

LAKE ARROWHEAD COMMUNITIES ACTION GUIDE



DRAFT

This printed version of the Draft Community Action Guide is provided as a courtesy for simplifying community review. A draft version of the web-based Community Action Guide can be found at www.countywideplan.com/cp.



COUNTYWIDE PLAN

Lake Arrowhead Communities Action Guide

May 2019



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Introduction

The Lake Arrowhead communities consist of numerous mountaintop communities (Agua Fria, Blue Jay, Cedar Glen, Crest Park, Deer Lodge Park, Lake Arrowhead, Rim Forest, Sky Forest, and Twin Peaks) where residents enjoy a tranquil, small-town lifestyle and actively seek the protection and enhancement of the natural mountain environment. Although the slower pace is appreciated, outdoor recreation activities and an active lifestyle are also valued. Residents are actively involved in a variety of community service organizations, are well informed, and depend upon their neighbors. Residents and business owners take great pride in the unique tourist identity of the area, and enjoy positive relationships with tourists by understanding their importance to the local economy. Community members support the reuse of existing buildings, infill development, and revitalization to create a vibrant local economy and tourist industry that maintains the area's economic well-being. Of primary focus is the attraction of families to the area by providing a vibrant local economy that encourages small local and home-based businesses, encouraging preservation of the natural environment, and providing park and recreational facilities and programs for all ages and abilities.

In 2016, the communities embarked on a collective planning process to develop a new community plan. Over the course of a year, residents, business owners, and community leaders attended three public workshops (February 29, March 28 and July 20, 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 Lake Arrowhead 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 Guide. The word cloud quickly informed participants of key issues and focus areas that could be addressed in the guide. 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.

Each Action Statement Champion and Action Team should review and refine the Action Statement and Action Steps before moving forward.



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.

Benchmarks: 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 Citizen 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 watchdogs 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](#)

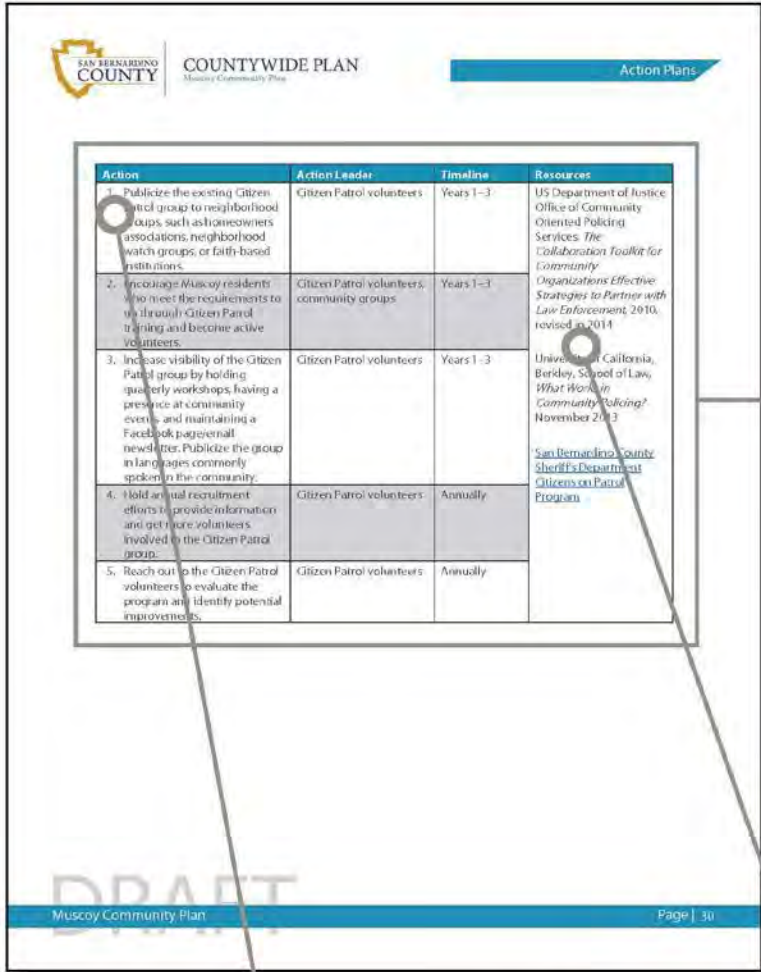
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The Action Statement is a measurable component used to accomplish the overall focus statement.*

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.

*These should be reviewed with the Champion and Action Team and modified based on current community needs.



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 Muscovy residents who meet the requirements to go through Citizen Patrol training and become active volunteers.	Citizen Patrol volunteers, community groups	Years 1-3	University of California, Berkeley, School of Law, <i>What Works in Community Policing?</i> November 2013.
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	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	

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 Mountain Environment. Lake Arrowhead communities residents value the tranquil, small-town lifestyle and natural mountain beauty, including flora/fauna, wildlife, fresh air, clean water, and starry night skies, and proximity to the San Bernardino National Forest.

High Quality of Life. Lake Arrowhead communities residents value a high quality of life, active lifestyle, and variety of recreation opportunities, while maintaining the slower pace and peacefulness the mountain communities offer.

Outdoor Recreation. Lake Arrowhead communities residents value outdoor recreation activities, including Lake Arrowhead, nearby skiing, sledding, snow play, hiking trails, and off-highway vehicles.

Community Involvement. Lake Arrowhead communities residents value their communities and are highly active and involved in community service organizations. Residents have a strong sense of community, are informed, and can depend on their neighbors.

Positive Visitor Relationships. Lake Arrowhead communities residents value visitors to the community as an important part of the local economy. They enjoy positive relationships with tourists and take great pride in the unique tourist identity of the area.

