

IMPLEMENTATION

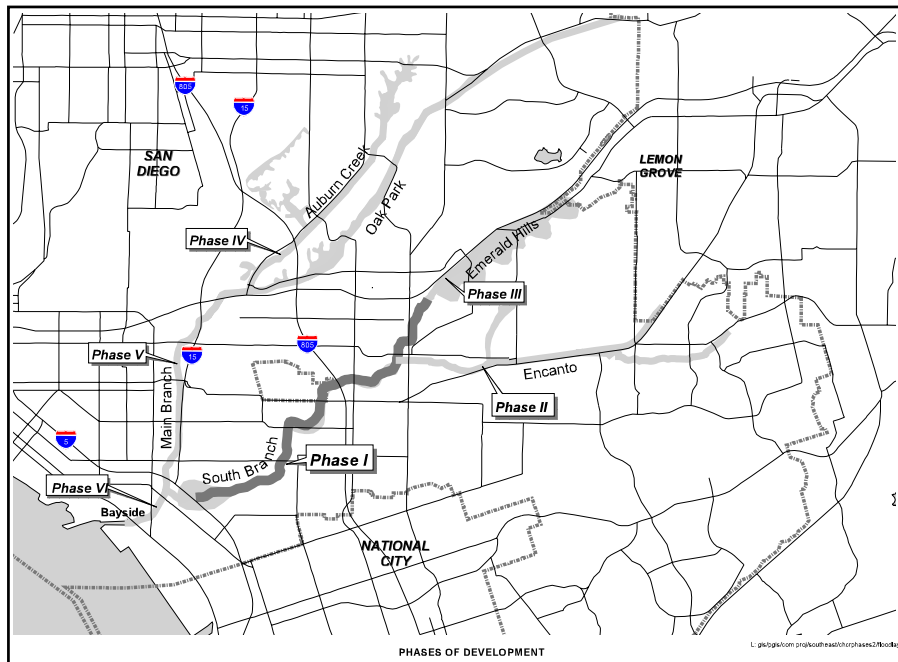
This implementation section addresses the following basic components: creek enhancement phasing and funding strategy, permitting, maintenance, public outreach and marketing.

A. Phasing and Funding

The development of the Chollas Creek Enhancement Program includes an implementation phasing program which involves the development of six sections of the Creek: South Branch, Encanto Branch, Emerald Hills Branch, Oak Park and Fox Canyon Branch, Main Branch, and Bayside. These phases will strategically address the enhancement of the entire Chollas Creek system, beginning with the highest profile area, the South Branch. It is expected that the implementation of the Chollas Creek Enhancement Program will be an ongoing, long term process, undertaken over a 20 year period.

The Chollas Creek implementation will require an ongoing funding effort, through private project-related improvements, grant requests and City allocations, for at least 20 years, to the year 2022. The Funding and Phasing Schedule Table included with the Executive Summary of this document provides a glimpse of the actions and funding levels that have to follow. The Funding and Phasing Schedule (page 9) only gives general projected costs using year 2000 dollars as the basis. The objective is to provide an early assessment of the scope of this project and cost. Both cost and phasing may vary over time, depending on local and national economic conditions, and grant funding availability. Funding information is included in this chapter with each phase description. Notations are also included describing when various funding requests or allocations should be made. As the Funding and Phasing Schedules show, the grand total cost projection for the implementation of Chollas Creek Park Enhancement Program is approximately \$42.0 million in Year 2000 dollars. This amount may be obtained in small funding increments over time. Success is totally dependent on a coordinated public/private funding partnership, leveraging City and private funds to match other state and federal grants and general economic conditions.

Work undertaken for the implementation of the South Branch/Phase I establishes the model to follow for the implementation of all other phases. The Chollas Creek Enhancement Program



Funding and Phasing Schedule fold-out included in the Executive Summary, outlines the overall project development implementation program. Each phase will include the development of a detailed Habitat Wetlands Management Plan for that section of the creek, with construction and creek restoration projects to follow the plan’s proposal.

In the case of the South Branch, the City prepared the implementation program as part of a \$1.23 million grant from the California Coastal Conservancy. A portion of the funding allocated to the preparation of the South Branch Enhancement Plan is a separate document which establishes specific construction and restoration programs to be undertaken throughout. This document will be the model for other remaining development phases. The remaining Phase I funding of \$1.23 million is allocated to the implementation of high priority projects.

As shown in the funding and phasing schedule, potential additional funding sources for all phases of development of the Chollas Creek Enhancement program will include grant requests from: the California Coastal Conservancy, California Department of Water Resources, US Department of Transportation, US Department of Interior, US Federal Highway Administration, US Environmental Protection Agency, US Army Corps of Engineers, California Propositions 12 and 13 funds, US Endowment for the Arts, Community Development Block Grants, and numerous other sources, organizations and agencies.

South Branch – Phase I

This is the highest profile area, and the one that contains the greatest diversity with small habitat areas, large disturbed areas that can be restored, several rehabilitation areas, and two limited reconstruction areas. It was selected on the basis that it provides ultimate access to San Diego Bay, opportunities for wetlands restoration, and the greatest possible exposure since it traverses sections of the Southeastern community where major urban centers exist, such as the Educational-Cultural Center, and two commercial centers (Market Creek, and Imperial Creek) now under construction.

The Southeastern San Diego Community Plan pays special attention to this area, as follows:

“State Route 252 corridor lands offer an opportunity to develop a continuity of open space from Southcrest Park extending along the Chollas Creek channel all the way to Interstate 5. The open space link will serve the new residential development proposed for the area. This open space, although modest in size, could be made effective if imaginatively designed and utilized. Encroachment into the flood channel should be avoided to maintain recreational use of Las Chollas Creek. The plan recommends a 11-foot dedication on the north of the existing channel for passive use and 25 feet on the south for active use as a combination bike and pedestrian trail.

