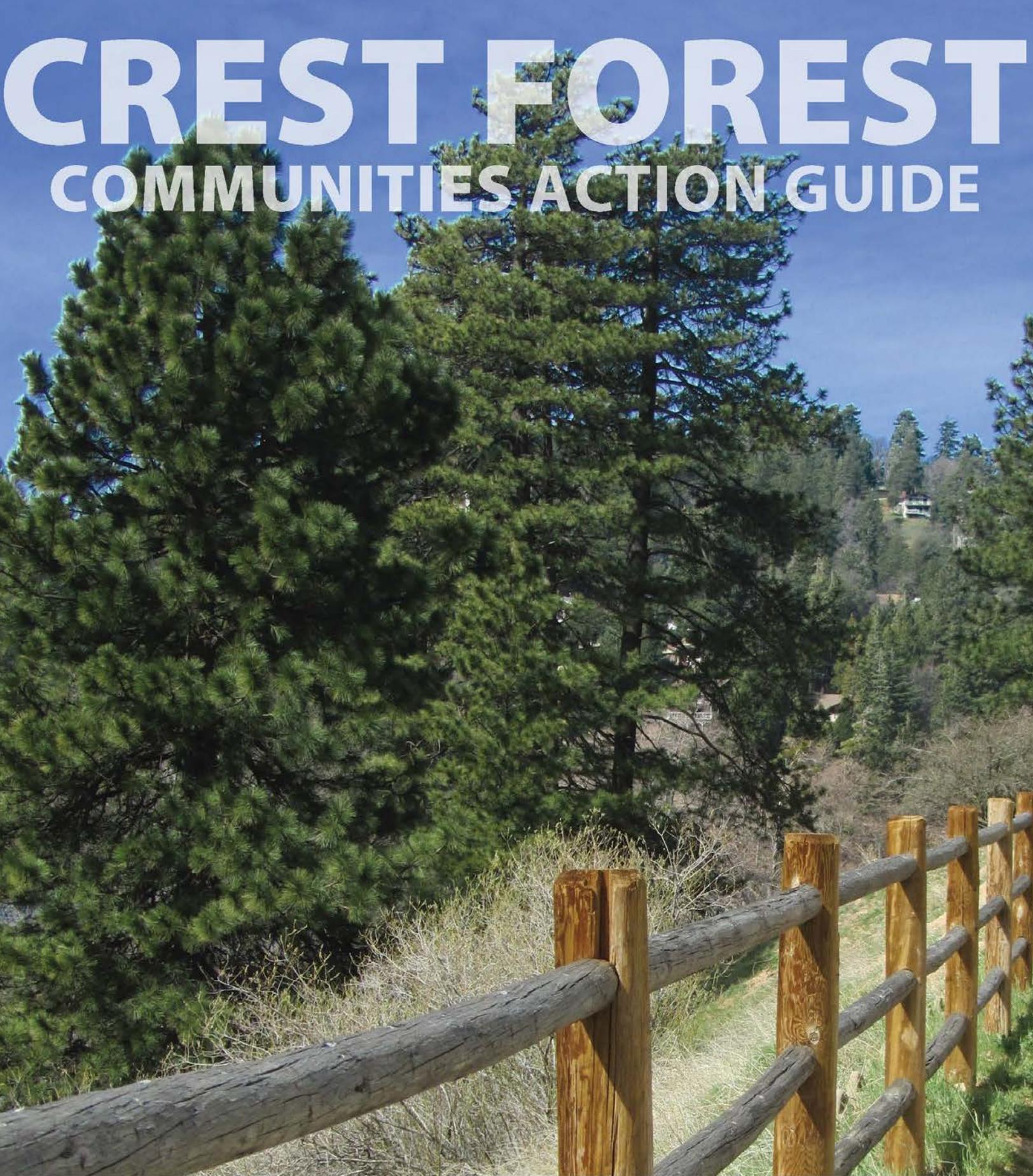


CREST FOREST

COMMUNITIES ACTION GUIDE



COUNTYWIDE PLAN

Crest Forest Communities Action Guide



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Introduction

The Crest Forest communities consist of several small mountaintop communities where residents enjoy a slower pace of living and neighbors work together to foster a safe environment for families. The Crest Forest communities maintain a strong connection to the natural environment and value its preservation and enhancement, as well as the tourism and recreation opportunities it provides. Community members look to build upon their neighborly communities and promote them as a desirable place to raise a family by attracting full-time families with high quality educational opportunities at all levels, a strong business environment, enhanced natural environment with recreational facilities and activities, and improved public safety.

In 2016, the communities embarked on a collective planning process to develop a new community plan. Over the course of a year, residents, business and property owners, and community leaders attended three public workshops (March 2 and 30 and July 18, 2016). During the workshops, participants worked collaboratively to identify strengths and weaknesses, describe the communities' values, and define future aspirations. With an orientation toward community-based implementation, workshop participants brainstormed areas of focus and actions to help the Crest Forest communities move forward to achieve their aspirations.

This Community Action Guide is a framework of actions identified by the community and supports implementation of the actions by the community. The goals and policies from the previous Community Plan were used to inform the guide and the Policy Plan portion of the Countywide Plan.

Strengths and Opportunities

Community workshops were conducted in each community as part of the engagement process. In addition, input was gathered through the Countywide Plan website. As part of the process, participants defined the strengths of and opportunities for their community. The word cloud below was created using the input provided during the Strengths, Opportunities, Values and Aspirations exercises and served as part of the base information utilized to develop the Focus and Action Statements of the Community Action Guides. The word cloud quickly informed participants of key issues and focus areas that could be addressed in the guides. The more a word or phrase was articulated, the larger the word appears in the cloud. The full results of the strengths, weaknesses, opportunities and threats gathered as a part of the engagement process is found in the Community Profile located in the Appendix.



Where Did the Goals, Policies, and Land Use Map from the Community Plan Go?

The existing Community Plan content was used in the development of the Community Action Guide and Policy Plan of the Countywide Plan. Goals and policies from the existing community plan, as well as proposed land use changes discussed during the community workshops, were considered for inclusion in the County Policy Plan and Land Use Map, components of the Countywide Plan. The Land Use Map will be adopted as part of the County Policy Plan. The content of the Community Action Guide focuses on those actions identified by the community that the community is willing to take to make desired changes to their community. The County Policy Plan and the Community Action Guides will be web-based, with adoption of the Countywide Plan in 2019.

Relationship of the Community Action Guide to the Countywide Plan

In 2010, the San Bernardino County Board of Supervisors set out to establish a vision for the future of the county as a whole, and subsequently adopted a Countywide Vision in 2011 after two years of input from the community and the county's 24 cities and towns. Following the adoption of the Countywide Vision, which calls for the creation of a "complete county", the Board adopted the County paradigm and job statements in 2012.

In 2015, the County of San Bernardino launched an effort to go further than any county or city has ever gone with a general plan by creating a web-based comprehensive "complete county" plan. General plans are almost always strictly rule books for guiding development and growth. The County's General Plan update, last updated in 2007, goes well beyond a traditional general plan to become a comprehensive Countywide Plan that complements and informs the Countywide Vision by taking into account all services—not just land-use planning—provided by County Government, and the unique values and priorities of each unincorporated community.

The Countywide Plan serves as a guide for County decision-making, financial planning, and communications. Its web-based format provides a wealth of easily accessible data on how the County operates, and allows independent research using County data and information.

The Countywide Plan includes:

- A County Policy Plan, which serves in part as the County’s General Plan for the unincorporated areas and also provides guidance for regional county services. The Policy Plan establishes goals and policies for the entire county as well as specific subregions and communities.
- A County Business Plan, which contains governance policies and operational metrics that outline the County’s approach to providing municipal and regional services.
- A Regional Issues Forum, which is an online resource for sharing information and resources related to issues confronting the entire county.
- A Community Plans Continuum of 35 Community Action Guides, which articulates what is important to each Community; sets out an Action Plan based on community input, and for the most part, would be implemented by the community; and provides a Community Profile. Links will also be provided for maps, goals, and policies in the Countywide Plan.

The Draft Community Action Guide for Public Review

The final format of the Community Action Guide will be web-based and provided online. This printed version of the Draft Community Action Guide is provided as a courtesy for simplifying community review, but may not be available once the online version of the guide is finalized. A draft version of the web-based Community Action Guide can be found at www.countywideplan.com/cp. This printed version includes the information provided on the website under each tab except for the information included under the “Maps and Links” tab. A separate Community Profile can be printed from the website.

This Draft Community Action Guide was created by the community members who attended workshops, provided comments online or sent in written comments. It is written in the words of those participating in the public engagement process. Therefore, the Community Action Guide retains the voice and future image of the community presented by the community members participating in the public engagement process. However, the implementation of each Action Statement is an opportunity for additional discussion by community members and modification of the statement and action steps may be made by the community and Action Teams.

How to Use This Community Action Guide

Overall, the Community Action Guides are a framework for communities to create the future character and independent identity, as identified in the workshops as community values and aspirations, through completion of community actions. As stated at the community workshops, the Community Action Guides replace any 2007/2014 Community Plans, with a greater focus on community self-reliance, grass-roots action, and implementation. Goals, policies, land use, and infrastructure decisions are addressed in the Policy Plan of the Countywide Plan. The County Development Code will still regulate zoning and land development.

The Community Action Guide is strategic in nature and provides clear Focus Statements and Action Statements identified by the community that led to creation of an Action Plan that can be implemented at the grass-roots level within each community. Some actions may require assistance by a County department, but the community will take the lead in moving the action forward, identifying funding or scheduling meetings or requesting information from specific County departments.

A detailed implementation plan and training module will be set up by the County to guide communities in identifying Champions, setting up Action Teams, contacting County departments and answering questions. In addition, the County's role will be clarified. This information will be included on the website for easy reference by communities.

The Community Action Guide Is Not Set in Stone

This is your Community Action Guide to be used to guide community actions and is not “set in stone”. Champions, Action Leaders and Action Teams should be identified by your community or created by organizations, community groups or community members who volunteer to champion, lead or participate. The Action Plan Matrix includes a general set of tasks that can be modified by the Champions, Action Leaders and/or Action Teams to best fit your community needs at the time of action implementation. The Action Teams could include people who were not at the workshops and may have additional input to enhance the Action Statement or action steps. The community should feel free to make changes and find alternatives for completing actions. You may decide to expand the action, modify it or only select to complete a few tasks of the Action Plan.

Community Action Guide Organization

The Community Action Guide is organized into three main sections, the community's Values, community's Aspirations, and Action Plans. An appendix has a Community Profile with a summary of the social, cultural, economic and historic dimensions of the community as well as the communities input on strengths, weaknesses, opportunities and threats.

Values – Those shared assets, principles, standards, mores and in the judgement of the community, what is important to the lives of its residents and businesses. (Identified in Workshop #1 and reviewed and finalized in Workshop #2)

Aspirations – A written narrative illustrating the community's desired look and function once the Community Action Guide is fully implemented. This is a long-term view of 10 to 20 years. It is written as if the community's desired changes have already occurred. (Identified in Workshop #1 and reviewed and finalized in Workshop #2)

Action Plans – The Action Plans consist of:

- A Focus Statement, which provides general direction towards realizing the Community's aspirations and help organize the plan. (Identified in Workshop #2 and reviewed and finalized in Workshop #3)

- An Action Statement, which is a measurable statement providing critical information on the program, initiative or project to complete. (Identified in Workshop #2 and reviewed and finalized in Workshop #3)
- Action Plan Matrix, which provides a general set of action steps necessary to implement the Action Statement, identifies those that would initiate and champion the action statement, a general timeline for implementation and identified resources for additional assistance. (Created to support and guide the Community's identified Focus and Action Statements)

The Focus Statements and Action Statements of the guide are not prioritized. It is up to the community to select the three to five priority Action Statements that they wish to begin implementing. The related Action Plans for each Action Statement provide guidance on the actions and timeline that may be necessary to implement the Action Statement. The Champions and Action Teams should review the Action Statement, Benchmark, and Action Steps. They may even hold a public meeting to get additional input before starting implementation of a specific Action Statement. Changes may be made as new input is received.

The Community Action Guide as a Living Document

The Community Action Guide and the Countywide Plan are designed to be web-based and therefore will be easily updated. The Community Action Guide is intended to be championed and implemented by the Community. The Focus Statements and Action Statements within the guide were created through public engagement workshops by community participants.

The guide is meant as a way to organize activities and provide overall direction to move the Community forward. The guide should never be considered to be written in stone, but should be malleable as the needs of the community continue to change. Focus Statements and Action Statements should be changed and amended as Action Statements are completed or new priorities take their place.

The Community should consider reviewing its guide annually to celebrate what was accomplished and make changes to the guide, as necessary, to ensure it is a relevant work plan. Communities should report back to the County as they complete actions to ensure their online guide is updated with success stories included on their website and to ensure their Action Plans are updated reflecting completed actions. As communities complete their Action Plans, the County will determine when to revisit the community to expand or modify their Action Plans.

How to Implement the Community Action Guide and the Community Development Toolkit

The Community Action Guide provides a general organization of the action steps necessary to implement each Action Statement. The Community may want to meet to identify the top three to five priority Action Statements to work on first. Some of these may be those actions that the community believes could be completed quickly and easily. Completion of one Action Statement will provide the community and local groups with the motivation to move forward with another Action Statement.

Once an Action Statement is selected for implementation, the community identifies a Champion for that Action Statement to initiate activities, identify those responsible for carrying out action steps, identify and secure resources that will be required, and develop a timeline. The champion is not responsible for completing the action, but serves



to facilitate and guide the Action Team. While suggested action steps are included in the guide, each community should develop more specific assignments based upon available community resources such as volunteers (e.g., individuals, businesses, property owners, etc.), community groups (e.g., chamber of commerce, non-profits, etc.) and organizations (e.g., scouts, community service districts, churches, schools, etc.). This step of planning for implementation is an important first step necessary to help ensure successful implementation.

Potential resources are identified for each Action Statement. These may be guides on implementation, case studies of how other communities have implemented similar projects, sources of potential external funding, and organizations and agencies that can provide guidance and advice. In addition, San Bernardino County Land Use Services Department is creating an online Community Development Toolkit to be located at www.countywideplan.com to expand the action topics and guidance on implementation as well as ideas for future amendments or additions to the Community Action Guide.

A more detailed Implementation Plan will also be included on the website. The Implementation Plan will include information about how to inform the County about changes to your Community Action Guide. In addition, we will want to know when you start working on an Action Statement and when you complete it. It is important for the community to celebrate completion of each action.



SAN BERNARDINO COUNTY COUNTYWIDE PLAN
Muscoy Community Plan

Action Plans

Community Focus Statement C: Improve public and equestrian safety within Muscoy.

Action Statement C.2: Coordinate with the San Bernardino County Sheriff's Department to establish a Citizen Patrol.

Benchmark: Partner with the San Bernardino County Sheriff's Department to grow and develop a Citizen Patrol in Muscoy. Recruit qualified volunteers who meet regularly and provide at least eight volunteer hours per month.

Champion: Citizens Patrol volunteers

Estimated Cost: none

Members of the San Bernardino County Sheriff's Department's Citizens on Patrol program. Photo Source: San Bernardino County

A Citizen Patrol is an approach that involves building closer ties between the County Sheriff's Department and residents and businesses in Muscoy, and seeks to be proactive about preventing crime. Volunteers give law enforcement the opportunity to reduce crime and increase law enforcement services. Citizen Patrol volunteers can identify conditions that contribute to crime and other issues specific to Muscoy. They could also serve as a liaison between the community and the County Sheriff's Department, keeping open lines of communication between law enforcement and Muscoy community members.

Citizen Volunteer Units are utilized to assist the Sheriff's Department in meeting law enforcement objectives during the normal course of operation, as well as in times of disasters and emergencies. Citizen Patrol volunteers must meet requirements set by the San Bernardino County Sheriff's Department, attend the Citizen Volunteer Academy training course, maintain first aid and CPR certification, attend monthly business and training meetings, and donate a minimum of eight hours of time per month. Citizen Patrol members do not take law enforcement action, carry weapons, or make arrests, but instead they report suspicious activity to the local police station.

Residents of Muscoy should be encouraged to join the existing program, so there is a larger Citizen Patrol presence. Existing members of the Citizen Patrol should be visible in the community and make people aware that such a group exists to help keep Muscoy safe. The program can also be advertised to existing community organizations or neighborhood groups to encourage new participants who meet the qualifications to go through training. The Citizen Patrol could partner with neighborhood watch groups (Action Statement C.1) and other safety workshops hosted in the community (Action Statement C.3). As the Citizen Patrol group grows, there will be an opportunity to create more specialized volunteer units to cater to a specific need in the community.

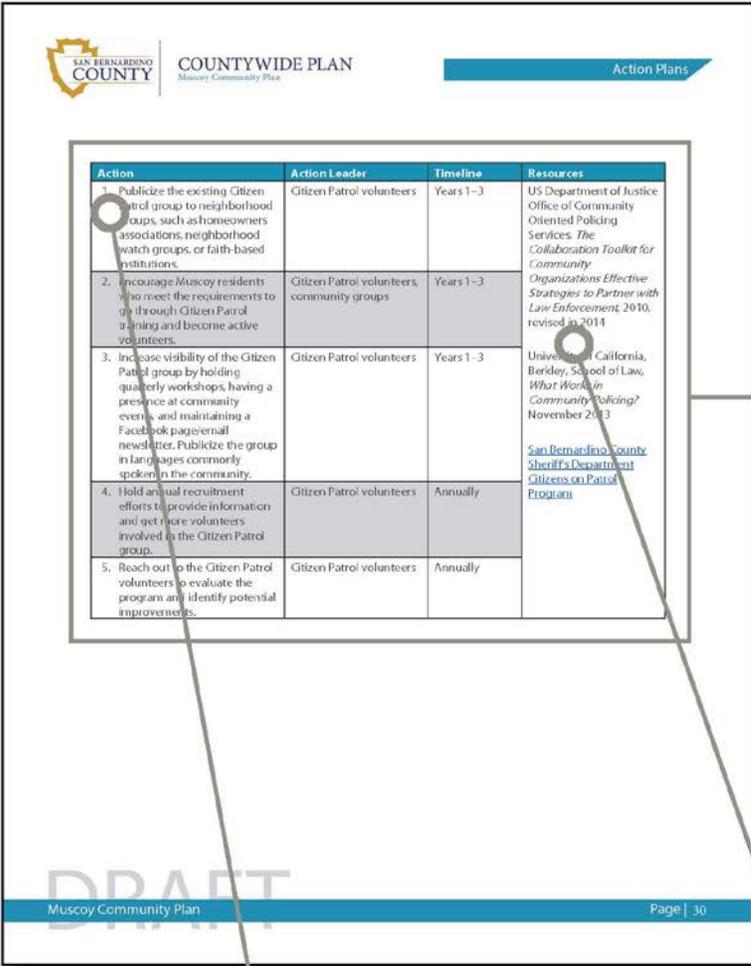
Case Study: City of Rancho Cucamonga Citizen Patrol Unit

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The Action Statement is a measurable component used to accomplish the overall focus statement.

Provides background information on the action that is to be achieved.

The benchmark is a way to measure the success of the Action Statement. The estimated cost is an approximate cost to implement the action, if applicable.



SAN BERNARDINO COUNTY COUNTYWIDE PLAN
Muscogee Community Plan

Action Plans

Action	Action Leader	Timeline	Resources
1. Publicize the existing Citizen Patrol group to neighborhood groups, such as homeowners associations, neighborhood watch groups, or faith-based institutions.	Citizen Patrol volunteers	Years 1-3	US Department of Justice Office of Community Oriented Policing Services. <i>The Collaboration Toolkit for Community Organizations Effective Strategies to Partner with Law Enforcement</i> , 2010, revised in 2014
2. Encourage Muscogee residents who meet the requirements to do through Citizen Patrol training and become active volunteers.	Citizen Patrol volunteers, community groups	Years 1-3	
3. Increase visibility of the Citizen Patrol group by holding quarterly workshops, having a presence at community events, and maintaining a Facebook page/email newsletter. Publicize the group in languages commonly spoken in the community.	Citizen Patrol volunteers	Years 1-3	University of California, Berkeley, School of Law, <i>What Works in Community Policing?</i> November 2013 San Bernardino County Sheriff's Department Citizens on Patrol Program
4. Hold annual recruitment efforts to provide information and get more volunteers involved in the Citizen Patrol group.	Citizen Patrol volunteers	Annually	
5. Reach out to the Citizen Patrol volunteers to evaluate the program and identify potential improvements.	Citizen Patrol volunteers	Annually	

DRAFT

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The action plan should be reviewed and modified by the Action Team and/or the community prior to implementation, including the addition of people and organizations involved. The Action Team can search the Internet to look for similar actions by other communities or groups.

Suggested steps to implement the Action Statement, along with potential leaders for each step and a timeline of when it should occur in the process. This can be modified to meet the current needs of the community.

Resources including stakeholders, human resources, and capital that may be required or provide assistance to implement the Action Statement. Action Team can also search the Internet to see if there are other resources available at the time of action implementation.

Values Statement

The Values are those shared assets, principles, standards, mores, and in the judgement of the community, what is important in the lives of its residents and businesses. A community's values are an important consideration in shaping its aspirations, focus and actions.

As a community we value:

Natural Environment. Crest Forest communities' residents value their strong connection to the surrounding natural environment and take great pride in all of its elements, including the beauty and tranquility of the mountains, the abundance of plant and wildlife habitats, starry night skies, and fresh air.

Outdoor Recreational Opportunities. Crest Forest communities' residents value outdoor recreation activities, including Lake Gregory; skiing, sledding, and snow play; walking/hiking trails, and access to off-highway vehicle areas that draw in visitors and are a source of pride and entertainment for residents.

Independence and Small Town Community. Crest Forest communities' residents value their strong independence and the friendliness and involvement of residents, where neighbors know and help each other and work together to foster a safe environment for families.

Local Living and Tourism. Crest Forest communities' residents value tourism and the financial benefits it brings to the communities. They cherish the small-town mountain character of their communities and work together to protect and enhance the natural resources of the area while supporting tourism.