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 Lake Arrowhead Communities, we aspire to have:

Thriving and Protected Natural Mountain Environment

Residents support protection of the area's natural environment and mountain character through education and activities, such as community-organized cleanups. Education programs are implemented for residents and visitors to ensure awareness of the importance of the natural environment and understanding of the ways to ensure its protection. The communities also market the area as a unique tourist destination and attract businesses that capitalize on and protect the environment, such as ecotourism.

Safe Communities

Residents and property owners work with each other and the San Bernardino County Fire and Sheriff's Departments to improve safety within the communities. The need for additional services and equipment continues to be monitored, with services and equipment provided as appropriate. The communities also work with first responders in creating better mapping and directional street signs/markings to navigate the communities during times of emergency.

Vibrant Local Economy

Residents create a vibrant local economy and tourist industry that maintains the area's economic well-being by supporting the reuse of existing buildings, infill development, and revitalization. Growth of small local businesses and home-based businesses are supported and encouraged. Of primary focus is the attraction and retention of families to the area. Parks and recreational facilities and programs are offered for all ages and abilities. The communities work with local employers, community organizations, and schools to market the area to young families.

Improved Access and Transportation Alternatives

Opportunities to reduce vehicular traffic in the area are reviewed, including a local shuttle/trolley system during peak visitor periods, a regional transportation system, and walking/hiking/cycling paths that connect community nodes and the larger mountain areas. Efforts to implement these alternative means of transportation are under way. The communities also work with the County of San Bernardino and neighboring communities to develop alternative and improved access to and through the mountain communities.



Action Plans

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Community Focus Statement A: Preserve and enhance the unique environmental features of the Lake Arrowhead Communities and surrounding areas.

Action Statement A.1: Coordinate with the local schools and other organizations to educate youth on the importance of the environment and its protection.

A

Benchmark: Partnership established between the National Resource Committee, the Rim of the World Unified School District and the schools that serve the Lake Arrowhead Communities (Lake Arrowhead Elementary School, Mary Putnam Henck Intermediate School, Mountain High School, and Rim of the World High School) with organizations such as the State Department of Energy and California Environmental Protection Agency and local groups (Rebuilding Together Mountain Communities) to develop educational programs that focus on protecting the natural environment and how to become better stewards of natural resources.

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

Estimated Cost: \$500–\$1,500 per school



Lanier Middle School in Fairfax, Virginia, is an eco-school that has taken on energy conservation and waste reduction initiatives. The school came up with a plan to remove one of the four bulbs in each light fixture, which would reduce lighting to the recommended level and at the same time cut the school's electricity costs by around 20 percent. For more information, visit: <https://www.nwf.org/Eco-Schools-USA/Become-an-Eco-School/Case-Studies.aspx>

The Rim of the World Unified School District and the mountain communities are dedicated to ensuring that each child achieves individual excellence by engaging all children in meaningful programs. These programs would meet the highest educational and ethical standards in a caring and collaborative learning environment. Other organizations, including the Rebuilding Together Mountain Communities group, also promote positive choices and help to revitalize entire neighborhoods. Educational programs that are focused on protecting the natural environment could make a remarkable difference on the impact on the environment. These programs could be interwoven in the environmental science curriculum at local schools or could include tools and ideas to begin green practices at school, home, and work. Types of sustainability activities often include:

- Provide outdoor learning opportunities to explore the nature resources in the community;
- Engage in eco-literacy, viewing the community as an ecosystem and understanding the relationships and processes necessary to support a healthy environment;
- Identify various forms of natural resources and showing how different forms can change over time and climate;
- Cultivate a community garden with native plant species; and
- Promote recycling and composting programs.

- By showcasing sustainability activities at local educational facilities in the area, the Lake Arrowhead communities can lay a solid foundation for the next generation of sustainability leaders.

Action	Action Leader	Timeline	Resources
1. Establish National Resource Committee of interested individuals to lead this task.	Champion with ROTWUSD	Month 1	Rebuilding Together Mountain Communities http://rebuildingtogethermountaincommunities.org/
2. Contact the school communities to engage and organize the schools around environmental education and action.	Natural Resources Committee	Month 1	Rim of the World Unified School District http://www.rimsd.k12.ca.us/
3. Appoint a green ambassador such as an administrator or teacher to start an education program, lead school efforts, and get students involved in making schools and communities greener.	Committee and Rim of the World Unified School District, Lake Arrowhead Elementary School, Mary Putnam Henck Intermediate School, Mountain High School, Rim of the World High School	Months 1–2	Lanier a Green Flag School https://lanierecoschool.wordpress.com/
4. Brainstorm with students, administrators, and teachers on a list of organizations and government agencies that could serve as resources to the environmental education programs. Reach out to the State’s Department of Energy and the California Environmental Protection Agency, local groups, and other organizations to give students access to the professional expertise of a forester and related occupations and educational opportunities.	Committee with support from Rim of the World Unified School District, Lake Arrowhead Elementary School, Mary Putnam Henck Intermediate School, Mountain High School, Rim of the World High School, with support from State’s Department of Energy, California Environmental Protection Agency, other organizations and agencies	Months 2–3	National Wildlife Federation, Eco-Schools USA Case Studies https://www.nwf.org/Eco-Schools-USA/Become-an-Eco-School/Case-Studies.aspx
5. Work to build a community of environmentally conscious citizens through classroom activities, field studies, community gardens, recycling, composting, and ecoliteracy.	Natural Resources Committee with support from Rim of the World Unified School District, Lake Arrowhead Elementary School, Mary Putnam Henck Intermediate School, Mountain High School, Rim of the World High School, with support from State’s Department of Energy, California Environmental Protection Agency, other organizations and agencies	Months 2-4	Project Learning Tree, Curriculum Overview https://www.plt.org/environmental-education-curriculum
6. Have green ambassadors and student leads identify and attend leadership training provided by the Alliance for Climate Education and related training opportunities.	Rim of the World Unified School District, Lake Arrowhead Elementary School, Mary Putnam Henck Intermediate School, Mountain High School, Rim of the World High School	Months 4–6, ongoing	
7. Continue to get community members engaged, active, and involved in efforts to save energy in their school, homes, businesses, and the broader community.	Natural Resources Committee	Ongoing	

Community Focus Statement A: Preserve and enhance the unique environmental features of the Lake Arrowhead Communities and surrounding areas.

