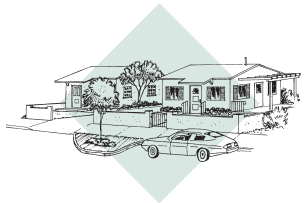
EUCLID AVENUE REVITALIZATION ACTION PROGRAM

Prepared By:
The City of San Diego
Planning and
Development Review
Department

April 2000



March 15, 2000

Dear Community Members,
Government Officials
and Agency Employees:

The Euclid Avenue Revitalization Action Plan (RAP) started in March 1999 with the goal of creating a holistic approach to deal with Euclid Avenue zoning. Many of the issues surrounding zoning were based on the decaying of the infrastructure, the dilapidation of the business district and neighborhoods and the lack of attention to correct the situation.

A large number of residents met at Euclid Elementary School to start this process. The "Charrette" was successful because it outlined the course of action needed to fix the problems. Subsequently, at each meeting, the participants discussed a part of the problem and established a course of action to solve the problem. The RAP is the culmination of this holistic approach.

A core group was the driving force behind the process; however, many new residents, who are not ongoing participants in community decision-making, participated. The City staff took on the responsibility to mail out meeting announcements. Many residents canvassed door-to-door inviting people to participate. Spanish and Somalian language translation was provided. The dynamics of the meeting were based around problem solving and information. Everyone who came to the meetings had an opportunity to voice his or her opinion. Each resident also was encouraged to contact City personnel concerning the RAP.

A part of the ongoing process to fix the problem was finding financial support. Many financial avenues were discussed to assist in mitigating the different problems. Each problem has suggestions on where to find financial support. As the RAP is implemented, a holistic and creative approach will be needed to finance projects.

This document is the beginning of a long and arduous process to revitalize a significant corridor in City Heights. Euclid Avenue is an artery dividing five distinct and unique neighborhoods. The Euclid Avenue revitalization is very important to the life of these neighborhoods. Let this document be used, changed and shaped to continually provide the elements needed to make City Heights the greatest community in San Diego.

Many thanks to Angeles Leira and Tom Romstad, City planning staff, for their tireless efforts in providing excellence in service to City Heights and this project. Thanks to all City staff, who attended meetings and did research on issues, for their support on this project. Thanks to the members of the community who came to every meeting, participated fully and gave great guidance to this process.

Sincerely,

Michael Dunn
Vice Chair City Heights Area Planning Committee
Chair of the Euclid Avenue Revitalization Action Plan

Euclid Avenue Revitalization Action Program

1. EXECUTIVE SUMMARY

2. VISION FOR EUCLID AVENUE

3. BACKGROUND
   a. Initiation of the Euclid Avenue Revitalization Effort
   b. Study Area Boundaries
   c. Methodology

4. REVITALIZATION PROGRAM RECOMMENDATIONS AND ACCOMPLISHMENTS
   a. Traffic
   b. Streetscape Improvements
   c. Code Compliance
   d. Land Use
   e. Community Promotion

5. CONCLUSION

6. ATTACHMENTS
   a. Acknowlegements

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EXECUTIVE SUMMARY

The purpose of the Euclid Avenue Revitalization Action Program ("RAP") is to identify revitalization strategies for a portion of Euclid Avenue and surrounding neighborhoods located between El Cajon Boulevard and Home Avenue. The Euclid Avenue RAP provides a strategy and action program designed to implement goals and recommendations of the Mid-City Communities Plan (adopted August 4, 1998) based on the objectives identified by residents and business owners during meetings held in the community during 1999.

The vision established by program participants is of secure and attractive residential neighborhoods accessed by a physically and economically revitalized Euclid Avenue.

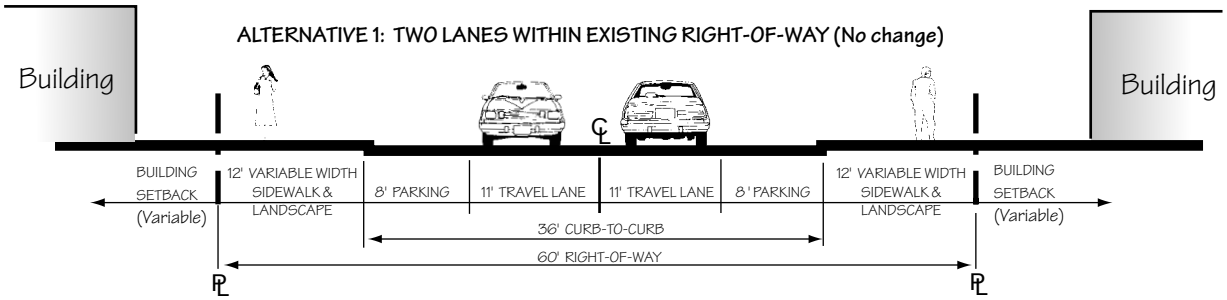
Toward that end, the recommendations contained in this revitalization program are designed to stabilize the Euclid Avenue corridor by enhancing the physical condition of public spaces, encouraging investment that is complementary to the character of surrounding development, and reducing the negative impacts of high traffic volumes and incompatible land uses. The Revitalization Action Program proposes the establishment of zoning standards tailored to the unique conditions and development opportunities provided by this portion of Euclid Avenue, while expeditiously pursuing improvements in traffic conditions and the visual quality of the public right-of-way.

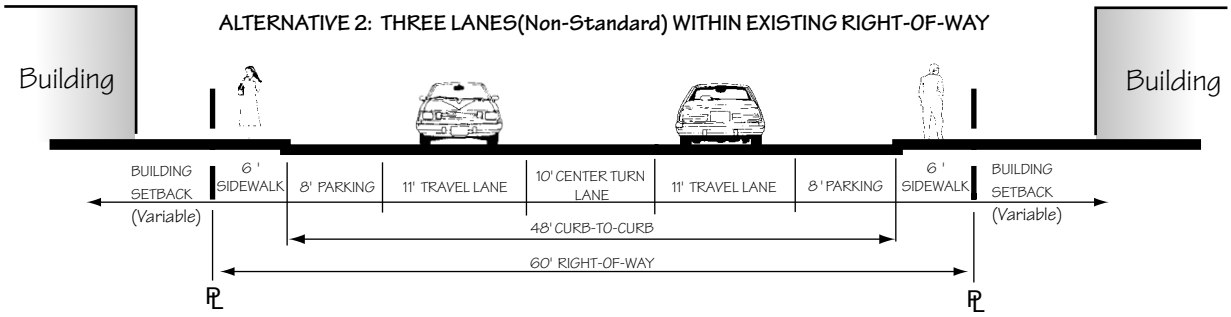
A central recommendation of this program is that the existing roadway not be widened as recommended by the Mid-City Communities Plan (Roadway Improvement Alternatives are illustrated on page 2).[1] While acknowledging the consequences associated with congestion at key intersections, participants in the Revitalization Program felt strongly that the proposed widening of Euclid Avenue would not substantially benefit area residents. The potential for a wider street to promote increased traffic speed and volume was identified as less desirable than the traffic congestion anticipated after recommended roadway improvements have been implemented. Participants were also concerned about the neighborhood disruption and physical decay often associated with large capital improvement projects, such as road widening, for which adequate funding is not secure. Finally, the cost and time involved in completing the plan's recommended street widening could postpone or preclude implementation of vital components of the revitalization program.

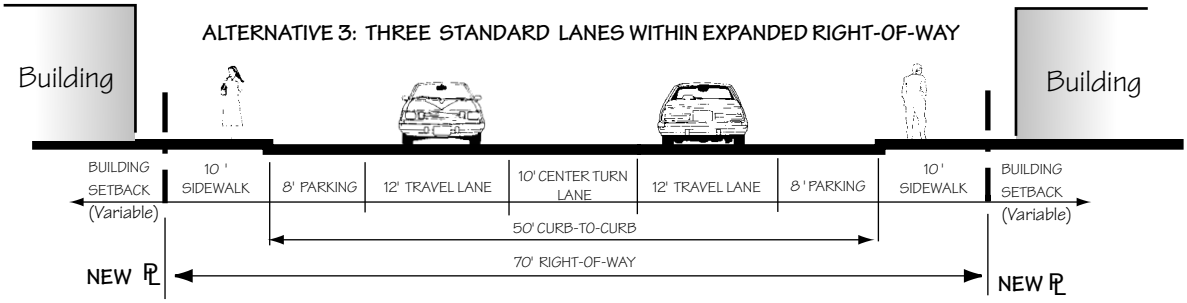
Another fundamental objective of this program is the enhancement of the streetscape, including both public and private property. Streetscape improvements are recommended to reduce vehicle speeding and promote pedestrian safety, safeguard private property, and project a positive image of the community. This program identifies existing facade enhancement programs available to merchants, proposes similar programs for owners of residential properties, and recommends improvements to the public rights-of-way, such as the creation of on-street parking bays protected by landscaped curb extensions and the provision of sidewalks in those areas currently lacking pedestrian accommodation.

1. Implementation of the community plan recommendation would require widening Euclid Avenue from 60 foot right-of-way accommodating a two lane collector street with a 36 foot curb-to-curb dimension, to a 70 foot right-of-way accommodating a three lane collector with a 50 foot curb-to-curb dimension. The cost of widening Euclid Avenue has been estimated to exceed $11 MM. Implementation of this Revitalization Program recommendation will require amendment of the Transportation Element of the Mid-City Communities Plan.