Aspirations Statement

The Aspirations Statement is a written narrative illustrating how the community desired look and function once the Community Focus Statements and Action Statements are accomplished. This is a long term view of 10 to 20 years. The Aspirations Statement serves as a foundation for developing Community Focus Statements and Action Statements.

In the Crest Forest Communities, we aspire to have:

Preserved Natural Environment and Quality of Life

The quality of mountain life and the protection of the natural environment are critical to the Crest Forest communities. Residents and businesses continue to ensure that the natural environment is protected and enhanced and free of unsightly trash and litter. Community members actively participate in planning and development activities within the communities through participation in public meetings and support of development standards that maintain the mountain character and protect the natural environment.

Strong Neighborly Communities That Attract Families

Residents build on their strong neighborly communities by attracting full-time families with high quality education opportunities at all levels, quality employment opportunities, a strong business environment, and improved safety. Community groups, businesses, and local schools work together to improve and promote the Crest Forest communities as a desirable place to raise a family.

Enhanced Recreational Facilities and Activities

Our community works to expand affordable and accessible recreational facilities and activities for a variety of ages and abilities. Residents coordinate with the County and the Rim of the World Recreation and Park District to provide facilities and programming that are affordable and meet the needs of current and future residents. The communities also continue to explore opportunities for the joint use of facilities and take advantage of unused spaces when possible.

Improved Access and Transportation Options

The communities work with the County of San Bernardino to develop alternative and improved access to and through the Crest Forest communities. Opportunities to reduce vehicular traffic in the area are explored, including a local shuttle/trolley system during peak visitor periods, a regional transportation system, and walking/hiking/cycling paths that connect community nodes. Efforts to construct these alternative means of transportation are implemented or determined to not be possible within the communities at this time.



High Quality Education

Residents seek out opportunities to improve primary and secondary education in the mountain communities in a widely supported effort to enhance the local school system. The communities work directly with local schools to foster a positive and collaborative relationship that prioritizes the needs of youth.

Strong Business Environment

Residents continue to support home-grown businesses and desire high quality employment opportunities within the mountain communities. The local Chamber of Commerce provides marketing activities that draw businesses and tourists to the area.



Action Plans

Community Focus Statement A: Provide a unified downtown area that is active and thriving.

A

Action Statement A.1: Provide additional public amenities such as restrooms, seating areas, open space areas, and lighted pedestrian paths, walkways, and crosswalks in the Lake Drive area.

Benchmark: A completed comprehensive plan or mobility plan that outlines proposed public amenity improvements in the area to be used for grant funding opportunities.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$2 million



The City of South Lake Tahoe and El Dorado County have created a new Parks, Trails and Recreation Master Plan for the Lake Tahoe South Shore areas. The Master Plan represents a coordinated effort to align recreation resources and obtain community support. Photo source: City of South Lake Tahoe

Amenities in areas with open space, parks, and trails can keep areas clean and modern, as well as increase the number of users. Upgrades and inclusions such as restrooms, drinking fountains, benches, and wayfinding signs can often be donated by a local business or organization or paid for with grant funding. Maintenance will be an ongoing cost for such amenities, however. The sponsorship of a particular amenity by a donor or business can encourage community buy-in and cover the cost of maintenance, and organizations such as schools, youth groups, churches, and volunteer teams can help with keeping rest areas and restrooms clean and stocked.

Providing new amenities without proper pedestrian pathways to them would not have the desired results. For this reason, the addition of

amenities calls for adequate pedestrian paths/walkways that residents and visitors can use to better enjoy the community’s new additions. Preparing and adopting a comprehensive plan or a mobility plan for County review and potential adoption is away to move forward, but residents can speed up and contribute to this process in a number of ways. A strong interest expressed by residents, backed by local community groups and businesses, can show the importance of and commitment to a plan, demonstrating that the County will have support and backing to implement the plan. Ongoing input from the community regarding needs for facilities, connections to existing paths and trails, and safe streets to travel on will be invaluable to the County in best serving the needs of the area.

Beyond completing a comprehensive plan, development of new amenities, bicycle paths, and pedestrian facilities can require design, construction, operational, and maintenance costs. The table below includes a range of facilities and typical costs for design and construction.

Estimated Infrastructure and Amenities Costs

Type	Typical Cost
Comprehensive Plan	\$50,000–\$100,000
Street Signs	\$800–\$1,000 per sign
Striped Crosswalks	\$1,000–\$5,000 per crosswalk
Traffic Signal	\$300,000–\$400,000 per signal
Sidewalk	\$20 per square foot
Multipurpose Trail	\$140–\$190 per linear foot
Restroom	\$200,000–\$300,000 per restroom structure
Bench	\$500 per bench

Action	Action Leader	Timeline	Resources
1. Organize a committee of community members and business owners to develop a draft plan.	Champion	Months 1–6	Adopt-a-bench program http://www.losgatosca.gov/1687/Adopt-A-Bench-Program
2. Engage with community to understand what types of public amenities are needed in the Lake Drive area	Mobility Plan Community Group	Month 2	http://www.centralparknyc.org/about/about-cpc/womens-committee/adopt-a-bench.html?referrer=https://www.google.com/
3. Draft a comprehensive plan and/or mobility plan that outlines proposed public amenity improvements for the area and identifies a palette of public streetscape furnishings.	Mobility Plan Community Group	Months 6–18	Corporate sponsorship guidance http://mrsc.org/Home/Explore-Topics/Parks-and-Recreation/Parks-and-Recreation-Funding/Corporate-Sponsorship-and-Naming-Policies.aspx
4. Submit draft plan to County Public Works for review and potential incorporation into the 5 year CIP	Mobility Plan Community Group	Month 18	Federal grant funding resources http://reconnectingamerica.org/resource-center/federal-grant-opportunities/
5. Reach out to local businesses and organizations about donating or sponsoring the cost of various public amenities (e.g., adopt-a-bench program).	Mobility Plan Community Group	Months 12–18	California grant resources http://www.hcd.ca.gov/financial-assistance/ http://www.ca-ilg.org/funding-opportunities
6. Apply for grant funding for public amenity improvements.	Crestline/Lake Gregory Chamber of Commerce	Months 12–18	Bicycle and pedestrian facility grant resources http://www.calbike.org/funding_sources
7. Install new and/or improved public amenities in the Lake Drive area.	Mobility Plan Community Group	Month 18–Year 5	San Bernardino County Public Works http://cms.sbcounty.gov/dpw/home.aspx
8. Prepare a plan for ongoing maintenance of public amenities and reach out to organizations such as schools, youth groups, churches, and volunteer teams to help with maintenance.	Mobility Plan Community Group	Years 2–5	

Community Focus Statement A: Provide a unified downtown area that is active and thriving.

Action Statement A.2: Install improved lighting in public spaces to promote activity and deter crime.

A2

Benchmark: A feasibility study is completed and evaluates the planning, design, and implementation of future lighting in Crest Forest to be used in future funding and grant opportunities.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$150,000–\$500,000



Pedestrian Street Light. Photo source: [unclear]

Lighting can impact pedestrians’ safety perceptions and their use of public space and pathways. This effect can have implications for urban and suburban locations where pedestrian use is an important design consideration.

Lighting is important because aside from increasing safety perception in areas that pedestrian and bicyclists use, it also aids in geographic orientation, as people can use well-lit spaces as landmarks for their reference. However, it can be difficult to achieve a balance between providing adequate lighting and avoiding potential light pollution.

In many situations, particularly when there is a security concern, there is a tendency to over-illuminate parks, plazas, streets, or other public spaces. But in fact, too much lighting can be just as detrimental as too little lighting, especially in mountainous areas such as the Crest Forest communities. However, the key to developing a landscaping lighting plan is to relate lighting to the evening functions of a particular space, because in the larger view, street lighting is more than just a technical requirement, a security need, or a design element. It can be thought of and utilized in terms of how the type, placement, and wattage affect how a street is perceived and used.

Although its primary purpose is nighttime visibility for security and safety, successful lighting takes into account the human users of other exterior spaces in order to improve the experience of these places. For instance, one way to emphasize pedestrians and bicyclists over automobile traffic is to use smaller-scale, more frequently spaced fixtures geared toward all users in addition to standard overhead streetlights geared more toward vehicles. Lighting of businesses by the form of festive lighting or decorative lighting along rooflines can set an image for the use as well as help with public safety . The application of additional lighting in the Crest Forest communities would increase the public health, safety, and welfare. Well-lit spaces would allow community members to be involved in physical activity for longer periods of time, not only during the day, and increase their perceived level of safety and security.

While lighting costs vary, the table below lists a few potential options and possible typical costs per item or measure to be considered in the potential future. In order to best address future lighting needs, a feasibility study should be completed to evaluate the overall planning, design, and implementation of future lighting sources in the Crest Forest

communities. Additional costs for operation and maintenance of the lighting would need to be absorbed by the community.

Lighting and Estimated Typical Costs

Potential Improvement	Cost (typical per measure or item)
Lighting Study	\$10,000
Wired Streetlight	\$6,000–\$7,000 per light
Solar Streetlight	\$5,000–\$6,000 per light
Low-Level Path Light	\$1,000–\$3,000 per light

When the same street was illuminated with conventional lighting (left) using high pressure sodium lamps, which produce yellowish light, and then with a white light source (right), residents perceived the latter as brighter even though the measured light level was substantially lower. For more information, visit: https://www.rita.dot.gov/utc/sites/rita.dot.gov.utc/files/utc_spotlights/pdf/spotlight_0714.pdf

Action	Action Leader	Timeline	Resources
1. Create a Lighting Improvement Committee	Champion	Months 1 – 3	San Bernardino County Special Districts http://specialdistricts.org/index.aspx?page=184
2. Work with the community and the Sheriff’s Department to determine where additional lighting is needed.	Lighting Improvement Committee	Month 2	Energy Efficiency and Conservation Block Grant (EECBG) grant information http://energy.gov/eere/wipo/energy-efficiency-and-conservation-block-grant-program
3. Complete a feasibility study to evaluate the planning, design, and implementation of future lighting, including a palette of light fixtures.	Lighting Improvement Committee	Months 1 – 6	Corporate sponsorship guidance http://mrsc.org/Home/Explore-Topics/Parks-and-Recreation/Parks-and-Recreation-Funding/Corporate-Sponsorship-and-Naming-Policies.aspx
4. Create streetlight district with County Special Districts.	Lighting Improvement Committee	Month 6 – 10	Federal grant funding resources http://reconnectingamerica.org/resource-center/federal-grant-opportunities/
5. Apply for grant funding for lighting improvements.	Lighting Improvement Committee	Months 6 – 10	California grant resources
6. Obtain approval from property owners to account for any shortage in grant funding and ongoing operation and maintenance costs.	Crestline and Lake Gregory Chamber of Commerce	Months 8 – 12, on-going	http://www.hcd.ca.gov/financial-assistance/ http://www.ca-ilg.org/funding-opportunities Bicycle and pedestrian facility grant resources http://www.calbike.org/funding_sources
7. Incorporate proposed lighting improvements.	Lighting Improvement Committee	Months 10 – 12	LED lighting guide for small communities http://www.iowaeconomicdevelopment.com/userdocs/documents/ieda/LEDStreetlights-IAMU.pdf
8. In Phase I, replace conventional streetlight bulbs with energy-efficient/low emittance bulbs.	Lighting Improvement Committee	Years 1 – 2	LED street lighting facts and guidance from the US Dept. of Energy http://energy.gov/eere/ssl/articles/get-facts-led-street-lighting
9. In Phase 2, install new light fixtures (particularly pedestrian-scale streetlamps) in public places.	Lighting Improvement Committee	Years 2 – 5	http://apps1.eere.energy.gov/buildings/publications/pdfs/ssl/light_and_health_fs.pdf
10. Prepare a plan for ongoing maintenance and operation of public lighting.	Lighting Improvement Committee	Years 2 – 5	

Community Focus Statement A: Provide a unified downtown areas and business districts that are active and thriving.

Action Statement A.3: Encourage property owners to maintain and improve their properties (e.g. new paint, façade improvements, trash/debris clean-up).

A₃

Benchmark: a beautification committee is formed to sponsor one trash/debris cleanup event and at least one property has initiated improvements with the help of this program.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: Free to \$2,000 per event depending upon extent of work and trash removal expenses.



Community trash cleanup. Photo source: [Greg Allen](#)

Attractive streets and buildings create a positive impression for visitors and show that local residents and business owners have pride in their community and respect the local environment. The Crest Forest communities can be inviting areas free of blight, litter, poor aesthetics, and poorly maintained signage if all members of the community contribute to the maintenance and beautification of their properties as well as to public areas. Improving the appearance of downtown areas is important in order to recruit new businesses and bring more customers into the area to support the existing businesses.

Organizing community members to come together to participate in events to improve their community can also help to strengthen and reinforce social ties. Members of the community can do their part to beautify the community in a number of ways, such as cleaning up trash and debris in streets and public areas, improving the presentation of shopfront windows, and landscaping the planting strip area adjacent to their properties. While community members can individually participate in these efforts, they can also organize as a larger group to collectively come together and pool resources to help one another. For example, the community could set up a local committee to organize events and activities relating to beautification.

The Crest Forest communities are encouraged to form a local beautification committee and establish a range of tools, programs, and incentives to encourage local residents and business owners to make improvements. The committee could establish and organize events and programs such as:

- Holding a window display contest
- Organizing a street tree planting day
- Forming an Adopt-a-___ Program (e.g., bench, planter)
- Painting buildings
- Recruiting local handyworkers and volunteers willing to help with improvements

- Encouraging use of social media, such as NextDoor, and other community resources to advertise free used building materials and supplies such as paint and wood
- Applying for grants to fund local beautification efforts, such as Home Depot Community Impact Grants

Local community organizations and agencies such as local church groups, Rebuilding Together Mountain Communities, the Crestline Communities Development Alliance, and the Crestline/Lake Gregory Chamber of Commerce can support the beautification committee by:

- Establishing an award program to recognize achievements by local businesses
- Offering a visual storefront/window display training workshop
- Offering training on building maintenance

The beautification program would rely largely on volunteer time, donations, and sponsorships from businesses and organizations. Funds could come from fundraisers hosted by Rebuilding Together Mountain Communities, the Crestline Communities Development Alliance, the Crestline/Lake Gregory Chamber of Commerce, and other interested organizations or businesses in the community.

Case Study:

Revitalize Mojave is a community-based group in Kern County that hosts local contests, programs, and events to beautify the community of Mojave. They hold regular cleanup events with the support of local volunteers including the County District Supervisor and the Fire Department, with donations of water, snacks, and branded T-shirts for the crew. For more information, visit: <http://www.visitmojave.com/revitalize-mojave/>

Action	Action Leader	Timeline	Resources
1. Establish a beautification committee with members from the Crestline/Lake Gregory Chamber of Commerce, Rebuilding Together, Crestline Communities Development Alliance and interested community members.	Champion	Month 1	Crestline/Lake Gregory Chamber of Commerce http://www.crestlinechamber.net/
2. Hold ongoing committee meetings to implement the beautification program.	Beautification committee	On-going	Crestline Communities Development Alliance http://www.crestlinecda.org/
3. Prepare a plan of action for year one, including a list of programs, events, incentives, tools, materials, and funding resources associated with this program.	Beautification committee	Month 2	Rebuilding Together Mountain Communities http://rebuildingtogethermountaincommunities.org/contact/
4. Recruit volunteers from the community to assist with implementation.	Beautification committee	Month 3	County's Community Development Block Grant (CDBG)
5. Create a social media presence to identify community resources and advertise upcoming events.	Beautification committee	Month 3	http://www.sbcountyadvantage.com/Community-Development-Housing/Community-Development-Division.aspx
6. Partner with community organizations such as local church groups, Rebuilding Together Mountain Communities, and the Crestline Communities Development Alliance to organize a cleanup day event.	Beautification committee	Months 4–5	Home Depot Community Impact Grants
7. Apply for grants and host fundraisers.	Beautification committee	Months 4–8	https://corporate.homedepot.com/grants/community-impact-grants
8. Meet with local businesses and community organizations to identify potential sponsorship of events and donations of paint and other materials, tools, and supplies.	Beautification committee	Months 6–8	
9. Establish award programs to recognize achievements by local businesses.	Crestline/Lake Gregory Chamber of Commerce	Months 9–10	
10. Develop a training program for building maintenance and storefront window displays.	Crestline/Lake Gregory Chamber of Commerce	Months 11–12	

Community Focus Statement A: Provide unified downtown areas and business districts that are active and thriving.

Action Statement A.4: Construct sidewalks and additional or improved parking, to enhance safety and efficiency in business areas.

A4

Benchmark: A roadway improvement study and parking study is completed
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: Roadway improvement study: \$100,000–\$200,000; parking study: \$50,000 per study; parking lot: \$250,000–\$1,000,000 per lot



Existing intersection. Photo source: Michael Baker International

The Crest Forest communities’ business area functions as the community’s primary commercial district and staging area for tourists visiting the adjacent Lake Gregory, a popular recreational destination in the region. The area resembles a small, rural downtown district, but it lacks the necessary sidewalk system to provide pedestrians with safe access along the area’s streets. The main commercial streets currently lack a clear distinction between the zones for driving, parking, and walking. Roadways spill over to the front of businesses, leaving pedestrians without a protected area to walk along the streets. This lack of organization creates a “free-for-all” environment where cars dominate. The area also lacks an adequate supply of parking to serve business patrons and tourists.

Although clearly designated areas for travel lanes, parking areas, driveways, and sidewalks could create a more organized, efficient, and safe environment for all street users, the area has narrow streets and minimal building setbacks from streets. Therefore, adding sidewalks or increasing parking in front is not a viable alternative. Innovative alternatives such as pedestrian walkways off the main street should be considered.

Transformation of the business area to a more walkable environment is a top priority. There are currently only a few locations where sidewalks are provided in front of the businesses. A continuous network of paths off the street will create a safe and comfortable environment for pedestrians. Paths also create opportunities for other pedestrian amenities, including benches, street lighting, and bike racks, to locate in an organized fashion.

Currently, Lake Boulevard has a minimal number of designated pedestrian crossings, resulting in unsafe conditions for pedestrians as they cross the roadway. Painted crosswalks, pedestrian signs, enhanced paving, and/or signalization at key intersections throughout the business area will enhance pedestrian safety.

In addition to pedestrian paths, there may be opportunities to provide additional off-street parking. Local businesses should look into opportunities to purchase a surface parking lot for centralized parking downtown. Finally, the

area's parking supply can be increased through shared parking, by dedicating one or more new off-street municipal parking lots for use by business patrons and tourists, and by restriping existing parking lots. Stakeholder outreach is a critical component in the process when identifying changes to parking in a business area.

To facilitate the completion of the area's pedestrian network, the community should work with property owners to identify possible sites for municipal parking lot(s). To help pay for the improvements and land acquisition costs, the community can identify potential funding sources and help secure grants. Possible funding sources include:

- US Department of Transportation, Surface Transportation Improvement Grants
- Federal Highway Administration, Bicycle and Pedestrian Program and State Highway Safety Office Grants
- US Department of Agriculture, Rural Development Grants
- US Department of Housing and Urban Development, Reinvestment and Recovery Grants

The estimated unit costs for improvements are:

- Sidewalks are \$8.00–\$10.00 per square foot (paths may be less costly)
- Public parking is roughly \$100,000 for a 30-space parking lot (includes drainage, curbs, and signage)

Action	Action Leader	Timeline	11. Resources
1. Hold a meeting to create a Village Infrastructure Committee	Champion	Month 1	<p>San Bernardino Special Districts Department – Road Districts http://specialdistricts.org/index.aspx?page=174</p> <p>Community Service District Guidelines http://www.sbcounty.gov/lafco/items/201004/item_9c.pdf</p> <p>US Department of Agriculture Rural Development, Programs & Services, https://www.rd.usda.gov/programs-services</p> <p>US Department of Housing and Urban Development, HUD Recovery Act Programs, https://portal.hud.gov/hudportal/HUD?src=/recovery/programs</p> <p>US Department of Transportation Federal Highway Administration, Bicycle and Pedestrian Program, http://www.fhwa.dot.gov/environment/bicycle_pedestrian/</p> <p>US Department of Transportation Federal Highway Administration, Surface Transportation Block Grant Program (STBG), http://www.fhwa.dot.gov/specialfunding/stp/</p>
2. Approach the Local Agency Formation Commission (LAFCO) to develop a Community Services District for the Crest Forest community; approach the County Special Districts Department for guidance in approaching LAFCO.	Village Infrastructure Committee	Months 6-12	
3. After having support from either LAFCO or the County Special Districts Department, look into funding opportunities through local, state, and federal funds.	Village Infrastructure Committee	Months 6-12	
4. Once funding is in place, develop a request for proposal for a roadway improvement study and parking study with review by County Public Works Department.	Community Services District	Months 12-18	
5. Award a contract to a consultant to develop the studies.	Community Services District	Months 12-18	
6. Submit finalized studies developed by the consultant to the County Public Works Department for review.	Community Services District, County Special Districts Department	Year 2	
7. Ensure that studies serve as the basis of design for construction projects to be developed for installing pathways and improving parking.	Community Services District, County Public Works Department	Year 2	

Community Focus Statement A: Provide unified downtown areas and business districts that are active and thriving.

Action Statement A.5: *Coordinate and implement a clean-up program for the downtown/business district areas.*

A5

Benchmark: Local businesses partner with adult and youth community service organizations to host and organize quarterly cleanup events throughout the year.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$2,000 per event



Community cleanup effort. Photo source: [Greg Allen](#)

The downtown area is the heart of a community and is the place where people come together for a meal, an event, or simply to interact with their fellow community members. However, these areas are also hard to maintain and without appropriate oversight can quickly fall into disrepair and become littered with trash. In order to maintain clean downtown/business areas in the Crest Forest communities, a downtown partnership could be created that consists of interested member businesses and individuals.

Crest Forest holds a very successful “Rebuilding Day” (formally Christmas in April) that provides property restoration and maintenance to residential properties. A similar program could be developed for the business district and grant funds, such as CDBG, could be sought for the Village Overlay area to build planters, install decorative lighting, painting, accumulated debris/storage removal, leveling of walkways, creating gathering areas or ADA access.