Action Statement A.2: Identify incentives for landowners to maintain undeveloped property as open space.

A₂

Benchmark: A land conservation program is established by the community to develop guidelines and funding for the program, and ensure the program continues to function for a period of at least three years.

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

Estimated Cost: \$20,000–\$4 million



*Scenic spaces and view vistas within the Lake Arrowhead area.
Photo source: Michael Baker International*

The Lake Arrowhead communities, nestled in the San Bernardino National Forest, are beautiful and quaint mountain communities, known for their stunning scenery and wildlife. The natural open space, recreational opportunities, and peacefulness are what make the Lake Arrowhead communities such a unique and appealing place. As such, residents are very concerned that numerous vacant parcels scattered throughout the communities will be developed, changing the look and feel of the area. While landowners have a right to build on their property as they see fit, there are several ways that the County can incentivize landowners to maintain undeveloped parcels as open space.

There are several ways in which property owners not to develop their land. Each requires different methods and level of funding to achieve. In addition, property owners should look into taking advantage of the following state preservation programs:

- **State Wildlife Conservation Board Programs** – These programs provide habitat enhancements and purchase of fee title or other rights to land. The Wildlife Conservation Board encourages projects that support wildlife habitat preservation while providing multiple recreational opportunities for the public.
- **State Land Conservation Matching Grants Program** – This program is part of the above program. It provides for the acquisition and restoration of habitat or open space. All restoration project proposals must include provisions for long-term maintenance of the restored and/or enhanced project area, management commitments, and public access issues. All acquisitions require in perpetuity protection of the proposed acquisition area. This program was established by the 2000–01 California State Budget.
- **State Natural Heritage Preservation Tax Credit Program** – The program provides income tax benefits in exchange for the donation of land to state resource departments, local governments, and nonprofit

organizations. The program focuses on open space, agricultural lands, and wildlife habitat and is administered by the Wildlife Conservation Board.

- **State Property Tax Benefits for Wildlife Habitat and Native Pasture Conservation** – This benefit applies to landowners with more than 150 acres of land put under contract with any agency of the federal or state government limiting the use of lands for a period of 10 or more years by the landowner to habitat for native or migratory wildlife and native pasture.
- **State Property Tax Benefits for Wildlife Habitat Contract or Open Space Easement** – Landowners may receive a property tax benefit for entering into a wildlife habitat contract or open space easement for at least 10 years. Assessed valuation on the property is reduced for tax purposes to reflect the land’s restricted use.
- **State Property Tax Benefits for Public Parks and Preservation** – The State of California enacted in 2001 two bills that make public parks and property used for preservation exempt from property tax. The first (SB 882) created a new statute by which property that is used as a public park and is leased by a charitable foundation will qualify for the welfare exemption from property tax. The other (SB 198) amends the California Revenue and Taxation Code to extend the welfare exemption to properties used for natural preservation.
- **State Income Tax Benefits for Open Space Conservation** – Landowners may receive an income tax benefit for preservation of open space land made in perpetuity for conservation purposes. The tax deduction is allowed against income taxes.
- **The Land Conservation Act/Open Space Subvention Program** – The program lowers property tax assessments for farming and open space uses. The program is administered by local and county governments and has been in existence since 1965. The minimum term for contracts is 10 years. Once a landowner decides to not renew the contract, property taxes gradually increase over the 10-year contract expiration period.

Action	Action Leader	Timeline	Resources
1. Hold a meeting to establish a land conservation program (Lake Arrowhead Land Trust) to include one or more of the following components: <ul style="list-style-type: none"> • Fund to acquire property or easements to undeveloped land • Tax credits for donation of land to a conservation district • Property tax incentives for property owners who preserve their property as open space 	Champion	Months 1 – 3	<p>Conservation in America: State Government Incentives for Habitat Conservation. A Status Report. http://www.defenders.org/publications/conservation_in_america_state_profiles.pdf</p> <p>California state conservation programs: California's Wildlife Conservation Board Programs</p> <ul style="list-style-type: none"> • The Land Conservation Matching Grants Program • The Natural Heritage Preservation Tax Credit Program • Property Tax Benefits for Wildlife Habitat and Native Pasture Conservation • Property Tax Benefits for Wildlife Habitat Contract or Open Space Easement • Property Tax Benefits for Public Parks and Preservation • Income Tax Benefits for Open Space Conservation • The Land Conservation Act/Open Space Subvention Program
2. Develop a map of target properties, program guidelines, an application process, and funding for the program.	Lake Arrowhead Land Trust	Month 4	<p>California state conservation program contact information:</p> <p>Wildlife Conservation Board California Dept. of Conservation 1807 13th Street, Suite 103 Sacramento, CA 95814 http://www.dfg.ca.gov/wcb/index.html</p>
3. Work with the California Wildlife Conservation Board to acquire state funding for the program and to incorporate/take advantage of state conservation programs.	Lake Arrowhead Land Trust	Months 4 – 6	<p>California Natural Heritage Preservation Tax Credit Program</p> <p>California Department of Fish and Wildlife Land Conservation Matching Grants Program www.dfg.ca.gov/wcb/land_conservation_matching_grant.htm</p>
4. Reach out to property owners to inform them of the new program and encourage them to take advantage of it.	Lake Arrowhead Land Trust	Month 6, on-going	<p>Property Tax Exemption for Preserved Land http://www.leginfo.ca.gov/bilinfo.html</p>
5. Work to acquire rights or easements to targeted undeveloped properties in the community.	Lake Arrowhead Land Trust	Month 6, on-going	<p>Land Conservation Act/Open Space Subvention Program www.consrv.ca.gov/dlrp/lpp.htm</p>

Community Focus Statement A: Preserve and enhance the unique environmental features of the Lake Arrowhead Communities and surrounding areas.

