

Meeting 2 Workshop Summary

Values and Aspirations Review

During the second workshop in Crest Forest, community members were shown values and aspirations segments that they helped develop during the previous workshop. Participants were asked to comment on whether or not each statement was a value or aspiration of the community, not whether or not that particular statement addressed something present or missing in the community currently. The comments listed below have been grouped according to the individual segment that they addressed.

The final community values and aspirations will be statements that express what existing characteristics meeting participants would like to maintain, as well as what they would like to see in their community in the future. These revised segments will be formed into descriptive statements that help to shape the final goals and objectives in the community plan.

Workshop 2 Values Notes

- A strong connection to the surrounding natural environment. (Accurate Statement: 19, Inaccurate Statement: 0)
- Pride in the beauty and peace of our neighborhoods. (Accurate Statement: 18, Inaccurate Statement: 0)
- Variety of affordable outdoor recreation attracting more visitors while providing entertainment for residents. (Accurate Statement: 13, Inaccurate Statement: 7)
 - This is more of an aspiration not a reality at this time.
 - Horseback riding.
 - Safe bicycling.
- Strong independence and sense of community. (Accurate Statement: 18, Inaccurate Statement: 0)
- Maintaining the integration of tourist services and local living. (Accurate Statement: 18, Inaccurate Statement: 3)
 - “Increase” the integration of tourist services and local living. For example visitors office at local grocery store, etc. Advertise information in area events, place of interest.

Workshop 2 Aspirations Notes

- Maintain the current quality of mountain life and build on the strong neighborly quality of the communities. (Accurate Statement: 14, Inaccurate Statement: 5)
 - “Increase” current quality.
 - Needs improvement.
 - Need substantial families not townies (druggies).
- Enhanced draw of Lake Gregory and the activities the area provides to all types of families and visitors. (Accurate Statement: 14, Inaccurate Statement: 3)
 - Lake Gregory recreational LGRC needs County to respond to this one.
 - Community has no control over Lake Gregory draw – managed by for profit business.

- Attract more full-time families. (Accurate Statement: 13, Inaccurate Statement: 6)
 - Opportunity but not a need. Low priority.
 - Need more high paying quality jobs to go around before we bring in more families.
- High quality educational opportunities at all levels. (Accurate Statement: 17, Inaccurate Statement: 0)
- Dedicated community spaces and activities. (Accurate Statement: 13, Inaccurate Statement: 0)
- Support for home-grown businesses and desire high-quality employment opportunities within the communities. (Accurate Statement: 19, Inaccurate Statement: 1)
 - Home based business is great but monitor better business in residential that cause congestion (such as people who haul junk as a business, but park it on residential street (Bowl Road).

Goals and Objectives Brainstorming

During the second workshop in the Crest Forest Communities, community members used Post-It Notes to develop and prioritize goals and objectives that they felt best represented the future direction of Crest Forest. These goals and objectives were informed by the values and aspirations developed during the previous workshop. The bullet points listed below have been grouped according to “goal” and “objective” and will serve as a base to define future goal and objective statements.

The final community goals will be succinct statements that express the community’s desire to achieve their aspirations. A brief narrative for each goal will be provided in the future that describes the goal in more detail. This narrative will include both the County’s and the community’s role in implementing the goal.

Under each goal statement, objectives brainstormed by the community and refined by the team will be written with a measurable outcome and a target timeframe for implementation. These objectives will be oriented toward local implementation actions rather than topics, goals, and policies addressed through the Countywide Plan.

Workshop 2 Goals and Objectives Notes

Goal: Improve Economic Climate.

- Offer incentives to businesses to relocate to Crest Forest
- Establish community planning or themed areas
- Request the bed tax back from the County
- Request a board of supervisor that represents the local area, the mountains
- Improve, promote, and expand use of the lake which will require supporting businesses (additional hotels/motels, restaurants, etc.)
- Employ a marketing firm to attract businesses
- Combine several water districts to save money on overhead personnel
- Apply State regulatory fees to Lake Gregory. Eliminate any additional fees
- No government
- Job programs that would bring residents who rent, not homeowners
- Provide job opportunities for youth

Goal: Clean up and unify downtown area.

