's diverse communities.

*"Every San Diegan deserves access to safe, welcoming, and high-quality parks and recreation opportunities—that's why we're launching this first-ever Community Recreation Needs Assessment." — **Mayor Todd Gloria***

Assessment Phases:

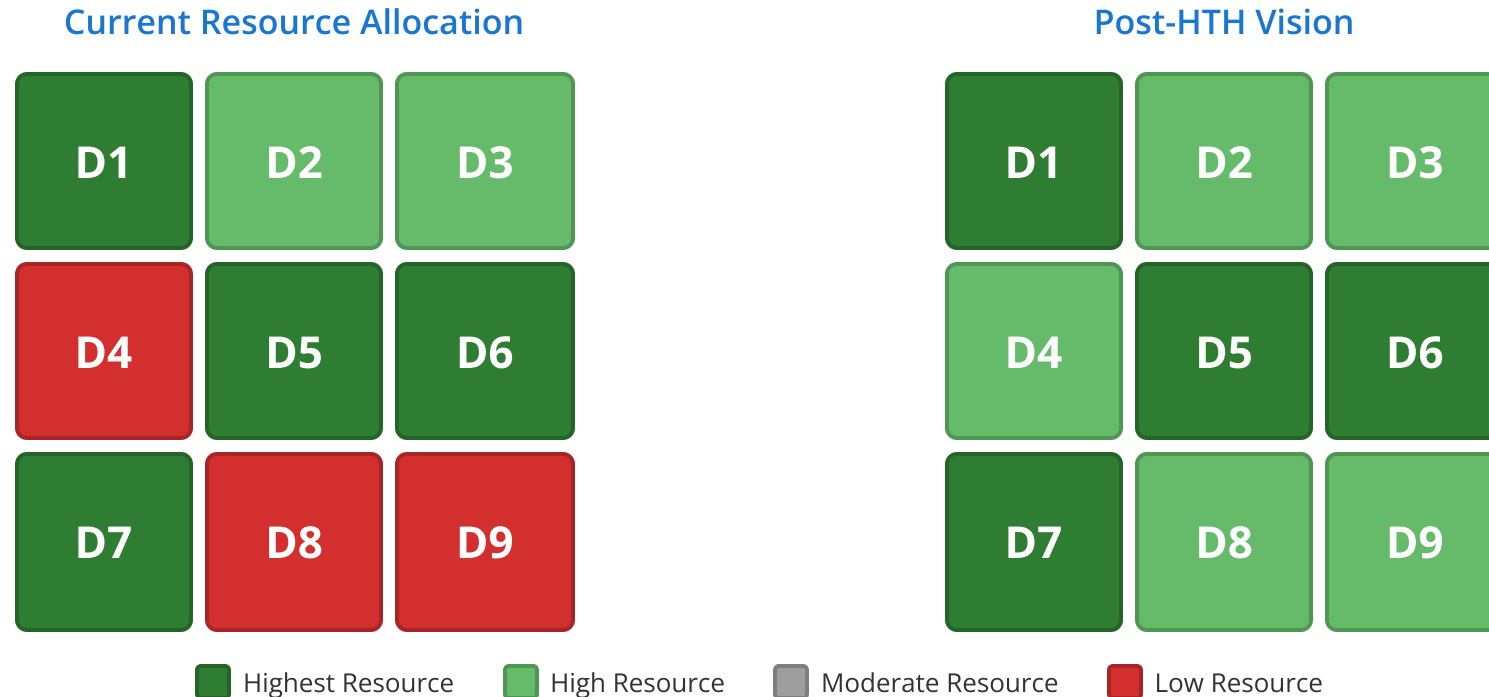
- Phase 1: Council Districts 4, 8 and 9
- Phase 2: Council Districts 3, 6 and 7
- Phase 3: Council Districts 1, 2 and 5

The assessment will include surveys, interviews, focus groups, virtual workshops and in-person public meetings, conducted in collaboration with Keen Independent Research, Inc.