Partnerships with the Crestline/Lake Gregory Chamber of Commerce, youth groups (such as the Boy Scouts or Girl Scouts), or nonprofits dedicated to improvement or cleanup work like Rebuilding Together Mountain Communities, Habitat for Humanity, and the Crestline Communities Development Alliance could be leveraged for quarterly, large-scale cleanup events or on an as-needed basis. Cleanup events could be organized and publicized by the partnerships. Community members can keep the Crest Forest communities clean by organizing and participating in community cleanup events, with services including sidewalk sweeping, trash and debris removal, and landscaping installation and maintenance. Business owners and neighborhood groups can assist by providing resources and supplies.

The partnerships could oversee the creation of various block-level cleanup programs, in which members of different community blocks would volunteer to clean up their part of the community. These blocks could be spearheaded by high school students in order to satisfy community service requirements or by Eagle Scouts as part of their final project.

Action	Action Leader	Timeline	Resources
1. Form a downtown cleanup committee and gather public support.	Champion	Month 1	Keep America Beautiful: https://www.kab.org/
2. Select an adult leader to serve as chair who will provide leadership for and champion the downtown cleanup committee. Identify youth leaders to serve as coordinators.	Downtown cleanup committee	Month 2	Community Cleanup Guide http://library.oregonmetro.gov/files/neighborhood_cleanup_guide_2012.pdf
3. Contact local downtown businesses, the Crestline/Lake Gregory Chamber of Commerce, youth groups, nonprofits, and community organizations to gather support and resources for cleanup events.	Downtown cleanup committee	Month 1	Conducting a cleanup campaign http://www.bookstore.ksre.ksu.edu/pubs/MF931.pdf Steps for organizing neighborhood cleanup with links to additional resources
4. Partner with local adult and youth community service organizations.	Downtown cleanup committee	Month 3	http://www.bbcleaningservice.com/organizing-neighborhood-cleanup.html
5. Coordinate with the County of San Bernardino Department of Public Works Solid Waste Management group and Code Enforcement.	Downtown cleanup committee	Month 4	San Bernardino County Solid Waste Management http://cms.sbcounty.gov/dpw/SolidWasteManagement/ReductionRecycling.aspx
6. Select dates and areas for the downtown cleanup, and use youth coordinators to publicize and market the events.	Downtown cleanup committee	Month 5	
7. Host cleanup, track participation at each event, and note which events attract the most participants and sponsors. Be sure to thank volunteers and publicize members of the downtown cleanup committee.	Downtown cleanup committee, community	Quarterly	Crestline/Lake Gregory Chamber of Commerce: http://www.crestlinechamber.net/ Crestline Communities Development Alliance: http://www.crestlinecda.org/

Community Focus Statement A: Provide a unified downtown area that is active and thriving.

Action Statement A.6: Collaborate with the County to establish a consistent/compatible design theme for the downtown/business district areas.

A6

Benchmark: A report on community preferences for design guidelines, streetscape furnishings and a wayfinding/branding strategy completed and submitted to County for review and adoption.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$20,000 to conduct community engagement, \$50,000–\$100,000 to develop the three components (design guidelines, streetscape furnishings palette, and wayfinding/branding strategy)



Upgraded street furnishings and store signage. Photo source: [LA Citta Vita](#)

A consistent and compatible design for the downtown areas, particularly along Lake Drive in Crestline and for the small businesses in uptown Lake Gregory and Valley of Enchantment, will help to establish a clear identity for the Crest Forest communities and beautify the area. A unified character can help to improve the appearance of and revitalize and promote investment in each area. A design theme is intended to reflect each of the communities’ character and heritage and instill a sense of pride in the local community. The Crest Forest communities can choose to have one unifying design theme across all communities or to establish unique characteristics to distinguish each area.

The components of a unifying design strategy include the following products intended to establish attractive streets and shopfronts in the downtown areas: a streetscape furnishings palette, wayfinding signage, and design guidelines for downtown businesses. Examples of each are illustrated in the photographs below. Design guidelines provide specific guidance on how to modify existing buildings and construct new ones in a manner that complements existing development and enhances the desired character of the area. Design guidelines can address how businesses present themselves to the public environment, including architectural styles, businesses signage, entrances, external lighting, awnings, and shopfront windows. Attractive and coordinated streetscape furnishings (e.g., benches, streetlights, planters, shade trees, and bike racks) create a uniform street design and contribute to a clear identity. Public art and creative street furnishing design can be commissioned by local artists to reflect the character of the communities. Wayfinding signage includes information kiosks, maps, directional signs, banners, and other signage that orients and helps guide people to various destinations. Banners on street poles can identify the downtown areas and announce upcoming events. A

welcome sign and unique gateway features can announce arrival into the community and the downtown areas, and are recommended to create inviting entrances.

Crestline successfully completed sign codes, which were reviewed and adopted by the Board of Supervisors. The community can do the same with a theme. Although this has been attempted in the past, with social media, more people may participate. A combination of the western logging town and the newer Switzerland themes could unify the two factions. Even bringing school children in by an art theme could be beneficial.

Development of the branding strategy, streetscape palette, and design guidelines should be a community-based planning process. Design preferences for materials and styles should be determined with the close involvement of the Crest Forest communities.

Action	Action Leader	Timeline	Resources
1. Develop an outreach strategy to engage the community in establishing the components of a unified design theme. Create a community-based design committee with key stakeholders to help guide the process. Meet with County for direction.	Champion with Crestline CCDA, community	Months 1-2	Crestline/Lake Gregory Chamber of Commerce http://crestlinechamber.net/home_page
2. Seek funding to support this project, including benefit assessment districts and sponsorships.	Community Design Committee	Months 3-5	Crest Forest Sign Program – San Bernardino County Development Code 83.13.035 http://www.sbcounty.gov/Uploads/lus/DevelopmentCode/DCWebsite.pdf
3. Engage the community and conduct meetings to gather input on preferences for design guidelines, streetscape furnishings, and wayfinding and branding.	Community Design Committee with support from community members	Months 6-9	Design Guidelines (see chapter 5 of Downtown Lancaster Specific Plan) http://www.cityoflancafterca.org/home/showdocument?id=5446
4. Prepare streetscape furnishings palette. Consider using any combination of the following approaches: <ul style="list-style-type: none"> • Staff time • Professional Request for Proposals (RFP) process • Student course or project internship 	Community Design Committee	Months 10-12	Streetscape Furnishings Palette and Wayfinding Strategy (see respective sections in the Mesa Fiesta District Public Realm Guidelines) http://www.mesaaz.gov/home/showdocument?id=11173
5. Establish wayfinding and branding strategy. Consider using any combination of the following approaches: <ul style="list-style-type: none"> • Staff time • Professional RFP process • Student course or project internship 	Community Design Committee	Year 2	

Community Focus Statement B: Develop and improve parks and recreational facilities and services for all ages.

Action Statement B.1: Identify recreation needs, including facilities and programs, by working with residents from all age groups and abilities.*

COMPLETED

Benchmark: The Rim of the World Recreation and Park District, with community youth groups, identify park needs and gaps in recreational facilities and services and partner with local recreational providers to determine assistance, mutual benefit, and improvement opportunities.

Champion: Rim of the World Recreation and Park District in partnership with institutions such as schools and libraries.

Estimated Cost: \$2,500–\$3,500



*Existing recreational facilities in the Crest Forest Communities.
Photo source: Michael Baker International*

Residents, including senior groups and youth groups, can be essential contributors to the well-being of a community and can serve as the foundations on which healthy communities are built. In order to develop and improve parks and recreational facilities and services for all ages, local youth in the Crest Forest communities should be actively engaged in identifying interests and needs. Community engagement will allow the identification and provision of recreational opportunities and facilities specifically geared toward residents in the community. Parks and recreational resources can be directed toward facilities and programs that local residents want to use, instead of wasting time and resources on facilities that end up underused.

Youth are the primary participants and users of parks and recreational facilities and programming. Large blocks of time after school, and more specifically during school vacations, offer opportunities for youth to participate in recreational programs and use parks and recreational facilities. Involving youth in the process of identifying recreation needs will result in youth having an increased stake in the Crest Forest communities' future and will likely increase youth participation in recreational programming, including sustained involvement in outdoor activities.

There are several health benefits to increasing involvement in recreation and recreational programming, especially at a time when obesity rates are at an all-time high. Physical activity can diminish the chance of disease, build self-esteem, and reduce stress. Through community engagement in recreational facility and programming development, residents can make a tangible contribution to the development of the Crest Forest communities. This will help develop the next generation of involved citizens, invested in the health and success of their communities.



*Rim of the World Recreation and Parks District conducted a survey regarding facilities and programs a few years ago.

COMPLETED

Action	Action Leader	Timeline	Resources
1. Contact and organize VolunTeens (local group of volunteer teens) and other youth groups to work with the Rim of the World Recreation and Park District to discuss improvements to park and recreational facilities in the Crest Forest communities. Select community members to facilitate teens	Rim of the World Recreation and Park District, with support from VolunTeens, youth groups, community members	Month 1	Rim of the World Recreation & Park District http://rim-rec.org/ San Bernardino County Regional Parks, Parks Advisory Commission http://cms.sbcounty.gov/parks/aboutus/parksadvisorycommission.aspx
2. Obtain feedback from community surveys on park needs in the surrounding area to determine what people desire in a park and what is working and not working in the community recreation facilities and services.	Teens and community leadership with support from the Rim of the World Recreation and Park District	Months 1 – 2	San Bernardino County Regional Parks, Regional Parks http://cms.sbcounty.gov/parks/Home.aspx
3. Meet with VolunTeens and other community youth groups to identify recreation needs and gaps in the Crest Forest communities.	Rim of the World Recreation and Park District, with support from VolunTeens, youth groups, community members	Month 2 – 4	Massachusetts Recreation and Park Association http://www.massrpa.org/benefits-of-recreation/
4. Partner with local providers of recreational opportunities for additional recreation centers, mutual benefits, and capital improvements.	Rim of the World Recreation and Park District, with support from VolunTeens, youth groups, community members	Months 4 – 8, on-going	The Benefits of Recreational Programming on Juvenile Crime Reduction https://www.como.gov/ParksandRec/AboutUs/document/nrpa-report-juvenile-crime-reduction.pdf
5. Involve existing partners and provide awareness to potential partners to address recreation facilities and services of critical importance.	Rim of the World Recreation and Park District, with support from recreational opportunity providers and community members	Months 4 – 8, on-going	

Community Focus Statement B: Develop and improve parks and recreational facilities and services for all ages.

Action Statement B.2: Identify opportunities for joint-use of underused and vacant facilities to serve recreation needs.*

IN PROCESS

Benchmark: The Rim of the World Recreation and Park District enters a joint-use agreement program for facilities to address park and recreation needs in the community with available sites, schedules, inspection, and replacement and repair of damages.

Champion: Rim of the World Recreation and Park District

Estimated Cost: \$5,000



Joint-use agreements with schools in the area could provide more recreational space for residents. Photo source: Michael Baker International

It is difficult for communities to effectively share the use of their recreational facilities, which may include libraries, gymnasiums and other athletic facilities, playgrounds, classrooms, multipurpose rooms, and child-care facilities. A tempting solution for a lack of recreational facilities is to build additional facilities. New construction is not only expensive but often requires the use of additional land, which in a mountainous community like the Crest Forest communities is hard to secure without the destruction of environmental resources.

A joint-use program or agreement could be created to provide recreational facilities that are in the best interest of the community, its residents of all ages, and the environment. This program would allow community organizations, like the Crest Forest Senior Citizen Center and any sports teams or clubs, to enter into a partnership with the school district, the Rim of the World Recreation and Park District, and other organizations that own facilities. Developing cooperative relationships and identifying mutual-need opportunities is a cost-effective and efficient way to increase the available recreational resources in the Crest Forest communities. For example, the local elementary school has a soccer field that is used by students at recess during the day. The soccer field is unused during the evening hours. Instead of building a separate facility for an adult soccer league, the league could enter a joint-use agreement with the school to use the soccer field after school hours. The adult league saves resources by not having to finance and construct a new facility when an acceptable soccer field exists and is unused during the league's desired hours. Additional resources could instead be directed toward improving the existing soccer field, such as installing lights or purchasing new goals. *The Park District has a joint use agreement with the School District for classes.

While schools could potentially serve as key joint-use partners, other community facilities may be utilized as well. A private landowner could lease open space for an archery club. A multipurpose room at a local church could be



used as a classroom for a community art class. Joint-use agreements could also be made prior to development. If a school wanted to develop baseball diamonds, the school could partner with an adult softball league to generate funds and begin construction sooner, rather than if the two organizations tried to initiate the development themselves.

By identifying opportunities for joint use, recreational facilities and programming can be expanded in the Crest Forest communities in an efficient and cost-effective manner. The communities can facilitate the expansion of recreational opportunities, and reap the associated benefits, without incurring additional cost or requiring the construction of additional facilities.

Case Study: Daly City partnered with each of its five local school districts as well as with St. Ignatius, a Catholic high school in San Francisco, and the neighboring Town of Colma in joint-use projects for reciprocal access to swimming pools, gyms, sports fields, and other recreational facilities. For more information, visit: [http://www.changelabsolutions.org/sites/default/files/CA_Joint_Use_Toolkit_FINAL_\(CLS_20120530\)_2010.01.28.pdf](http://www.changelabsolutions.org/sites/default/files/CA_Joint_Use_Toolkit_FINAL_(CLS_20120530)_2010.01.28.pdf)

IN PROCESS

Action	Action Leader	Timeline	Resources
1. Create a local committee to study	Rim of the World Recreation and Park District	Month 1	Rim of the World Recreation and Park District http://rim-rec.org/
2. Identify facilities, playgrounds, classrooms, multipurpose rooms, etc., that can potentially be used as joint-use facilities and enter into a joint-use agreement program.	Community Group with Rim of the World Recreation and Park District and community group	Month 2 - 4	San Bernardino County Regional Parks, Parks Advisory Commission http://cms.sbcounty.gov/parks/aboutus/parksadvisorycommission.aspx .
3. Gather a list of available community facilities and schedules.	Group	Months 2 - 4	
4. Select a program leader from each respective partner agency to provide access and keys to unlock facilities and areas during these scheduled times.	Group with Rim of the World Recreation and Park District	Month 5, on-going	San Bernardino County Regional Parks, Regional Parks http://cms.sbcounty.gov/parks/Home.aspx
5. Select a staff person or volunteer from the Rim of the World Recreation and Park District to inspect facilities for damage and litter and to replace and repair any damage occurring during times of use.	Rim of the World Recreation and Park District with group and partners	Month 5, on-going	Center for Cities & Schools University of California, Berkeley, <i>Partnerships for Joint Use</i> , September 2010 http://citiesandschools.berkeley.edu/reports/Partnerships_JU_Aug2010.pdf
6. Establish and implement a protocol for the program including schedules, inspection, and replacement or repairs.	Rim of the World Recreation and Park District, with support from Regional Parks Advisory Commission, Regional Parks Division, Rim of the World School District	Month 6-10, on-going	ChangeLab Solutions, <i>Opening School Grounds to the Community After Hours</i> , 2012 http://www.changelabsolutions.org/sites/default/files/CA_Joint_Use_Toolkit_FINAL_(CLS_2012_0530)_2010.01.28.pdf

Community Focus Statement B: Develop and improve parks and recreational facilities and services for all ages.

Action Statement B.3: Identify opportunities to incorporate bike trails within the communities.*

Benchmark: Conceptual plans for three new bike trails in the community are developed.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: \$300–\$500

IN PROCESS



William C. O'Neill Bike Path in Rhode Island. Photo source: [Pi.1415926535](https://www.flickr.com/photos/pi1415926535/)

Bike trails provide places for community members to gather and exercise, no matter their ages or abilities, along with improving community connectivity. To identify opportunities to incorporate bike trails in the Crest Forest communities, the community could map existing trails, roadways, open spaces, and easements that could be suitable for development. A community-based mapping process of physical assets can help identify easements and rights-of-way with enough space to support new trails.

There are several benefits to conducting a community-based inventory to identify existing resources. Community-based inventories provide the opportunity for residents to appreciate the value and enhance resources in the community. The Crest Forest communities can identify

vacant land that would be appropriate for bicycle trails. As part of the physical asset inventory, it is important to pay attention to underused areas. Community groups or nonprofit organizations can assist in identifying potential sites where additional facility construction would be the most cost effective and feasible.

*The Rim of the World Active Transportation Plan was adopted in March 2018.

IN PROCESS

Action	Action Leader	Timeline	Resources
1. Organize a committee of local stakeholders (residents, members of local interest groups, local business owners) and review Active Transportation Plan.	Champion	Month 1	US Forest Service https://www.fs.fed.us/
2. Identify high use areas where hikers/cyclists overlap, and address safety concerns.	Trail Working Group	Months 2–4	Angeles National Forest Existing Mountain Biking Areas https://www.fs.usda.gov/activity/angeles/recreation/bicycling/?recid=41672&actid=24
3. Coordinate with the US Forest Service on potential existing plans that the agency has for new locations.	Trail Working Group	Months 4–6	Rim of the World Active Transportation Plan http://rim-rec.org/active-transportation-plan/
4. Develop draft trail locations for proposed trails.	Trail Working Group	Months 6–10	
5. Propose concepts at a community meeting and seek input from other community members.	Trail Working Group	Months 10–12	
6. Finalize draft concepts in coordination with the US Forest Service and discuss implementation.	Trail Working Group	Months 12–16	

Community Focus Statement B: Develop and improve parks and recreational facilities and services for all ages.

Action Statement B.4: Host family-friendly activities/events such as movie nights at Lake Gregory.

B4

Benchmark: Community events committee and local business partners identified and held four events.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$2,000 per event



Community movie night. Photo source: [Ted Eytan](#)

The Crest Forest communities are very focused on creating a family-friendly atmosphere for all residents. In order to bring more members of the community to Lake Gregory to enjoy the heart of the community, family-friendly activities and events should be organized. These events could foster community pride, strengthen relationships, and boost the local economy by including local businesses in the activities. Visible and well-attended community events offer the opportunity to connect diverse resident groups within the community and create the foundation for

future connections and friendships.

Family-friendly events or activities could take a variety of forms, including annual festivals, activities that take advantage of water recreation opportunities at Lake Gregory, “Dollar Strolls” which feature local businesses, and movie nights. Local businesses could fund activities through sponsorships and receive advertising in turn. Dollar Strolls could feature different businesses by offering food samples to the community for \$1 per item.

By bringing the community together for large, all-inclusive events, community connectedness would be strengthened and opportunities for social interaction would increase.

Case Study:

The Santa Cruz Beach Boardwalk holds free movies on the beach sponsored by the Santa Cruz Beach Boardwalk, City of Santa Cruz Parks & Recreation, Santa Cruz Waves, and radio stations 102.5 KDON, 105.1 KOCN, and Live 105. For more information, visit: <https://beachboardwalk.com/Movies>.

Action	Action Leader	Timeline	Resources
1. Create a community events committee of interested adults and young adults to organize quarterly events.	Champion with Crestline Communities Development Alliance, Crestline and Lake Gregory Chambers of Commerce	Month 1	How to Organize an Outdoor Movie Night http://www.southernoutdoorcinema.com/howto.htm
2. Nominate a chair for the committee to serve as a liaison between other community groups and the event planning committee.	Community events committee	Month 2	http://howtofundraise.com.au/fundraiser/outdoor-movie-night/
3. Gather support from local businesses that would be interested in sponsoring different events or participating in the Dollar Stroll.	Community events committee	Month 2	How to Plan Community Events and Food Festivals https://www.thebalance.com/how-to-plan-community-events-and-food-festivals-1223700
4. Decide on four annual events to host based on the wants/needs of the community and plan the details of each. This includes securing the event space and entertainment. If the event is going to be philanthropic, determine the cause.	Community events committee	Month 3	Tips for Event Planners When Organizing Community Food Festivals https://www.thebalance.com/community-
5. Publicize events through email, newsletters, Facebook, newspapers, etc., to attract a variety of community members.	Community events committee	Quarterly	Santa Cruz Beach Boardwalk, <i>Free Movies on the Beach</i> , https://beachboardwalk.com/Movies
6. Host the event and be sure to collect feedback about the success of the event and any possible improvements.	Community events committee	Quarterly	
7. Begin planning for the next event and ensure that businesses which participated in the first event are interested in participating in the next event.	Community events committee	Quarterly	

Community Focus Statement B: Develop and improve parks and recreational facilities and services for all ages.

IN PROCESS

Action Statement B.5: Identify centralized open space/community gathering areas for programming of community events.*

Benchmark: An online method is established to identify community gathering areas, publicize and circulate the online site, create a list of spaces, and conduct biannual review of the spaces for condition and maintenance needs.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$100 per review event



Lake Gregory Regional Park in Crestline. Photo source: Michael Baker International

In mountainous communities like Crest Forest, it is often difficult to identify community gathering areas because many spaces are hidden behind trees or elevation changes. In order to identify the available community gathering areas, the communities can become more aware of the spaces that are available to them and the areas that require repair or maintenance. By encouraging community members to identify these spaces, this activity would also strengthen connections to the Crest Forest communities and the environment.

Community members can be asked for feedback to identify centralized open spaces and gathering areas and to identify spaces that meet the needs of the community. Feedback could be gathered via an online poll, like MetroQuest and its map pinning feature, or a

shareable Google map on which community members can place location markers. Once these spaces are identified, a list could be maintained by a community organization or committee. The organization or committee could host biannual audit events in which they would organize a group of community members to visit each listed site and report on the condition of the space and any maintenance (as needed). This list would be available for comments during community events. Park maintenance audits can assist in the community’s approach to managing resources, maintenance, and expanding parks and community spaces. The data can help with recommendations to improve parks, which play an important role in creating and sustaining healthy, livable communities in Crest Forest.

*In progress by the Crestline Community Development Alliance and Chamber of Commerce.