Action Statement A.3: Coordinate with Caltrans to identify opportunities to provide tunnels and wildlife corridors under or over roadways as well as incorporating requirements as part of the development review process.

A3

Benchmarks: A wildlife corridor study is funded with the guidance of the County of San Bernardino and Caltrans.

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

Estimated Cost: Wildlife corridor study: \$200,000–\$500,000



Example of a wildlife corridor underpass under a major road. Photo source: FHWA.

The Lake Arrowhead communities and the surrounding area comprise a complex ecosystem that includes numerous animal species, contributing to the community’s identify as a tourist destination. Development within the community, including buildings, roads, and other man-made structures, poses challenges to many of these animals when they are attempting to move from one location to another. To better ensure the safe movement of these species, wildlife crossings and corridors can be utilized.

Wildlife crossings refer to the range of facilities constructed above or below roadways and other man-made facilities to provide animals with safe unobstructed crossings. These facilities include tunnels,

culverts, viaducts, and wildlife bridges. The facilities vary greatly in size and complexity, depending on the species that the facilities are intended to serve. Wildlife corridors are undeveloped habitat areas that connect wildlife populations. The corridors are typically identified through the project review process for greenfield or formerly undeveloped sites.



Action	Action Leader	Timeline	Resources
1. Contact local conservation groups to form a working committee to identify opportunities and areas of need for tunnels and wildlife corridors.	Champion	Month 1	BDA Environmental Consultants, Wildlife Crossing Handbook, March 2010 http://www.bda-inc.com/wordpress/BDA-Resources/FINAL_BDA%20Wildlife%20Crossings%20Handbook_032510.pdf
2. Contact the US Forest Service (USFS) Caltrans, and California Department of Fish and Wildlife (CDFW), to obtain support for preparation of a wildlife corridor study.	Committee members	Month 1	Federal Highway Administration, US State DOT Wildlife Crossing Structures http://guides.libraryconnectivity.org/Wildlife_Crossing
3. Work with USFS, Caltrans, CDFW and County Department of Public Works to identify funding opportunities for a wildlife corridor survey and an approach to pursue funding.	Committee members	Month 2	California Essential Habitat Connectivity Project: A Strategy for Conserving a Connected California https://www.wildlife.ca.gov/Conservation/Planning/Connectivity/CEHC
4. After establishment of funds, work with the County Public Works Department, with support from Caltrans, CDFW, and USFS, to develop a request for proposals for selecting a consultant to develop a wildlife corridor study.	Committee members with assistance from County Public Works Department	Months 3–4	Caltrans Wildlife Crossings Guidance Manual https://roadecology.ucdavis.edu/files/content/projects/CA_Wildlife%20Crossings%20Guidance_Manual.pdf
5. Accept a proposal and move forward in developing and approving a wildlife corridor study developed by the selected consultant.	County Public Works Department, USFS, CDFW, and Caltrans in coordination with responsible agencies associated with the recommendations	Months 5–16	Southern California Mountains Foundation: http://mountainsfoundation.org/
6. Coordinate with the responsible agencies for assistance in gaining funding opportunities to begin improvements recommended in the corridor study.	Committee Members with support from County Public Works Department, USFS, CDFW, and Caltrans	Months 17–52	

Community Focus Statement A: Preserve and enhance the unique environmental features of the Lake Arrowhead Communities and surrounding areas.

Action Statement A.4: Organize community members to participate in the development review process through public hearing meetings and reviewing and commenting on public documents.

A4

Benchmark: The existing MAC or a newly created Citizen Action Committee is established as a prominent organization, visible in Lake Arrowhead, and in County politics, that actively engages in a constructive manner in the development review process.

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

Estimated Cost: \$750–\$1,000

Citizen involvement in local government and the development process is an essential part of democracy. The Lake Arrowhead communities' involvement in County government and the development review process should be encouraged because such involvement increases government legitimacy, efficiency, and accountability. Those who work and live in the Lake Arrowhead communities are uniquely aware of the local environment and how new development may impact the communities.

To preserve and enhance the unique environmental features of the Lake Arrowhead communities, citizens must participate in the development review process at the County level. Members of the communities can formally organize, review development projects proposed in the communities, and make recommendations to approve or deny projects to the responsible agencies.

Information about community meetings, public hearings, or other important events that involve citizen participation should be widely marketed to all members of the Lake Arrowhead communities. Citizens should be encouraged to participate in local government affairs and to weigh in on all issues instead of just the issues that negatively affect them. Community members should also frequent Board of Supervisors meetings and Planning Commission meetings, and create meaningful relationships with their elected and appointed officials.

For larger-scale issues or development, the Lake Arrowhead communities may desire to engage the state legislature. Communities with a strong presence in the San Bernardino County government would be able to more easily mobilize and actively engage with the state legislature.