- 1. Development should not “turn its back” on the creek channel. Developments should instead enhance this creek area and use it as a positive feature of the project.*
- 2. Sufficient set backs should be provided in order to allow for the future use of the channel edges as parkway linkages, including pedestrian and bicycle paths.*
- 3. Required off-street parking should not be located within the setback along the channel and should be sited so that landscaping can be provided between the parking area and the channel.*
- 4. Project landscaping and architectural treatments should contribute to an overall enhancement of the channel parkway.*

The western end of State Route-252 recommended open spaces uses could include a neighborhood park, a community garden, or a botanical preserve.” (Southeastern San Diego Community Plan, Southcrest Neighborhood Element page 236)

Phase I - Funding Projections

The following funding projections are from the Phase I Wetlands Management Plan. Some of the funding improvements have already been made by private development interests in conjunction with permit requirements. Other funding is presently available from the California Coastal Conservancy. Unfunded improvements include suggested grant funding programs which should be pursued. It is expected that the South Branch improvements will be programmed for 2002 and nearing completion by 2006. (See Executive Summary Funding and Phasing Schedule)

1. Enhancement Plan – \$95,000 funded by the California Coastal Conservancy

2. Implementation

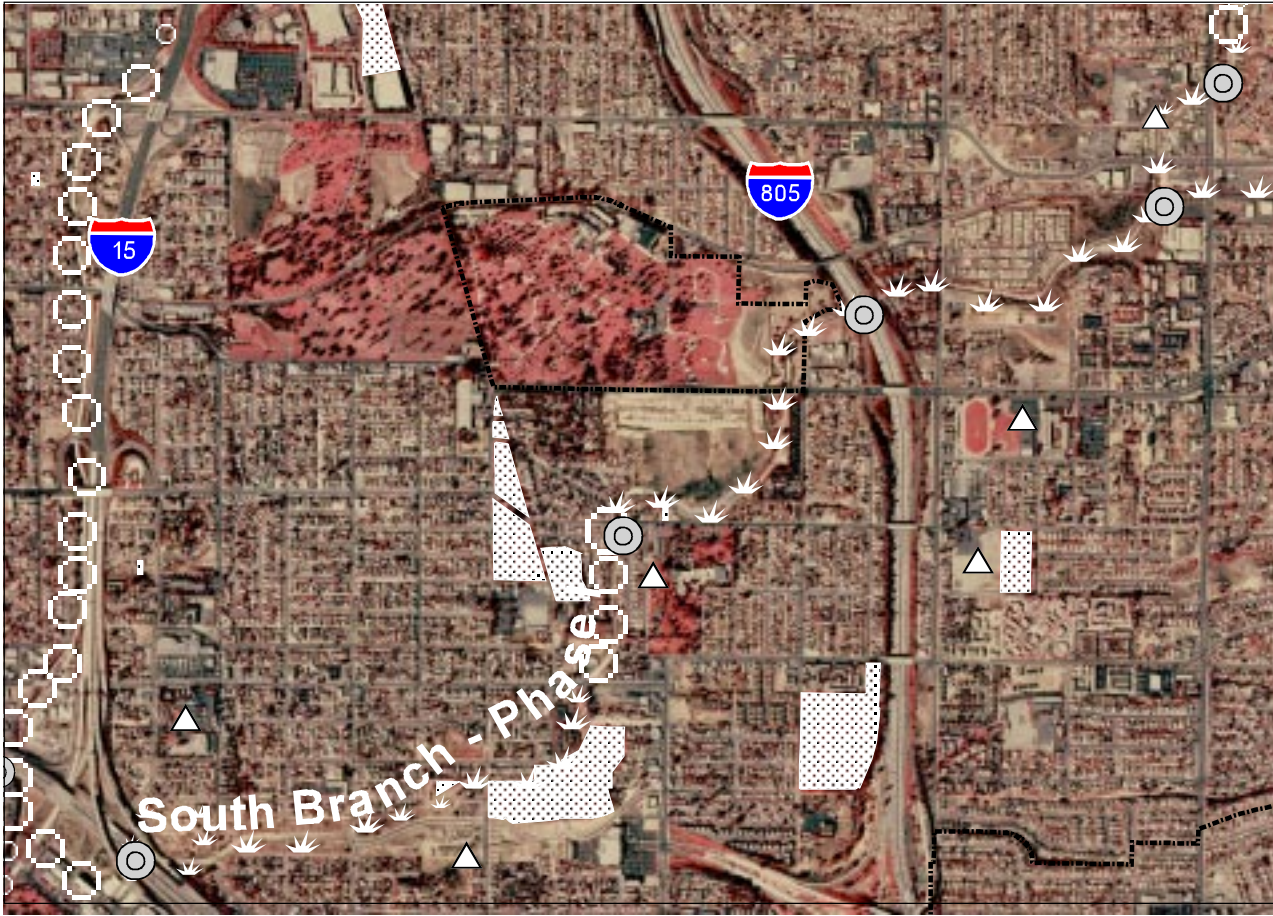
Habitat Restoration – \$2.0 million of which \$1.2 million is already allocated from California Coastal Conservancy grant. The remainder \$800,000 should be sought from permit mitigation funds, habitat restoration, water quality, or, other available grants.


Channel Reconstruction– \$3.0 million should be sought from grant requests from water quality, urban parks, or other available grants.

Trails – \$1.3 million of which \$372,000 has been funded privately as part of a permit approval. The remaining \$1.0 million should be sought from open space, and transportation grants or other available grants.

Landscaping – \$500,000 should be sought from open space, habitat restoration, urban parks and other grants as available.

Interpretive Program – \$619,000 should support educational grants by others.