Action	Action Leader	Timeline	Resources
1. Create an online method of identifying community gathering areas by either partnering with MetroQuest or creating a shareable Google Map that community members can place pins on.	Champion	Month 1	How to Create Shared Collaborative Google Maps http://www.makeuseof.com/tag/how-to-create-shared-collaborative-google-maps/
2. Publicize the tool through email, newsletters, Facebook, newspapers, etc., to attract a variety of community members.	Committee	Month 2	Characteristics and Guidelines of Great Public Spaces https://www.planning.org/greatplaces/spaces/characteristics.htm
3. Finalize the list of spaces with visits to the spaces to determine the capacity and ideal uses of each identified space.	Committee	Month 3	
4. Create a group of community volunteers to conduct a review of the spaces for condition and maintenance needs.	Committee	Month 4	
5. Conduct review of the spaces.	Committee with community volunteer group	Biannually	
6. Update the list of spaces as needed.	Committee	On-going	

In Process by Crestline Community Development Alliance and Chamber of Commerce

Community Focus Statement B: Develop and improve parks and recreational facilities and services for all ages.

Action Statement B.6: Encourage locally-sponsored events by advocating with the County for a simplified and streamlined permit process.

B6

Benchmark: Community submitted streamlined process to the County for review with potential adoption.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: Volunteer time.



Community fair event. Photo source: [Lis Burke](#)

Locally sponsored events are extremely important to maintain community connectedness and to create an overall sense of community. However, the high costs of permits and a complicated application process often cause local events to be difficult to host.

In order to facilitate an increased number of locally sponsored events, it is suggested that the Crestline Communities Development Alliance (CCDA) and/or the Crestline/Lake Gregory Chamber of Commerce work with the San Bernardino County Land Use Services to streamline the application process and lower fees associated with the process. Note: Any change to County codes, including permit process and fees would require approval of the County Planning Commission and Board of Supervisors.

The streamlined application will make it easier for community groups of all sizes to apply for event permits and will allow more money to go toward the actual event, with less funds used for permitting. This change will ultimately allow many more community events to occur and will positively impact the culture of the Crest Forest communities.

Action	Action Leader	Timeline	Resources
1. Hold a meeting of Crestline Communities Development Alliance (CCDA) or Crestline/Lake Gregory Chamber and public to create a committee.	Champion	Month 1	County of San Bernardino, Planning Department webpage http://cms.sbcounty.gov/lus/Planning/PlanningHome.aspx
2. Set up a meeting with the San Bernardino County Planning Department to discuss current permit process for events.	Committee	Month 2	Crestline/Lake Gregory Chamber of Commerce http://www.crestlinechamber.net/
3. Gather examples of other communities that have streamlined their event permitting process.	Committee	Month 3	Crestline Communities Development Alliance http://www.crestlinecda.org/
4. Compile data and determine how events were managed by various municipalities and what strategies helped with the streamlining process.	Committee	Months 3–5	City of Denver to Streamline Public Event Approval Process http://www.cpr.org/news/story/city-denver-streamline-public-event-approval-process
5. Have a meeting with the County and work with the Planning Department to share the gathered information and create a streamlined permitting process and potential for reduced fees for certain community events.	Committee	Months 5–8	Philadelphia Office of Special Events https://phlevents.org/
6. Draft amendment and submit to County for review and potential adoption.	Committee	Month 8	

Community Statement C: Create affordable outdoor recreation activities that capitalize on the natural environment, attract visitors, and provide entertainment for residents while also reducing the associated impacts to the communities.

Action Statements C.1: Provide dumpsters and signage that encourages proper disposal of trash in high-traffic visitor areas.

G

Benchmark: A volunteer citizen’s waste management advisory committee that is organized has leadership, meets regularly, and continues to function and promote proper waste management for a period of at least three years.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$300–\$20,000



Example of a regulatory “No Dumping” sign.

Photo source: [Linnaea Mallette](#)

Maintaining clean and attractive streets and public spaces reflects community pride and encourages residents and visitors to show a greater respect for the environment. Many of the mountain communities in San Bernardino County with seasonal and tourist industries are experiencing issues with illegal dumping of household refuse, particularly in areas with limited or infrequent waste pickup services. By making legal disposal of materials convenient and illegal disposal inconvenient, communities can promote proper waste disposal.

Citizens in every community have many opportunities to work together and reduce waste. An established collection infrastructure that is free, easy, and convenient helps residents and visitors to do the right thing. The community should work with the local waste management providers (i.e., Mountain Disposal Services, Burrtec) and the County to create community drop-off sites and provide additional trash/recycling bins in highly trafficked areas. Wayfinding signage should be used to direct residents and tourists to additional waste receptacles located throughout the community. A “No Dumping” campaign can raise awareness among tourists and residents with a focus on calling attention to environmental issues on the ground and offering practical tips on preventing waste. Educational pamphlets delivered to residences can also be effective in preventing dumping and increasing awareness of local waste management ordinances.

Potential Actions:

- Engage youth, nonprofits, residents, business owners, and neighborhood groups to embrace and promote proper waste disposal.
- Encourage residents to participate in regular community cleanup events to keep streets and open spaces free of trash and debris.
- Increase the number of trash and recycling bins along commercial corridors and in places with heavy foot traffic.
- Create community drop-off sites with dumpsters.
- Institute an annual or semiannual event to collect large or bulky items from residences and businesses.
- Establish a volunteer citizen’s waste management advisory committee. The committee could focus on educating and promoting behavior change by residents, visitors, and businesses.

Action	Action Leader	Timeline	Resources
1. Contact community service organizations and residents to organize a volunteer citizens waste management advisory committee.	Champion	Month 1	Burrtec, Crestline San Bernardino County http://www.burrtec.com/crestline-san-bernardino-county
2. Select a leader to serve as chair who will provide leadership and champion the committee.	Waste management advisory committee	Month 2	Community Cleanup Guide http://library.oregonmetro.gov/files/neighborhood_cleanup_guide_2012.pdf
3. Work with the community to develop a list of goals and strategies/actions to promote proper waste management, and identify high-traffic areas where additional trash/recycling receptacles are needed.	Waste management advisory committee, with support from local waste management providers	Months 2 – 3	Conducting a cleanup campaign http://www.bookstore.ksre.ksu.edu/pubs/MF931.pdf
4. Organize community-wide communications and outreach/cleanup events to promote proper waste management and provide local services (residential, commercial, construction/demolition, recycling, and special events).	Waste management advisory committee, with support from local waste management providers	Month 4 – on-going	Steps for organizing neighborhood cleanup with links to additional resources http://www.bbcleaningservice.com/organizing-neighborhood-cleanup.html Keep America Beautiful https://www.kab.org/
5. Work with the San Bernardino County Public Works Department Solid Waste Division and Burrtec Waste Industries (Mountain Disposal Services) to create community drop-offs and install additional trash/recycling receptacles and signage in high-traffic areas.	Waste management advisory committee, with support from San Bernardino County Public Works Solid Waste Division, local waste management provider	Month 5 – on-going	Waste management education posters http://www.stopwaste.org/resource-library/type/posters

Community Focus Statement C: Create affordable outdoor recreation activities that capitalize on the natural environment, attract visitors, and provide entertainment for residents while also reducing the associated impacts to the communities.

Action Statements C.2: Investigate opportunities to establish designated sledding areas with parking to avoid visitors establishing undesigned sledding and parking areas.

2

Benchmark: Sanction areas for snow recreation with available parking and amenities, as well as a long-term plan for maintenance.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$250,000 to \$5 million dependent upon land acquisition costs and structure type.



Informal sledding areas can cause parking/littering issues. Photo source: [U.S. National Park Service \(NPS\)](#)

Sledding, tubing and snow play are popular activities in mountain areas for both locals and visitors. However, without proper precautions, these activities can cause damage to the environment, be dangerous to people, and cause significant safety issues in the area. The location of the Crest Forest communities is easily accessible to residents in the surrounding region to drive to the area for a day of snow play. Many times, visitors create quasi-sledding/tubing areas, resulting in motorists illegally parking in turnout areas or along the side of the road where adequate space is not available. These quasi-sledding/tubing areas often occur on private property or in natural areas, causing damage to habitat. Because amenities are unavailable, significant amounts of trash and debris are left behind. By designating areas for snow play activities with amenities such as parking, restrooms, and trash receptacles, sledding in dangerous or damaging locations and the aftermath of snow activities can be reduced or eliminated. A designated area could also include

installation of an ice skating rink, snow making and special lighting.

Local residents can help identify areas where snow play would be suitable, as well as areas which are often used but not ideal for the activities. Presenting information on these suitable areas to the San Bernardino County Regional Parks and the Rim of the World Recreation and Park District along with possible funding mechanisms can facilitate the establishment of appropriate locations for safe and fun snow play activities, and the provision of amenities such as parking and restrooms. The Off-Highway Motor Vehicle Recreation (OHMVR) Division of California State Parks, the US Forest Service, the California Department of Transportation, and the California Highway Patrol can also be directly involved in coordinating and administering a winter recreation program that can provide safe recreation, as well as funding, through the administration of permits to access the designated recreation areas. Such funding can then go toward the maintenance of facilities and parking lots and wages for employees to staff the sites. For instance, the SNO-PARK program is coordinated and administered by the OHMVR Division of California State Parks, in conjunction with the various agencies and community agencies, to provide visitors access to snow-cleared

parking lots and accommodate self-guided activities such as snowmobiling, cross-country skiing, and general snow play.

Action	Action Leader	Timeline	Resources
1. Hold a meeting to create a group of interested parties	Champion	Month 1	Corporate sponsorship guidance http://mrsc.org/Home/Explore-Topics/Parks-and-Recreation/Parks-and-Recreation-Funding/Corporate-Sponsorship-and-Naming-Policies.aspx Federal grant funding resources http://reconnectingamerica.org/resource-center/federal-grant-opportunities/ California State Parks OHV, Off-Highway Motor Vehicle Recreation SNO-PARKS http://ohv.parks.ca.gov/?page_id=1233
2. Identify areas suitable for sledding and other snow activities.	Group	Months 1 – 3	
3. Draft a winter recreation plan to establish, maintain, and provide amenities to the designated sledding areas.	Group	Months 3 – 12	
4. Coordinate with local parks jurisdictions to provide safe recreation areas through administration of permits to designated areas.	Group with Rim of the World Recreation and Park District, State Parks SNO-parks	Months 3 – 12	
5. Seek businesses and organizations to donate or sponsor the cost of amenities such as restrooms and water fountains.	Group, with support from local business community.	Months 9 – 12	
6. Apply for grant funding to go toward the operation and maintenance of amenities.	Group with Rim of the World Recreation and Park District, with support from San Bernardino County Regional Parks	Months 9 – 12	
7. Install amenities and access improvements.	Rim of the World Recreation and Park District, with support State Parks SNO-parks	Month 12 – Year 5	
8. Partner with local youth and volunteer groups to help with maintenance.	Group with Rim of the World Recreation and Park District, with State Parks SNO-parks	Years 2 – 5	

Community Focus Statement C: Create affordable outdoor recreation activities that capitalize on the natural environment, attract visitors, and provide entertainment for residents while also reducing the associated impacts to the communities.

Action Statement C.3: Provide signage, maps, and other informational materials that identify trails and amenities.

C3

Benchmark: Partnership with Rim of the World Recreation & Parks District, the County Regional Parks Advisory Commission, the Regional Parks Division, and the Crest Forest communities to develop maps, signage, and informational and educational materials to identify designated trails and outdoor recreation amenities. Update the materials on an ongoing basis as changes occur in the outdoor recreational landscape of Crest Forest.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$250–\$1,000



With their natural beauty and mountain location, the Crest Forest communities offer ample recreational activities for both residents and visitors, including hiking trails and water and mountain sports. However, the communities currently lack signage, maps, and other informational materials that identify and direct locals and visitors to nearby attractions. There are many ways in which the community can promote a high quality visitor experience while preserving the small-town atmosphere and sustaining the area’s natural resources and wildlife.

To bolster tourism in the area, community organizations and volunteers could get involved to improve the availability of information regarding open trails and outdoor recreation amenities. The community can assist in researching data, identifying existing designated trails and recreation amenities, and developing maps for easy travel access. In addition, the community could publish informational brochures about the community and the surrounding region. The community should establish a web page or create a social media presence with useful visitor information such as local attractions, places to stay, restaurants, and events. Visitors could be

Trail map example. Photo source: [U.S. National Park Service \(NPS\)](http://www.nps.gov)

clearly directed to the local attractions and recreational areas through clear, well-placed signage that is both auto-oriented and pedestrian-oriented. A unified informational system with signage, maps, and visitor information would be an opportunity for the communities to promote themselves in a unique and exciting way and allow residents and visitors to enjoy what Crest Forest has to offer. This is an excellent opportunity for youth organizations like the Boy Scouts and Girl Scouts to assist. Eagle Scouts could choose a part of this for their required project.

Action	Action Leader	Timeline	Resources
1. Contact and organize volunteers to provide assistance to the San Bernardino County Trails Committee, when needed.	Champion	Month 1	San Bernardino County Regional Parks, Parks Advisory Commission http://cms.sbcounty.gov/parks/aboutus/parksadvisorycommission.aspx .
2. Partner with the County Regional Parks Advisory Commission and Regional Parks Division to identify and map existing designated trails and outdoor recreation amenities.	Crest Forest Trails Committee	Months 2–3, on-going	San Bernardino County Regional Parks, Regional Parks http://cms.sbcounty.gov/parks/Home.aspx
3. Develop and provide a variety of posts, signs, and markers to fit all types of trails. Ensure that the signage is clear, highly visible, and informs visitors.	Crest Forest Trails Committee	Months 2–3	Hootsuite, 5 New Tactics Your 2016 Tourism Marketing Strategy https://blog.hootsuite.com/5-tactics-tourism-marketing-strategy/
4. Develop informational and educational materials (for example, Frequently Asked Questions [FAQ] and Things You Should Know brochures) that identify the lake, parks, trails, and recreational amenities.	Crest Forest Trails Committee	Month 3	Big Bear Lake, Big Bear Visitors Center, http://www.bigbear.com/about/visitors-center/
5. Partner with community businesses and members to display and distribute the maps and informational materials regularly. Create a website and/or social media presence to identify visitor information such as local attractions, trails, places to stay, and restaurants and to advertise upcoming events.	Crest Forest Trails Committee with support from County EDA - tourism	Month 3	Rim of the World- Recreation and Park District Active Transportation Plan http://rim-rec.org/active-transportation-plan/

Community Focus Statement C: Create affordable outdoor recreation activities that capitalize on the natural environment, attract visitors, and provide entertainment for residents while also reducing the associated impacts to the communities.

Action Statement C.4: *Develop programs and marketing materials that educate visitors on the natural environment and importance of its protection in order to foster responsible tourist behavior.*

C4

Benchmark: Community volunteers joined the Visitor Bureau within the Crestline/Lake Gregory Chamber of Commerce and created a virtual visitor center website including a list of tours with dates and information, and partner with local businesses to gather funding for tours and related tourism information.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$6,000–\$10,000



Example conservation area signage and rules. Photo source: [Elliott Brown](#)

Over the years, the San Bernardino Mountains have gradually developed into a tourist attraction, oriented toward family recreation in the natural environment. The County parks and recreational areas, including Lake Gregory Regional Park, are some of the Crest Forest communities’ greatest assets, as the vast majority of people enjoy numerous recreational opportunities such as swimming, waterslides, non-motorized boating, fishing, and exercise trails. In addition, the communities are surrounded by the San Bernardino National Forest and are located near a forest preserve area. However, visitors can leave trash, increase pollution, and not maintain the cleanliness of the natural surroundings, which can be harmful to the environment, deteriorate the parks and recreation resources, and damage the local economy. The

communities can do their part to preserve and protect the natural environment and resources. By learning about the surrounding environment and the need to protect it, visitors can become more motivated and capable of pursuing sustainable activities while enjoying all the region has to offer. Educational programs and community-based social marketing materials can support community awareness about the natural environment and the actions everyone can take to help protect it.

These educational programs would allow visitors to learn more about the Crest Forest communities’ environment and about how to conserve natural resources during their stay. Typically, these programs partner with local community-based organizations, special districts, and rental property management companies to disseminate informational/marketing pamphlets to guests and visitors at hotels, lodges, and rental properties as well as when

hosting booths at conferences, concerts, festivals, and community events. These materials would include information on the history of the Crest Forest communities, current threats to its environment, and educational topic areas such as conserving natural resources, participating in responsible snow play, pursuing non-vehicle travel choices, and supporting green businesses. Information, issues, and upcoming events related to environmental protection and low-impact recreation at Lake Gregory, other parks, and snow play areas would be displayed in marketing materials (for example, Frequently Asked Questions [FAQ] and Things You Should Know brochures). An increase in visitor knowledge would result in turning off lights, water, and appliances when not in use; traveling with weather-appropriate clothes; maintaining cleanliness; and picking up trash. When outdoors, visitors would be encouraged to travel in well-maintained vehicles; protect the lake, parks, and trails by keeping them clear of junk and garbage; and play only in identified snow/recreational areas.

Currently, the San Bernardino County Trails and Greenways Committee is working with the Regional Parks Advisory Commission and the Regional Parks Division on all matters relating to the development, maintenance, and promotion of trails and greenways. Youth organizations such as scouts could also assist in preparing information, disseminating to community, or assisting in other ways.

Action	Action Leader	Timeline	Resources
1. Contact the Visitor Bureau within the Crestline/Lake Gregory Chamber of Commerce and citizen volunteers in the community to join the Chamber of Commerce to enhance tourism in the Crest Forest communities.	Champion	Month 1	What is a Destination Marketing Organization? http://www.destinationmarketing.org/faq Destination Marketing http://www.sustainabletourismonline.com/destinations-and-communities/implementation/destination-marketing
2. Work with a local website designer to create a virtual visitor center website.	Volunteer Team	Months 2-5	5 New Tactics for Your 2016 Tourism Marketing Strategy https://blog.hootsuite.com/5-tactics-tourism-marketing-strategy/
3. Gather support and funds from local businesses. These businesses will be advertised throughout the tours.	Volunteer Team	Months 2-5, on-going	
4. Plan a few tours, and choose volunteer leaders for each tour.	Volunteer Team, Chamber of Commerce, Volunteers at the Visitor Bureau, local organizations with similar interests	Months 2-5	OB Web Design http://www.obwebdesign.com/ How to Make a Website http://websitesetup.org/
5. Schedule the tours and advertise at partnering businesses and on the virtual visitor center website.	Volunteer Team	Month 6, on-going	Lake Tahoe Sustainability Action Plan, December 2013 Keep Tahoe Blue League to Save Lake Tahoe, http://www.keeptahoeblue.org/
6. Host weekly tours as necessary based on visitor interest.	Volunteer Team, Chamber of Commerce, Volunteers at the Visitor Bureau	On-going	

Community Focus Statement C: Create affordable outdoor recreation activities that capitalize on the natural environment, attract visitors, and provide entertainment for residents while also reducing the associated impacts to the communities.

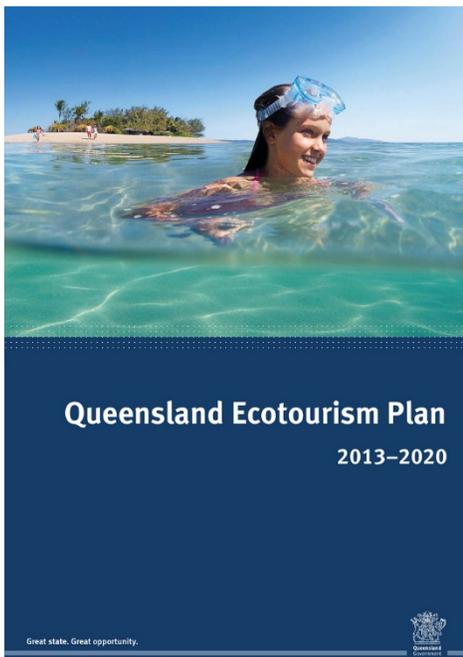
Action Statement C.5: Encourage the establishment of ecotourism businesses.

C5

Benchmark: Promotional materials are created and available for the development of ecotourism businesses.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$0 - \$25,000 for volunteer time and potential consulting needs.



Ecotourism plan prepared by Queensland. Photo source: [Ron Mader](#)

Ecotourism is defined by The International Ecotourism Society (TIES) as “responsible travel to natural areas that conserves the environment, sustains the well-being of the local people, and involves interpretation and education.” Mountain areas such as the Crest Forest communities offer numerous opportunities to explore the relatively untouched natural environment and take advantage of various summer- and winter-based recreational opportunities. Currently, Crestline and Lake Gregory promote recreational activities such as hiking, mountain biking, fishing, paragliding, and birdwatching on their web page, but little information is made available to the public regarding businesses related to tourism.

An important part of attracting businesses to an area for ecotourism-related activities is having the resources available to promote the area as a tourism hot spot. Similar to the process for attracting any type of business, the more information that can be provided for potential investors, the greater the likelihood of consideration during the site selection process. One issue is that tourism-related businesses must also be versatile so as to not negatively impact the economy during the off-season. Marketing strategies must show that the tourism industry is strong enough in the Crest Forest communities to support permanent

establishments, as opposed to seasonal ones.

Outside resources, such as the “Practical Steps for Marketing Tourism Certification” handbook from TIES, are available to help areas foster, legitimize, and promote environmentally friendly businesses. These certifications not only provide advertising material for businesses, they set strategies and objectives to enhance the abilities of the area. Important steps in assessing and growing tourism-related businesses to create an increase in tourist activity include:

- Conducting a market analysis of existing conditions.

- Organizing community stakeholders, including residents, nonprofit leaders, and decision-makers, to gather resources and support to assist new businesses.
- Easing requirements and supplying resources to guide business owners through regulatory difficulties, including how to acquire benefits and use permits.
- Establishing a clear marketing plan to pursue companies or recreational areas that are deemed to have the most potential benefit for the community.
- Focusing on creating effective and informational policies and procedures. As part of the Countywide Plan efforts, an eco-tourism overlay is being proposed for all of the mountain communities, including Crest Forest, that would allow more flexibility in regards to land use for eco-tourism related uses.

Ecotourism enhancements are currently underway through coordination with San Bernardino County Economic Development Agency, Mountain Transit and the Chamber of Commerce through events and social media. Mountain Transit has started an informational ambassadors program on village area routes in coordination with the Mountain History Museum.