- Add public restrooms (in the Lake Drive area)
- Install better lighting in public spaces to dissuade petty crime

- Pursue State and federal grants to help with funding for implementing improvements
- Require property owners (landlords) to invest on up to code improvements and aesthetics of properties
- Improve code enforcement's follow up on complaints of properties' conditions
- Improve downtown area appearance with planters, streetlights, etc.
- Implement a Master Community Business District Architectural Plan
- Provide outreach and publicity to highlight merits of the community
- Add an additional parking lot
- Clean up the streets with a street sweeper
- Provide sidewalks in the business area that is easy to park and pull out on Lake Drive
- Increase the maintenance to provide a better looking community
- Provide visually attractive surroundings

Goal: Attract permanent residents.

- Enforce clean up and maintenance standards against landlords, especially absentee landlords
- Provide good schools for families with children
- Implement a campaign to highlight values of mountain living for young families (education, family values, community, nature, activities)
- Develop an asset list of educational and recreational strengths for young family promotions
- Target home based businesses to relocate in the area
- Develop a residential maintenance and appearance guide and distribute to new homeowners
- Provide tax incentives for home based businesses
- Grow business and economy in the area
- Provide more kid oriented activities
- Increase full-time property ownership
- Attract young families to the community
- Create a compelling story/identity for town

Goal: Thriving and vibrant local small business environment.

- Change zoning to help business
- Improve parking
- Increase parking
- Prohibit drug rehab houses in our community
- Reduce fees to open a business and stop limiting parking and zoning regulations
- Attract successful businesses for small town. Review case studies and successes from other small towns
- Provide greater marketing support from the County tailored for specific small business
- Provide County funded advertising of local business and investment opportunities within the community
- Expand Lake Gregory Drive Business District including more businesses and open space for walking.
- Provide more tolerance towards exceptions to development and parking standards for local characteristics.
- Construct more buildings for businesses or live/work zoning
- Allocate available County administered funding to locally administered use
- Clean up businesses facades
- Remove parking requirements that limit development of businesses and stores

Goal: Improved community and tourist recreation opportunities.

- Incorporate bike trails

- Provide annual discounted passes for local residents
- Remove field out of rental agreement to allow residents to use the lake
- Provide fee discounts for local residents to use the lake
- Provide off road biking and hiking trails, but not government controlled through fees
- Increase affordable family activities
- Allow for local control of Lake Gregory
- Use current fields (schools, lakes, etc.). Do not flatten land and cut trees to make duplicate facilities.
- Have agencies and churches work together on overlap-related services and issues

Goal: Expanded local control of regulations and services.

- Keep multi-unit developments (apartments) out of the zoning formula.
- Return lake fees to the community for own upgrade use
- Return community fees to the community to help with growth
- Reopen and staff the building/planning office in Twin Peaks
- Return bed tax to the community
- Place political pressure so representatives focus on the needs of the mountain community
- Reduce fees - there are too many rules and everyone has a big fee attached with no benefit to the community – benefits are just to the County
- Reduce County fees, taxes, required expenses (trash services)
- Reduce number of group homes
- Modify Building and Safety and Planning issues to be more specific to mountain communities
- Take control of lake and surrounding properties when lease expires
- Implement a no welfare zone

Goal: Community appropriate land use regulations that promote local revitalization