 Habitat Restoration or Rehabilitation

 Tunnel / Bridge Arts Project

 Parks

 Schools

 City of San Diego Boundary

Encanto Branch – Phase II

This portion of Chollas Creek has been selected for near term implementation because it is the logical eastward extension of Phase I. In it there are a number of areas where the Creek interfaces with Imperial Avenue, with opportunities for redevelopment. Early enhancement of the creek in those areas will set the stage for supportive design of new development along the eastern section of Imperial Avenue. Much of the creek area is channelized and adjacent to the railroad tracks and Imperial Avenue. A special project should consider the linear park qualities of this multiple use transportation corridor-floodway and park. This section links to downtown Lemon Grove.

Phase II - Funding Projections

The following funding projections are general in nature and based on Year 2000 dollars. They are provided to establish a general idea to the level of funding and grant request effort that will be necessary. A few of the funding improvements may be made by private development interests in conjunction with permit requirements. Unfunded improvements include suggested grant funding programs which should be pursued. It is projected that the Encanto Branch improvements will be programmed for 2004 and nearing completion by 2009. (See Executive Summary Funding and Phasing Schedule)

1. Enhancement Plan –\$100,000 funded by water quality, open space, or other funds.

2. Implementation

Habitat Restoration– \$100,000 funding should be sought from permit habitat mitigation requirements, habitat restoration programs, open space or other available grants.


Channel Reconstruction– \$3.2 million should be sought from grant requests from water quality, urban parks, or other available grants.


Trails – \$320,000 should be sought from open space, and transportation grants or other available grants.

Landscaping – \$500,000 should be sought from open space, habitat restoration, urban parks and other grants as available.


Interpretive Program – \$500,000 should support educational grants by others.





 Habitat Restoration or Rehabilitation

 Reconstruction / Arts Project

 Parks

 Tunnel / Bridge Arts Project

 City of San Diego Boundary

 Schools

Emerald Hills Branch – Phase III

This branch will involve creek and upland habitat preservation and restoration primarily, as well as hillside preservation actions. The hillsides in this section have been identified by the City's Multiple Species Conservation Program (MSCP) as sensitive habitat areas. The creek also links to the new commercial area of Lemon Grove, along State Route SR-94. The preservation and restoration of habitat and the area's exposure to the SR 94 transportation corridor are the special features of this phase.

Phase III - Funding Projections

The following funding projections are general in nature and based on Year 2000 dollars. They are provided to establish a general idea to the level of funding and grant request effort that will be necessary. A few of the funding improvements may be made by private development interests in conjunction with permit requirements. Unfunded improvements include suggested grant funding programs which should be pursued. It is projected that the Emerald Hills Branch improvements will be programmed for 2007 and nearing completion by 2012. (See Executive Summary Funding and Phasing Schedule)