Action	Action Leader	Timeline	Resources
1. Hold a meeting to create an Ecotourism Committee	Champion	Month 1	Crestline/Lake Gregory Chamber of Commerce
2. Contact local ecotourism businesses and organizations and discuss their barriers to success.	Ecotourism Committee	Month 1	http://www.crestlinechamber.net/
3. Research ecotourism resources and guidebooks (see objective resources).	Ecotourism Committee	Months 2–4	San Bernardino County Economic Development Agency, Site Selection http://www.sbcountyadvantage.com/For-Site-Selectors.aspx
4. Coordinate with the San Bernardino County Economic Development Agency to discuss promotion and listing of existing leasable spaces.	Ecotourism Committee with Crestline/Lake Gregory Chamber of Commerce	Month 4	Ecotourism: https://www.ecotourism.org/what-is-ecotourism Crestline Recreation
5. Gather community input on areas to designate as ecotourism hotspots and compile information.	Ecotourism Committee with Crestline/Lake Gregory Chamber of Commerce	Months 4–6	http://www.cityofcrestline.com/recreation.html Ecotourism Handbook and Marketing http://www.ecotourism.org/sites/ecotourism.org/files/document/Certification/Ecotourism%20Handbook%20III%20-%20Practical%20steps%20for%20Marketing%20Tourism%20Certification.pdf
6. Compile and make available information on existing spaces, tourism statistics (visitors, activities), permitting processes, and a market analysis report if available.	Ecotourism Committee with Crestline/Lake Gregory Chamber of Commerce	Months 6–12	Eco-Business http://www.eco-business.com/media/uploads/ebmedia/fileuploads/shutterstock_265122803.jpg

Community Focus Statement C: Create affordable outdoor recreation activities that capitalize on the natural environment, attract visitors, and provide entertainment for residents while also reducing the associated impacts to the communities.

Action Statement C.6: Establish an annual Arts and Music Festival while supporting arts and music programs.

C6

Benchmark: An Art Around Crest Forest committee is created and with support from local businesses, hosted an event to raise funds to support ongoing music and arts programs.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$5,000



Appel Farm Music Festival 2012. Photo source: [Lhcollins](#)

Most communities have a vibrant arts and music scene, but often the community at large is unaware of these activities. With art and music involvement largely home-grown and separate from schooling, it is difficult for the community to support and encourage the continuation of these programs.

Often the best way to draw attention to arts and music in the community is to work with local businesses to host an event that features local artists and musicians and promotes those businesses. An event of this type can expose community members to arts and music opportunities that they were previously unaware of and can introduce them to new

businesses that they may then begin to frequent. In the Crest Forest communities, the Crest Forest Senior Citizens Center offers a music class. Participants in this class, as well as other music and arts groups, could be featured in an event of this kind. Local businesses, the San Bernardino Area Chamber of Commerce, and the Crestline Communities Development Alliance (CCDA) may be interested in working together to organize and sponsor an “Art Around Crestline” event. This day-long event could include art exhibits, live performances, artist’s studio tours and an interactive kid’s zone. The exposure received by arts and music programs at such an event could be continued throughout the year by having businesses advertise different art and music events, classes, and programs.

A partnership between local businesses and music and arts programs could be leveraged to host a fundraiser to raise money for additional community music and arts programs, to support pre-existing music and arts classes in schools, or to support the creation of a music and arts after-school program for school-aged children or evening recreational classes for community members of all ages.

Currently, enhancement of Arts and Music are being developed through the CCDA, Mountain Arts Network, quilting organizations, volunteers and Chamber of Commerce events.

Action	Action Leader	Timeline	Resources
1. Create an Art around Crest Forest committee of adults and young adults.	Champion	Month 1	6 Basic Principles for Organizing an Art and Craft Event https://meylah.com/meylah/6-basic-principles-for-organizing-an-art-and-craft-event
2. Gather support for the event from local businesses.	Art Around Crest Forest committee	Month 2	
3. Plan the event and coordinate with local music and arts programs to have their participants perform at the event. Choose a date for the event.	Art Around Crest Forest committee	Month 3	Organizing a Fair, Festival or Event http://festivalsandevents.com/festival-planning/Organizing.shtml
4. Coordinate with vendors to organize fund sharing opportunities in order to raise funds for local music and arts programs.	Art Around Crest Forest committee	Month 4	10 tips for running an arts festival https://www.theguardian.com/culture-professionals-network/culture-professionals-blog/2012/jul/12/arts-festivals-tips-managing-programming
5. Host the event, and gather feedback on the success of the event and recommendations for improvement.	Art Around Crest Forest committee	Annually	Eight Things You Need to Know Before You Start a Music Festival http://www.npr.org/sections/therecord/2010/08/26/129449645/starting-a-music-festival-eight-things-you-need-to-know
6. Donate funds raised at the event to ongoing music and arts programs. Help to organize additional programs if necessary.	Art Around Crest Forest committee	Annually	

Community Focus Statement C: Create affordable outdoor recreation activities that capitalize on the natural environment, attract visitors, and provide entertainment for residents while also reducing the associated impacts to the communities.

C7

Action Statement C.7: Partner with the San Bernardino County Economic Development Agency (EDA) to provide information for visitors and local experts to provide educational tours.

Benchmark: An annual review of community resources and an enhanced visitor resource center is established.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$300–\$500 or promotion resources



Educational tour on Sparks Lake, OR. Photo source: Oregon State University

Many communities, especially those that are tourism hubs or are in unique landscapes, boast robust visitor information bureaus. These bureaus often provide information about the different landmarks and activities available in the community and sometimes host their own tours. Often the bureau will sell a card that grants visitors discounted access to museums and other locations in the community.

In the Crest Forest communities, outdoor recreation reigns supreme and most visitors come to participate in recreation in the great outdoors. In order to adequately protect the natural landscape it is important for visitors to learn about

how to minimize their impact and enjoy the recreation options that the Crest Forest communities can offer to the highest extent.

The Lake Gregory Village area provides a hub of activity in the heart of the Crest Forest communities. A group of volunteers could create a ‘virtual’ visitor center as a website that visitors could use to book educational tours or a meeting with a local volunteer. The tours would be hosted and led by the volunteers, most likely on weekends, and each tour could focus on a different aspect of the community, from architectural history to environmental education to recreational locations. Each different tour could be hosted in partnership with local groups that specialize in the tours focus to add a layer of information. The tours could depart and end at the Lake Gregory Village. Businesses could be petitioned to donate funds to the tours in exchange for mention in the tours. This ‘virtual’ visitor center could initially be spear headed by the Crestline/Lake Gregory Chamber of Commerce and the Crestline Communities Development Alliance (CCDA) and then handed off to a group of dedicated volunteers. Some of the tours could be similar to the previously hosted “Treasures in the Trees Home Tour” hosted by the CCDA. CCDA,

Chamber of Commerce, RIM Recreation and Park District and Mountain Transit are actively coordinating with San Bernardino County Economic Development Agency (EDA) to develop tours for specialized professionals in the media business to experience communities at their best as well as other educational tours.

Action	Action Leader	Timeline	Resources
1. Establish a position in the Chamber of Commerce to work directly with a point of contact at the San Bernardino County Economic Development Agency to share information about recreational and educational opportunities in Crest Forest Communities.	Champion	Month 1	Crestline/Lake Gregory Chamber of Commerce http://www.crestlinechamber.net/ San Bernardino County Economic Development Agency http://www.sbcountyadvantage.com/Home.aspx
2. Organize quarterly tours for visitors, each time picking a different location.	Champion with Crestline/Lake Gregory Chamber of Commerce and CCDA	On-going	Crestline/Lake Gregory Website http://www.cityofcrestline.com/
3. Develop a visitor resource portal on the Crestline/Lake Gregory Chamber of Commerce website.	Champion with Crestline/Lake Gregory Chamber of Commerce	Months 4–6	
4. Promote quarterly events and engage the community to develop new and exciting events.	Champion with Crestline/Lake Gregory Chamber of Commerce and CCDA	On-going	

Community Focus Statement D: Provide a thriving and vibrant local small business environment.

D

Action Statement D.1: Attract and retain permanent residents by developing and implementing a marketing campaign to highlight the values of mountain living for young families focusing on education, family values, community, natural environment, and activities.

Benchmark: A paper and web-based catalog of events is developed and social media promotion is increased.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$300–\$500



Family lakeside activities. Photo source: [U.S. Fish & Wildlife Service](#)

Crest Forest, like other mountain communities in the San Bernardino Mountains, has a number of residences considered “second homes.” While some residents live in the community year-round, other residents are present in the community only part-time. In order to provide a thriving and vibrant local business environment, the Crest Forest communities should market the community for full-time living, particularly for young families who can develop roots.

Instead of attracting tourists, who only pass through the community, the focus should be on attracting permanent residents. Crest Forest can brand and market the communities and use newsletters and other advertising methods to share information.

Marketing materials could include information on the local education system, family values, affordability, the tight-knit community, and the unique natural environment. Additionally, the communities could investigate the amenities that would assist part-time residents in transition to full-time residents. Because part-time residents already own property in the communities, there could be additional marketing to encourage empty nesters or retirees to live permanently in Crest Forest.

The chamber of commerce and real estate and lodging businesses could assist. Short videos and photos of the area could be shared with prospective property buyers and visitors in the area. These videos and photos could also be shared online.



Action	Action Leader	Timeline	Resources
1. Organize a committee of residents, local business owners, and other stakeholders, to form a Mountain Marketing Committee.	Champion	Month 1	Crestline/Lake Gregory Chamber of Commerce http://www.crestlinechamber.net/
2. Gather input from the community on local events, businesses, tourist attractions, and other community highlights.	Mountain Marketing Committee	Months 2–3	Marketing Strategy Help Sheet https://www.ourcommunity.com.au/marketing/marketing_article.jsp?articleId=1510
3. Develop a web-based annual catalog of events for use by residents and tourists.	Mountain Marketing Committee	Months 3–12	Crestline & Lake Gregory Website http://www.cityofcrestline.com/
4. Create/ and increase social media exposure for the community by promoting events through different platforms.	Mountain Marketing Committee	Month 3	
5. Meet with and share marketing materials with area realtors to use with potential home buyers.	Mountain Marketing Committee	On-going	
6. Continue to revise the catalog on an annual basis or as needed.	Mountain Marketing Committee	On-going	

Community Focus Statement D: Provide a thriving and vibrant local small business environment.

D2

Action Statement D.2: Establish a marketing plan that focuses on the natural environment and existing tourist attractions and amenities, such as Lake Gregory Regional Park.

Benchmark: Creation of a marketing plan that highlights local amenities.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$300



Lake Gregory entrance sign. Photo source: Michael Baker International

The Crest Forest communities have a wealth of natural scenery and attractions that drive the local economy and make the area a prime tourism destination. The area is highly suited to outdoor activities such as hiking and camping, and regional attractions such as Lake Gregory enhance the area's appeal. The Crest Forest communities can further capitalize on the economic potential of these resources by developing a marketing plan that emphasizes the area's natural features and related tourist-serving amenities. The Crestline Communities Development Alliance (CCDA) website has links for animals, birds, and points of interest. This information could be enhanced.

A marketing plan for the Crest Forest communities should be based on a clear vision for what types of tourists the area is looking to attract. Identifiers should include the age and type of visitors (families with children, young single persons or couples, older visitors, etc.), where they visit from, when they come and for how long, economic characteristics, and what types of scenery or activities the visitors are looking for. Based on this information, the marketing plan should consider how best to attract the desired visitors, including what characteristics of the Crest Forest communities the plan should emphasize, what types of marketing campaigns are likely to be most effective in reaching and appealing to the desired visitors, and what types of promotions (if any) should be put into effect. The marketing plan should discuss the specifics of any marketing campaigns and how they will be run, including what organization will be responsible for coordinating the effort and how the campaign should be funded. Additionally, this plan should include clearly defined metrics to measure the success of any marketing efforts and how to revise the plan if marketing efforts are discovered to be less effective than intended.

Any marketing plan prepared for the Crest Forest communities should tie into a broader effort to ensure that tourism remains an effective part of the area’s economy while still being consistent with the vision and goals of community members. The marketing plan should support any ongoing or future efforts to consider what visitor-serving amenities the Crest Forest communities are lacking and how the area can offer additional attractions to appeal to other segments of the tourist population. Ultimately, information gleaned from the marketing plan can be incorporated into future community planning efforts for the Crest Forest area.

Action	Action Leader	Timeline	Resources
1. Appoint a board member to lead a committee of local business leaders.	Champion with Crestline/Lake Gregory Chamber of Commerce	Month 1	Crestline/Lake Gregory Chamber of Commerce http://www.crestlinechamber.net/
2. Form a local action committee in charge of developing a draft marketing plan.	Champion with Crestline/Lake Gregory Chamber of Commerce	Months 2–3	Crestline/Lake Gregory Website http://www.cityofcrestline.com/
3. Compile existing resources from the San Bernardino County Economic Development Agency’s website and community knowledge of the area.	Mountain Marketing Committee	Month 3	San Bernardino County Economic Development Agency http://www.sbcountyadvantage.com/home.aspx
4. Research ecotourism as an option for promoting the natural environment to tourists.	Mountain Marketing Committee	Month 3	The International Ecotourism Society: https://www.ecotourism.org/what-is-ecotourism
5. Engage community stakeholders, local business owners, residents, and community leaders to gather input prior to development of a draft plan.	Mountain Marketing Committee	Months 4–5	Center for Ecotourism and Sustainable Development http://www.ecotourism.org/sites/ecotourism.org/files/document/Certification/Ecotourism%20Handbook%20III%20-%20Practical%20steps%20for%20Marketing%20Tourism%20Certification.pdf
6. Create a draft plan for review by the community.	Mountain Marketing Committee	Months 6–12	
7. Adopt and implement the draft plan and revisit it yearly to make adjustments.	Mountain Marketing Committee	Month 12, on-going	
8. Share the marketing plan with the County Economic Development Agency to assist in marketing tourism to the area.		Month 12	

Community Focus Statement D: Provide a thriving and vibrant local small business environment.

Action Statement D.3: Establish a marketing plan with incentives to attract new businesses to the area.

D3

Benchmark: Creation of a marketing plan focused on new businesses and business attraction.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$300



Marketing plans can be used to attract new businesses or bring additional consumers to the existing ones. Photo source: Michael Baker International

information that should be readily available for investors when they become interested in the area includes physical characteristics, rental rates, ownership, identification of tax-delinquent properties and those near foreclosure, and development requirements and processes.

Engaging the community is also an important part of this process. By gathering information such as the types of new retail and services desired by the community and targeting those specific types, chances increase of a new restaurant or retail store successfully locating in one of the Crest Forest communities. Incentives, whether they be community based or financial, can also help encourage redevelopment. They can include committees to help new investors navigate various permitting processes or tax incentives that initially decrease taxes to help kick-start areas which are struggling economically.

Currently the Crestline/Lake Gregory Chamber of Commerce is responsible for aiding in establishing and maintaining businesses and organizations in the Crest Forest communities. The Chamber promotes shopping locally while sponsoring and promoting six major public events each year. Their efforts help to drive tourism in the area and create a positive business climate. A chamber of commerce is often one of the first places that potential

The Crest Forest communities are unique from a new development and investment standpoint. Because of geographic constraints and a lack of easily accessible adjacent communities, retail and other services primarily serve residents and tourists who visit the area. The Crest Forest communities likely draw few outside consumers, which decreases the size of the market area. The development of marketing strategies, such as informational guides, market analysis, and other documents that make it easier for investors to obtain information about the community, is essential to attracting new investment. These materials allow potential investors to quickly gather information about market conditions and local demographics that are important factors in the site selection process. The

developers go to gather information. The more knowledgeable the chamber is, the easier it is to present the benefits of locating in a community. Additional focus areas that can assist in future attraction include:

- Identifying what goods and services residents would like to attract.
- Performing a market analysis to assess the current market conditions.
- Identifying opportunity sites for development.
- Developing marketing materials that can be distributed through the Chamber of Commerce or sent to target retailers.

Action	Action Leader	Timeline	Resources
1. Appoint a board member to lead a committee of local business leaders.	Champion with Crestline/Lake Gregory Chamber of Commerce	Month 1	Crestline/Lake Gregory Chamber of Commerce http://www.crestlinechamber.net/
2. Form a local action committee in charge of developing a draft marketing plan. This could be the same committee that handles tourist attraction.	Champion with Crestline/Lake Gregory Chamber of Commerce	Months 2–3	San Bernardino County EDA Site Selection Assistance http://www.sbcountyadvantage.com/For-Site-Selectors/Incentives-Programs.aspx
3. Conduct a market analysis of the existing conditions in the area and share the data with the San Bernardino County Economic Development Agency (EDA).	Mountain Marketing Committee	Months 3–12	San Bernardino County EDA Local Business Incentives and Services Programs http://strategic-advantages/Incentives-Programs.aspx
4. Establish quarterly calls between the Crestline/Lake Gregory Chamber of Commerce and the County EDA to discuss local available properties.	Crestline/Lake Gregory Chamber of Commerce	Month 3	Environmental Protection Agency https://www.epa.gov/sites/preduction/files/2015-05/documents/competitive_advantage_051215_508_final.pdf
5. Organize community stakeholders, including residents, nonprofit leaders, and decision-makers, to gather resources and support to assist new businesses.	Mountain Marketing Committee	Months 4–5	Lake Arrowhead Chamber of Commerce http://lakearrowheadchamber.com/
6. Establish a list within the marketing plan of tasks that can be completed by the community to assist in business attraction.	Mountain Marketing Committee	Month 12	
7. Accomplish two tasks on the list of projects per year.	Mountain Marketing Committee	On-going	

Community Focus Statement D: Provide a thriving and vibrant local small business environment.

Action Statement D.4: Establish a marketing plan with incentives to encourage home-based businesses.

D4

Benchmark: Create a marketing plan with strategies and resources for home-based businesses.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$300



Bakeries are examples of home based businesses that face difficult start-up challenges. Photo source: [meim](#)

Even following recovery from the Great Recession, trends toward working at home have continued. While over half of at-home workers are telecommuters, a growing number are small business start-ups and freelancers. The latter are typically in higher wage and high-skill professions. Business start-ups and freelancers see many advantages of a home-based business including decreased commuting costs, lower overhead costs, tax advantages, more time with family, and lower child-care costs. Home-based businesses also benefit individuals by supplying second incomes. Although most home-based businesses rarely result in substantial job growth, many successful companies, including Apple and Mary Kay

Cosmetics, got their start from the home. Although advantageous to workers, , home-based businesses can have an impact on surrounding neighbors. Balanced regulations are important in fostering entrepreneurship while ensuring harmony with surrounding neighbors and properties.

Fostering Entrepreneurship

Home-based businesses have the ability to act as individual incubators for small businesses by removing a substantial cost for start-ups—the cost of office space. Especially with service and professional jobs that create intellectual or digital content, the financial barriers to entry are lower. Even occupations that are part-time and provide supplemental income often improve overall disposable income and spending power within the community.

Capital is an important piece of any support system for start-ups. Pairing entrepreneurs with venture capital and local small business loans can help improve a business’s financial situation and access to capital. It is important that any financial assistance programs recognize that the failure rate of new businesses is extremely high. Programs should be developed to ensure participants have business acumen, an understanding of market potential, and a

strong business plan. Local incentive programs should act more like venture capital programs and ensure public dollars are invested wisely.

Improving the Business Climate for Home-Based Businesses

A community can do a number of things to improve the business climate for home-based businesses, including:

- Working with the County to ensure zoning regulations focus more on a business's impact on its neighbors and not the use itself. Flexibility is important.
- Developing small business training programs with experienced executives to help provide support and guidance.
- Working with incumbent telecommunications and cable providers to expand broadband access, which is key to many professionally oriented businesses.
- Offering information on local banks and venture capital sources for capital financing.

Action	Action Leader	Timeline	Resources
1. Hold a meeting to create a committee	Champion	Month 1	Crestline/Lake Gregory Chamber of Commerce http://www.crestlinechamber.net/ San Bernardino County EDA, Local Business Resources http://www.sbcountyadvantage.com/For-Local-Business.aspx Inland Empire Small Business Development Center http://www.iesmallbusiness.com/resources/ SCORE https://www.score.org/home-based-business-resources US Small Business Administration https://www.sba.gov/offices/headquarters/oed/resources/148091
2. Appoint a member of the Chamber of Commerce to coordinate with County Economic Development Agency (EDA).	Champion with Chamber of Commerce	Month 1	
3. Compile existing resources from the County EDA website and other resources.	Committee	Months 2 – 3	
4. Organize a focus group of home-based business owners to ascertain issues and opportunities to help them grow.	Committee	Month 3	
5. Meet with local telecommuters and create providers to drive issues and needs in home-based businesses	Committee	Month 4	
6. Draft an initial marketing plan with compiled resources.	Committee	Months 3 – 6	
7. Review the draft plan with local stakeholders, including community leaders, business owners, and residents.	Committee with Chamber of Commerce	Months 6 – 8	
8. Finalize the marketing plan.	Committee with Chamber of Commerce	Months 8 – 12	
9. Adopt and implement the marketing plan and revisit yearly to make adjustments.	Chamber of Commerce	Month 12, on-going	
10. Share Plan with San Bernardino County Economic Development Agency	Chamber of Commerce	On-going	

Community Focus Statement D: Provide a thriving and vibrant local small business environment.

D5

Action Statement D.5: Establish regional collaborative relationships mountain-wide between employers and high schools and local public or local non-profit junior colleges such as San Bernardino Valley College and Crafton Hills College to offer low-cost credentialing and certification programs to increase educational opportunities for employees to gain job skills.

Benchmark: A certification program for extended learning opportunities is created.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$25,000 - \$100,000 dependent upon staffing needs.



Photo source: U.S. Department of Agriculture (USDA)

Credentialing and certifications are fast becoming an important gauge for employers in terms of overall hiring qualifications. The high school diploma can no longer command a living wage. Developing targeted credentialing or certification programs allows secondary schools and local colleges to match skilled workers with open positions, thus providing employers with a larger pool of highly skilled candidates and individuals with career skills and access to higher-wage employment opportunities.