Euclid Avenue
Roadway Improvement Alternatives





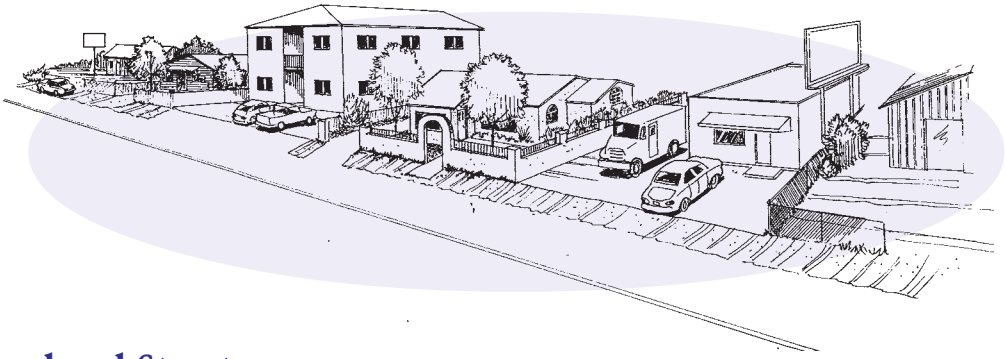


The principles established in the five basic elements of the Euclid Avenue Vision follow:

Traffic and Circulation Improvements

Improvements to traffic and circulation within the study area will alleviate chronic congestion that currently afflicts the area. As a result of the proposed improvements, Euclid Avenue will develop a more pedestrian-friendly environment catering to the residents and their children as well as area shoppers. The following are traffic and circulation principles that were seen by the community as important to the promotion of the neighborhood:

- Do not widen Euclid Avenue, except at key intersections where traffic volume requires additional space for turning lanes.
- Limit parking through red-curbing at major intersections to improve sight lines for cross traffic and provide turning lanes as needed.
- Establish "Keep Clear" zones at intersections where grid-lock is a chronic problem in order to allow even traffic flow.
- Provide a visual delineation of parking and travel lanes.
- Construct landscaped "curb extensions" to protect parking areas and "bulb-outs" at intersections to shorten the crossing distances for pedestrians.
- Install all-way stops at key intersections to permit cross-traffic movement and to establish a rhythmic traffic movement.
- Establish pedestrian cross walks at all-way stops and traffic lights.
- Relocate the traffic signals at Euclid Avenue and Wightman Street to better control traffic at the off-set intersection.
- Construct dual auto-oriented and pedestrian oriented street lights to provide adequate lighting for all users of the right-of-way.
- Modify the intersection of Euclid Avenue with Home Avenue by realigning the east leg of the intersection, to establish a ninety degree intersection. Landscape the surplus area to create a "gateway" to the Euclid Avenue corridor and establish an entrance into the neighborhood.
- Provide continuous sidewalks throughout area.



Visual and Streetscape Improvements

A revitalization strategy focusing on the positive visual characteristics of Euclid Avenue was developed based on the Community's input. This comprehensive program is designed to improve the character and visual quality of the streets within the study area.

The following streetscape principles highlight the concerns and desires of resident participants in the Revitalization Program:

- Improve the gateways to Euclid Avenue at El Cajon Boulevard and Home Avenue with prominent physical and landscaping features.
- Create an urban plaza along University Avenue at Reno Drive to capitalize on the distinctive architecture located in this area.
- Develop a street tree program for Euclid Avenue within the study area.
- Restore Euclid Avenue's canyons and hillsides.
- Publicize the City's commercial storefront design assistance and improvement program to aid merchants in improving their storefronts.
- Establish a commercial parking and landscaping improvement program to assist merchants to improve the quality of their surface parking lots.
- Establish a residential design assistance program to assist homeowners in improving their homes and properties.
- Establish an apartment facade design assistance and improvement program to assist apartment owners to improve and maintain their properties.

Enforcement of Codes

Code enforcement promotes compliance with the City's Municipal Code and helps to abate the impacts of incompatible land uses. Participant's concerns regarding poor property maintenance, and failures to observe existing codes regulating signage, landscaping and trash disposal throughout the study area can also be addressed through strict enforcement of existing regulations.

The following principles are intended to encourage code conformance by residents and business owners alike. Uniform adherence to the City's existing codes can help foster a sense of community pride, commitment, and participation:

- Strictly enforce current codes and seek effective and prompt compliance from any properties that have developed or expanded their use in violation of zoning, building, or other state or federal codes.

- Enforce sign and litter codes consistently and proactively.
- Assist property owners, through a design assistance program, to develop unobstructed enclosures for trash receptacles.
- Establish a litter abatement education program for local school children.
- Undertake clean ups of canyons and other properties through an annually sponsored "spring cleaning" event, in coordination with the neighborhood, private garbage haulers and the City's Environmental Services Department.

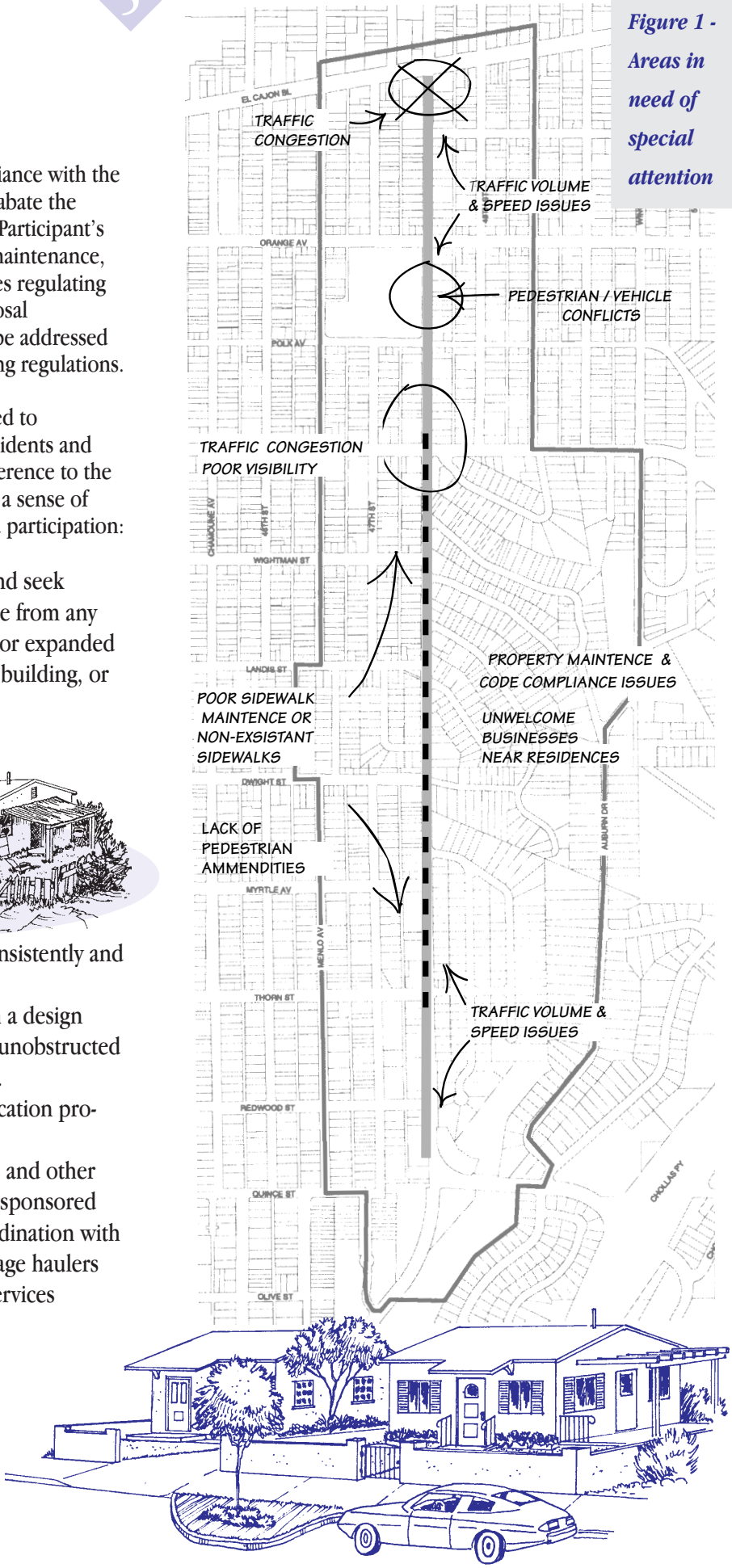


Figure 1 - Areas in need of special attention

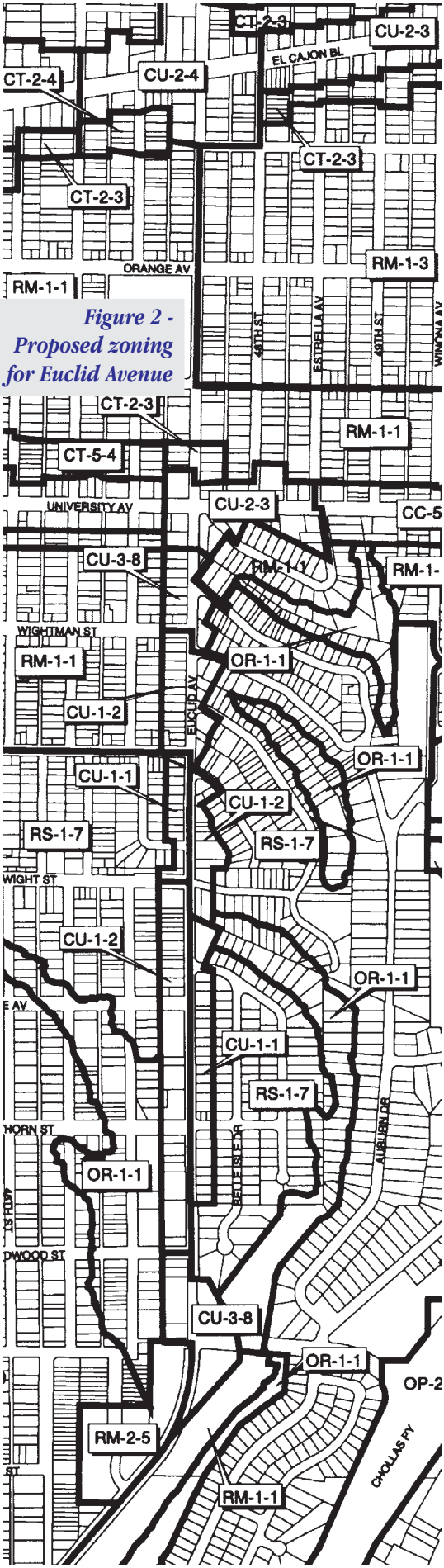
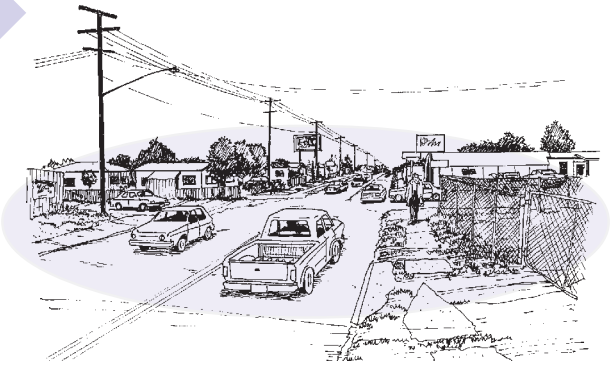