1. Enhancement Plan –\$100,000 funded by habitat restoration, water quality, open space, or other funds.

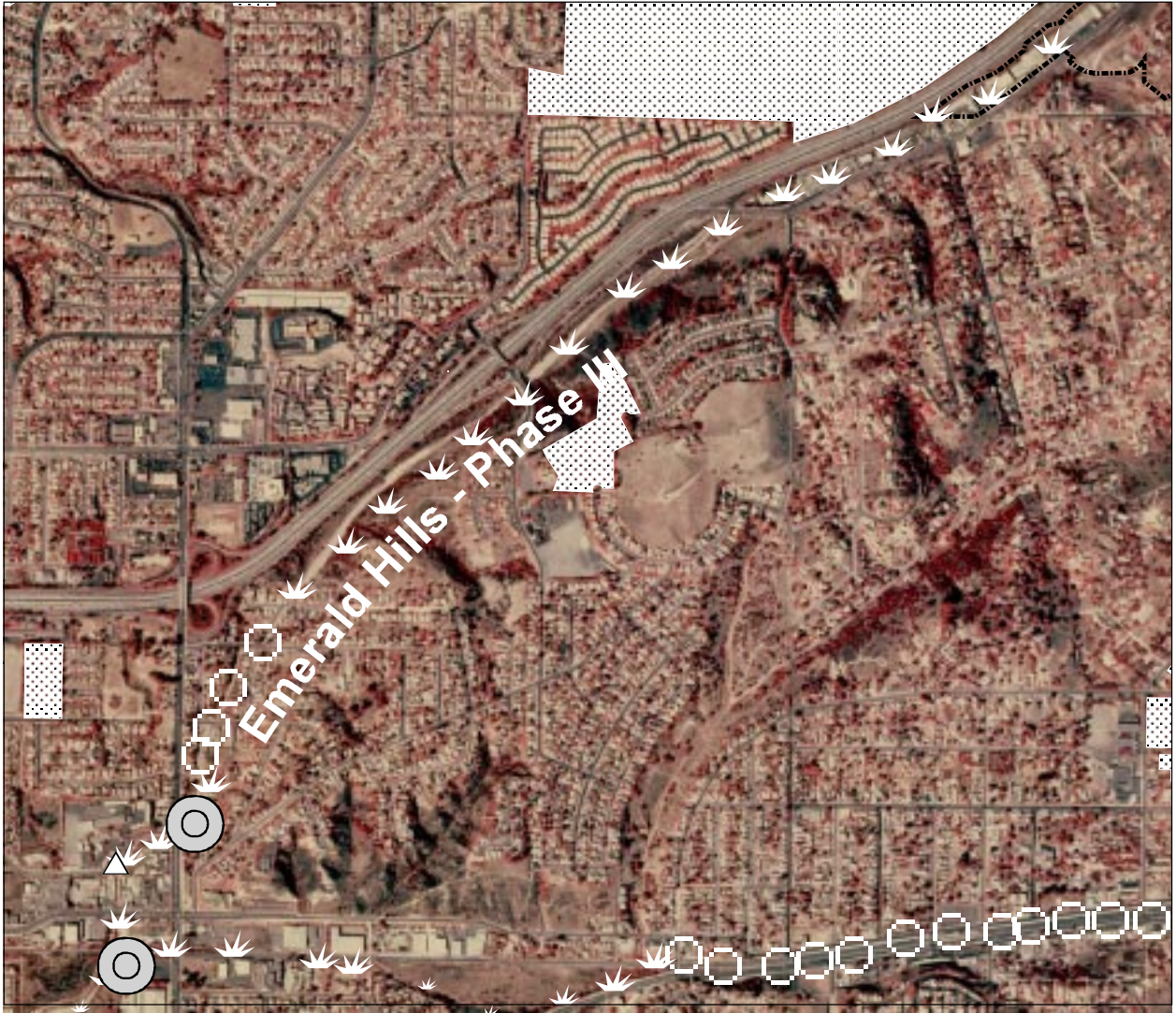
2. Implementation



Habitat Restoration – \$550,000 funding should be sought from permit habitat mitigation requirements, habitat restoration programs, open space or other available grants.



Channel Reconstruction– \$1.6 million should be sought from grant requests from water quality, urban parks, or other available grants.



Trails – \$500,000 should be sought from open space, and transportation grants or other available grants.

Landscaping – \$500,000 should be sought from open space, habitat restoration, urban parks and other grants as available.



 Habitat Restoration or Rehabilitation
 Tunnel / Bridge Arts Project

 Reconstruction / Arts Project
 City of San Diego Boundary

 Parks
 Schools

Auburn Creek Branch – Phase IVA

This is the northern branch of the City Heights section of Chollas Creek, which is surrounded by residential neighborhoods that have expressed interest in natural creek and canyon restoration. Its western section includes a larger, recently channelized section which should be reconstructed, and as such, will provide an early example of the integration of a public arts program with commercial and residential development, as well as canyon and hillside restoration. This project can thus become a model for the reconstruction effort to follow in Phase V.

Phase IVA - Auburn Creek Branch Funding Projections

The following funding projections are general in nature and based on Year 2000 dollars. They are provided to establish a general idea to the level of funding and grant request effort that will be necessary. A few of the funding improvements may be made by private development interests in conjunction with permit requirements. Unfunded improvements include suggested grant funding programs which should be pursued. It is projected that the Fox Canyon Branch improvements will be programmed for 2009 and nearing completion by 2015. (See Executive Summary Funding and Phasing Schedule)

1. Enhancement Plan – \$100,000 funded by habitat restoration, water quality, open space, urban parks, or other funds.

2. Implementation


Habitat Restoration – \$250,000 funding should be sought from permit habitat mitigation requirements, habitat restoration programs, open space or other available grants.


Channel Reconstruction – \$4.0 million should be sought from grant requests from water quality, urban parks, or other available grants.

Trails – \$500,000 should be sought from open space, and transportation grants or other available grants.

Landscaping - \$500,000 should be sought from open space, habitat restoration, urban parks and other grants as available.




 Habitat Restoration or Rehabilitation

 Reconstruction / Arts Project

 Parks

 Tunnel / Bridge Arts Project

 City of San Diego Boundary

 Schools

Oak Park Branch –Phase IVB

This is the southern branch of the City Heights section of Chollas Creek. Improvements in this area will restore the natural floodplain close to the creek's headwaters in this area. Although surrounded by single family development its eastern and western ridges at University Avenue and 54th Street, and Home Avenue and 47th Street respectively, provide public areas and opportunities for integration of creek improvements with urban development. The area links to downtown La Mesa.

Phase IVB - Oak Park Branch Funding Projections

The following funding projections are general in nature and based on Year 2000 dollars. They are provided to establish a general idea to the level of funding and grant request effort that will be necessary. A few of the funding improvements may be made by private development interests in conjunction with permit requirements. Unfunded improvements include suggested grant funding programs which should be pursued. It is projected that the Oak Park Branch improvements will be programmed for 2007 and nearing completion by 2013. (See Executive Summary Funding and Phasing Schedule)