These programs often include a link between training, certification, and job placement. Typically the programs partner with individual businesses or business coalitions. Training and certification is usually done through existing training providers like local high school vocational programs, San Bernardino Valley College, or Crafton Hills College. Several for-profit institutions also offer credentialing programs, but recent studies have shown their effectiveness is questionable due to high rates of student loan debt, non-acceptance of credentials or certificates by employers, and low completion rates. However, this is not true of all for-profit programs, and partnerships should assess the tuition fees and performance of any prospective partner training provider. The Mountain Counseling and Training, Inc. a non-profit organization, has obtained grants for additional services and coordinates with colleges to provide seminars and training programs to the Crest Forest communities.

Case management should follow the participant from initial enrollment through the job placement process. Some programs actually include internship opportunities prior to full-time job placement for on-site worker training and experience.

These programs can be coordinated by local school districts, chambers of commerce, or labor unions. The County of San Bernardino County Workforce Investment Board (WIB) is charged with coordinating workforce development for the County under the auspices of the federal Workforce Investment Act. Collaboration with the WIB will be important to developing a successful, effective, and sustainable program.

The Competency Model Clearinghouse (www.onestop.org) has developed a hospitality, tourism, and events competency model for workforce training and credentialing in the tourism and hospitality industry. The model identifies and tiers the specific knowledge, skills, and abilities needed at various levels of industry workers and lays out programs for curriculum development and life-long learning.

Action	Action Leader	Timeline	Resources
1. Hold a meeting to create an Education Committee.	Champion	Month 1	Crestline/Lake Gregory Chamber of Commerce http://www.crestlinechamber.net/ Mountain Counseling and Training, Inc. http://www.mountaincounseling.org/ San Bernardino County Office of Education http://www.cde.ca.gov/re/sd/details.asp?cde=3610363000000&public=Y CSU San Bernardino Extended Learning Programs http://bulletin.csusb.edu/extended-learning/ Educational Materials http://www.knappinternational.com/assets/uploads/pages/designing(1).pdf
2. Identify a representative who is responsible for coordination with local schools.	Educational Committee	Month 1	
3. Create marketing materials with research on existing programs and case studies to share with potential school sites.	Educational Committee with Crestline/Lake Gregory Chamber of Commerce	Months 2–3	
4. Establish points of contact with local schools to develop interest and identify key stakeholders.	Educational Committee	Month 3	
5. Develop a pilot program, including topic, professor, location, time, and duration (number of weeks).	Educational Committee with Crestline/Lake Gregory Chamber of Commerce	Months 3–6	
6. Publicize the program three months ahead of the start date.	Educational Committee with Crestline/Lake Gregory Chamber of Commerce	Months 6–9	
7. Evaluate the full schedule of classes and determine whether expansion is possible.	Educational Committee with Crestline/Lake Gregory Chamber of Commerce	On-going	

Community Focus Statement D: Provide a thriving and vibrant local small business environment.

Action Statement D.6: Initiate strategies to improve communications with business and develop a Business Retention & Expansion (BR&E) program.

D6

Benchmark: Development of a Business Retention & Expansion Program.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$200



Photo source: [Vanguard Visions](#)

Often communities and cities can become too focused on the attraction of new investment and development in the area. This focus causes communities to be unaware of the needs and concerns of existing business owners, which increases the likelihood that owners will not renew leases and either move or close altogether. Improving relationships and communication between business owners and the Chamber of Commerce can improve the business climate and accelerate job growth.

A Business Retention & Expansion (BR&E) program works to focus local economic development efforts on improving relationships with existing businesses, develop a working partnership with these businesses, and connect businesses with available local and state resources. The program places the Chamber of Commerce in the position of liaison between businesses and local government and can open the door to potential incentives, workforce training opportunities, capital sources, or business coaching. An effective BR&E program works to:

- Show existing local businesses that they are appreciated and their value to the local economy is recognized.
- Assist in solving problems that businesses face where local resources are available.
- Match businesses with educational opportunities and technical assistance programs to improve their competitiveness.

A good BR&E program should have the following components:

- An economic development official who is specifically focused on the needs of existing businesses.
- A formal visitation program that includes face-to-face meetings between the economic development official and business owners to build trust.
- An annual survey program to reach all business owners and discover problems linking across businesses.
- A follow-up visit to ensure solutions are working effectively and to address additional problems if necessary.

Because of the time and resources necessary to successfully implement a BR&E program, it is often possible to bring in a group of community volunteers who have business experience to assist in outreach efforts. Surveys, as mentioned above, also help to track trends from year to year and make further outreach possible when resources are limited.

Action	Action Leader	Timeline	Resources
1. Meet with the Chamber of Commerce to discuss partnership.	Champion	Month 1	Crestline/Lake Gregory Chamber of Commerce
2. Create a separate email address specific to questions and comments from business owners, and designate someone to respond to business-related issues.	Champion Crestline/Lake Gregory Chamber of Commerce	Month 1	http://www.crestlinechamber.net/ San Bernardino County Office Economic
3. Coordinate with the San Bernardino County Economic Development Agency regarding existing business retention and expansion resources.	Champion Crestline/Lake Gregory Chamber of Commerce	Months 2-3	Development Agency, Incentives, Services, and Programs http://www.sbcountyadvantage.com/For-Site-Selectors/Incentives-Programs.aspx
4. Coordinate and distribute a survey to existing business owners to ascertain their biggest challenges.	Champion Crestline/Lake Gregory Chamber of Commerce	Month 3	https://onregionalecdev.com/tag/business-retention/
5. Create a report documenting barriers, with steps to address each one if possible.	Champion Crestline/Lake Gregory Chamber of Commerce	Months 3-9	City of Green, Ohio – Business Retention & Expansion http://www.cityofgreen.org/business-retention-expansion
6. Work to resolve two barriers per year and update the list as necessary.	Champion Crestline/Lake Gregory Chamber of Commerce	On-going	BRE.guru http://www.bre.guru/BRE

Community Focus Statement D: Provide a thriving and vibrant local small business environment.

Action Statement D.7: Establish a business appreciation program, including events, webinars, and awards.



Benchmark: Establish an annual event to recognize local businesses.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$200–\$300 for award plaques, additional costs associated with the day of event



Example of a business appreciation program in Lee County, FL. Photo source: Lee County Economic Development

A business appreciation program is an effective way to recognize businesses that reach significant milestones and achievements. This type of program helps to create a connection between business owners and the local Chamber of Commerce that also incentivizes young business owners to grow and develop their businesses. Businesses can be recognized for significant anniversaries or sales achievements, individual industry awards, or community contributions. The Mountain Counseling and Training, Inc. and the RIM Communities Resource

Network are willing to promote or develop webinars.

Action	Action Leader	Timeline	Resources
1. Meet with Chamber of Commerce to find out their interest in partnering.	Champion	Month 1	Crestline/Lake Gregory Chamber of Commerce http://www.crestlinechamber.net/
2. Contact the San Bernardino County Economic Development Agency to discuss existing incentive programs.	Champion with Crestline/Lake Gregory Chamber of Commerce	Month 1	San Bernardino County Office Economic Development Agency, Incentives, Services, and Programs http://www.sbcountyadvantage.com/For-Site-Selectors/Incentives-Programs.aspx
3. Organize a committee of residents/non-business owners to serve as a panel.	Champion with Crestline/Lake Gregory Chamber of Commerce	Months 2–3	The University of Iowa, Guide for Creating a Recognition Program https://hr.uiowa.edu/recognition/guide-creating-departmental
4. Develop criteria for discussing the award categories, how award winners are chosen, and who is eligible.	Award Committee	Months 4–6	
5. Organize an event in a large space and invite community members, business owners, etc.	Award Committee	Month 6–9	Mountain Counseling and Training, Inc. http://www.mountaincounseling.org/
6. Evaluate the success of the event and adjust for the following year.	Award Committee	On-going	RIM Communities Resource Network (RCRN) http://rcrn.net/

Community Focus Statement D: Provide a thriving and vibrant local small business environment.

D8

Action Statement D.8: *Identify and develop entrepreneurial talent in coordination with existing programs at California State University San Bernardino (CSUSB) through a coaching program and entrepreneur training program, known as “Economic Gardening”.*

Benchmark: Creation of and/or promotion of an entrepreneur training program.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$25,000 - \$250,000 dependent upon staffing needs.



Photo source: [Vanguard Visions](#)

Economic gardening is the concept of “growing from within” by helping existing businesses grow larger in terms of jobs, wages, and wealth. This strategy includes a focus on strategic growth challenges such as developing new markets, refining business models, and gaining access to competitive intelligence. This emphasis shifts the role of the identified economic development official to helping chief executive officers and entrepreneurs identify the issues that are hindering business growth and then leveraging local resources to reduce barriers and improve the business climate. Efforts may include workforce development

programs and partnerships, financial incentives, business coaching, and the provision of collective business or market intelligence.

An entrepreneurship training program focuses directly on equipping potential entrepreneurs and new small-business owners in a community with the knowledge and tools necessary to develop and sustain a successful business venture. Such programs concentrate on a curriculum that includes the mechanics of running a business, strategic planning and marketing, understanding markets and customers, and financing. The programs typically also offer post-course counseling and coaching as the entrepreneur applies those skills to a new venture or start up. The Crestline/Lake Gregory Chamber of Commerce and the Mountain Counseling and Training, Inc. have both expressed interest in developing an Entrepreneurial Enhancement program.

Case Study: Washington Economic Gardening

<http://startup.choosewashingtonstate.com/programs/economic-gardening/>



Action	Action Leader	Timeline	Resources
1. Hold a meeting of interested people to create a committee	Champion	Month 1	Crestline/Lake Gregory Chamber of Commerce http://www.crestlinechamber.net/
2. Coordinate with the local universities that offer extended learning and economics courses to create a catalog of possible courses.	Committee	Month 1	San Bernardino County Office Economic Development Agency, Incentives, Services, and Programs http://www.sbcountyadvantage.com/For-Site-Selectors/Incentives-Programs.aspx
3. Advertise the catalog to residents and business owners.	Committee with Chamber of Commerce	Months 2-6	CSU San Bernardino, Extended Learning https://cel.csusb.edu/
4. Advertise local business opportunities within the communities at local universities.	Committee with Chamber of Commerce	Months 2-6	
5. Monitor the success of the program and adjust as necessary.	Committee with Chamber of Commerce	On-going	

Community Focus Statement D: Provide a thriving and vibrant local small business environment.

Action Statement D.9: Equip the local Chamber of Commerce to be a one stop shop for help with regulatory permits, financing sources, and serve as ombudsperson with local agencies.

D.9

Benchmark: A web-based resource is created where all questions related to small businesses in the community can be answered.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: Staff time, \$200 for printing materials and promotion



Photo source: [Link Humans](#)

Starting or maintaining a small business is a complicated endeavor. Complying with federal, state, and local regulations, maintaining cash flow and financials, and handling human resource issues can be overwhelming and time-consuming. These are just some of the difficulties faced by small businesses that can be more easily managed with the assistance of a one-stop center with specialists who are knowledgeable and deal specifically with these issues.

The Crestline/Lake Gregory Chamber of Commerce can be equipped to provide information on local regulations, code compliance, and licensing and regulations all in one place. It can

also serve as a liaison with County departments to help resolve issues or streamline the application processes. A one-stop center can also help steer business owners to the correct state and federal agencies for issues that may be outside of local control.

An efficient one-stop center should be able to address:

- All planning and development matters of concern to local businesses
- Local economic indicators and labor market statistics
- Local development plans
- Land availability
- Building regulations and permits
- Business licensing and related permits
- Connections with local financing and capital providers



Action	Action Leader	Timeline	Resources
1. Approach the Chamber of Commerce to determine if they would like to partner.	Champion	Month 1	Crestline/Lake Gregory Chamber of Commerce http://www.crestlinechamber.net/
2. Designate one staff person as the county liaison to the San Bernardino County Economic Development Agency (EDA) to establish a link and stay updated on changes to regulations.	Champion with Crestline/Lake Gregory Chamber of Commerce	Month 1	San Bernardino County Office Economic Development Agency http://www.sbcountyadvantage.com/home.aspx
3. Create a web-based resource on the Chamber of Commerce website for permitting questions.	Champion with Crestline/Lake Gregory Chamber of Commerce	Months 2-6	US Small Business Administration https://www.sba.gov/
4. Organize quarterly conference calls between the county liaison and a member of the San Bernardino County EDA.	Champion with Crestline/Lake Gregory Chamber of Commerce	On-going	CalGOLD http://www.calgold.ca.gov/
5. Organize a system for expediting questions that cannot be answered by the Chamber of Commerce to an outside resource.	Champion with Crestline/Lake Gregory Chamber of Commerce	Month 6	
6. Publicize the availability of this resource and those available through the County EDA, the US Small Business Administration, and CalGOLD.	Champion with Crestline/Lake Gregory Chamber of Commerce	On-going	

Community Focus Statement E: Improve public safety.

Action Statement E.1: Establish a neighborhood watch program that can be implemented throughout the communities.



Benchmarks: Neighborhood watch programs are established for at least 50 percent of the Crest Forest communities’ residential areas, with each program continuing to function for at least five years from its inception. Ensure each program has established leadership that meets regularly (at least once a quarter), and meets with representatives from the Sheriff’s Department at least once annually.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$500–\$5,000



Neighborhood Crime Watch sign in Wrightwood, CA. Photo source: Michael Baker International

A neighborhood watch program in the Crest Forest communities is a way to help keep the communities safe by getting residents involved in crime prevention efforts. Participating residents keep watch on their neighbors and the neighborhood, decreasing the opportunities for people to commit a crime without being observed, which in turn makes the area less desirable to potential lawbreakers. Community members also promptly report suspicious activities to law enforcement officials, who can intervene and potentially stop a crime from occurring. The goal of a neighborhood watch program is not to catch criminals or to change their behavior, but to reduce the number of situations and locations where a crime could happen. The Sheriff’s Department will assist in establishing a neighborhood watch program in the Crest Forest communities by meeting with the local residents. Petty crime, theft, and crimes related to the arrest and release program are current safety concerns within the Crest Forest communities. A Neighborhood Watch Program has been in effect for many years. The San Bernardino County Sheriff’s Department presented an alternative for the neighborhood watch program for the area that should be considered further. Their recommendation is to develop incentives for online security programs with real time web accessible cameras allowing deputies to respond better prepared and get real time information. With property signage, it may also deter vandalism and other minor crimes.

Many strategies can help increase the effectiveness of a future neighborhood watch program in the Crest Forest communities. The San Bernardino County Sheriff’s Department can assist communities in the area in starting and maintaining neighborhood watch programs by supplying critical resources and training for program participants. Homeowners associations and other existing community groups in the Crest Forest communities can provide a framework for neighbors to get together and communicate to organize and grow a neighborhood watch program. Participants can host events such as cleanups and small-scale renovation activities, making areas nicer and more attractive. Signs posted around the communities can emphasize that a neighborhood watch program is in place, raising awareness of the program and possibly deterring potential lawbreakers. Neighborhood watch programs can

also act with a unified voice to encourage residents and businesses to take action and make communities safer, such as by installing better outdoor lighting or rehabilitating decayed public spaces.

For neighborhood watch programs in the Crest Forest communities to be effective, they should involve members from all segments of the community. Studies have shown that neighborhood watch programs are best at reducing crime when they involve a wide spectrum of community members who are willing to make long-term commitments to the effort. Having a variety of community members involved also helps the program to be more inclusive and representative of the entire community, making it more legitimate and valid. Involving children and teenagers, adults, and elderly residents helps ensure that more neighborhood safety issues are covered.

Action	Action Leader	Timeline	Resources
1. Conduct a kickoff, informational meeting to determine interest, assign volunteers, identify areas of concern in the community, and other appropriate start-up activities. Conduct outreach activities and recruit residents to serve on a neighborhood watch committee.	Champion Community groups, homeowners associations, Sheriff's Department	Months 1 – 3	National Crime Prevention Council: Starting a Neighborhood Watch http://www.ncpc.org/resources/files/pdf/neighborhood-safety/nwstart.pdf
2. For each neighborhood where a program will be established, select a resident to serve as the neighborhood watch chair.	Neighborhood watch committees	Month 4	US Department of Justice: Neighborhood Watch Manual https://www.bja.gov/Publications/NSA_NW_Manual.pdf
3. Establish lines of communication between all neighborhood watch committees in the Crest Forest communities.	Neighborhood watch committees	Month 5	San Bernardino County Sheriff's Department http://cms.sbcounty.gov/sheriff/home.aspx
4. Solicit volunteers from the community to support neighborhood watch activities.	Neighborhood watch committees	Month 5	San Bernardino County Sheriff's Department http://cms.sbcounty.gov/sheriff/home.aspx
5. Establish partnerships with the Sheriff's Department for continued training, information sharing, and resources.	Neighborhood watch committees	Month 6	San Bernardino County Public Works (for sign installation) http://cms.sbcounty.gov/dpw/home.aspx
6. Post signs notifying people of a neighborhood watch program.	Neighborhood watch committees	Month 6	San Bernardino County Public Works (for sign installation) http://cms.sbcounty.gov/dpw/home.aspx
7. Conduct regular training sessions, information sharing, and meetings.	Neighborhood watch committees	On-going	
8. Monitor the effectiveness of neighborhood watch programs, and make revisions to program operations as needed.	Neighborhood watch committees	On-going	

Community Focus Statement E: Improve public safety.

E2

Action Statement E.2: Encourage community members to participate in the Citizens Patrol Program coordinated through the San Bernardino County Sheriff's Department.

Benchmarks: In partnership with the San Bernardino County Sheriff Department, the Citizens Patrol program in the Crest Forest communities has grown by recruitment of qualified volunteers who meet regularly and provide at least 8 volunteer hours per month.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: Volunteer time.



Citizen observer patrol vehicle. Photo source: [CZmarlin](#)

A Citizens on Patrol program is a proactive effort to reduce crime that also helps to build closer ties between members of the Crest Forest communities and the County Sheriff's Department. Community members who participate in the program assist Sheriff's Department officers in law enforcement and other community safety duties, increasing the coverage of law enforcement personnel in the Crest Forest area. The Crest Forest area has a well-developed and continuing Citizens Patrol Program that has been very effective and helpful during community

events. They also provide routine patrols. This Action Plan is to incentivize recruitment and ensure the program continues.

Citizens on Patrol participants handle some patrol duties and other general responsibilities, sometimes along with Sheriff's Department personnel. Participants may also assist with disaster-related duties, including helping with evacuations, rescue, and recovery operations. Participants are not expected to directly confront suspicious persons or to place themselves in any other position that may compromise their safety, but to report such events to law enforcement officers. All volunteers in the Citizens on Patrol program must meet requirements set by the Sheriff's Department and attend a Citizen Volunteer Academy training course before beginning their work. They must also maintain first aid and CPR certifications, attend monthly meetings, and commit at least 8 hours per month to patrol duties.

A Citizens on Patrol program helps to make law enforcement activities more visible in the Crest Forest communities, which can contribute to a greater feeling of safety and security. Local community members who participate in Citizens on Patrol can also serve as liaisons between the communities and the Sheriff's Department, maintaining open lines of communication between law enforcement personnel and Crest Forest community members. There are also opportunities for the program to expand its reach to other community organizations or

neighborhood groups, recruiting additional volunteers and making people more aware of the program. A larger number of Citizens on Patrol volunteers may also allow for the creation of specialized units to address specific needs in the Crest Forest communities.

Action	Action Leader	Timeline	Resources
1. Publicize the existing Citizens Patrol group to neighborhood groups, such as homeowners associations, neighborhood watch groups, or faith-based institutions.	Champion Citizens' Patrol volunteers, community groups	Years 1–3	US Department of Justice Office of Community Oriented Policing Services, <i>The Collaboration Toolkit for Community Organizations Effective Strategies to Partner with Law Enforcement</i> , 2010, revised 2014 University of California Berkeley, School of Law, <i>What Works in Community Policing?</i> November 2013 City of Palm Desert Citizens on Patrol http://www.cityofpalmdesert.org/departments/special-programs/citizens-on-patrol-cops San Bernardino County Sheriff's Department Citizens on Patrol program http://cms.sbcounty.gov/sheriff/Divisions/VolunteerForces/CitizensonPatrol.aspx
2. Encourage Crest Forest residents who meet the requirements to go through Citizens Patrol training and become active volunteers.	Champion with Citizens Patrol volunteers, community groups	Years 1–3	
3. Increase visibility of the Citizens Patrol group by holding quarterly workshops, having a presence at community events, and maintaining a Facebook page/email newsletter.	Champion with Citizens Patrol volunteers, community groups	Years 1–3	
4. Hold annual recruitment efforts to provide information and encourage residents' involvement in the Citizens Patrol group.	Champion with Citizens Patrol volunteers, community groups	Years 1–3	
5. Reach out to the Citizens Patrol volunteers annually to evaluate the program and identify potential improvements.	Champion with Representative from Citizens Patrol volunteers with support from San Bernardino County Sheriff's Department	Annually	

Community Focus Statement E: Improve public safety.

E3

Action Statement E.3: Partner with the San Bernardino County Sheriff Department, United States Forest Service, San Bernardino County Fire, local safety experts, and insurance companies to educate property owners on securing homes and businesses.

Benchmarks: Partnership established with the San Bernardino County Sheriff's Department and Code Enforcement Fire Hazard Abatement, US Forest Service, San Bernardino County Fire Department, local safety experts, and insurance companies to provide additional informational materials and services to homeowners and business owners related to community safety and security concerns.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$800–\$3,500



increasing the overall safety of the community.

Property owners in the Crest Forest communities face risk from both petty crime and natural disasters, specifically wildfires. Choosing the best actions to take to enhance the security of a home or business can be overwhelming. Through engagement and education of property owners by the San Bernardino County Sheriff's and Fire departments, local safety experts, and insurance companies, individual property owners can learn the best approaches to address concerns about crime and natural hazards. These actions allow property owners to enhance the security of their home or business while simultaneously

Defensible space around buildings and other safety practices can help protect homes and businesses from wildfires. Image source: Andrea Booher/FEMA

A partnership between the Crest Forest communities and the Sheriff's and Fire departments, local safety experts, and insurance companies will provide property owners with a breadth of educational resources and local perspectives about the best ways to enhance the security of homes and businesses. Evaluation of existing vulnerabilities in homes and businesses in the Crest Forest communities can target areas that are more susceptible to crime. Opportunities to alleviate fire risks and petty crime can be addressed in workshops on landscaping practices, retrofit suggestions, or placement of lighting and security cameras. These efforts can also target the vulnerabilities of seasonal homes, which may be especially prone to the impacts of crime and natural hazards when vacant. Safety experts can offer suggestions about technical resources, estimated costs, and anticipated benefits of safety and security updates.