Action	Action Leader	Timeline	Resources
1. MAC Meeting determines if a separate Citizen Action Committee should be created. Contact residents and community leaders to organize a citizen action committee to stay active in County politics and the development review process.	Champion with Lake Arrowhead MAC	Months 1–12	How to Participate in the CEQA Process http://lagunabeachcity.granicus.com/MetaViewer.php?view_id=3&clip_id=392&meta_id=30354
2. Identify a leader to chair the group, and create a model/foundation for group operation (such as leadership structure, meeting schedule, voting and reporting). Identify key volunteers to be charged with specific tasks.	Citizen Action Committee	Months 1–12	City of San Diego, Community Participation in the Development Process https://www.sandiego.gov/development-services/industry/customerservice/community
3. Citizen Action Committee, request formal notification from the County for all development projects located in the Lake Arrowhead communities. Lake Arrowhead MAC reviews notices from the Second District Supervisor	Citizen action committee,	Months 1–12	Department of Neighborhood Empowerment, Neighborhood Councils
4. Submit written comments regularly on all development projects, during the entirety of the review process. Make constructive comments and offer alternatives, working together toward innovative solutions.	Citizen action committee or Lake Arrowhead MAC	Month 13, ongoing	http://empowerla.org/about-neighborhood-councils/
5. Regularly attend Board of Supervisor meetings, Planning Commission meetings, office hours, or other events where elected officials are present. Work toward relationship building with these individuals to advocate on the community’s behalf.	Citizen action committee	Month 13, ongoing	San Bernardino County Second District Supervisor http://www.sbcounty.gov/BOSD2/

Community Focus Statement A: Preserve and enhance the unique environmental features of the Lake Arrowhead Communities and surrounding areas.

Action Statement A.5: Partner with environmental groups and associations to develop programs, activities, and educational materials that preserve and protect the natural environment.

A5

Benchmark: Partnership established between residents and additional environmental organizations and groups, to recruit volunteers to team and regularly meet to establish programs that address environmental topic areas. The topical areas would include but not be limited to outdoor learning opportunities to explore natural resources, fire ecology, and basic navigation and observation skills, etc.

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

Estimated Cost: \$500–\$1,000



The Sequoia and Kings Canyon National Parks' education branch provides outreach programs for Tulare, Kings, and Fresno County school. For more information, visit:

<https://www.nps.gov/seki/learn/education/classrooms/education-programs.htm>

Establishing meaningful partnerships with environmental groups and associations can be an effective way to identify, prioritize, and protect natural resources in the environment. Organizations including the San Bernardino National Forest Association, the San Bernardino Mountains Land Trust, and the Southern California Mountains Foundation provide a diversity of projects such as trail work and maintenance, wilderness restoration, invasive species removal, and educating landowners and the general public about community based conservation planning. Additional organizations such as the Mountain Area Safety Taskforce (MAST) and the Arrowhead Communities Fire Safe Council can work with the Lake Arrowhead communities to help prevent catastrophic wildfires and promote public safety in the mountain areas.

Educational programs that are focused on protecting the natural environment and enhancing the communities' stewardship of natural resources could make a remarkable difference on the impact on the environment. These programs could provide tools and ideas to begin conservation practices outdoors. Types of educational activities often include:

- Offer outdoor learning opportunities to explore the nature resources in the community;
- Explore the local mountains and learn, through demonstrations and observation, how plants, humans, and animals adapt to the environment;

- Learn basic principles of fire ecology and basic skills to navigate and improve observation skills in the local mountains;
- Assist with Smokey the Bear messages, logistical support, and patrolling on bikes for wildfire prevention;
- Involve eco-literacy viewing in the community and understand the relationships and processes necessary to support a healthy environment; and
- Assist in collecting seeds, plant seedlings on the forest, or assisting in mulching, watering, or weeding sites.

Working with environmental groups and associations can help broaden the variety of environmental education and training opportunities offered to the Lake Arrowhead communities to build self-knowledge and understand the importance of natural species and environmental protection.

Action	Action Leader	Timeline	Resources
1. Contact residents and recruit volunteers to promoting programs and activities and to develop educational materials related to environmental preservation and protection.	Champion with Arrowhead Lake Association	Months 1–2	Glover-Stapleton Associates, Inc and NSF ISR, Environmental Management Systems: An Implementation Guide for Small and Medium-Sized Organizations, January 2001
2. Select a volunteer to serve as the program lead, ensuring that the selected person has the time, organization, and program management skills to commit to supporting environmental programs.	Environmental Group Coalition	Month 2	Arrowhead Communities Fire Safe Council http://www.arrowheadfsc.net/
3. Build a team of residents and volunteers who can identify and assess issues, opportunities, and existing processes.	Environmental Group Coalition	Months 2–3	County of San Bernardino, Mountain Area Safety Taskforce
4. Establish communication between various environmental groups and associations for additional resources and continued management of programs and information.	Environmental Group Coalition	Months 3–5	http://www.sbcounty.gov/calmast/about_mast.asp
5. Hold meetings with the team regularly to discuss steps that need to be taken, share information, and ensure procedures are practical and effective.	Environmental Group Coalition	Month 3, On-going	San Bernardino Mountains Land Trust http://sbmlt.net/
6. Develop informational and educational pamphlets (for example, Frequently Asked Questions [FAQ] and Things You Should Know brochures) and establish programs that address environmental topic areas such as outdoor learning opportunities to explore natural resources, fire ecology and basic navigation and observation skills, etc.	Environmental Group Coalition	Months 4–6, on-going	US Department of Agriculture Forest Service, San Bernardino National Forest http://www.fs.usda.gov/main/sbnf/workingtogether/volunteering National Parks Service, Sequoia and Kings Canyon National Parks https://www.nps.gov/seki/learn/education/index.htm Southern California Mountains Foundation, Environmental Education http://mountainsfoundation.org/discovery-center/environmental-education

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.

B

Benchmark: A recreational facilities task force works with the Rim of the World Recreation and Park District and community members to inventory community assets and identify recreational or programming needs with annual updates.

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

Estimated Cost: \$4,000–\$5,500



Recreational opportunities provided by U.S. Forest Service. Photo source: Michael Baker International

In order to develop and improve parks and recreational facilities and services for all ages, residents in the Lake Arrowhead communities should be actively engaged in identifying interests and needs. This engagement would allow for the identification and provision of recreational opportunities and facilities specifically geared toward residents in the communities.

In partnership with the Rim of the World Recreation and Park District, interested residents and community members can be involved in the process of creating an asset database, identifying recreation needs and recreational programming, including sustained involvement in outdoor activities, and filling gaps as needed. Parks and recreational resources can be directed toward facilities and programs that local residents want to use, instead of investing time and resources on facilities that are underutilized.