Figure 2 - Proposed zoning for Euclid Avenue



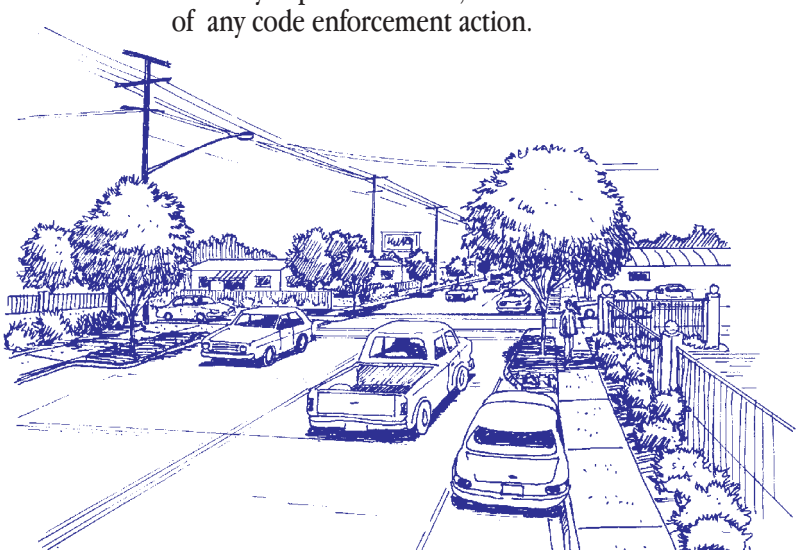
New Zoning Regulations

New land use designations are critical to attracting investment and increasing the quality of life for area residents. Desirable social and economic activity are inhibited by the external impacts of incompatible land uses. This lack of investment in property maintenance and new development contributes to a negative community image, fear of crime and depressed property values.

Open spaces are also in need of enhancement and continuing maintenance so that they can serve as positive resources for the community.

The following principles are intended to encourage investment and minimize problems associated with incompatible land uses:

- The area along Euclid Avenue between University Avenue and Wightman Street should remain designated for commercial use. A low intensity commercial/residential mixed use zone should be applied in this area (see Figure 2).
- The portion of Euclid Avenue between Wightman Street and Home Avenue should be designated and zoned to permit single family, low density multi-family, and very low intensity mixed residential/commercial uses.
- Sign regulations of the citywide neighborhood commercial zones should apply to the portion of Euclid Avenue between University Avenue and Wightman Street. Sign regulations applicable within the citywide multi-family zones should apply to the portion of Euclid Avenue between Wightman Street and Home Avenue.
- Conformance with signage and landscaping standards shall be required whenever there is any expansion of use, or as a result of any code enforcement action.



Community Promotion

Promotion of the positive characteristics of Euclid Avenue and the neighborhoods surrounding it will be critical to this community's revitalization. Although the efforts of many organizations and individuals have resulted in renewed interest in City Heights, much work remains to be done.

To further the objectives established in this Revitalization Action Program, the Community Promotion component of the Revitalization Program includes the following principles:

- Ensure that the many positive characteristics of these neighborhoods are preserved.
- Foster investment in quality new housing and commercial establishments.
- Position Euclid Avenue as the community's welcoming front door.
- Develop pamphlets promoting the unique opportunities for home-based business created by Euclid Avenue's low intensity mixed-use zoning.

BACKGROUND

Initiation of The Euclid Avenue Revitalization Effort

Euclid Avenue is located in the City Heights portion of the Mid-City Community Planning Area. The neighborhoods surrounding Euclid Avenue are predominantly residential, with multi-family development prevalent north of University Avenue and single-family detached development south of University Avenue.

Euclid Avenue between El Cajon Boulevard and University Avenue is predominantly residential, containing a mix of single family homes, apartment courts and apartment buildings. Euclid Elementary School occupies the west side of the street between Orange Avenue and Polk Avenue. Euclid Avenue between University Avenue and Home Avenue is developed with a mix of single family homes, apartment buildings and commercial establishments. Nodes of higher intensity commercial development are located at the intersections of Euclid Avenue with El Cajon Boulevard, University Avenue, and Home Avenue.

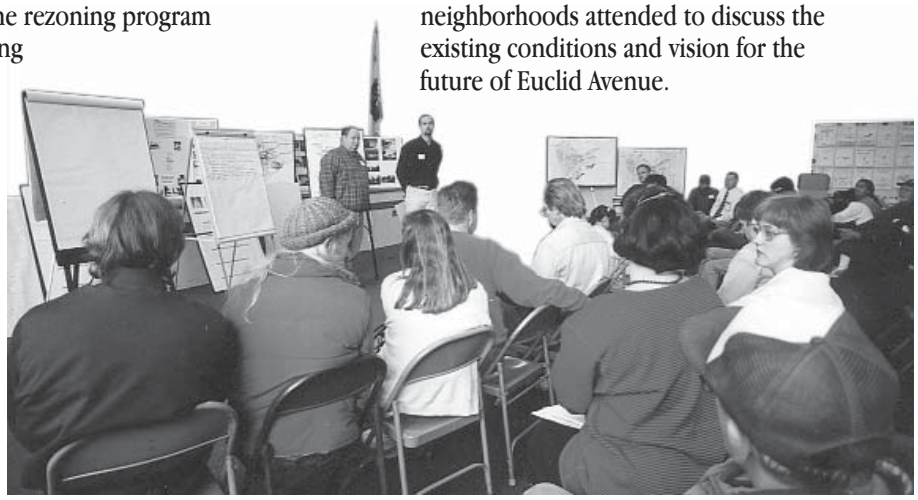
Prior to its rezoning to multi-family residential in the mid-1980's, a wide variety of commercial uses were permitted, resulting in today's mix of often incompatible land uses.

This Revitalization Action Program is intended to refine and implement goals and recommendations of the Mid-City Community Plan - the product of a four year collaboration between residents and business representatives, the four recognized planning committees of Mid-City (including the City Heights Area Planning Committee) and City of San Diego planning staff. To achieve consistency between zoning and the land use recommendations of the community plan, a program of rezonings was prepared for consideration by the Planning Commission and City Council. On January 28, 1999 the rezoning program was presented before the Planning Commission. During the hearing, a number of residents of neighborhoods surrounding Euclid Avenue testified in opposition to the adopted community plan recommendations relating to the widening of portions of Euclid Avenue. Speakers also objected to the proposed return of small scale commercial/residential mixed-use zoning to Euclid Avenue between Dwight Street and Home Avenue. In particular, speakers cited impacts that current businesses have had on the area's character and expressed concern about the potential impacts of additional businesses.

After considering staff comments and the testimony of speakers, the Planning Commission recommended to the City Council adoption of the zoning program proposed in Planning Commission Report Number P99-012, including the rezoning of portions of Euclid Avenue. In acknowledgment of the concerns raised during the public hearing regarding conditions along Euclid Avenue, the Planning Commission directed staff to work with residents and business owners to develop specific proposals to address identified concerns.

The City Heights Area Planning Committee ("CHAPC"), recognized by the City Council as the advisory body for land use issues within the study area, was designated as the lead organization for community participation in the assessment of Euclid Avenue's challenges and opportunities. The CHAPC directed that it's Long Range Planning Subcommittee solicit community input and develop recommendations for improvements along Euclid Avenue.

On Saturday, March 27, 1999, the City Heights Area Planning Committee, the City Heights Town Council and the Planning and Development Review Department of the City of San Diego sponsored a workshop to identify the issues affecting quality of life along Euclid Avenue and promote "home grown" solutions. Sixty seven members of the Colina del Sol, Teralta, Fairmount Village, Fox Canyon, and Islenair neighborhoods attended to discuss the existing conditions and vision for the future of Euclid Avenue.



Study Area Boundaries

The citizen's advisory committee defined the study area boundary shown in Figure 3 and recommended to the CHAPC that the preparation of a Euclid Avenue Revitalization Action Program ("RAP") would provide the most comprehensive approach for addressing identified problems. The general boundaries selected in the study are two to three blocks east and west of Euclid Avenue from El Cajon Boulevard to Home Avenue.