Educational workshops and demonstrations, as well as reaching out to residents and business owners who have previously experienced a property crime or the impacts of a fire, can build and strengthen community partnerships and increase safety across the Crest Forest communities. By working with individual property owners to increase

security, the cumulative impact of these efforts will lead to a safer, stronger community by reducing hazard risk, discouraging crime, and inspiring other home and business owners to participate.

The Mountain Rim Fire Safe Council’s purpose and activities corresponds with this Action Statement. The organization was formed in 1998, following the 1997 Mill Fire which started on Forest Service Land by recreational shooting. The Council obtains grants for fire reduction and other fire safety issues. The Crestline Connect has been in existence for several years and provides information on happenings in the community.

Action	Action Leader	Timeline	Resources
1. Contact and work with community groups, residents, and business owners to create a Fire Committee to identify security needs in the community.	Champion	Months 1 – 2, on-going	Mountain Rim Fire Safety Council (MRFSC) https://www.mountainrimfsc.org/
2. Select a volunteer to serve as the program lead to assist with coordination between agencies, organizations, and information management.	Fire Committee	Month 2	Crestline Connect https://rotwnews.com/
3. Conduct surveys of fire resiliency in the community, including the proportion of buildings with defensible space and fire-resilient roofing, in coordination with Cal Fire and the US Forest Service.	Fire Committee with support from the US Forest Service, San Bernardino County Fire Department, and Cal Fire	Months 2 – 4, on-going	Consumer Reports: 14 ways to make your home more secure http://www.consumerreports.org/cro/news/2014/06/14-ways-to-make-your-home-more-secure/index.htm
4. Host regular community meetings and workshops about securing homes and businesses against crime and wildfire. Provide information and resources to residents and property owners. Host meetings at least twice a year, including integrated into meetings of existing groups.	Fire Committee with MRFSC, with support from San Bernardino County Sheriff’s Department and Fire Hazard Abatement, US Forest Service, San Bernardino County Fire Department, Cal Fire, neighborhood watch groups, Crestline/Lake Gregory Chamber of Commerce	Month 5, on-going	National Institute of Justice: Crime and crime prevention – property crime https://www.crimesolutions.gov/TopicDetails.aspx?ID=21 Cal Fire: Wildfire Protection http://osfm.fire.ca.gov/code-development/wildfireprotection

Action	Action Leader	Timeline	Resources
5. Make information about making properties more secure against crime and wildfire, including potential financial resources, available in a community facility and online, in all commonly spoken languages in the community.	Fire Committee	Month 5, on-going	FEMA: Home Builder’s Guide to Construction in Wildfire Zones https://www.fema.gov/media-library-data/20130726-1652-20490-4085/fema_p_737.pdf
6. Explore the feasibility of a grant, revolving loan, or other financial incentive mechanism to encourage property owners to secure their buildings against crime and wildfire.	Fire Committee with MRFSC, with support from San Bernardino County Fire Hazard Abatement, San Bernardino County Fire Department, Cal Fire	Months 6 – 8	
7. Support and encourage the adoption of building standards that require increased protection against wildfires for new construction.	Fire Committee with MRFSC, with support from San Bernardino County Fire Department and Building & Safety Division, local community groups, businesses	Month 6, on-going	
8. Establish a program to provide free wildfire protection consultations with local property owners.	Fire Committee with MRFSC, with support from San Bernardino County Fire Department and Fire Hazard Abatement, local community groups, businesses	Month 6, on-going	

Community Focus Statement E: Improve public safety.

Action Statement E.4: Design and promote materials to educate about identifying and reporting illegal dumping activities.

E4

Benchmarks: Code enforcement materials specific to the Crest Forest communities are easily accessible by all community members.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$2,000–\$10,000



Community volunteers can help document and report potential code violations, such as abandoned cars. Image source: Curtis Perry.

Code violations are actions that break property-related regulations intended to protect the public's health, safety, and welfare in the Crest Forest communities. Code violations may include failing to maintain buildings to proper safety standards, abandoning vehicles, failing to clean up piles of trash on private property, and installing illegal signs, among others. In San Bernardino County, code violations are addressed by the County's Land Use Services Department's Code Enforcement section, which employs professional code enforcement staff. Community policing programs can support these efforts by recruiting local community members to be on the lookout for code violations in the Crest Forest communities and to report these violations to the Code Enforcement section. Recent fires in the mountain region resulted in installation of license plate recording cameras. This additional information has proven useful. In coordination with the Sheriff's Department and Code Enforcement, placement of additional cameras, recording devices and signs may be the most effective method for deterring or enforcing illegal dumping in this area.

A Code Enforcement Committee could work closely with the County's Land Use Services Department and other County departments to develop a guide that educates volunteers on how to identify and document code violations and assist in gaining compliance. Volunteer code enforcement members could help in addressing simple violations such as trash or illegal parking. This frees up professional code enforcement staff to address more serious and complicated issues, helping to conserve resources and ensure more complete coverage of the Crest Forest communities. In order to carry out these duties, volunteers must be familiar with what constitutes a code enforcement violation. Volunteer code enforcers should participate in an introductory training session to identify the primary code enforcement issues present in the Crest Forest communities, as well as other issues that come up less frequently but which volunteers should be aware of. Program organizers should also run recurring training programs to provide refreshed and updated information. Volunteers should know how to document observed suspected violations, including taking pictures and filling out any forms. While volunteers are not responsible for serving notices or otherwise confronting property owners, they should receive training in how to interact with property owners and diffuse any tensions that may arise in the course of their duties. Volunteer code enforcers should meet regularly with professional code enforcement staff and law enforcement officers, building enhanced

trust and connections. In accordance with the principles of community policing, volunteers should be visible members of the community. Volunteers can participate in community events and serve as liaisons between code enforcement staff and other members of the public.

When establishing a volunteer code enforcement program, the Crest Forest communities should consider how often to provide training and what material should be covered. Volunteers will require adequate resources, including equipment needed for documenting violations and any appropriate identification. As with other community policing efforts, it is critical that the volunteers are representative of the Crest Forest communities. It is best if volunteers can participate in the program for at least six continuous months (and ideally more than a year if at all possible), as individuals with a longer-term presence may be viewed as more trustworthy. It is also very important that there be a process in place for members of the community to provide feedback on the volunteer code enforcement participants and that any identified issues are addressed quickly. If the community views the volunteer program as flawed or untrustworthy, the benefits from such a program may erode.

Case Study: City of Monterey Park, Code Enforcement Volunteer Program

<http://www.montereypark.ca.gov/224/Code-Enforcement-Volunteer-Program>

Action	Action Leader	Timeline	Resources
1. Establish a committee to create code enforcement pamphlets and other educational materials.	Champion	Month 1	San Bernardino County, Code Enforcement http://cms.sbcounty.gov/lus/CodeEnforcement/CodeEnforcementHome.aspx Center for Community Progress: Community Code Enforcement Partnerships http://www.communityprogress.net/tool-3--community-code-enforcement-partnerships-pages-269.php
2. Coordinate with the County Land Use Services Department to ensure code enforcement materials are consistent with regulations.	Code enforcement committee	Months 2–6	
3. Use online resources, newsletters, and presentations at homeowner’s association/CSD meetings to distribute educational materials to community members.	Code enforcement committee	Months 6–12	
4. Establish a mechanism to gather ongoing feedback from community members on code enforcement materials.	Code enforcement committee	On-going	
5. Revise the code enforcement educational materials to ensure that information is current and up to date.	Code enforcement committee	Annually	

Community Focus Statement E: Improve public safety.

Action Statement E.5: Identify infrastructure improvements that would increase and improve access within and between the communities.



Benchmark: A mobility plan of recommended improvements is developed and achieves community support for all improvements with funding design, and construction of improvements.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$100,000–\$25,000,000



A mobility plan will help to ease traffic in the Crest Forest area. Photo source: Michael Baker International

An effective transportation network is a critical component to the function of any community. Access to and from the Crest Forest communities is important for day-to-day functions, as well as during situations in which emergency services are needed. Improving access to a community can include addressing existing safety or capacity issues; improving bicycle, pedestrian, and motor vehicle traffic flow through geometric, signing, and pavement marking improvements; bicycle and pedestrian amenities; street lighting; and traffic signal or operational improvements. The Village area of Crestline has one major through fare and is frequently delayed by various forms of congestion, especially during local events. A second access for vehicles through town to Lake Gregory Drive would

be beneficial. In addition, alternative pedestrian pathways paralleling the main street is also needed.

The access improvements should consider the area context so as not to take away from the natural features of the community. Context-sensitive improvements should be based on the required design standards that are appropriate to the type of roadway. The scale of improvements should also consider the appropriate level of potential traffic increases throughout all areas of the communities.

In order to identify potential access improvements, a community mobility plan should be completed. The plan would evaluate key roadway corridors throughout the Crest Forest communities. Any impacts resulting from potential traffic growth and development in the area should be considered. Further, the plan should provide recommendations for future infrastructure improvements to maintain or improve service levels along the roadways and improve community access. A mobility plan would cost approximately \$100,000–\$400,000 depending on the extent of the study area. Costs for implementation of improvements will vary depending on the type and magnitude. Table 1 shows unit costs for potential improvements, excluding potential right-of-way costs.

A Community Services District (CSD) is a permanent form of governance that can provide certain public facilities and services in unincorporated areas. CSDs are often established to lead project implementation including the direction of taxpayer assessments.

Estimated Infrastructure Costs

Type	Typical Cost (cost per item)
Community Mobility Plan	\$100,000–\$400,000
Street Signs	\$800–\$1,000 per sign
Striped Crosswalk	\$1,000–\$5,000 per crosswalk
Wired Streetlight	\$6,000–7,000 per light
Solar Streetlight	\$5,000–\$6,000 per light
Street Sign	\$800–\$1,000 per sign
Sidewalk	\$20 per square foot
Traffic Signal	\$250,000–\$300,000 per signal
Extend Turn Lane	\$350 per foot
Provide Turn Lane	\$400 per foot
Widen to Provide Through Lane	\$1,000,000 per mile per lane

Action	Action Leader	Timeline	Resources
1. Hold a meeting to establish a Transportation Committee	Champion	Month 1	FHWA Access Management Program Plan http://ops.fhwa.dot.gov/access_mgmt/progplan.htm AASHTO Guide for the Planning, Design, and Operation of Pedestrian Facilities AASHTO Guide for the Development of Bicycle Facilities Low-Cost Safety Enhancements for Stop-Controlled and Signalized Intersections http://safety.fhwa.dot.gov/intersection/other_topics/fhwasa09020/
2. Define the specific transportation system study area in need of improvements.	Transportation Committee	Month 1	
3. Coordinate potential project studies with the County Special Districts Department prior to conducting any studies.	Transportation Committee	Month 2	
4. Develop the mobility plan, including a set of recommended improvements. The study should include coordination with San Bernardino County Public Works and Caltrans, if needed, as well as an implementation plan.	Transportation Committee	Months 3– Year 2	
5. Develop a Community Services District for Crest Forest mobility improvements.	Transportation Committee with CCDA, local community leaders, County Special Districts	Year 2 – Year 6	
6. Obtain community and stakeholder input on proposed improvements.	Transportation Committee	Year 7	
7. Include project in the County's Transportation Plan, if appropriate.	Transportation Committee with CCDA, SBCTA, County Public Works	Year 8	
8. Identify project funding.	Transportation Committee	Year 9	
9. Procure final design plans for proposed improvements.	County Public Works	Year 10 – 11	
10. Identify and obtain additional right-of-way, if required.	County Public Works	Year 12 – 13	
11. Construct/implement corridor improvements.	County Public Works	Year 13 – 15	

Community Focus Statement F: Provide quality education opportunities at all levels.

F

Action Statement F.1: Establish mountain-wide partnerships for joint use of existing Public School infrastructure and junior colleges to provide expanded educational opportunities for residents.

Benchmark: At least five classes taught annually in the Crest Forest Communities area through partnerships with regional higher education institutions.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$10,000



Lake Gregory Education Center. Image source: Michael Baker International

Joint-use agreements between communities and universities or junior colleges take various forms, depending on the type of agreement and who owns the facility being used. The form most applicable to the Crest Forest communities is a basic joint-use agreement where non-district entities are granted the use of facilities controlled, owned, or utilized by the school district. This type of agreement would allow universities and junior colleges to set up satellite campuses in different communities with minimal infrastructure costs and to offer adult classes or higher learning opportunities in the communities.

Currently, the Crest Forest communities have several facilities that could potentially serve as joint-use facilities. The Lake Gregory Education Center, Mary Tone Education Center, and Valley of Enchantment Elementary School are all primarily used for daytime learning purposes and could provide the necessary meeting space, Internet connection, computers, and other amenities needed for higher education facilities. Thousand Pines Outdoor Science School also presents an opportunity for specialized learning on environmental topics.

A basic joint-use agreement is fairly easy to establish and is usually a short-term agreement. This agreement would allow classes to change frequently while still allowing for renewal or a long-term agreement if the program is widely desired. Basic joint-use access generally does not require an extensive legal framework and can be created with an agreement establishing basic fees and some indemnification of the school district related to liability. Communities can also create an organization which identifies educational gaps in the community and looks for universities or colleges that specialize in related topics. Such an organization would serve as the point of contact for schools and keep information new and relevant for community members.

Coordination between colleges and local schools is already in development. Mountain Counseling and Training, Inc., a non-profit, is currently doing this and could possibly champion this action.



Action	Action Leader	Timeline	Resources
1. Create an Education Committee to work with Rim Of World Unified School District	Champion with Mountain Counseling and Training, Inc.	Month 1	University of California Berkeley Center for Cities and Schools: Partnerships for Joint Use – Expanding the Use of Public School Infrastructure to Benefit Students and Communities http://citiesandschools.berkeley.edu/reports/Partnerships_JU_Aug2010.pdf Mountain Counseling and Training, Inc. http://www.mountaincounseling.org/
2. Work with regional higher educational institutions to identify interest in establishing satellite operations	Education Committee	Months 2 - 6	
3. Work with local community members and economic groups to determine preferred educational institutions to use School District facilities.	Education Committee	Months 3 - 6	
4. Sign joint use agreements to allow higher educational institutions to use School District facilities.	Rim of the World Unified School District	Months 7 - 8	
5. Work with higher educational intuitions to market programs to community members.	Education Committee with support from Rim of the World Unified School District, Crestline and Lake Gregory Chamber of Commerce, other community organizations, regional higher education institutions	Month 9, on-going	
6. Continue to coordinate between community members and higher educational institutions to offer programs of value in the Crest Forest area.	Education Committee with support from Rim of the World Unified School District, Crestline and Lake Gregory Chambers of Commerce, other community organizations, regional higher education institutions	Year 2 and on-going	

Community Focus Statement F: Provide quality education opportunities at all levels.

F2

Action Statement F.2: Investigate the declining enrollment and quality of public schools for the mountain communities through community organizing and involvement that fosters dialogue and collaboration with the local schools.

Benchmark: Crest Forest, Hilltop, and Lake Arrowhead Community public schools retain students and provide a high quality education for students of all abilities.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$10,000



The Coalition for Community Schools is an alliance of national, state, and local organizations that bond schools with community resources in order to positively impact educational opportunities for children. Photo source: [The Coalition for Community Schools](#)

prepared for success at a university or struggle to find higher-wage employment. This negative impact on the labor force can potentially deter companies from investing in the area due to a restricted employment pool.

Communities with concerns about school performance can engage in grassroots school improvement or community organizing programs. These programs are initiated by community members and parents in order to facilitate widespread change, as opposed to class- or student-specific change. Grassroots school programs focus on equity issues. They are often effective at gathering community support and focus on collaboration and negotiation between stakeholders, including parents, schools, community institutions, and public officials. Focus areas for community groups looking to improve their existing school systems include:

- Identifying policy and system changes relating to poor school performance.
- Bringing together community stakeholders.
- Identifying underutilized resources and connections that could effect change.
- Focusing on widespread changes as opposed to class- or student-specific changes.

It is important to remember that this is often a slow and continuous process that bases much of its success on momentum. It is important that the issue be addressed at a community level and not just by the parents of current students.



Action	Action Leader	Timeline	Resources
1. Rim of the World Unified School District reaches out to volunteers from different communities interested in serving on a coalition to investigate the declining enrollment of public schools.	Champion with Rim of the World Unified School District	Month 1 - 4	Rim of the World Unified School District http://www.rimsd.k12.ca.us/
2. A leader is selected to chair the Coalition.	Rim of the World Coalition	Month 4	Harvard Family Research Project- Transforming Schools Through Community Organizing http://www.hfrp.org/publications-resources/browse-our-publications/transforming-schools-through-community-organizing-a-research-review Great Schools – How we rate http://www.greatschools.org/about/ratings.page
3. Organize a town hall meeting for community members to share innovative ideas on how to improve enrollment numbers and education quality. Host other outreach events as necessary, involving youth.	Rim of the World Coalition	Month 6	
4. Synthesize outreach information, to establish programs to address school district issues.	Rim of the World Coalition	Month 6 - 10	
5. Annually, reach out to parents and students at the end of each academic year to receive feedback about new programs and revisit innovative solutions.	Rim of the World Coalition	Annually	



Other Community Focus Statements:

The following action statements were identified in comments on the draft document. As they were not discussed or vetted as the community workshops, they are not added to the Community Action Guide. However, they should be reviewed by the community at a further date and they can be implemented by a Champion or Action Team. Other community action and the Community Development Toolkit can be reviewed to assist the community in identifying benchmarks, estimated costs, and action steps. The topics are listed here for you to use by the community:

Proposed Topics for Future Actions

Create an indoor swimming pool in the old library or other location

Other Potential Actions

The following actions were included in the 2007 Community Plan, but not selected as Focus Statements by attendees during the Community Action Guide public outreach meetings held in 2016 and 2017. At the 2017 and 2018 regional meetings, members of the public indicated a desire to retain some information from the 2007 Community Plan to retain the record of past community recommendations. In response to the requests, the following actions are included in the CAG for future consideration by the community as Focus Statements and Action Plans to be championed by the community. Some actions may require assistance by a County department or other agency, but the community will take the lead in moving the action forward, identifying funding, scheduling meetings and/or requesting information from specific County departments or other agency.

Topic: Scenic Resources

State Route 18.

Seek State support and assistance for the designation of SR-18 (Rim of the World Highway) as an official State Scenic Highway.

Topic: Land Use

Open space areas.

Identify and work to protect such areas important open space areas that provide for wildlife movement and other important linkage values, in particular the Spotted Owl Habitat Open Space Area.



APPENDIX A

Crest Forest Communities Profile

Crest Forest Communities, San Bernardino County

Community Profile

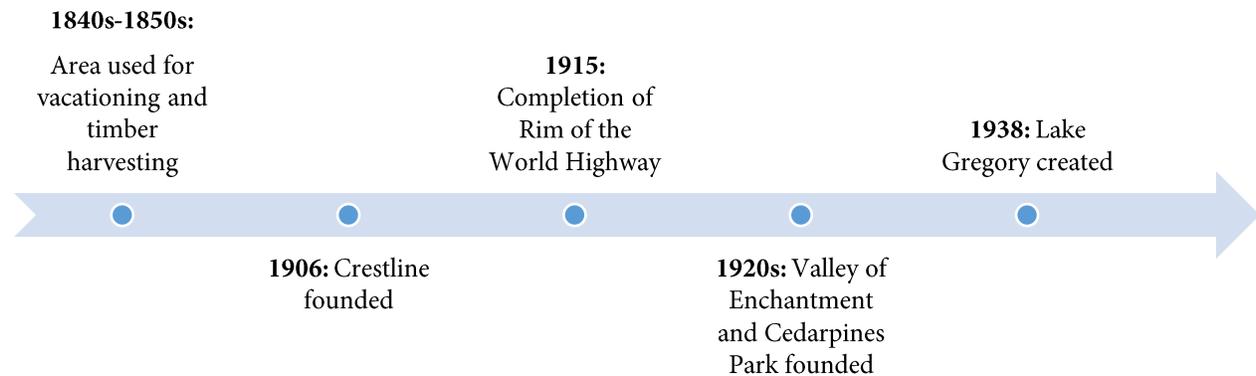
Purpose

The community profile is a summary of the social, cultural, economic, and historic dimensions of the Crest Forest Communities. It presents data collected through secondary sources to inform future actions. The profile, together with future studies and information gathered from residents, highlights essential facets and “tells the story” of the Crest Forest Communities of Crestline, Cedarpines Park, Lake Gregory, and Valley of Enchantment.

The initial objective research prepared for the community profile was provided to participants as a handout at each community workshop to provide a basis for discussion during the SWOT, values, and aspirations exercises. Workshop participants were asked to review the information and provide comments as a way to infuse local knowledge into the community plans process. Their feedback was used to finalize the community profile, which includes objective research and issue identification by community workshop participants.

The objective information, community stories, and public’s participation in the community profile, SWOT, values, and aspirations exercises were all used when developing the framework for the focus and action statements that make up the community plan.

History



In the 1840s, the mountains became popular for timber harvesting and as a summer vacation spot, and by 1906 Henry Guernsey had developed what is now Crestline as a second home community. Completion of the 101-mile Rim of the World Highway in 1915 improved access to the mountains, and in 1923 summer and winter resorts were opened in Skyland. During the 1920s, the Valley of Enchantment, Crestline, Skyland, and Cedarpines Park were further developed with residential uses, serving primarily as vacation homes. From 1936 to 1938, the Works Progress Administration constructed the dam that created Lake Gregory, and in 1977 Lake Gregory was deeded to the County as a regional park.

Over the years, the Crest Forest area has gradually developed into less of a resort or second-home community and more of a bedroom community, composed of predominantly low-density, single-family residential areas. The area is oriented toward family recreation, with Lake Gregory serving as the main tourist attraction.

Location & Geography

The Crest Forest Communities are located approximately 18 miles north of the City of San Bernardino in the San Bernardino National Forest, with Lake Arrowhead to the east and Silverwood Lake to the northwest.