1. Enhancement Plan – \$100,000 funded by habitat restoration, water quality, open space, urban parks, or other funds.

2. Implementation

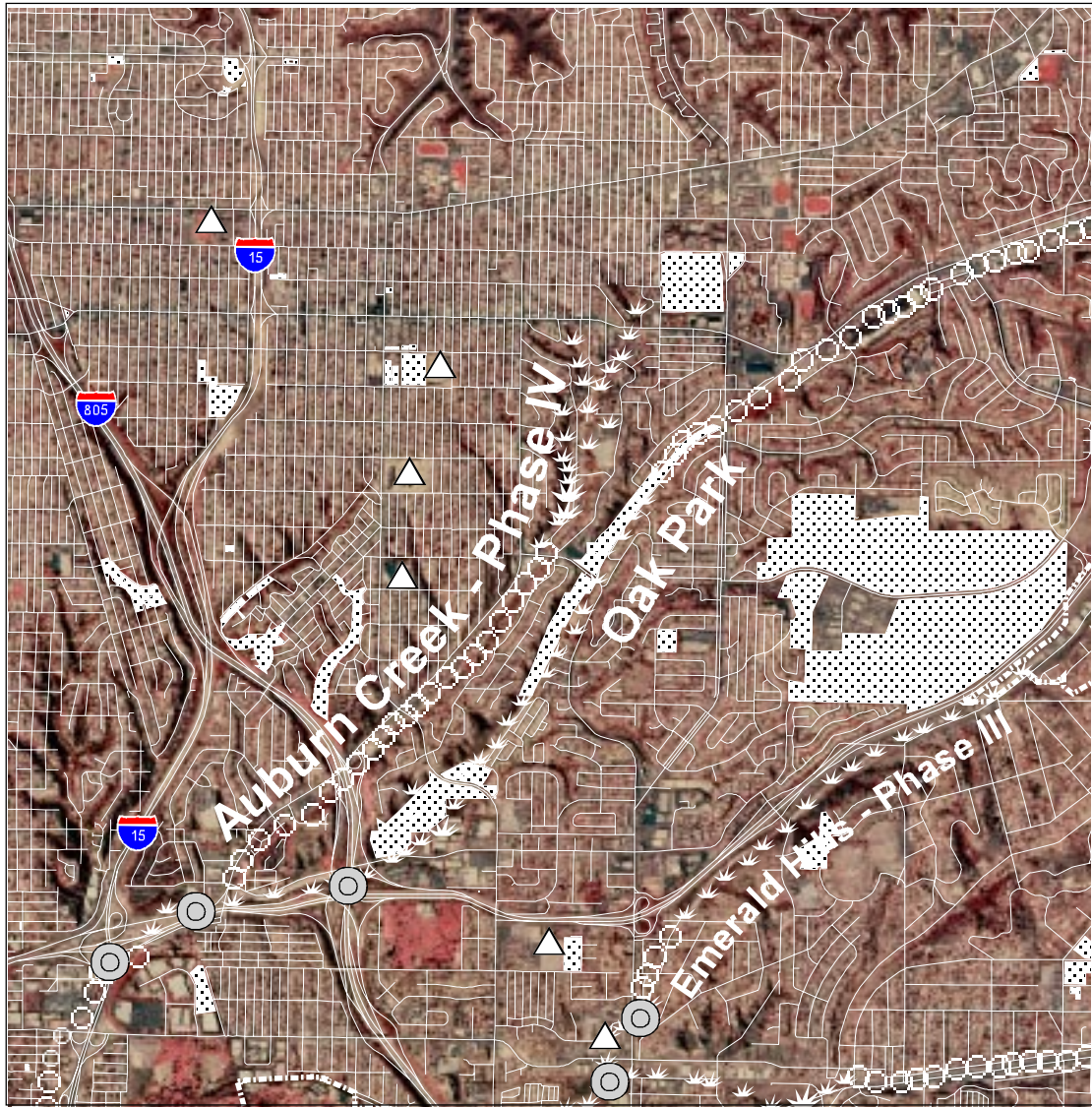
Habitat Restoration – \$2.4 million funding should be sought from permit habitat mitigation requirements, habitat restoration programs, or other available grants.







Channel Reconstruction – \$1.0 million should be sought from grant requests from water quality, urban parks, or other available grants.

Trails – \$2.0 million should be sought from habitat restoration, water quality, open space, and transportation grants or other available grants.

Landscaping – \$500,000 should be sought from open space, habitat restoration, urban parks and other grants as available.

Interpretive Program – \$500,000 should support educational grants by others.



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|  Habitat Restoration or Rehabilitation |  Reconstruction / Arts Project |  Parks |
|  Tunnel / Bridge Arts Project |  City of San Diego Boundary |  Schools |

Main Branch – Phase V

This section is the most difficult to address because of its present concrete channel condition, and will require the greatest creativity and experience to reconstruct as an urban park worthy of the community. Its reconstruction and redevelopment as an urban park will be a much needed catalyst to the restoration of the residential neighborhoods that exist to the west of it. The creek in this area is adjacent to State Route SR-15, thus any project undertaken should integrate the freeway, creek, and residential neighborhoods into a comprehensive master plan for enhancement. Because of the difficulty of addressing the existing conditions of the creek, it has been scheduled for one of the later phases.

Phase V - Main Branch Funding Projections

The following funding projections are general in nature and based on Year 2000 dollars. They are provided to establish a general idea to the level of funding and grant request effort that will be necessary. A few of the funding improvements may be made by private development interests in conjunction with permit requirements. Unfunded improvements include suggested grant funding programs which should be pursued. It is projected that the Main Branch improvements will be programmed for 2011

and nearing completion by 2017. (See Executive Summary Funding and Phasing Schedule)

- 1. Enhancement Plan** – \$100,000 funded by water quality, open space, urban parks, or other funds.