Figure 3 - Study Area Boundaries

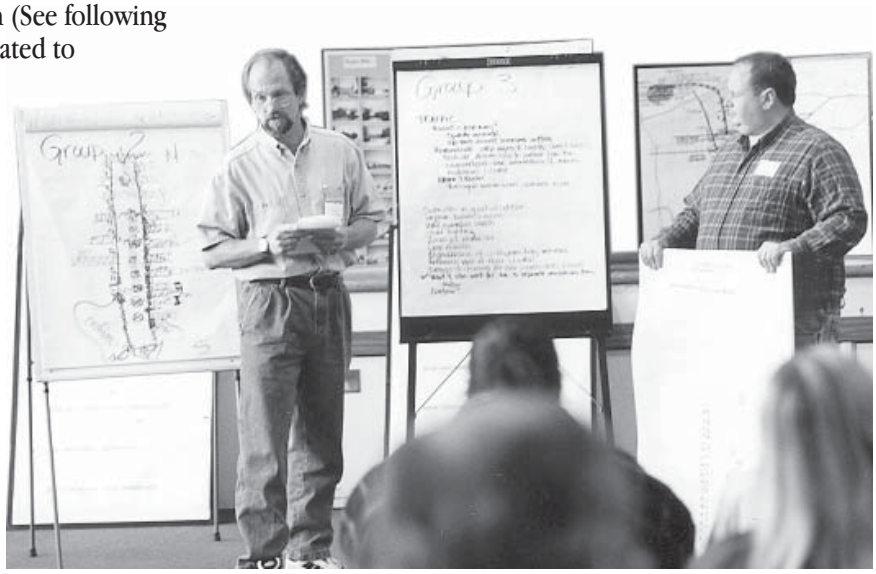
The key issues identified by the Community included:

- Traffic
- Streetscape Improvements and Maintenance
- Code Compliance
- Land Use
- Community Promotion

Subsequent meetings of a concerned citizens advisory committee (See Attachment A for a list of participants) focused on issues identified as critical to the revitalization of Euclid Avenue, including traffic, trash abatement, security/street lighting, landscaping, code enforcement, public infrastructure, commercial support programs, and property maintenance. These meetings served to further define community concerns and identify specific solutions. The report that follows documents this discussion and establishes a short range (five year) program of implementing actions.

Methodology

During the months of May through December of 1999, the revitalization team met twice monthly with staff members of various City departments to address identified problem areas. A number of identified issues were referred to the appropriate departments for immediate action (See following tables). These included issues related to policing, litter control, code enforcement, and traffic control, and are addressed in detail in this report.



The following methodology was followed in the development of this revitalization program:

- The City Heights Community Planning Committee sponsored organizational meetings to establish a work program.
- A noticed community workshop was sponsored by the City Heights Community Planning Committee and the City of San Diego Planning and Development Review Department. Residents, property owners and merchants were invited to share their concerns, identify development issues, and develop "home grown" ideas for solutions. Workshop discussions became the basis for the Revitalization Action Program.
- Twice-monthly public meetings followed to provide for broad-based ongoing public participation in the identification of issues and solutions.
- Field surveys and inventories were conducted by staff to establish baseline physical, land use, and traffic conditions, and to confirm problem sources and potential solutions.
- Discussions were conducted with staff representing various departments with responsibility for addressing the identified issues to assist in developing technical solutions.
- Key issues were validated through neighborhood and community-wide meetings.
- A noticed workshop was held to present the draft program and to address specific zoning issues to the community. By majority vote of those in attendance, the zoning program reflected in this document was established as the community preferred alternative.
- Subsequent meetings of the citizen's advisory committee focused on revisions to the draft Revitalization Action Program and draft zoning regulations.

REVITALIZATION ACTION PROGRAM

Recommendations and Accomplishments

TRAFFIC IMPROVEMENTS

Euclid Avenue is one of a limited number of collector streets accommodating north/south circulation within the City Heights community. Euclid Avenue provides access to the regional freeway system via Home Avenue to the south (linking to Interstate 805) and Fairmount Avenue to the north (linking to Interstate 8).

Due to the limited number of north/south corridors, Euclid Avenue carries a traffic volume in excess of its design capacity, resulting in significant traffic congestion and property damage. In response to the community's concern that the widening of Euclid Avenue would be inconsistent with the low intensity land uses characteristic of the study area and would not promote neighborhood revitalization, the traffic/circulation improvement component includes the following principles:

- Do not widen Euclid Avenue, with the exception of at key intersections where traffic volume requires additional space for turning lanes.
- Limit parking through red-curbing at major intersections to improve sight lines for cross traffic and provide turning lanes as needed.
- Establish "Keep Clear" zones at intersections where grid-lock is a continuing problem to allow for more even traffic flow.
- Provide a visual delineation between parking and travel lanes.
- Construct landscaped mid-block "curb extensions" to protect parking areas.
- Construct "bulb-outs" at intersections to shorten pedestrian crossing distances.
- Install all-way stops at key intersections to permit cross-traffic movement and establish a rhythmic traffic pattern.
- Establish pedestrian cross walks at all-way stops and traffic lights.
- Relocate the traffic signals at Euclid Avenue and Wightman Street to better control traffic at this off-set intersection.
- Construct dual auto-oriented and pedestrian oriented street lights to provide adequate lighting for all users of the right-of-way.
- Modify the intersection of Euclid Avenue with Home Avenue by realigning the east leg of the intersection, creating a ninety degree intersection. Landscape the surplus area to create a "gateway" to the Euclid Avenue corridor and establish an entrance into the neighborhood.
- Construct continuous sidewalks throughout area.

During community meetings, specific Recommendations and Implementation measures were proposed. Some proposals have already been analyzed by Traffic Engineering staff. The items marked with "*" (asterisks) have been reviewed and do not meet adopted policies or standards. The community is still seeking resolution of problems as stated in the "Recommendations" column, and appropriate implementation measures should be pursued.

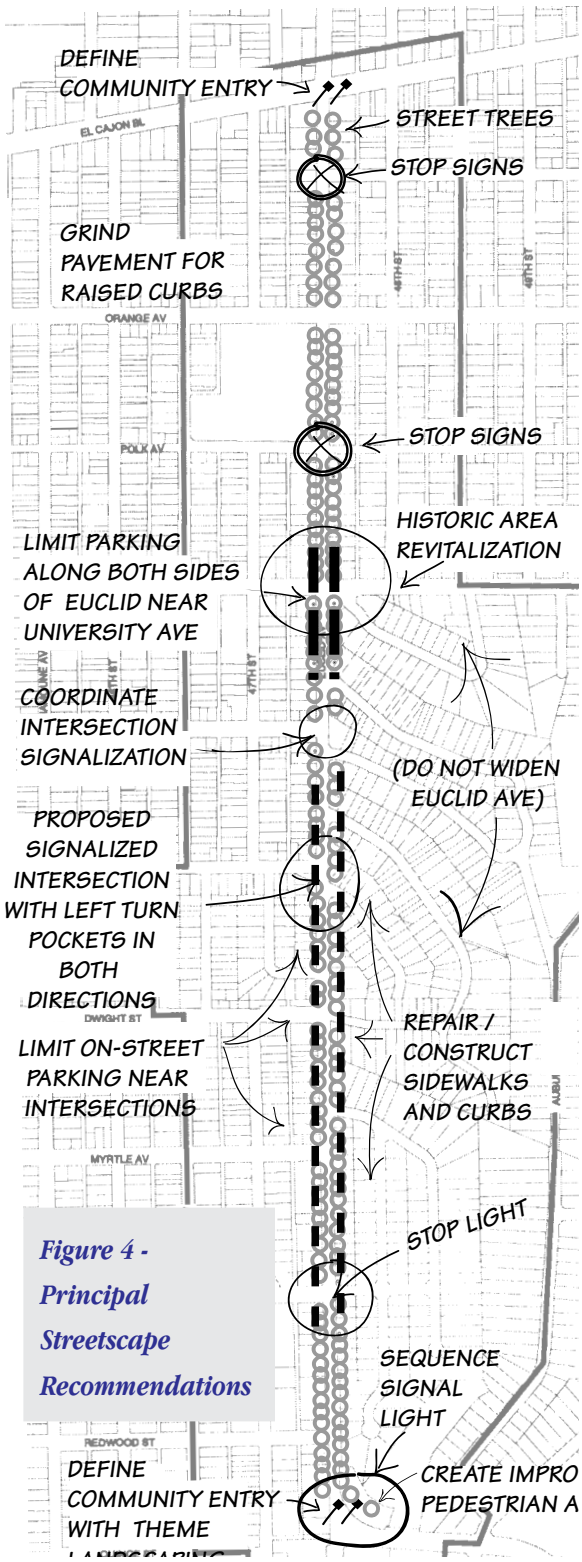


Figure 4 - Principal Streetscape Recommendations

TRAFFIC IMPROVEMENTS: Accomplishments To Date

Recommendation	Implementation	Lead	Schedule	Status	Cost
Address uncontrolled intersections in the study area	Install stop signs at: Belle Isle Dr. at Thorn St., Belle Isle Dr. at Isla Vista Dr., and Winona Ave. at Wightman St.	City	FY 2000	Completed by Traffic Engineering	Budgeted
Evaluate signal timing at Euclid Ave. and Orange Ave.	Extend length of "yellow phase" consistent with current standards.	City	FY 2000	Completed by Traffic Engineering	Budgeted
Reduce frequency of accidents at Euclid Ave. and Orange Ave.	Install "Left Turn Yield" signs facing both north- and southbound traffic on Euclid Ave.	City	FY 2000	Completed by Traffic Engineering	Budgeted
Improve visibility at the intersection of Euclid Ave. and Trojan Ave.	Evaluate sight distance and restrict parking as needed.	City	FY 2000	Completed by Traffic Engineering	Budgeted
Enhance safety of pedestrian crossing of Euclid Ave. at Orange Ave.	Repaint yellow crosswalk markings.	City	FY 2000	Completed by Traffic Engineering	Budgeted
Address frequently congested intersections	Install "KEEP CLEAR" zones as needed.	City	FY 2001	Traffic Engineering installed "Keep Clear" legends at Euclid Ave. at Wightman St., and Euclid Ave. at Lantana Dr.	Budgeted
Clearly mark the terminus of Lantana Dr. south of Dwight St.	Install a barricade with reflectorized signs.	City	FY 2000	Completed by Traffic Engineering	Budgeted