- Reopen and allow operations of the Crestline Theater
- Provide ample lodging services and multi-residential in close proximity to commercial areas.
- Develop standards for rehabilitation centers that do not negatively impact local residents and property values
- Maintain mix of full-time and part-time households
- Revise County regulations to fit the character of rural mountain communities
- Reduce interference from County regulations and code enforcement
- Appropriate infrastructure based on quantity of scale
- Validate land uses that reflect the community
- Implement an Economic Plan Pathway
- Rebuild using existing development instead of building new development.
- Do not develop open spaces into organized recreation facilities (ball fields, places that need to be flat to use, etc.)
- Do not overdevelop in density, at less than 75% occupancy of properties
- Engage property owners to improve neglected residential properties
- Move Rim communities toward incorporation

Goal: Increase the accessibility and affordability of family-oriented activities

- Increase kid friendly oriented affordable activities
- Reclaim Lake Gregory for local control

- Provide family oriented community center in closed schools that would offer exercise programs, sports, etc.
- Increase greater support for arts and music in schools
- Re-establish Obstetrics & Gynecology Services with Mountain Community Hospital (prenatal, labor and delivery, and postpartum)
- Lessen code restrictions to allow for more organized outdoor activities (biking, horseback riding, etc.)
- Provide discounted annual pass to residents to use the lake and field facilities
- Develop RV park in the old Switzerland, not around the lake.

Goal: Promote the health and success of local businesses

- Provide more medical facilities in Crestline.
- Increase education opportunities.
- Provide affordable lake use and parking
- Provide ample parking and road infrastructure for commercial area
- Allow local residents to have less stringent regulations to operate a local business (incentives).
- Provide an artist and tourist store in the area.
- Offer an information area where residents and visitors can find out what Crestline has to offer that is open and available on the weekends.
- Increase local jobs
- Provide better incentives for small businesses
- Provide additional community services (car wash, bank atm)
- Attract high-tech information based businesses
- Increase space for more commercial development
- Incorporate a clean, unified downtown appearance that is consistent with the mountains (as in Big Bear, Mammoth, etc.)
- Clear Main Street (Lake Drive)
- Create a more cohesive look for signage and downtown business

Goal: Improve transportation-related infrastructure and services.

- Provide greater public transportation
- Provide lighted pedestrian crosswalks
- Add a trolley service in the summer
- Do not construct additional traffic signals

Goal: Increase public safety.

- Decrease crime
- Increase sheriff and citizen patrols to decrease breaking and petty crimes
- Rid the community of all drug sellers

Goal: Improved educational opportunities.

- Offer local adult education opportunities.
- Improve school curriculum and testing standards

Goal Prioritization

After participants brainstormed goals and objectives, all of the identified goals were posted on the wall. Participants were given a set number of sticky dots that represented where they would spend their resources. They could place the dots on any of the goals they felt should be the highest priority. The results of prioritization are as follows:

Goal	Prioritization
Improve Economic Climate.	11
Clean up and unify downtown area.	11
Attract permanent residents.	8
Thriving and vibrant local small business environment.	19
Improved community and tourist recreation opportunities.	17
Expanded local control of regulations and services.	16
Community appropriate land use regulations that promote local revitalization	15
Increase the accessibility and affordability of family-oriented activities	16
Promote the health and success of local businesses	7
Improve transportation-related infrastructure and services	New
Increase public safety	New
Improved educational opportunities	New

Land Use and Infrastructure Summary

In addition to the community plan, workshop participants were asked to provide feedback on land use and infrastructure issues that would be utilized in the creation of the new Countywide Plan. Participants viewed existing land uses and provided feedback on future land uses through placing comments on sticky notes or drawing on land use map exhibits. In addition, participants also offered written and verbal comments to the meetings facilitators and County staff. The following is a summary of the comments received during the workshop exercise:

Land Use

- Residents would like zoning designations specific to the mountain area
- Maintain unique mountain character through rural uses
- Residents discussed a possible mountain tourism overlay zone
- Lack of areas to place parking is designated as an issue
- Residents expressed concern about not being able to reuse or redevelop existing building because of the development requirements
- Add an additional public parking lot.
- Change zoning to help businesses.
- Improve parking.
- Fewer fees to open a business and stop limiting them by parking and zoning requirements.
- No drug rehabilitation houses.
- Expand Lake Gregory Drive Business District including more businesses and open space for walking.