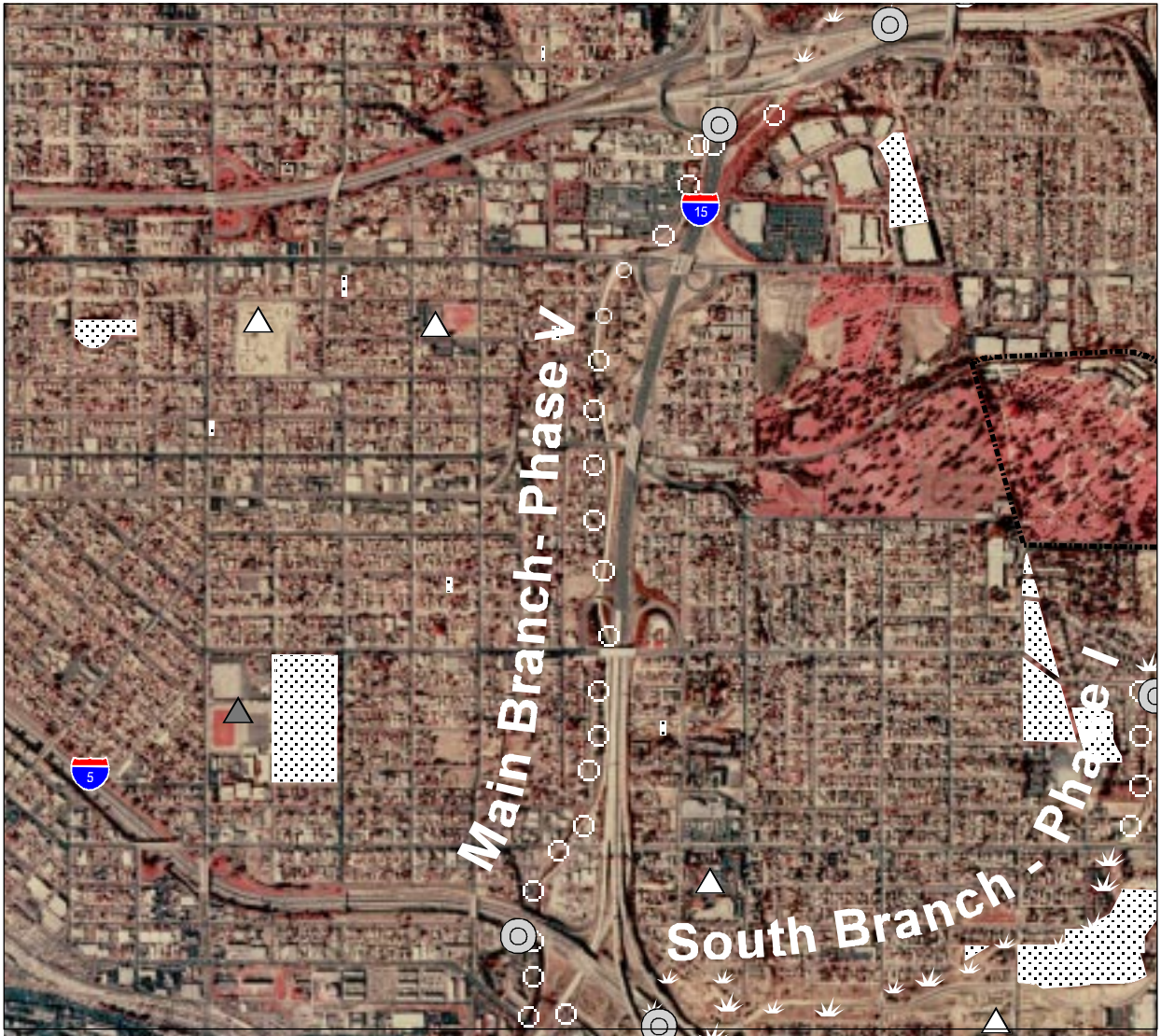
- 2. Implementation**







Channel Reconstruction – \$5.0 million should be sought from grant requests from water quality, urban parks, or other available grants.

Trails – \$1.5 million should be sought from habitat restoration, water quality, open space, and transportation grants or other available grants.

Landscaping – \$1.0 million should be sought from open space, water quality, urban parks and other grants as available.

Interpretive Program – \$1.0 million should support educational grants by others.



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|  Habitat Restoration or Rehabilitation |  Reconstruction / Arts Project |  Parks |
|  Tunnel / Bridge Arts Project |  City of San Diego Boundary |  Schools |

Bayside – Phase VI

This area includes the Chollas Creek Estuary in San Diego Bay. The Barrio Logan-Harbor 101 Community Plan of 1978 envisioned the enhancement of this section as “*A natural linear park should be developed taking advantage of the Chollas Creek Regional Open Space development potential* “. The Plan went further describing the actions that had to follow:

“Additional studies should be made as part of a redevelopment plan for the creek, regarding potential uses for the creek. A number of questions will need to be answered: Is the area east for Harbor Drive which is in the tidal area, suitable for some type of aquaculture or marine oriented scientific research or habitat rehabilitation, or a potential wildlife rehabilitation area for sea birds? Could potential industries develop based on these creek activities, and is the area valuable for commercial development, or for recreation? Questions like these should be the subject of a study undertaken jointly with the Coastal Commission, Coastal Conservancy, local universities and scientific groups. Questions should also be posed relative to the wider recreational value of the creek. Such as whether the area is adequate for swimming, and if so, how can it be rehabilitated for such purposes, considering the present water runoff conditions.”

Barrio Logan/Harbor 101 Communities (Plan page 136-137)

The vision stated in the Barrio Logan-Harbor 101 Community Plan of 1978, couldn't be more appropriate to today's practices and vision. Furthermore, the success of this area's enhancement depends on the success of the upstream enhancements and their impacts on water quality improvements. Also coordination with the US Navy, Regional Water Quality Control Board, San Diego Unified Port District, engineering and natural resources agencies will be key to the success of this phase. Its success, however, would be of major importance to the redevelopment of bayside properties, including residential, commercial, industrial, and government owned properties.



Phase VI - Bayside - Funding Projections

The following funding projections are general in nature and based on Year 2000 dollars. They are provided to establish a general idea to the level of funding and grant request effort that will be necessary. A few of the funding improvements may be made by private development interests in conjunction with development proposals. Unfunded improvements include suggested grant funding programs which should be pursued. It is projected that the Bayside improvements will be programmed for 2015 and nearing completion by 2021.(See Executive Summary Funding and Phasing Schedule)

It should be noted that much of the area is presently within the jurisdiction of the US Navy, as part of the Navy's 32nd Street Naval Station. It is not known what the future plans are for this area, but any development proposals will have to be approved and coordinated with the agency. During the 2000-2001 period the US Navy has been working with the City and the community on issues related to historic preservation and hazardous materials clean up. It is expected that this work and relationships will continue and result in a future multiple use project that will successfully address the bay access opportunities for inner-city communities via Chollas Creek Park, while maintaining the mission established by the Navy and any prior owner of the property

- 1. Enhancement Plan** – \$100,000 funding should be sought from California Coastal Conservancy, waterfront restoration programs, habitat restoration, water quality, open space, urban parks, or other funds.