TRAFFIC IMPROVEMENTS: Prioritized Recommendations

Recommendation	Implementation	Lead	Schedule	Status	Cost
Maintain current curb-to-curb and right-of-way dimensions of Euclid Ave.	Focus on enhancing the character of the area through street scape improvements within existing right-of-way.	City	FY 2001	Incorporated as RAP principle. Mid-City Communities Plan amendment to be processed.	No direct costs.
Reduce speeding throughout study area.	1) Increase traffic enforcement efforts.	City	Ongoing	Referred to Police.	Budgeted
	2) Reduce speeds on Euclid Ave. through education, signage, traffic enforcement and physical traffic calming measures.	City	FY 2001	Traffic Engineering analysis indicates that periodic enforcement by police will improve compliance.*	Cost dependant on measures implemented.
Prohibit large commercial trucks on Euclid between Home Ave. and El Cajon Blvd.	Install signs limiting the weight of commercial trucks.	City	FY 2002	Traffic Engineering supports this concept. A petition is needed then a vote from the CHAPC and EACPC as well as the City Council.	Nominal

TRAFFIC IMPROVEMENTS: Prioritized Recommendations

Recommendation	Implementation	Lead	Schedule	Status	Cost
Ensure adequate on-site parking.	Proactively enforce Municipal Codes for parking.	City	FY 2001	On-going	Budgeted
Prevent vehicles from parking on sidewalks.	Raise curbs to standard height.	City	FY 2001	Refer to Parking Mgmt. & Police Dept. for enforcement.	$ 60,000
Enhance pedestrian and handicapped access along Euclid Ave.	1) Repair/install curb, gutter, and sidewalks consistent with standards established by the Americans with Disabilities Act.	City	FY 2001-FY 2005	Ongoing	[see cost estimates of specific improvements]
	2) Install sidewalk on Euclid Ave. north of Home Ave.			In FY 2001, CIP 52-327, Safety All-Weather Walkways *	$45,000
	3) Repair sidewalks at the intersections of Euclid Ave. and Auburn Dr. and Wightman St.			Traffic Engineering has referred this matter to the Transportation Dept. for funding.	$2,000
	4) Address deteriorated infrastructure on Auburn Dr. from Wightman St. to Euclid Ave.			In FY 2001, CIP 52-327, Safety All-Weather Walkways	$ 60,000
Provide more opportunities to safely cross Euclid Ave.	1) Install a marked CROSSWALK: Euclid Ave. at Isla Vista Dr.	City	FY 2001	Traffic Engineering analysis does not recommend a cross walk at this intersection.*	Nominal
	2) Utilize adult supervision to monitor the intersections near adjacent schools.	Neighborhood Associations/ Community Planning Group		Initiate Program	
	3) Establish additional FOUR-WAY STOPS and CROSS WALKS or SIGNALIZED INTERSECTIONS: a) Landis St., Auburn Dr. and Wightman St. b) Euclid Ave. at Polk Ave., Euclid Ave. at Thorn St., Euclid Ave. at Isla Vista Dr.	City	FY 2002	Traffic Engineering analyzed and recommends no all-way stops, crosswalks or signals at these locations. Traffic Engineering analyzed and recommends no all-way stops, crosswalks or signals at these locations.*	4 way stops: Nominal Traffic signals: $120,000
Identify additional areas for public parking.	1) MULTI-FAMILY parking: Provide diagonal parking where street width is adequate & enforce parking codes on side streets.	City	FY 2004 - FY 2005	On-going - Refer to Traffic Engineering Dept.	Nominal
	2) BUSINESS DISTRICT parking: Develop off-street overflow parking to accommodate customers in busy commercial districts. Install on-street parking meters.	BID/ City	FY 2004 - FY 2005	On-going - Work with business groups and Traffic Engineering Dept.	Further analysis required

TRAFFIC IMPROVEMENTS: Prioritized Recommendations

Recommendation	Implementation	Lead	Schedule	Status	Cost
Address frequently congested intersections	1) "KEEP CLEAR" Zones				
	Stencil "KEEP CLEAR" pavement legends, restricting on-street parking as needed: Euclid Ave. at Auburn Dr., Wightman St. Dwight St., Lantana Dr., Landis St., Castle Ave., Roselawn Ave., Isla Vista Dr., and Myrtle St.	City	FY 2001	Traffic Engineering installed "Keep Clear" legends at Euclid Ave. at Wightman St., and Euclid Ave. at Lantana Dr.	$ 2,000
	2) Sidewalk "BULB-OUTS"				
	Install sidewalk bulb-outs with appropriate landscaping: Euclid Ave. at Polk Ave., Dwight St., and Myrtle St. Identify additional locations during project design.	City	FY 2002 - FY 2003	Traffic Engineering determined that there is adequate stopping sight distance at specified locations. *	Sidewalk bulb-outs at four corners $4,000
	3) TURN POCKETS				
	a) Create/extend left turn pockets, restrict on-street parking correspondingly: Euclid Ave. at Wightman St., Lantana Dr., Auburn Dr., and Dwight St., Isla Vista Dr., El Cajon Blvd., and Orange Ave.	City	FY 2002 - FY 2003	Has been referred to Traffic Engineering staff for review and response.	$ 1,000 per intersection Total: $ 8,000
	b) Euclid Ave. at University Ave			Traffic Engineering analysis indicates no change warranted. *	
	c) Euclid Ave. at Wightman St.			Traffic Engineering analysis indicates coordination of signals at University Ave. and Wightman St. will substantially resolve congestion. *	
	4) SIGNAL PHASING				
	a) Consider (SPLIT) LEFT TURN PHASING for traffic on Euclid Ave. at Orange Ave.	City	FY 2001	Traffic Engineering does not recommend left turn phasing. Left turn yield signs were recently installed facing both northbound and southbound traffic. *	Nominal
	b) Euclid Ave. at University Ave.			Has been referred to Traffic Engineering staff for review and response.	

Recommendation	Implementation	Lead	Schedule	Status	Cost
Improve visibility/ stopping sight distance at intersections	1) Evaluate sight distance and restrict parking as needed at the intersections of Euclid Ave. at Lantana Dr.	City	FY 2001	Traffic Engineering analysis indicates that stopping sight distance is adequate at these locations.	Nominal
	2) Evaluate sight distance and restrict parking as needed at the intersection of Euclid Ave. and Auburn Ave., Wightman St., Isla Vista Dr., Dwight St., and Thorn St.	City	FY 2001	Traffic Engineering analysis indicates that stopping sight distance is adequate at these locations. *	$ 1,000
	3) Evaluate sight distance, restrict parking as needed, and install sidewalk bulb-outs with appropriate landscaping at the intersection of Euclid Ave. and Thorn St.	City	FY 2002-FY 2003	Traffic Engineering analysis indicates that stopping sight distance is adequate at this location. *	Sidewalk bulb-outs on the east side of Euclid Ave.: $2,000
Improve unpaved portion of Dwight St. immediately west of Euclid Ave., providing pedestrian access to the Swan Canyon neighborhood.	1) Install a barricade with reflectorized signs to prevent access to the unimproved portion of Dwight St.	City	FY 2001	Traffic Engineering analysis indicates that barricades are not warranted. "No Parking Off Pavement" signs will be installed. *	$ 600
	2) Landscape excess right-of-way and consider installation of a pedestrian bridge connecting Euclid Ave. to Dwight St. to the west.			Has been referred to Traffic Engineering staff for review and response.	More study needed.
Create ninety degree intersection at Home Ave. to better control traffic movement. Reclaim unused right-of-way for gateway improvements.	1) Realign intersection. Remove excess pavement. Install new curb, gutter and sidewalk. Turf remaining area. Install gateway monument.	City	FY 2004-2005	Signal modification and roadway work is in FY 2001, CIP 68-011.0, "Modernize Top Prioritized Signals". *	$ 46,000 (not including gateway monument or landscaping)
Reduce the volume of "cut-through" traffic on Auburn Dr.	1) Close Auburn Dr. to through-traffic south of Wightman St.	City	FY 2003	Traffic Engineering analysis indicates street closure is not warranted.	Barricades: $ 2,000
	2) Examine alternatives, such as one-way traffic flow on Wightman St. and upper Auburn Dr., for those in favor and opposed to closure of Auburn Drive.			Installation of road humps between Ontario Ave. and Loris St. may reduce the volume of cut-through traffic. *	Additional engineering study of the alternative one-way traffic is necessary.
Provide connection between Winona Ave. and Ontario Ave.	Open a connection between Winona and Ontario Ave.s as part of the closing of Auburn Dr.	City, CHAPC, (Input of effected neighbor-hoods needed.)	FY 2005	Traffic Engineering analysis has concluded that 600 feet of roadway would have to be constructed within the available right-of-way.	$ 400,000+

Projected Cost of Proposed Traffic Improvements

2001	$ 85,000
2002	$ 152,400
2003	$ 34,400
2004	$ 44,400
2005	$ 444,400

Implementation

A more detailed study of the proposed opening of a connection between Ontario and Winona Avenues should be conducted to evaluate the project's potential impacts and effectiveness in resolving neighborhood traffic concerns.

Implementation of this program's recommendation that the resolution of traffic and streetscape issues identified along Euclid Avenue be achieved through improvements to the existing right-of-way will require amendment of the Mid-City Communities Plan. This action should be undertaken in conjunction with a future City-sponsored amendment to the community plan.

Upon approval of this Revitalization Action Program, staff will work with community members to develop grant proposals and, to the extent feasible, incorporate proposed programs into the City budget over the next five years.

STREETSCAPE IMPROVEMENTS

Many of the concerns raised by participants in the revitalization program relate to the character and visual quality of the streets within the study area. A comprehensive program of streetscape improvements, addressing both public and private property, has been developed based on participant comments. The visual/streetscape component includes the following principles:

- Development of a street tree program for that portion of Euclid Avenue within the study area.
- Improve the gateways to Euclid Avenue at El Cajon Boulevard and Home Avenue with prominent physical and landscaping features.
- Create an urban plaza at the Euclid Tower at Euclid Avenue and University Avenue by vacating a portion of Reno Drive.
- Restore Euclid Avenue's canyons and hillsides.
- Develop a neighborhood park on Auburn Drive, perhaps in conjunction with any future roadway construction linking Winona Avenue and Ontario Avenue.
- Publicize the commercial storefront design assistance and improvement program to aid merchants in improving their storefronts.
- Establish a commercial parking and landscaping improvement program to assist merchants to improve the quality of their surface parking lots.
- Establish a residential design assistance and improvement program to assist property owners in improving their homes and properties.