How does a World-Class Destination Park benefit the Entire City?

- It gives access to residents of our city and county to one of the finest views in our city.
- **IF** the city buys in, it could generate revenue for the city for decades to come.
- It will spur commercial investment with foot traffic and attract residents with more income, schooling and civic engagement. This will reduce housing demand in other areas of the city, stabilizing prices throughout the city by bringing median resources to parity throughout the city.

When "Avoid" Areas Become Desirable — Citywide Equity



Source: TCAC/HCD Opportunity Map (2021); Visualization by Hold The Hill Initiative

The transformation from Concentrated Inequity to Balanced Opportunity shows what happens when investment reaches every district. Each area gains access to the same level of public amenities, safety, and opportunity that only a few enjoy today.

- When neglected neighborhoods improve, the city itself changes.
- With equitable reinvestment, no area must remain an "avoid area."
- Demand and investment spread across the city — stabilizing prices everywhere.
- This is how San Diego truly becomes **"America's Finest City"** — not by chance, but by design. We could be the first metropolis in America with NO BAD AREAS.

Prop 13 and the Incentive Timeline: After the World-class park bring Attractive businesses

"Avoid" Area	No maintenance	Taxes stay low → no pressure
Early Revitalization	Cosmetic fixes	Still cheap to wait
Full Revitalization	Heavy upgrades or sell-off	Big windfall

City can intervene earlier with fines, rehab loans, vacancy fees.

Local contractors should be guaranteed $\geq 30\%$ of all contracting for the park and related redevelopment and rehab. Given that Emerald Hills was started and grown by Black military families out of conditions of exclusion, special consideration should be given to contractors of that lineage (not race).

Preventing Displacement



Right to Counsel

Legal support for tenants



COPA/TOPA

Community purchase rights



Small-Sites Fund

Acquisition & rehab support



Anti-Harassment

Just-cause protections



Code Enforcement

With rent-freeze covenants

Lower income San Diego residents should have access to better resourced areas whether by staying in an improved D4 or to move to already high resourced areas. That's AFFH.

Current residents should be housed in better-resourced areas — whether here in District 4 or elsewhere in the city — so families have real choices.

Revitalization ≠ Displacement.

Revitalization ≠ Displacement IF the other districts north of Interstate Highway 8 thoughtfully add housing for all income levels as well. Otherwise, to resist residents moving would be to further the concentration of poverty in D4. The city is obligated by AFFH to provide high resource and opportunity to all its residents without regard to the modesty of their home, vehicle, or vacation budget.

AFFH (AB 686): Opportunity in High-Resource Areas

1 Zone affordable housing inside high-resource tracts

2 Use public land & inclusionary set-asides; fast-track affordable permits

3 Provide realistic mobility help — not forecasts or unwalkable paths

4 Add corporate collaboration to align employers, philanthropy, and training with housing access

Source: City of San Diego Biennial Housing Element Report (2023).



Community Land Trusts: Equity Anchor

CLT Owns Land

99-year ground lease



20-30%

Reserved for SE residents at risk of displacement



Affordability Forever



Meets AFFH Goals

Funding + Stewardship = Permanence



Funding the Vision

State Parks SPP	Parks in underserved areas	The Hill site & connectors
AHSC	Housing + Transit + Parks	Joint park & affordable housing
EIFD / CRIA	Tax-increment finance	District infrastructure + housing
Philanthropy / NMTC	Cultural spaces + small biz	Community facilities
Corporate Sponsorship	Green energy & health exhibits	Sustainable infrastructure & wellness programs

Citywide Leadership + Calls to Action

- A world-class park in Southeast benefits all of San Diego.
- Every Councilmember's support matters.
- The next District 4 representative must champion equity and implementation.

Take Action:

- **Share the 2×2 Video** — person-to-person (not social media).
- **Sign up for text and email Alerts** when we need to show our commitment with our bodies in chairs. Live bodies count.
- **Volunteer for the Steering Committee** (interest + contact info).