There are several health benefits to increasing community 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. In addition to health benefits, studies also show engaging in recreational programming can decrease juvenile delinquency, providing youth with constructive activities to participate in outside of school. Through engagement in recreational facility and programming development, residents can make a tangible contribution to the development of the Lake Arrowhead communities. Their contributions would help enrich the involved citizens, as they are invested in the health and success of the Lake Arrowhead communities.



Action	Action Leader	Timeline	Resources
1. Contact residents and organize volunteers to work with the Rim of the World Recreation and Park District and serve on a recreational facilities task force.	Champion with Rim of the World Recreation and Park District, with support from community members	Month 1	Building Communities from the Inside Out, by Kretzmann and McKnight Rim of the World Recreation and Park District http://rim-rec.org/
2. Select a leader to serve as chair of the recreational facilities task force.	Recreational facilities task force	Months 1–2	San Bernardino County Regional Parks, Parks Advisory Commission http://cms.sbcounty.gov/parks/aboutus/parksadvisorycommission.aspx
3. Meet with community groups to create an asset database of inventory and identify recreation needs and gaps within the Lake Arrowhead communities.	Recreational facilities task force	Months 2–4	San Bernardino County Regional Parks http://cms.sbcounty.gov/parks/Home.aspx
4. Engage with the community to understand needs and wants for recreational facilities and programming. Be sure to include residents of all ages and abilities.	Recreational facilities task force with support from Rim of the World Recreation and Park District	Months 2–6	National Recreation and Parks Association, The Benefits of Recreational Programming on Juvenile Crime Reduction: A Review of Literature and Data https://www.como.gov/ParksandRec/AboutUs/documents/nrpa-report-juvenile-crime-reduction.pdf
5. Connect asset capacity information to community groups that could fulfill identified recreational or programming needs.	Recreational facilities task force with support from Rim of the World Recreation and Park District	Months 4–8, on-going	
6. Partner with local schools and recreational programs on opportunities for additional recreation centers, mutual benefits, and capital improvements.	Rim of the World Recreation and Park District, recreational facilities task force	Months 6–10, on-going	
7. Revisit the asset inventory to reassess and update it as necessary.	Recreational facilities task force	Annually	

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 facilities with the school district to serve recreation needs.

IN PROCESS

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

Champion: Rim of the World Recreation and Park District

Estimated Cost: \$10,000



The City of Pasadena apportioned funds to resurface ten tennis courts at John Muir High School, which is in the Pasadena Unified School District. The courts are open to the public on weekends and throughout the summer. Pasadena City College also uses the facility.

The existing recreational facilities or multipurpose rooms in the Lake Arrowhead communities can be identified and inventoried for their potential for future joint-use agreements. Joint use is a term used generally here to describe many different strategies involving the shared use of institutional buildings or space.

This type of agreement is a cost-effective and efficient way to increase the recreational opportunities available in the communities. For example, the local elementary school has a soccer field that is used by students at recess during the day. The school sits empty during the evening. Instead of building a separate facility for an adult soccer league, the league could enter into 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.

While schools could potentially serve as key joint-use partners, other community facilities may be utilized as well. A private landowner could lease out 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 each organization trying to initiate the development.

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

IN PROCESS

Action	Action Leader	Timeline	Resources
1. Create a group of interested community members to identify facilities, playgrounds, classrooms, multipurpose rooms, etc., that can potentially be utilized as joint-use facilities and enter into a joint-use agreement program with ROTW Unified School District	Champion with Rim of the World Recreation and Park District, Community	Month 1	Rim of the World Recreation and Park District http://rim-rec.org/ San Bernardino County Regional Parks, Parks Advisory Commission http://cms.sbcounty.gov/parks/aboutus/parksadvisorycommission.aspx
2. Gather a list of available community facilities and schedules.	Community Group	Months 2-3	http://cms.sbcounty.gov/parks/aboutus/parksadvisorycommission.aspx
3. Select a program leader from each respective partner agency to provide access and keys to unlock facilities and areas during scheduled times.	Community Group with Rim of the World Recreation and Park District	Month 3, on-going	San Bernardino County Regional Parks, Regional Parks http://cms.sbcounty.gov/parks/Home.aspx
4. 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.	Group with Rim of the World Recreation and Park District and partners	Month 3, on-going	Center for Cities & Schools, Partnerships for Joint Use http://citiesandschools.berkeley.edu/reports/Partnerships_JU_Aug2010.pdf
5. Establish and implement a protocol for the program including schedules, inspection, and replacement or repairs.	Group with Rim of the World Recreation and Park District, with support from partners.	Month 4; on-going	http://citiesandschools.berkeley.edu/reports/Partnerships_JU_Aug2010.pdf

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

B

Action Statement B.3: Coordinate with the San Bernardino County Special Districts to identify improvements at MacKay Park, providing a wider range of age-appropriate facilities, including a senior exercise trail and ballfields.

Benchmark: Development of a prioritized list of improvements to the park, and promote awareness of this community asset through public outreach and submitted to County Districts for review and potential addition to 5-year Capital Improvement Plan.

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

Estimated Cost: \$200,000–\$3 million



In an effort for more inclusive workouts that are free and accessible to all, the Trust for Public Land debuted its new wheelchair-accessible Fitness Zone installation at Azalea Park in St. Petersburg, Florida. The Trust for Public Land Fitness Zone installations are free and open to everyone in the community. Photo source: Trust for Public Land

MacKay Park, located on the land behind Mountains Community Hospital and overlooking Lake Arrowhead, was completed in 2013. The park currently features a play structure for children ages 5 to 12, picnic tables, benches, restrooms, and a gazebo. While the park’s remote location makes it a peaceful place to recreate, many residents are unaware of this community resource. Additionally, the Lake Arrowhead communities have expressed a desire to enhance the park with amenities for people of all ages.