STREETSCAPE IMPROVEMENTS and MAINTENANCE: Prioritized Recommendations

Recommendation	Implementation	Lead	Schedule	Status	Cost
Encourage improvement of building facades, including the appearance of "previously conforming" land uses.	1a) Publicize existing storefront design assistance program to encourage COMMERCIAL facade improvements.	City/ Neighborhood Association	FY 2001- FY 2005	On-going	Budgeted
	1b) Establish a residential design assistance program to promote RESIDENTIAL facade improvements.			To be initiated	$ 5,000 per property $25,000/year
	2) Proactively enforce municipal codes for land use, signage, parking, landscaping, etc.	City/CHTC		Annual allocation	Budgeted
Improve maintenance of public rights-of-way.	Install signs, repaint addresses on curbs and create regularly scheduled street sweeping program.	City	FY 2002 - FY 2005	Refer to Engineering and Environmental Services	$ 2,000 per year
Utilize landscaping as a means of improving public rights-of-way.	1) Plant street trees in curb extensions to promote neighborhood beauty and pride. Develop residential landscape enhancement program.	City/People for Trees/ LMD	FY 2001 - FY 2005	On-going - work with People for Trees and other interested groups.	$ 10,000/year
	2) Create a weed abatement program.	City/ Neighborhood Association		Ongoing	Budgeted
Promote pedestrian environment.	Repair/construct sidewalks, curbs, ramps.	City	FY 2001 - FY 2003	On-going - See also Traffic Improvement recommendations.	Refer to Traffic Improvements
Establish community gateways.	Create community identifying gateways with prominent physical and landscaping features at El Cajon Blvd., University Ave., and Home Ave.	CHAPC/ BID/ Neighborhood Association	FY 2002	Work with community groups and BIDs.	Dependent on measures implemented.
Create an urban plaza at Euclid Avenue and University Avenue	1) Reconstruct the Euclid Tower (a qualified historic structures).	City/property owner/BID	FY 2001 - FY 2002	Work with property owners and BIDs.	$ 279,000
	2) Install a pedestrian plaza adjacent to the Euclid Tower by narrowing or vacating a portion of Reno Drive.	City/property owner/BID/ Neighborhood Association	FY 2002 - FY 2003	Work with property owners, community groups and BIDs.	$ 360,900
	3) Rehabilitate the Silverado Ballroom and Egyptian Garage (also qualified historic structures).	City/property owner/BID	FY 2002 - FY 2003	Work with property owners, community groups and BIDs.	$ 34,000
Develop public parking lots within commercial areas.	Create a commercial parking and landscape maintenance program to improve the quality of surface parking lots.	City/ CHAPC	FY 2001- FY 2005	To be initiated	$5,000/year

STREETSCAPE IMPROVEMENTS and MAINTENANCE: Prioritized Recommendations

Recommendation	Implementation	Lead	Schedule	Status	Cost
Underground existing utilities.	Coordinate with utility companies to underground existing utilities.	Community Planning Group/ City	FY 2001- FY 2005	On-going	Budgeted
Establish a Landscape Maintenance District.	Develop a program to implement a Landscape Maintenance District with citywide funds allocated accordingly. Consider benefit to non-residents in calculation of assessment.		FY 2004		Part of larger program for Mid-City
Promote housing rehabilitation events.	Expand housing rehabilitation services and create a calendar of rehabilitation events.	Housing Commission/ CHCDC/SDNHS	FY 2001 - FY 2005	Ongoing	Budgeted
Enhance street lighting.	1) Incorporate additional high pressure and acorn street lights into streetscape designs.	City	FY 2001 - FY 2005	Ongoing - Seek share of annual allocation	$40,000/year
	2) Construct additional one-pole attachment with 150-watt HPS at: Auburn/Euclid (west side); Dwight St. 150' east of Euclid; Dwight St. 375' east of Euclid; Castle Ave. 250' east of Euclid; Auburn Dr., 170 feet east of Euclid.; Auburn Dr., 620 feet SE of Euclid; Auburn Dr., 470 feet north of Altadena; Auburn Dr., 670 feet north of Altadena; Lantana Dr., 250 feet east of Euclid.	City		Engineering analysis has determined that the listed locations qualify for street lights and will compete for funding in beginning FY 2001. These are also eligible for CDBG funding.	$1,000/light Total: $9,000
	3) Construct additional 150-watt HPS lights at: Auburn Dr., 50' south of Wightman St.; Auburn Dr. at Euclid Ave.; Belle Isle Dr., 200' north of Thorn St.; Belle Isle Dr., 250' south of Isla Vista Dr; Belle Isle Dr. 300' south of Thorn St.; Euclid Ave. 300' south of Myrtle; Euclid Ave., 250' south of Landis St; Euclid Ave. 300' south of Thorn St.; Euclid Ave. and Isle Vista; Euclid Ave. And Lantana Ave.; Euclid Ave. at Wightman Ave.; Lantana Dr., 700' south of Euclid; Lantana Dr., 250' north of Dwight St; and, Lantana Dr., 700' south on Euclid Ave.	City	FY 2001 - FY 2005	Engineering analysis has determined that the listed locations qualify for street lights and will compete for funding in beginning FY 2001. These are also eligible for CDBG funding.	$4,000 each or $9,600/year Total: $48,000

STREETSCAPE IMPROVEMENTS and MAINTENANCE: Prioritized Recommendations

Recommendation	Implementation	Lead	Schedule	Status	Cost
Enhance street lighting (cont.).	4) Upgrade lights at: Belle Isle Dr., 550' south of Thorn St.; Belle Isle Dr. and Isla Vista Dr.; Belle Isle Dr. and Thorn St.; Dwight St., and Lantana Dr.; Isle Vista Dr., 270' north of Thorn St.; Isle Vista Dr., 500' east of Belle Isle; Isle Vista Dr. and Thorn St.; Isle Vista Dr. south of Thorn St.; Wightman St., 300' west of Auburn; Wightman St., 450' east of Euclid Ave; Auburn Dr., 450' SE of Euclid; Castle Ave., 500' south of Euclid Ave; Auburn at Wightman and Ontario, Loris, Corliss, and 310' and 550 feet south of Loris; Lantana and 450' north and 350' south of Dwight Ave.; Lantana Dr., 400' SE of Euclid; Reno Dr. 500' SE of University; and, Reno Dr. at Estrella Ave.	City		Engineering analysis has determined that the listed locations qualify for street lights and will compete for funding in beginning FY 2001. These are also eligible for CDBG funding.	$1,000/each or $3,000/year Total: $15,000

Projected Cost of Proposed Streetscape Improvements

2001	$ 213,900
2002	$ 403,300
2003	$ 273,850
2004	$ 96,400
2005	$ 96,400

Implementation

Upon approval of this Revitalization Action Program, staff will work with community members to develop grant proposals and, to the extent feasible, incorporate proposed programs into the City budget.

Code Compliance

The impacts of incompatible land uses, inconsistent property maintenance and failure to observe existing codes regulating signage, landscaping and trash disposal were identified as factors undermining the character of the study area. The code enforcement component includes the following principles:

- Strictly enforce current codes and seek effective and prompt compliance from any properties that have developed or expanded their use in violation of zoning, building, or other state or federal codes.
- Enforce sign and litter codes consistently and proactively.
- Assist property owners, through a design assistance program, to develop unobstructive enclosures for trash receptacles.
- Establish a litter abatement education program for local school children.
- Undertake clean ups of canyons and other properties through an annually sponsored "spring cleaning" event, in coordination with the neighborhood, private garbage haulers and the City's Environmental Services Department.

CODE COMPLIANCE: Prioritized Recommendations

Recommendation	Implementation	Lead	Schedule	Status	Cost
Remove illegal businesses.	Enforce municipal land use codes.	City	FY 2001 - FY 2005	Ongoing	Budgeted
Ensure high quality in new development.	Adopt zoning regulations that promote neighborhood objectives.	City	FY 2001 - FY 2005	Ongoing	Budgeted
Improve appearance of "previously conforming" land uses.	Encourage use of facade enhancement rebate program. Proactively enforce municipal codes for land use, signage, parking, landscaping, etc.	City/CHTC	FY 2001 - FY 2005	Ongoing	Budgeted
Reduce litter.	Enforce municipal solid waste codes for containment.	City	FY 2001 - FY 2005	Ongoing	Budgeted
Coordinate with business owners to improve area.	Develop incentive program for businesses to improve their store fronts. Enforce local sign and facade codes.	City/BID	FY 2001 - FY 2005	On-going	Budgeted
Improve appearance of residential structures/property.	Enforce building codes and landscaping regulations. Provide facade enhancement assistance.	City	FY 2001 - FY 2005	Ongoing	Budgeted
Establish high expectations for the maintenance of public and private property.	Enforce maintenance standards for private property through appropriate codes.	City	FY 2001 - FY 2005	On-going	Budgeted
Clean storm drains.	Create annual program to clean storm drains.	City	FY 2001 - FY 2005	Ongoing	Budgeted
Restrict access to open storm drains along Ontario Dr. and west of Auburn Dr.	Install barriers to ensure safety of citizens.	City	FY 2001 - FY 2005	Ongoing	Budgeted
Address noise complaints.	Proactively enforce municipal codes for noise.	City	FY 2001 - FY 2005	On-going	Budgeted
Increase code compliance staff resources for the Mid-City area.	Provide additional positions in the FY 2002 code enforcement budget.	City	FY 2002 - FY 2005	Work with code enforcement budget analyst.	$40,000/year
Identify and remove public telephones associated with nuisance behaviors	Enforce existing standards and policies relating to payphones.	City/ telephone owners	FY 2001 - FY 2005	Ongoing	Budgeted
Remove graffiti.	Utilize graffiti abatement program with assistance from the SDPD.	City/ Neighborhood Association	FY 2001 - FY 2005	On-going	Budgeted
Participate in the City's Curbside Recycling Program.	Request that Environmental Services incorporate the area into the Program.	City/ Community Planning Group	FY 2002	On-going	Budgeted

Projected Cost of Code Enforcement Recommendations

2001	$ Budgeted
2002	$ 40,000
2003	$ 40,000
2004	$ 40,000
2005	$ 40,000

Implementation

Upon approval of this Revitalization Action Program, staff will work with community members to develop grant proposals and, to the extent feasible, incorporate proposed programs into the City budget.