2. Implementation

Habitat Restoration – \$100,000 funding should be sought from permit habitat mitigation requirements, California Coastal Conservancy, habitat restoration programs, open space or other available grants.

Channel Reconstruction – \$2.0 million should be sought from grant requests from water quality, waterfront parks, California Coastal Conservancy, urban parks, or other available grants.

Trails – \$600,000 should be sought from habitat restoration, California Coastal Conservancy, water quality, open space, and transportation grants or other available grants.

Landscaping – \$500,000 should be sought from open space, habitat restoration, California Coastal Conservancy, urban parks and other grants as available.

Interpretive Program – \$1.0 million should support educational grants by others.

B. Project Permitting

Development activity within the Chollas Creek floodplain requires permits issued at many levels from federal, state, and local agencies. A listing of permits which may be required and what is entailed is provided to allow for the early planning of the implementation effort, as follows:

Wetlands

Chollas Creek is within a large mapped urban floodplain, as such, any alteration to it is subject to a Federal Permit under Section 404 of the National Environmental Protection Act. The permit is under US Army Corps of Engineers jurisdiction. This applies to any project which affects floodplains and wetlands or other related habitat. A variety of permits are available depending on the nature and size of the project. Smaller projects with less significant wetlands impacts could be permitted under a variety of Nationwide Permits, procedures for which vary, while larger projects would require an Individual Permit. When a permit is submitted to the US Army Corps of Engineers, numerous governments agencies, private individuals, and special interest groups will be informed of the proposed project, through the circulation of a Public Notice for review and comment.

Cultural Resources

Before a Section 404 permit is issued, the Army Corps of Engineers will also coordinate with the City's Historical Resources Board, a Certified Local Government (CLG) and confer with the California State Historic Preservation Officer for project conformance with Section 106 of the National Historic Preservation Act, in relation to preservation of cultural resources.

Water Quality

Permits impacting drainage and water quality are also required to obtain a Section 401 Water Quality Certification. This permit is obtained through the California Water Quality Control Board. This certification also requires a copy of any agreement with the California Department of Fish and Game under Section 1600 Streambed Alteration Agreement of the California Endangered Species Act Consultation. Also required is a copy of the certified environmental compliance document for the project.

Endangered Species

If a federal endangered species is affected by a project, a Biological Assessment will be required to determine whether or not a formal Federal Endangered Species Act, Section 7 Consultation is required by the US Fish and Wildlife Service.

In addition to the above, the City of San Diego has its own local permitting requirements which will apply, these include:

Flood Management

The City of San Diego must comply with the Federal Emergency Management Act (FEMA) regulations to reduce risk of flooding along Chollas Creek. The City is a participant in the National Flood Insurance Program administered by FEMA. This program provides subsidized flood insurance for all property owners, provided that the local government institutes adequate flood control measures for prevention and reduction of property damage from flooding. The City meets this requirement via the Land Development Code Regulations for floodplain development. In addition, the City has to insure that projects within or fringing on a floodway or floodplain comply with FEMA regulations and requirements

Multiple Species Conservation Program

The Land Development Code defines sensitive biological resources as those lands included within the Multiple Habitat Planning Area as defined by the Multiple Species Conservation Program (MSCP) for the City of San Diego (1995). Other lands outside of the MSCP area that contain wetlands, specially identified vegetation communities (Tiers I, II, IIA, IIIB), habitats for rare and endangered, or threatened species, and/or narrow endemic species, are also subject to review and mitigation under both the California Environmental Quality Act and the City of San Diego Land Development Code.

California Environmental Quality Act (CEQA)

Certain wetlands management and other development measures along Chollas Creek will require documentation and review under CEQA. Through a variety of environmental studies, CEQA requires state and local agencies to disclose and consider the environmental implication of development actions. It further

requires agencies, when feasible, to avoid or reduce the significant environmental impacts of their decisions. Often project evaluations under CEQA require mitigation measures to reduce impacts to insignificant levels. Implementation of the Chollas Creek Wetlands Management Program would not have authorization to proceed without a certified CEQA document. The CEQA review process requires adherence to all other applicable environmental regulations.

Pollution Discharge

The National Pollution Discharge Elimination System (NPDES) identifies site specific beneficial uses for this region in a Basin Plan, of which the City of San Diego, and Chollas Creek, are a part. To implement the Basin Plan and protect water resources from adverse consequences of development, the Regional Water Quality Control Board implements provisions of the Clean Water Act and, in particular, administers permitting procedures for National Pollution Discharge Elimination System. The eighteen cities in San Diego County are co-permittees for a general NPDES permit. These regulations also apply to stormwater discharges and area wide generators of urban runoff. Municipalities require permits that establish comprehensive stormwater management and monitoring programs. While no specific permit is issued for construction activities, the project proponent must comply with the general conditions of the master permit, such as source control of pollutants through the preparation of a Storm Water Pollution Prevention Plan, implementation of appropriate best management practices, minimization of soil erosion and transport of pollutants, and training for operators.

California Coastal Act

The Bayside Section of Chollas Creek is within the Coastal Zone and as such any development in the area has to comply with the California Coastal Act. The California Coastal Act includes specific policies related to public access and recreation, lower cost visitor-oriented accommodations, terrestrial and marine habitat protection, agricultural lands, commercial fisheries, industrial uses, water quality, cultural resources, transportation, development design, power plants, ports, universities and public works. Development within the Coastal Zone is subject to a Coastal Development Permit that has to address the applicable impacts and has to be approved consistent with the Certified Local Coastal Program.

Planned District Ordinances

The Chollas Creek area is covered by three tailored zones, the Mid-City Communities, Southeastern San Diego, and Barrio Logan Planned District Ordinances, which provide special regulations for urban development in the area. Private development abutting the creek is governed by these regulations primarily in relation to use and site development standards such as building setbacks, parking requirements, landscaping, and height. Any development within these communities has to obtain a development permit as required by these regulations.