HoldTheHill.org

Why We Don't Rely on Mass Social Media Campaigns



Mass Social Media

- Public, easily infiltrated by coordinated misinformation or comment manipulation.
- Algorithmic suppression of local visibility.
- Distracts energy toward defending narratives.
- Vulnerable to perception "warfare" from organized opponents.



Direct, Layered Communication

- Trust-based: friends, neighbors, co-workers, faith groups.
- Builds resilient networks that multiply like MLM growth — harnessing the power of exponential growth of real, sincere people.
- Creates authentic belief and sustained local ownership.
- Resistant to digital interference or reputation attacks.

"Our message travels slower at first — but deeper, stronger, and safer."

APPENDIX

District	Highest	High	Moderate	Low	Classification
D1	77.83%	14.56%	7.61%	0.00%	Highest
D2	31.21%	49.27%	15.60%	3.91%	High
D3	27.51%	31.63%	32.22%	8.64%	Moderate
D4	0.00%	0.00%	8.59%	91.41%	Low
D5	72.48%	26.97%	0.55%	0.00%	Highest
D6	61.61%	21.46%	15.97%	0.96%	Highest
D7	66.75%	9.36%	16.20%	7.69%	Highest
D8	0.11%	1.08%	6.51%	92.30%	Low
D9	0.22%	18.37%	19.65%	61.76%	Low

APPENDIX: Computations and Data of Resource Distribution by City Council District

Dominant Category	Criteria (based on % of district area)	Classification Label
Highest Resource	$\geq 60\%$ Highest Resource	Highest
High Resource	$\geq 40\%$ combined Highest + High, but $< 60\%$ Highest	High
Moderate Resource	$\geq 40\%$ Moderate (and $< 40\%$ Low)	Moderate
Low Resource	$\geq 60\%$ Low Resource	Low

APPENDIX: Funding Mechanisms

Acronym	Full Name	Description
State Parks SPP	Statewide Park Development and Community Revitalization Program (SPP)	A California State Parks grant program funding new parks and recreation facilities in underserved communities.
AHSC	Affordable Housing and Sustainable Communities Program	A state program that funds projects integrating affordable housing with sustainable transportation and parks to reduce greenhouse gas emissions.
EIFD	Enhanced Infrastructure Financing District	A local government financing tool in California that uses tax increment revenue to fund public infrastructure and community improvements.
CRIA	Community Revitalization and Investment Authority	A financing mechanism similar to EIFDs, focusing specifically on revitalizing disadvantaged areas and supporting housing and infrastructure.
NMTC	New Markets Tax Credit	A federal program that incentivizes private investment in low-income communities by offering tax credits.

APPENDIX: Key Findings - San Diego Park Equity Analysis

Disparities in Park Access by Income and Race/Ethnicity

- ▶ **Low-income neighborhoods** have **63% less park space per person** than the city's average neighborhood
- ▶ **Non-white neighborhoods** have **39% less park space per person** than the city's average neighborhood
- ▶ **Asian neighborhoods** have **4% more park space per person** than the city's average neighborhood
- ▶ **Low-income neighborhoods** have **85% less nearby park space per person** than high-income neighborhoods
- ▶ **Non-white neighborhoods** have **73% less nearby park space per person** than white neighborhoods

Source: City of San Diego Parks & Recreation Department (2023), Trust for Public Land ParkScore

APPENDIX: Data Sources and Methodology

Primary Data Sources:

- **City of San Diego Parks & Recreation Department** - Memorandum to City Council - Parks Score (June 15, 2023)
- **Trust for Public Land (TPL)** - ParkScore® for San Diego, California

Nearby Park Space Definition:

"Nearby park space" refers to park acreage accessible within a 10-minute walk from residential areas (approximately 0.5 miles or 800 meters).

Neighborhood Classifications:

- **Low-Income:** Census tracts where median household income falls below 80% of area median income
- **High-Income:** Census tracts with median household income above 120% of area median income
- **Neighborhoods of Color:** Census tracts where the majority of residents identify as racial/ethnic minorities