LAND USE

Many single family residences are well maintained and should be preserved. However, program participants complained of the blighting impact of neglected single- and multi-family structures.

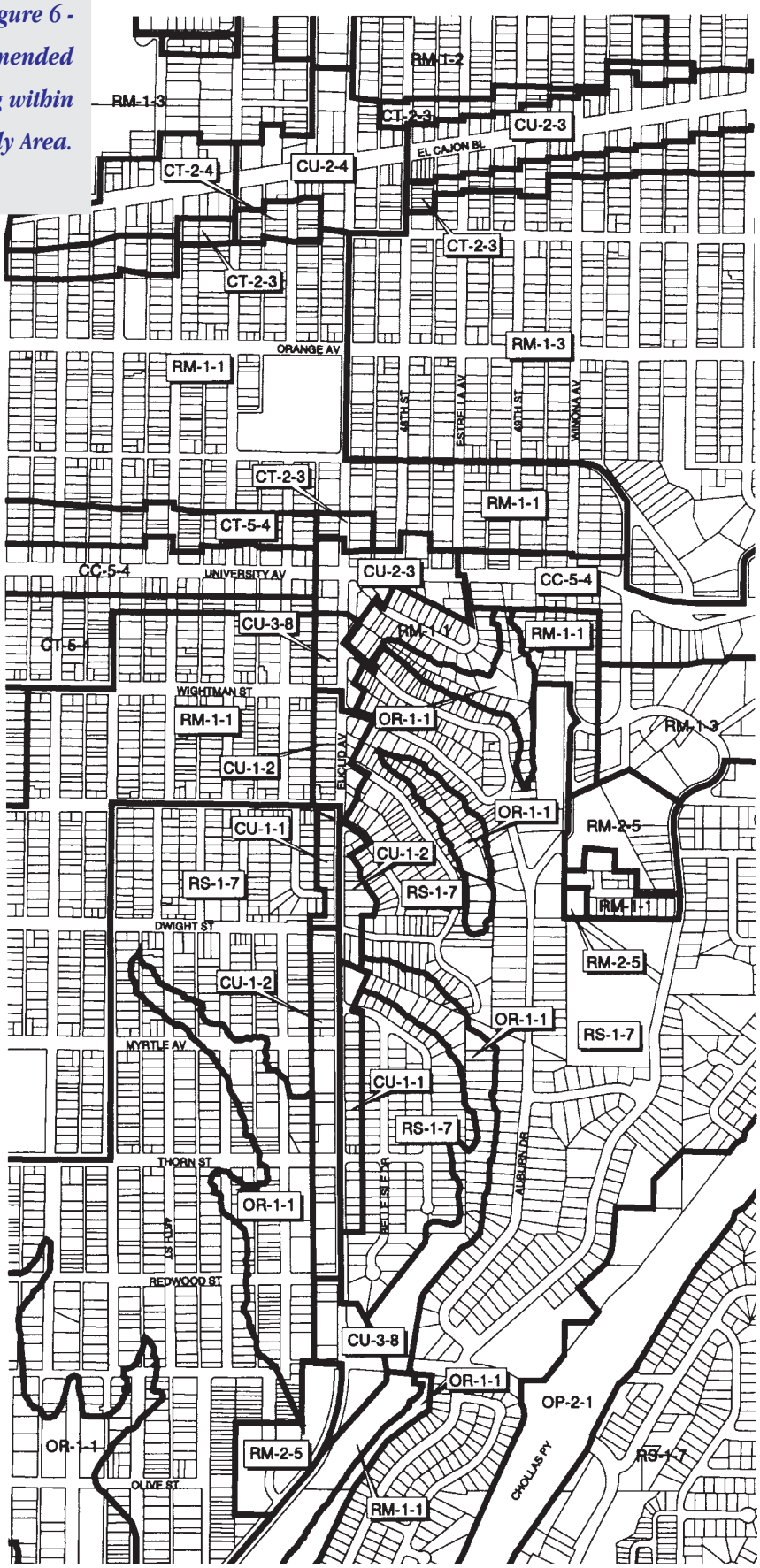
The existing mix of commercial and residential land uses south of University Avenue, partly resulting from the rezoning of formerly commercial properties to residential use, has been identified as a condition diminishing the quality of life enjoyed by residents. Staff field work confirmed the critical need to resolve problems associated with certain commercial enterprises located within residentially zoned areas.

The external impacts and physical condition of many businesses discourage desirable social and economic activity, and contribute to a negative community image, fear of crime and depressed property values. However, the physical character of the streetscape and the rents paid to property owners by operators of "previously conforming" land uses, are obstacles to the enhancement or reuse of these sites. An infusion of public/private attention is needed to revitalize this portion of Euclid Avenue Open space areas also need enhancement and continuing maintenance so that they will serve as positive resources for the community.

The Zoning Regulations component of the Revitalization Program includes the following principles:

- The area along Euclid Avenue between University Avenue and Wightman Street should remain designated for commercial use. A low intensity commercial/residential mixed use zone should be applied in this area.
- The area south of Wightman Street to Home Avenue should be designated and zoned to permit single family, low density multi-family, and very low intensity commercial/residential uses (See Figure 6).
- Sign regulations of the citywide neighborhood commercial zones should apply to the portion of Euclid Avenue between University Avenue and Wightman Street. Sign regulations applicable within the citywide multi-family zones should apply to the portion of Euclid Avenue between Wightman Street and Home Avenue.
- Conformance with signage, parking, and landscaping standards contained in the Municipal Code shall be required whenever there is any expansion of use, or as a result of any enforcement action.

Figure 6 - Recommended zoning within Study Area.



LAND USE:
Prioritized Recommendations

Recommendation	Implementation	Lead	Schedule	Status	Cost
Develop a public park in the vicinity of Auburn Dr. and Winona Ave.	Evaluate opportunities to develop a neighborhood park in conjunction with the Chollas Creek preservation project and street improvement mitigation for development of a street linking Ontario Ave. and Winona Ave.	City/ Planning Group/ Neighborhood Associations	FY 2003	Refer to Park & Recreation	$ 100,000
Identify additional park sites.	Review Public Facilities element of the Community Plan and make recommendations for additional sites.	Community Planning Group/City	FY 2001 - FY 2005	On-going	Budgeted
Consider designation of the Islenair Neighborhood as an Historic District.	Coordinate documentation with the City for consideration of the area by the Historic Resources Board.	City/ Neighborhood Association	FY 2002	To be initiated	Budgeted
Restore Chollas Creek	Create an environmental rehabilitation program to facilitate the restoration of Chollas Creek.	City/ Community Planning Group	FY 2002- FY 2005	On-going	$100,000/year
Restore canyon habitats.	Adopt preservation program to enhance and promote area canyons.	City/ Neighborhood Association	FY 2002 - FY 2005	On-going	Budgeted
Consider revision of regulations governing home occupations to include a wider variety of activities.	In cooperation with neighborhood groups, review revise regulations as needed to accomodate more home-based businesses in neighborhoods.	City/ Community Group	FY 2001	On-going	Budgeted
Promote neighborhood rehabilitation events.	Create an on-going neighborhood "clean-up" calendar.	Housing Commission/ NHS/ CDC	FY 2001 - FY 2005	On-going	Budgeted
Oppose the development of a public school on Euclid Ave.	Communicate with the school district regarding the community's concerns and objection to the placement of a school on Euclid Ave.	Community Planning Group	FY 2002	N/A	N/A

Projected Cost of Land Use Recommendations

2001	$ Budgeted
2002	$ 100,000
2003	$ 200,000
2004	$ 100,000
2005	$ 100,000

Implementation

Upon approval of this Revitalization Action Program, staff will work with community members to develop grant proposals and, to the extent feasible, incorporate proposed programs into the City budget.

COMMUNITY PROMOTION

Participants in the revitalization program made recommendations relating to the enhancement of public safety and the promotion of the diverse neighborhoods within the study area as a desirable locations to live and work. These neighborhoods include the following:

Teralta East

The Teralta East neighborhood is located west of Euclid Avenue between El Cajon Boulevard and University Avenue. It was originally developed with single family housing and shares with other neighborhoods in the study area an history associated with the extension of trolley service along University Avenue to its terminus at Euclid Avenue. Higher density development, including apartments and condominiums have been added to the neighborhood during the post war years. Teralta East, like its neighbors to the east and west, now contain the highest population density in Mid-City. Commercial needs are served by the El Cajon Boulevard and University Avenue commercial corridors.

Fairmount Village

The Fairmount Village neighborhood is located on the mesa south of University Avenue between Euclid Avenue and Fairmount Avenue. Single family homes represent the predominant development type, with some duplex development and apartment development located near University Avenue. The development of the City Heights Urban Village project, including the construction of the Rosa Parks Elementary School has significantly improved the quality of life enjoyed by residents of Fairmount Village.

Swan Canyon

The Swan Canyon neighborhood is located south of Fairmount Village between Euclid Avenue and Fairmount Avenue and extends south to Home Avenue. This neighborhood is largely defined by single family development on the mesas surrounding the natural canyons leading up from Home Avenue. Multi-family development is primarily located along Fairmount Avenue in the vicinity of the recently constructed Monroe Clarke Middle School.

Colina Park

Colina Park neighborhood is located to the east of Euclid Avenue between El Cajon Boulevard and University Avenue. The character of the neighborhood's original single family residential areas has been altered since its original development by the construction of many larger apartment complexes, many providing housing for San Diegans of limited income. Colina Park is distinguished from other neighborhoods within the study area by hilly terrain, giving the area outstanding view opportunities. A large community park includes the public Colina Park Golf Course, that features a golf academy for local youth.