Providing parks and open spaces close to home brings community members together and creates opportunities for fun, fitness, and relaxation. To increase utilization, inclusiveness, and awareness of this community asset, MacKay Park could be enhanced by adding a Fitness Zone or exercise trail.

Fitness Zones consist of weather-resistant outdoor fitness equipment stations, providing affordable exercise options for all members of the community. The community or neighborhood could organize park barbecues and fitness classes to increase levels of activity and public safety in the park, while developing a greater sense of community and strengthening relationships between residents. Additional park amenities could include a basketball court, dog park, and chess boards.

The communities should work with the County to understand what, if any, improvements are currently planned for MacKay Park and create a prioritized list of projects for consideration.



Action	Action Leader	Timeline	Resources
1. Hold a meeting to attract volunteers for a Citizens Park Advocacy Group	Champion	Months 1	Lake Arrowhead Community Services District http://www.lakearrowheadcsd.com/
2. Engage with the community to understand priority age-appropriate park improvements and help establish a citizens' advocacy group for the park (e.g., Friends of MacKay Park). Ensure participation by senior park users.	Champion with Lake Arrowhead Community Services District, San Bernardino County Special Districts, with support from community members	Months 1–6	San Bernardino County Parks and Recreation http://www.specialdistricts.org/index.aspx?page=341 Corporate sponsorship guidance http://mrsc.org/Home/Explore-Topics/Parks-and-Recreation/Parks-and-Recreation-Funding/Corporate-Sponsorship-and-Naming-Policies.aspx
3. Promote and support recreational activities, events, and facility improvements for MacKay Park.	Citizen park advocacy group with Lake Arrowhead Community Services District, community	Month 6, On-going	http://mrsc.org/Home/Explore-Topics/Parks-and-Recreation/Parks-and-Recreation-Funding/Corporate-Sponsorship-and-Naming-Policies.aspx
4. Draft and adopt a plan that outlines planned park improvements.	Group with Lake Arrowhead Community Services District, San Bernardino County Special Districts	Months 6–12	Private funding for parks http://www.rff.org/files/sharepoint/WorkImages/Download/RFF-IB-14-01.pdf
5. Reach out to local businesses and organizations about donating or sponsoring the cost of various park facilities.	Group with Lake Arrowhead Community Services District, with support from local businesses and organizations	Months 12–18	Park and recreation grant funding http://www.thegranthelpers.com/municipal-grants/parks---recreation-grants http://www.nrpa.org/Grants-and-Partners/Recreation-and-Health/Coca-Cola-Refreshing-Community-Spaces/
6. Apply for grant funding for park improvements.	Group with Lake Arrowhead Community Services District	Months 12–18	http://www.nrpa.org/Grants-and-Partners/Recreation-and-Health/Coca-Cola-Refreshing-Community-Spaces/
7. Consider Incorporation of proposed park improvements into the 5-year CIP.	San Bernardino County Special Districts	Months 18–60	The Trust for Public Land, All-Access Pass to Exercise http://www.tpl.org/blog/all-access-pass-exercise
8. Install new and/or improved facilities at MacKay Park.	San Bernardino County Special Districts, Lake Arrowhead Community Services District	Months 18–60	NRPA Park Advocate Handbook https://www.nrpa.org/uploadedFiles/Americas_Backyard/park-advocate-handbook-100711.pdf
9. Continue ongoing operation and maintenance of the park.	San Bernardino County Special Districts, Lake Arrowhead Community Services District, with support from community organizations, schools, churches, volunteers	On-going	Adopt-a-bench program http://www.losgatosca.gov/1687/Adopt-A-Bench-Program

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

B4

Action Statement B.4: Identify opportunities for a variety of recreational activities and amenities such as walking, hiking, horseback riding, biking, off-highway vehicles (OHVs), tennis courts, ballfields, and open space areas.

Benchmark: Land acquired for a passive recreation park by the end of 2018.

Champion: Rim of the World Recreation and Park District

Estimated Cost: Dependent upon size of land purchased.



The Lake Arrowhead communities can look for opportunities to acquire open space areas that offer the potential for a park that *requires a low level of development, such as rustic picnic areas, benches, and trails*. This type of park, sometimes called a *passive recreation park*, typically requires little management and can be provided at very low cost. A passive recreational area is generally an undeveloped space or environmentally sensitive area, where emphasis is placed on preservation of wildlife and the natural environment.

Activities that would occur in passive recreational areas have a low impact on the natural environment. Examples of recreational activities in a park that could be developed in Lake Arrowhead include walking, running, hiking, wildlife viewing, photography, picnicking, kite-flying, or playing Frisbee. Activities such as horseback riding or bicycling could be conditionally permitted, provided the impact on the natural environment is considered.

The Santa Margarita Lake Recreation & Natural Area represents several thousand acres of designated open space in San Luis Obispo County. The area is accessible to hikers, bicyclists, and equestrians. Photo source: San Luis Obispo County Parks

The ROTWRPD adopted an Active Transportation Plan in early 2018 that identifies proposed locations for biking and hiking trails. In addition, all other RIM communities support an intermountain trail.