Sources: ESRI, San Bernardino County LUS



Figure 1: Area Map

Source(s): ESRI, San Bernardino County

Key Census Data

Category	Crest Forest Communities		San Bernardino County		California		United States	
	Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
Population								
Total Population	10,900		2,078,586		38,066,920		314,107,084	
2020 Population Forecast	11,118 (+1.02%)		2,227,066 (+7.1%)		40,619,346 (+6.7%)		334,503,000 (+6.5%)	
Total Households	4,420		607,604		12,617,280		116,211,092	
Average Household Size	2.45		3.34		2.95		2.63	
Median Age	44.9		32.2		35.6		37.4	
Education								
High School Diploma	2,036	25.8%	330,613	26.3%	5,153,257	20.7%	58,440,600	27.95%
Education Past High School	2,922	37.1%	417,953	33.3%	7,400,714	29.8%	60,821,634	29.1%
Bachelor Degree or Higher	1,273	16.2%	336,315	26.8%	7,708,909	31.0%	61,206,147	29.3%
Housing								
Total Dwelling Units	7,363	n/a	703,737	n/a	13,781,929	n/a	132,741,033	n/a
Homeowner Occupied Units	3,054	41.5%	370,032	52.58%	6,908,925	50.1%	74,787,460	56.3%
Renter Occupied Units	1,366	18.6%	237,572	33.76%	5,708,355	41.4%	41,423,632	32.2%
Vacancy*	2,943	38.0%	96,133	13.7%	1,164,649	8.5%	16,529,941	12.5%
Median Year Structure Built	1963	n/a	1976	n/a	1974	n/a	1976	n/a
Income								
Median Household Income	\$54,815	n/a	\$54,100	n/a	\$61,489	n/a	\$53,482	n/a
Persons Below Poverty Level	943		199,451	12.7%	3,354,518	11.2%	26,235,361	10.6%
Employed	3,545	87.0%	812,707	86.1%	16,890,442	89.0%	143,435,233	90.2%
Unemployed	528	13.0%	131,293	13.9%	2,084,564	12.3%	14,504,781	9.2%
Note: N/A indicates that the data is not available; n/a indicates that the category is not applicable								
*This figure may include seasonal households								

Table 1: Key Census Data

Source: 2014 American Community Survey 5-Year Estimates and ESRI

Community Structure (Physical Characteristics)

Much of the land in the Crest Forest Communities consists of agriculture and resource conservation uses. Residential developments primarily consist of single-family dwellings on large lots. The densest residential areas are multi-unit districts with up to 20 units per acre. Commercial uses are clustered within each Crest Forest community along major thoroughfares. Commercial uses primarily consist of single- and two story buildings with road frontage and front or side parking. A large commercial cluster is located on Lake Drive near Lake Gregory. Pedestrian facilities in the commercial area are limited, with sidewalks provided in front of some businesses to connect customers to parking facilities.

The main roadways in the communities are the Rim of the World Highway (State Route [SR] 18), SR 138, and SR 189. These two-lane state highways connect the communities with the valley to the south, desert to the north, and other mountain communities. The county roadway system is paved and mostly lacks pedestrian facilities. The Walk Scores range from 1 to 33 out of 100 as the properties become closer to the downtown commercial district. This range indicates that most or all errands would need to be completed by car. Two bus routes run through the communities: the Mountain Transit RIM 2 and RIM Off the Mountain routes, connecting Crest Forest with the Mountain Transit Rim 4 Route, Lake Arrowhead, and San Bernardino.

Sources: Google Earth, County of San Bernardino Zoning Map, San Bernardino Countywide Plan Existing Conditions, walkscore.com, mountaintransit.org

Community Existing Land Use

Crest Forest Communities Plan area covers 11,943-acres, consisting of a mix of 11 distinct land uses. More than half of the land, 54% (6,393 acres), consists of agriculture and resource conservation use. Single-family residential (2,805 acres) and rural living (2,037 acres) together account for about 40% of land. Special

development land uses (a special land use zoning district or Specific Plan area that provides sites for a combination of residential, commercial, industrial, agricultural, open space and recreation uses) make up 3% (329 acres). Other uses each account for less than 1% of the land area.

Land Use	Acreage	% of Total Area
Agriculture/Resource Conservation	6,393	54%
Single Residential	2,805	23%
Rural Living	2,037	17%
Special Development	329	3%
Floodway	80	1%
Rural, Neighborhood, and General Commercial	79	1%
Community Industrial	5	<1%
Institutional	62	<1%
Multiple Residential	62	<1%
Open Space	58	<1%
Office, Service, and Highway Commercial	32	<1%
Crest Forest Total	11,943	

Table 2: Land Use in the Crest Forest Communities
Source: County of San Bernardino

Community Amenities

Parks and Trails

The Crest Forest Communities are located in the San Bernardino National Forest. Recreational opportunities in the forest include campgrounds and organization camps, hiking trails, and streams. There are also two community gardens within 25 miles of the Crest Forest Communities: Green Maven's Community Garden and Father's Garden.

Crestline Park is the only County Park in the area. Additionally, Lake Gregory Regional Park offers the following recreational amenities:

- Lake Fishing

- Swimming
- Waterslides
- Sandy beaches
- Non-motorized boating
- Exercise trails
- Restrooms
- Picnic tables, shelters, grills
- Snack bar
- Bait shop
- Community venue

Fire Protection

The Crest Forest Communities are served by the San Bernardino County Fire Department. Fire stations are located in Crestline, Valley of Enchantment, Cedarpines Park, and Lake Gregory. Response times vary between 6 to 13 minutes (variances due to inclement weather and road conditions).

Police

The Crest Forest Communities area is covered by the San Bernardino County Sheriff Department's Twin

Peaks Station. The station currently has 17 sworn deputies, two detectives, five sergeants, and one captain, in addition to seven administrative employees. The station is also home to the Major Enforcement Team, which focuses on identified crime areas, and the Off-Highway Vehicle Teams, which patrol the forest area.

Schools

There are two elementary schools in the planning area: Valley of Enchantment Elementary School and Mary Tone Elementary School. There are no middle schools located in the planning area, but the Lake Gregory Education Center/Mountain High School does provide education for grades nine through twelve.

Sources: Google Earth, Crest Forest Community Plan 2007, San Bernardino County Sheriff's Department, San Bernardino County Fire Department, American Community Garden Association

Community Groups

<p>Hearts and Lives (909) 338-3222 heartsandlives.org</p>	<p>Scottish Society of the Inland Empire (909) 425-8427</p>	<p>Crest Forest Senior Citizens Club (909) 338-5036 crestlineseniorcitizens.org</p>
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Table 3: Community Groups

Source(s): Listed in Table

Community Economics

The 2016 ESRI Community Analyst Report showed that the Crest Forest Communities is home to 1,834 jobs and 382 businesses. The largest business industries in the Crest Forest Communities are services, retail, and construction. The majority of retail services includes restaurants and bars, as well as miscellaneous retail. Approximately 45% of the Crest Forest Communities' labor force is employed within the Crest Forest Communities.

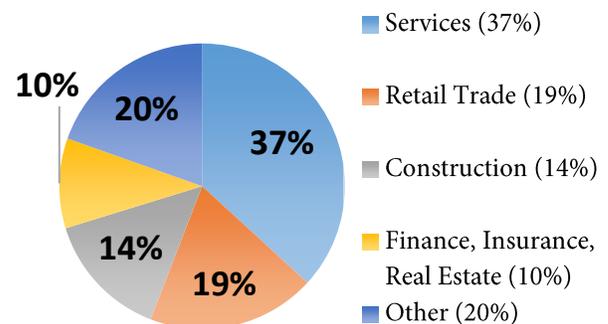


Figure 2: Top Industries

Source: ESRI Community Analyst

Quality of Life Concerns

Common issues noted in the communities include the following: junk and trash; excessive outside storage; excessive signs and banners; county codes that are unsuitable or inconsistent with mountain characteristics; petty theft and drug use; and short term rentals that stress infrastructure and community services.

Source(s): San Bernardino County Code Enforcement and Community SWOT, San Bernardino County Sheriff's Department

Community Events

- Easter Egg Hunt/Duck Derby (annually in spring)
- Crestline Wine & Stein (first Saturday of each month, March to October)
- Mountain Economic Expo (annually in May)
- Senior Nutritional Luncheon
- Crestline Connect Networking Meeting (weekly each Wednesday)
- Yoga at the Library (weekly each Wednesday)

Source: Northshore Inn, Crestline/Lake Gregory Chamber of Commerce

Public Health

Chronic Disease: The Crest Forest Communities experience higher rates of E.R. visits for chronic obstructive pulmonary disease COPD. The leading causes of death in 2012 were heart disease and cancer.

	Diabetes Hosp./E.R.	COPD Hosp./E.R.	Asthma Hosp./E.R.	Heart Failure Hosp./E.R.	Hypertension Hosp./E.R.
Crest Forest Communities	18.0/ *	* /25.3	* / *	* / *	* /23.1
San Bernardino County	23.3/42.4	16.0/19.9	9.6/52.6	32.3/10.6	5.6/46.9

Table 5: Rate of Hospitalization/Emergency Room Visits per 10,000 People

Source(s): Healthy San Bernardino

* Indicates insufficient data

Air Quality: Table 5 below shows the air quality near the Crest Forest Communities, measured at the Crestline monitoring site, in terms of the number of days that area exceeded the federal standards for pollutants (exceedance days). The table shows that the monitoring site near the Crest Forest Communities had fewer exceedance days for each pollutant than that of the overall South Coast and Mojave Air Basins, in which the Crest Forest Communities are located.

Air pollution is one of the contributing factors linked to the development of chronic diseases such as stroke, heart disease, lung cancer, and respiratory diseases. By reducing levels of ambient pollution (outdoor air pollution), communities can lessen the impact that it has on resident's health.

	Crestline Monitoring Site			South Coast Air Basin			Mojave Air Basin		
	2012	2013	2014	2012	2013	2014	2012	2013	2014
Ozone Federal 8-hour standard	54	36	51	111	88	92	81	66	86
Course Particulate Matter (PM ₁₀) Federal 24-hour standard	0	1.0	1.0	0	2	1	1	1	1
Fine Particulate Matter (PM _{2.5}) Federal 24-hour standard	0	3.3	*	17	13	15	2	6	2

Table 5: Air Quality Exceedance Days

Source: California Air Resources Board

* Indicates insufficient data

Modified Food Index: The Modified Food Index maps the availability of healthy food in a census tract. The lower the score, the less available healthy options are in the area.

The entire community area of the Crest Forest Communities ranks within the lowest category for food access (shown in red), meaning that there is access to less than 5 healthy food outlets within that area. Lower scores indicate that these areas contain many convenience stores and fast food restaurants compared to the number of healthy food markets.

Source(s): Modified Retail Food Environment Index Score Map

Public/Active Transportation: Transit service within the Crest Forest Communities is provided by Mountain Transit, which serves the mountain region with connections to San Bernardino. Routes serving the Crest Forest communities have direct connections to San Bernardino and the Lake Arrowhead communities. There are no dedicated bike lanes, bike trails, or identified bike-friendly roads. The Rim of the World Active Transportation Plan was adopted in 2018.

Community Engagement Summary

As a part of the Community Plans Continuum process, community members from the Crest Forest Communities were invited to participate in three community workshops. The first workshop, titled “What We Value”, took place on March 2nd, 2016 from 6:30 – 8:30pm at the Crest Forest Senior Citizens’ Club. This workshop was attended by 34 community members. Workshop participants performed a SWOT analysis to identify strengths, weaknesses, opportunities, and threats within the community. Following that exercise, participants used that information to share what they valued about the community (Values) and what they want to see the community become in the future (Aspirations).

The second workshop, titled “Our Roadmap”, took place on March 30th, 2016 from 6:30 – 8:30pm at the Crest Forest Senior Citizens’ Club. This workshop was attended by 27 community members. The purpose of this workshop was

to develop preliminary focus and action statements. The project team provided word for word summaries of the SWOT and Values and Aspirations exercises to use during the goal setting process. Additionally, an existing land use map was provided for each of the Detailed Plan Communities for participants to comment on and recommend changes. Participants made comments on where they would and would not like to see certain uses in the future, as well as what they saw as the true boundary of their community.

The third workshop, titled “Making it Happen”, took place on July 18th, 2016 from 6:30 – 8:30pm at the Crest Forest Senior Citizens’ Club. This workshop was attended by 27 community members. The workshop was used to help prioritize the focus statements developed in the previous workshop while also identifying possible champions for each effort.

Information was also made available on project websites made specifically for each community. This information included:

- Background materials on the project
- Materials developed for each workshop
- Summaries of the information collected from past workshops
- Surveys developed to follow the process of each meeting and allow for further input

Community Identified Issues

SWOT Analysis

This section contains the results of the SWOT analysis conducted during the first workshop. A SWOT exercise stands for strengths, weaknesses, opportunities, and threats and is used to help gain insight into the community through local knowledge. In the first part, participants identify their communities’ biggest strengths, such as community assets like a library or community center, along with their biggest weaknesses, which could be a lack of open space or high rates of internal crime. Next, workshop participants looked at opportunities that the community could take advantage of as part of the community plans process. This builds off of what was identified in the strengths and weaknesses portion. Lastly, participants identify external threats to the community. These are generally concerns that are outside of the control of community members, such as natural disasters or changes in economic conditions. This information was then compiled and used throughout the rest of the community plans process to inform the values and aspirations exercises conducted at workshop #1, as well as the focus and actions statements.

Strengths

- Lake and recreation facilities (equestrian facilities, hiking)
- Resort community – nice local motels
- Affordable and attractive resort area
- Tourism potential due to close proximity to local cities
- Vacant homes have potential for seasonal workers housing
- Good businesses districts in Crestline, Uptown Lake Gregory, Valley of Enchantment (small businesses)
- Beautiful place to live and visit
- San Moritz Lodge
- Variety of businesses (Goodwins)
- Resilient and adaptable community
- Forest preserve area between Valley of Enchantment, Cedar Pines Park, Silverwood and Crestline
- Community publications
- Library
- Crestline sanitation district (board room)
- Valley of Enchantment – Mutual water company
- Community organizations and non-profits
- Small town community support - generous and caring people/neighbors
- Resourceful community
- Individualism of the residents (strong opinion)
- Commitment to local causes
- Larger residential lots, remoteness
- Seasons (rain, snow, summer)
- Scenic views
- Roads are plowed by Community Service Association
- Crestline sanitation district returned to local control
- Churches
- Historic locations (temple, mayloft, etc.)
- Camp Mozumdar (spiritual area)
- Commercial needs met (grocery, restaurants, stores)
- New growth and development
- Retired County staff residing in area – understands process
- Library – activities and community
- Senior center – meals, transportation
- Low traffic and congestion on roads
- Commuter friendly (mileage from San Bernardino)
- Recreation
 - Lake Gregory
 - Trail system
- Natural characteristics – Mountains, Completely surrounded by San Bernardino National Forest, and ~46% of land within planning area is forest.
- Community Events
- Community design in line with mountain location

- County Parks

Weaknesses

- Lack of control of lake and facilities
- Resort community that can't develop further because of County ordinances/permitting
- Costs too much to try to implement new ideas with current County fees – number of agencies to get through and extensive time needed
- Limited restaurants
- Need more higher paying jobs
- Not enough hotels, limited accommodations
- Blight (burned down building not fenced off or attended to for months, store facades need to be enhanced)
- Limited medical facilities
- Residents are adverse to change or modernizing
- Lack of common business core with identity (appearance, parking, variety)
- Fire hazards (dead trees not being cleared)
- Problems created by too many agencies
- Not getting dredging done in a timely manner
- High cost of County service
- Lots of trash, poor aesthetics
- Code enforcement ruining the natural environment
- Signage that doesn't look good and isn't maintained
- Poor condition of some roads
- Adverse weather
- High water and sewer costs because of low population and aging infrastructure
- Drug/substance abuse and transients
- Homelessness
- Unemployment
- Reduction in school enrollment
- Limited number of full-time residents limits ability to obtain funding/share costs
- Poor demographics – fewer youth and families
- Petty crime (arrest/release program)
- Limited parks (less opportunity for youth recreation/sports)
- Too many people sent up here by the County without support services
- County is out of touch with how residents live in mountain setting
- Unsuitable codes halting development in the area
- Fragmented services (e.g., water districts)
- Too many tax dollars taken
- Not enough sheriffs
- Theater is unusable due to inapplicable County codes that don't fit the area
- Lack of County funds
- Lack of local control – Municipal Advisory Council (MAC) doesn't hear issues anymore
- Ball park closed to make room for RV park by lake
- Beautiful school building not being used
- Vacant school sights
- Clean up lava rock, trash in the area in general
- Lack of respect for local residents by visitors
- Lack of sidewalks (safety issue)
- Lack of parking in residential areas
- Parking costs in many places
- High ozone levels
- No jobs for youth
- Lack of businesses in town
- Lack of Chamber support for businesses
- Lack of cohesive look/feel to “downtown”
- Cleanliness, dirty streets, town
- Community dollars not utilized to address community needs
- Pedestrian/cyclist/automobile safety (no shoulder on roads)

Weaknesses (continued)

- Lack of activities/events/kid classes put on by Rim of the World Parks and Recreation District, none currently in Crestline
- Lack of County enforcement – follow through
- County offices and services are not in the area – in San Bernardino
- Walkscores from 1 to 33, indicating little to no walkability
- No bicycle facilities
- Lack of access to healthy food
- Hospitalization rates for diabetes and emergency room admittance rates for chronic obstructive pulmonary disease and hypertension exceeds state median

Opportunities

- Proximity to major urban areas
- Tourism activities (water sports at lakes, National Forest) – County advertisement of local attractions to drive tourism
- Find a way to have local control of the lake
- Move County down the hill (less County involvement)
- Work with Small Business Administration and Chamber of Commerce to get new businesses in downtown
- Free movie night at Lake Gregory
- Open a movie theater or re-open the movie house and update
- Farmer’s Market
- YMCA – closed school location
- Increase night life – amphitheater for community (need financing)
- Create a way to share events and activities
- Add a free trolley service
- Create a theater group (arts)
- Senior and child mentorship
- Consider incorporating RIM communities and break away from the County

- County AQMD, Fish & Game, Lahontan Regional Water Quality Control Board
- Protect endangered plants and animals
- Get rid of unrealistic and restrictive regulations (that restrict ability to develop and grow)
- RV/Camping accommodations
- Restore the Cliffhanger – could have been a museum
- More tourist accommodations
- Public restrooms and maintenance near shopping and recreation areas
- Outside investment to improve community’s infrastructure
- Baseball field in Valley of Enchantment
- Add more adult education opportunities
- Grants and investments from foundations
- Development of jobs in tech industry and home employment
- Education incentives for youth and minorities
- More parks for kids to play
- Corporate mentorships to guide small businesses and educators towards goals
- Co-operation/integration between the mountain communities
- County support for local businesses (business district specific plan with low interest or renewal funding)
- Protect the community from big corporate businesses
- A berry festival to attract tourists
- Form Lake Gregory recreation company
- More developed areas for off-road activities (jeeping, dirt bikes, and hiking)
- Keep Dart Canyon as an agricultural zone, keep lot sizes at more than 3 acres
- Add trash cans and cigarette butt cans to deter litter
- Put thermometers down the hill to inform people of better climates in Lake Gregory

Opportunities (continued)

- VFW is an asset
- Support for community events
- Increase availability of public parking
- Alternative transportation grants
- Lack of community infrastructure (insufficient parking, public restrooms, safe crosswalks, lighting)
- Create a documentary/movie of history of the area
- Educational tours and web links for forest communities
- Overlay of zoning for tourism and rebuilding and improvements of existing buildings (restore old buildings before adding new ones)
- Increased revenue capture of tourist activities
- Take advantage of major access routes (SR – 18 and SR – 38)
- Trails system being designed by San Bernardino County Trails and Greenways Committee, Regional Parks Advisory Commission, and Regional Parks Division.

Threats

- County out of touch with how the community functions
- Better East of County services, planning, building, and safety
- County regulations/code enforcement of rules that do not apply to mountain area
- Complication (the process and resources needed to get something done)
- Planning and building and safety regulations that are inconsistent with the unusual characteristics of mountain areas
- Inability to hold community events
- Municipal Advisory Council (MAC) board has no power – loss of local review/control
- Relationship with the surrounding communities (Lake Arrowhead)

- Need to turn control of parks and recreational district to community, not mountainwide
- Competition from higher profile unincorporated areas
- Continuity – lack of institutional memory affects long range plan execution
- Sharing a school district with Lake Arrowhead (friction between kids)
- Homeless populations, drug use, crime
- Inability to utilize commercial property that no longer conforms to current zones
- Lack of industrial area
- Too many parking regulations
- County zoning that does not recognize mountain uniqueness
- Poor phone and television service
- Rising cost of home insurance making cost of living too high or being dropped by insurance companies because of a high-risk area
- Lack of home mail delivery
- Low property values – less property taxes to pay for services
- Inflation – decrease buying power of residents
- Distance to hospitals and services
- Patrol and cleaning of the dried sewer bed in back of Sleepy Hollow
- Access to public transit (Metrolink)
- Lack of community government and services (inability to communicate problems)
- Area singled out for fire tax (loss of Crest Forest Fire Company)
- Difficulty in generating outside investment given the “small” business mentality
- Never ending dam project
- Flight pattern
- General populous is not informed in time to oppose bad changes

Threats (continued)

- Repurposing of buildings (Mary Tone school into a community center, not drug rehab center)
- Lack of police enforcement and presence
- Townies and tweakers – petty crimes committed by addicts (thefts)
- County workers sending welfare recipients to live in order to extend benefits
- Parolees, halfway houses sent by government and courts
- Sheriffs inability to house or transport criminals – cited and let go
- Some rude/disrespectful visitors/tourists
- Short term rentals – stress infrastructure and services
- Compliance with general laws (e.g., handicap accessibility in older buildings)
- Diminished school population
- Drought/fire/storms – natural disasters – inability to react accordingly
- Increased ozone levels impacting the forest
- Deterioration of parks due to loss of CSA 18 full and part time employees
- Bike safety areas
- Inclement weather
- Wildfire
- Earthquakes
- Economic impacts to tourism industry