Fox Canyon

The Fox Canyon neighborhood is located to the east of Euclid Avenue and south of University Avenue. Like the other neighborhoods adjoining University Avenue, Fox Canyon enjoys ready access to transit and commercial services located on this commercial corridor. Development within Fox Canyon consists of a mix of multi-family and single family dwelling units. Like the Islenair and Swan Canyon neighborhoods, the boundaries of Fox Canyon are largely defined by its topography. Fox Canyon is establishing a well integrated residential and business community sensitive to the preservation of natural, artistic, and historical developments within a well maintained, safe, and friendly environment.

Islenair

The Islenair neighborhood is located to the east of Euclid Avenue and bounded by hillsides to the north, east and south, isolating it from through traffic. The character of this small and tightly knit community is distinguished by its exclusively single family development, architectural style, and high level of property maintenance.

These neighborhoods have benefitted greatly by the efforts of concerned citizens and organizations such as the City Heights Town Council, the El Cajon Business Improvement Association, the University Avenue Business Improvement Association, the City Heights Community Development Corporation, San Diego Neighborhood Housing Services, and many others. As a result, retailers and home buyers have shown renewed interest in locating in City Heights.

Yet much work remains to be done. To further the objectives established in this Revitalization Action Program, the Community Promotion component of the Revitalization Program includes the following principles:

- Foster investment in quality housing and commercial establishments.
- Ensure that the many positive characteristics of these neighborhoods are preserved.
- Position Euclid Avenue as the community's welcoming front door.

COMMUNITY PROMOTION: Prioritized Recommendations

Recommendation	Implementation	Lead	Schedule	Status	Cost
Encourage private investment/ redevelopment.	Outreach to real estate professionals. Provide information on area's assets.	City/BIDs/ neighborhood associations	FY 2001 - FY 2005	On-going	Budgeted
Market Euclid Ave. as a unique location for home based business.	Create marketing pamphlet highlighting the neighborhood's history, locational advantages and zoning. Place advertisements and articles in local newspapers and magazines.	BIDs/ Neighborhood Associations	FY 2002 - FY 2005	On-going	$2,000
Establish a Business Improvement District.	Develop a program to implement a Business Improvement District.	City/ Planning Group	FY 2001 - FY 2005	On-going	Budgeted
Reinforce neighborhood identity	Install "gateway" elements at Home Ave., El Cajon Blvd., and University Ave.	City/BIDs/ Neighborhood Associations	FY 2003	Refer as community arts project. Coordinate with El Cajon Blvd. and University Avenue BIDs	[refer to Streetscape Improvement rec.s]
Enhance neighborhood watch program.	Replace existing signs, support neighborhood policing, and institute an event similar to that conducted in Azalea Park	Community Group/City	FY 2002 - FY 2005	On-going	Budgeted
Facilitate greater partnership between private businesses and banking institutions.	Develop program for businesses to access financial support of banking institutions.	Community Group/BID	FY 2002 - FY 2005	On-going	Budgeted
Encourage regular neighborhood cleanups and "facelifts".	Schedule regular "Community clean-ups" and "facelifts". Enforce municipal solid waste codes.	City	FY 2001 - FY 2005	On-going	Budgeted
Incorporate neighborhood identifying landmarks/arches.	Identify locations for landmarks and incorporate into new development and/or streetscape improvement programs.	Community Planning Group	FY 2002 - FY 2005	To be initiated	$5,000 per year

Projected Cost of Proposed Community Promotion Recommendations

2001	$ Budgeted
2002	$ 500
2003	$ 500
2004	$ 500
2005	$ 500

Implementation

Upon approval of this Revitalization Action Program, staff will work with community members and local business improvement associations, and neighborhood associations to develop grant proposals and other funding options.

CONCLUSION

The publication of this document represents a beginning. This RAP establishes a road map for neighborhood improvement that capitalizes on the application of existing City programs and identifies additional annual costs that must be programed from City and other funds, including but not limited to, Community Development Block Grants (CDBG), transportation funding, environmental mitigation and enhancement funds, and housing funds. Ongoing efforts to monitor and solicit grant funding opportunities will be necessary to achieve the objectives identified.

Annual Funding Allocations for the Revitalization Program

	2001	2002	2003	2004	2005	
Traffic	$ 78,000	$ 140,400	$ 22,400	$ 113,400	$ 513,400	[from transportation funds]
Streetscape	$ 213,900	$ 403,300	$ 273,850	$ 96,400	$ 96,400	[from CDBG, environmental & transportation funds]
Land Use	$ 0	$ 100,000	$ 200,000	$ 100,000	$ 100,000	[from CDBG & environmental funds]
Enforcement	$ 0	$ 40,000	$ 40,000	$ 40,000	$ 40,000	[from CDBG funds]
Promotion	$ 0	$ 500	$ 500	$ 500	$ 500	[from CDBG funds]
TOTAL	**$ 291,900**	**$ 644,200**	**$ 516,750**	**$ 350,300**	**$ 750,300**	

Implementation

Implementation of the recommendations identified in this Revitalization Action Program will require the cooperative efforts of City staff, the City Heights Area Planning Committee, effected neighborhood associations, property owners and tenants, business improvement associations, and others interested in the preservation and enhancement of the study area. In addition to accessing currently budgeted programs, implementation will require that additional funds, including public and private grants, be obtained.

ACKNOWLEDGMENTS

Special acknowledgments are due to the citizens representing the neighborhoods of Colina Park, Fox Canyon, Islenair, Teralta East, Fairmount Village and Swan Canyon, and members of the City Heights Area Planning Committee who participated in this effort. Without their commitment, this program would not have been possible.

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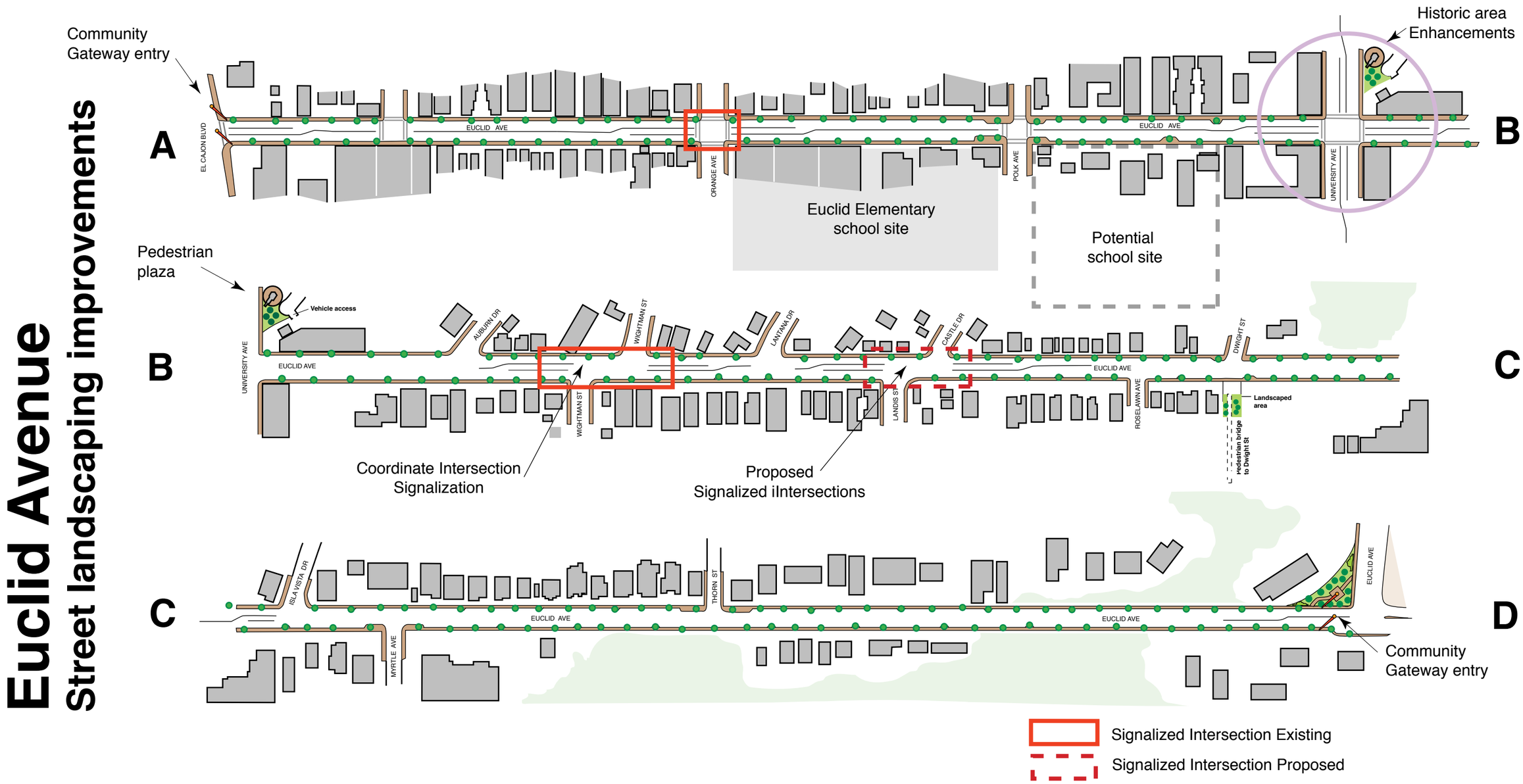
Figure 5

VISION FOR EUCLID AVENUE

The vision developed by the revitalization team is based on the belief that improvements in traffic circulation and the visual character of Euclid Avenue will provide the greatest benefit to area residents and business owners. The vision has five basic elements including: traffic and circulation improvements; visual and streetscape improvements; strict enforcement of existing codes; implementation of tailored zoning regulations, and community promotion.