- Provide more tolerance towards exceptions to development and parking standards for local characteristics.
- Keep multi-unit developments (apartments) out of the zoning formula.
- Reopen and staff the building/planning office in Twin Peaks.
- Reopen and allow operations of the Crestline Theater.
- Provide ample lodging services and multi-residential in close proximity to commercial areas.
- Family oriented community center in closed schools that would offer exercise programs, sports, etc.
- Provide more medical facilities in Crestline.
- Re-establish Obstetrics & Gynecology Services with Mountain Community Hospital (prenatal, labor and delivery, and post-partum).
- Provide more education opportunities.
- Allow local residents to have less stringent regulations to operate a local business (incentives).
- Provide an artist and tourist store in the area.
- Offer an information area where residents and visitors can find out what Crestline has to offer that is open and available on the weekends).
- Combine several water districts to save money on overhead personnel.
- No government make work job programs that would bring residents who rent, not homeowners.
- Offer local adult education opportunities.
- Remove all the parking requirements limiting development of businesses and stores.
- Develop RV park in the old Switzerland, not around the lake.
- Do not overdevelop in density, at less than 75% occupancy of properties.
- Use current fields (schools, lakes, etc.). Do not flatten land and cut trees to make duplicate facilities.
- Do not develop open spaces into organized recreation facilities (ball fields, places that need to be flat to use, etc.)
- Rebuild using existing development instead of building new development
- Construct more buildings for businesses or live/work zoning.
- Lessen code restrictions to allow for more organized outdoor activities (biking, horseback riding, etc.)
- Validate land uses that reflect the community
- Master Community Business District Architectural Plan
- Target home base businesses to relocate in the area.
- Require property owners (landlords) to invest in improvements that are up to code or aesthetics of their properties.
- Improve, promote, and expand use of the lake which will require supporting businesses such as more hotels/motels, restaurants, etc.
- Incorporate a clean, unified downtown appearance that is consistent with the mountains (as in Big Bear, Mammoth, etc.)
- Clear Main Street (Lake Drive)
- Create a more cohesive look for signage and downtown business.
- Keep multi-unit developments (apartments) out of the zoning formula.
- Take control of lake and surrounding properties when lease expires
- Implement a no welfare zone
- Maintain mix of full-time and part-time households
- Revise County regulations to fit the character of rural mountain communities
- Engage property owners to improve neglected residential properties

- Move Rim communities toward incorporation
- Reclaim Lake Gregory for local control
- Lessen code restrictions to allow for more organized outdoor activities (biking, horseback riding, etc.)
- Develop RV park in the old Switzerland, not around the lake.
- Provide affordable lake use and parking
- Provide additional community services (car wash, bank atm)
- Increase space for more commercial development
- Increase education opportunities
- Increase local jobs
- Attract high-tech information based businesses

Infrastructure

- Increase parking.
- The current roadways cannot handle the large amounts of tourists that come to the community after new snow
- Turnout areas and emergency areas along the road are used for parking and access to snow and unavailable for people who are actually in an emergency
- Emergency access was a concern for emergency responders who are not familiar with the mountain roadway system
- Transit options are limited on the mountain and residents expressed interest in bicycle lanes and sidewalks as more bike/pedestrian options
- Incorporate off-road biking and hiking trails that are not government controlled by fees.
- Provide ample parking and road infrastructure for commercial area
- Add a trolley service in the summer.
- Do not construct additional traffic signals
- Appropriate infrastructure based on quantity of scale.
- Provide lighted pedestrian crosswalks
- Provide sidewalks in the business area that is easy to park and pull out on Lake Drive
- Appropriate infrastructure based on quantity of scale
- Incorporate bike trails
- Provide off road biking and hiking trails, but not government controlled through fees