Land Development Code

The Land Development Code is the citywide zoning ordinance that covers many development regulations not covered by the tailored zones described above. The requirements of this citywide ordinance include floodplain and open space regulations, and are further modified by any additional habitat preservation related regulations established by federal or state codes.

Crime Prevention Through Environmental Design

The San Diego Police Department encourages the use of crime prevention measures to be incorporated into the initial design of new projects. These measures are intended to complement and reinforce efforts to improve public safety and security through community planning, redevelopment, urban design, transit-oriented design, code enforcement, and are consistent with urban design principles found in the City's Progress Guide and General Plan, community plans, and related documents. Generally, this program addresses the following concepts and measures: surveillance, access control, territoriality, and maintenance. Because these guidelines primarily apply to private development areas, they are included for reference in Appendix II to this document.

C. Maintenance

In order for the Enhancement Program to be successful, the creek's long term maintenance must be a high priority. Maintenance activities include: wetland maintenance, weed control and monitoring, flood and drainage control, trash pick up and control, landscape maintenance, and general clean up. In the past, maintenance programs were the implied responsibility of the City (pre-1970). After 1970, maintenance of open space has been undertaken in conjunction with community assessment districts. Neither of these alternatives is realistic in today's socio-economic environment, so more creative ways to undertake the necessary maintenance have been studied as part of this project. The maintenance program will require the development of a programmatic and funding mechanism. A combination of maintenance programs should be pursued, as follows:

Permit Requirement

A permit may require the creek area to be maintained for life. Another alternative could require bonding in place upon initiation of project construction. The bond would assure that the required maintenance is covered during the period of time established by the permit approval.

Permit Fees

The City Council has approved the assessment of permit fees for maintenance of habitat and open space areas. Two types of fees may be considered:

A minimal one time fee could be paid at the project approval stage. This fee may be used by the City's Park and Recreation Department Open Space Division, or a non-profit maintenance organization to fund basic semi-annual trash abatement and weed removal. This option would be appropriate for residential developments along the creek where maintenance by individual owners would be difficult to assure.

A one time fee deposit paid at the project approval stage for the amount projected to finance a wider maintenance program could be paid at the project approval stage. This fee may be used by the City's Park and Recreation Department Open Space Division or a non-profit maintenance organization. This alternative could provide a comprehensive maintenance program for the creek and would be more costly.

Assessment District

Assessment districts may be considered at one point in the future to provide ongoing minimal maintenance. It should be noted that it is difficult to establish a community wide Maintenance Assessment District in low income communities, and this alternative is not presently viewed as a realistic option, but should be considered in the future.

Corporate Donor Program

Corporate donors could provide donations into an Endowment Fund for the maintenance of the creek. This fund could be used by the City for restoration projects necessary to enhance creekwide maintenance.

Neighborhood Youth Corps Program

A Neighborhood Youth Corps Program could be established to draw upon the communities' broad range of talents. City staff's Volunteer Services would assist schools and youth groups throughout the neighborhoods along the creek to work with the City in maintaining and overseeing their community resource. Under this program, youth groups would work under the supervision of City and school or university staff to learn about biology and urban communities, participating in multiple aspects of creek maintenance ranging from restoration and rehabilitation activities to day to day oversight.

Schools Adopt the Creek Program

A variation of the Corps Program could be a more aggressive local schools program to "Adopt the Creek." Such program could be based on the schools that rim the Chollas Creek floodplain, and would be tied to special biology curriculum that would allow students to study, undertake laboratory work on the creek, maintain and oversee the effort over the years. Each school could adopt a segment of the creek, and the City's open Space Division of the Parks and recreation department could work with school teachers to coordinate the effort.

The new programs listed can be used in combination, and to supplement the traditional City programs for open space maintenance.

E. Public Outreach and Marketing

An important element of the Chollas Creek Enhancement Program involves outreaching to the community at large and generating support for the overall effort related to both improvements and maintenance. In the development of this Enhancement Program document, participation from affected neighborhoods has been overwhelming. In order to pursue its ultimate implementation, this level of participation and interest needs to continue. The City also needs to do its part to raise awareness about the Chollas Creek Enhancement Program implementation at state and federal levels. City staff should coordinate with the neighborhoods, community planning organizations, civic groups, corporate businesses, and agencies to pursue outreach and marketing.

Outreach Brochure

Through the course of the Enhancement Program development, City staff has prepared a brochure to outreach to community groups, decisionmakers, businesses, non-profit organizations, government leaders and others. The brochure has been designed to portray the hidden beauty of Chollas Creek and its benefits, and is aimed to attract support and generate interest in the enhancement effort. It is also designed as a graphic art piece to be exhibited as a marketing tool in businesses, offices and homes.

Chollas Creek Foundation

To support the long-term improvements and maintenance of Chollas Creek, a non-profit corporation should be created. The Chollas Creek Foundation would provide opportunities for individuals, businesses, community organizations and foundations to support a variety of programs and projects, such as the creation of trails, interpretive centers, arts projects, and urban amenities along the creek. The Foundation could also establish a volunteer Park Ranger program made up of community residents who wish to take an active role in monitoring the creek activities and projects. Volunteers could lead interpretive trail walks, patrol the trails, and work on trail and maintenance projects.

Events

City staff should also spearhead additional public outreach programs. Some of these may include annual events such as clean-up days, planting day, and other activities. The scheduling could be tied to the annual seasons and the natural cycles. Other related activities could include newsletter and publication of informational brochures, establishment of a Chollas Creek WebPage, construction of informational kiosks displaying upcoming events, as well as continuing meetings and educational programs for children and the general public. These outreach programs will be instrumental in developing strong bonds for the creek's development and maintenance as a community asset.