Action	Action Leader	Timeline	Resources
1. Create a Parks Committee to identify potential sites for open space and parks.	Champion with Rim of the World Recreation and Park District	Months 1 – 3	Change Lab Solutions, Local Agency Strategies for Funding the Development and Maintenance of Parks and Recreation Facilities in California
2. Research Possible Food Sources	Parks Committee	Months 2 - 4	
3. Secure grants and initiate funding mechanisms for acquisition of parkland and park amenities. Funding sources may include grants, park in-lieu fee (Quimby Act), Mello-Roos Community Facilities District, donations, and sponsorships for park amenities, including park benches.	Rim of the World Recreation and Park District	Months 4 – 8	http://www.changelabsolutions.org/sites/default/files/Parks-Financing_White-Paper_FINAL_20151007.pdf Rim of the World Recreation and Park District http://rim-rec.org/
4. Acquire land.	Rim of the World Recreation and Park District	Months 9 – 12	Rim of the World Active Transportation Plan http://rim-rec.org/wp-content/uploads/2015/08/Rim-of-the-World-ATP-FINAL-DRAFT-2018-03-13.pdf
5. Draft a plan for the establishment, maintenance, and provision of amenities to the area for review and addition	Parks Committee with support from Rim of the World Recreation and Park District	Months 12 – 18	San Bernardino County Regional Parks http://cms.sbcounty.gov/parks/Home.aspx
6. Install amenities and access improvements.	Parks Committee with support from Rim of the World Recreation and Park District	Months 18 – 24	SLO County Parks and Recreation, Santa Margarita Lake Recreation & Natural Area http://slocountyparks.org/camp/santa-margarita-lake/
7. Partner with local youth and volunteer groups to help with maintenance.	Rim of the World Recreation and Park District	Years 2 – 5	Western Reserve Land Conservancy, Passive Recreation Activities http://www.friendsofcrowellhila.org/uploads/4/3/4/1/4341799/passive_active_recreation.pdf

Community Focus Statement C: Provide quality educational opportunities at all levels

Action Statement C.1: Establish partnership for joint use of existing public school infrastructure with universities and junior colleges to provide expanded educational opportunities for residents.

G

Benchmark: Partnership established with regional higher education institutions to ensure at least five classes are taught annually in the Lake Arrowhead communities area.

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

Estimated Cost: \$1,000–\$6,000, plus the cost of administering classes



Lake Arrowhead Elementary School. Photo source: Rim of the World Unified School District

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

Currently, the Lake Arrowhead communities have a number of public school facilities, ranging from elementary to high schools, which have the existing infrastructure to potentially provide joint-use educational opportunities for residents in most traditional subjects. Additionally, the Arrowhead Ranch Outdoor Science School is a facility that can offer a unique learning environment as an alternative to traditional classrooms.

A basic joint-use agreement is fairly easy to establish and is usually a short-term agreement. An agreement with a limited term would allow classes to change frequently while still allowing for renewal or a long-term agreement if the program was 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 that identifies educational gaps in the community and looks for universities or colleges that specialize in related topics. The organization could serve as a point of contact for schools and keep information new and relevant for community members.



Action	Action Leader	Timeline	Resources
1. Create an Education Taskforce	Champion	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
2. Work with regional higher education institutions to identify interest in establishing satellite operations.	Education Taskforce Rim of the World Unified School District, Lake Arrowhead Communities Chamber of Commerce	Months 1–6	
3. Work with local community members and economic groups to determine preferred educational programs.	Education Taskforce Lake Arrowhead Communities Chamber of Commerce, regional higher education institutions	Months 3–6	
4. Sign joint-use agreements to allow higher education institutions to use school district facilities.	Education Taskforce Rim of the World Unified School District	Months 7-8	
5. Work with higher education institutions to market programs to community members.	Education Taskforce Rim of the World Unified School District, Lake Arrowhead Communities Chamber of Commerce, other community organizations, regional higher education institutions	Month 9, On-going	
6. Continue to coordinate between community members and higher education institutions to offer programs of value in the Lake Arrowhead area.	Education Taskforce Rim of the World Unified School District, Lake Arrowhead Communities Chamber of Commerce, other community organizations, regional higher education institutions	Month 13, On-going	

Community Focus Statement C: Provide quality educational opportunities at all levels

Action Statement C.2: Investigate the declining enrollment and quality of public schools in the mountain communities through community organizing and involvement.

2

Benchmark: Rim of the World Unified School District schools consistently rank in the top 25 percent of schools in California.

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

Estimated Cost: \$8,000–\$40,000



Mary Putnam Henck Intermediate School. Photo source: Rim of the World Unified School District

The decline in attendance at public schools can be the result of a number of issues. Some are specific to the school itself, such as a lack of funding or older materials. Other issues are reflective of regional impacts like an increase in private schools or a decline in local jobs, which forces families to relocate. Poorly performing school systems can have a negative impact on the local economy by driving out families who see better educational opportunities in other areas. Further, students who graduate from underperforming schools can do so ill-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 because of a restricted employment pool.

Communities with concerns about school performance can engage in grassroots school improvement or community organizing programs. These grassroots school improvement programs are initiated by community members and parents in order to facilitate widespread change, as opposed to change that is class- or student-specific. These programs focus on equity issues and are often effective at gathering community support. They 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 the following:

- Identifying policy and system changes related to poor school performance
- Bringing together stakeholders from the community
- Identifying underutilized resources and connections that could create change
- Focusing on widespread changes as opposed to class- or student-specific ones

It is important to remember that this is often a slow and continuous process that bases much of the success it gains on momentum, which is why the investigation must be addressed at a community level and not just by the parents of current students.

Action	Action Leader	Timeline	Resources
1. Hold public meetings to establish a committee of concerned residents to work with the school district.	Champion with School District	Month 1	Transforming Schools through Community Organizing – A Research Review http://www.hfrp.org/publications-resources/browse-our-publications/transforming-schools-through-community-organizing-a-research-review Rim of the World Unified School District https://www.rimsd.k12.ca.us/
2. Meet with the school district and superintendent of school representatives and PTA to begin a dialog of concerns and set a path to research issues and make changes.	Resident committee	Month 2 – 3	
3. Evaluate the performance of local schools, including specific issues contributing to declining enrollment and quality as applicable.	Resident committee with support of Rim of the World Unified School District, San Bernardino County Superintendent of Schools	Months 4 - 8	
4. Identify policy, practice, and funding barriers to addressing declining enrollment and quality, along with other barriers as determined.	Resident committee with support of Rim of the World Unified School District, San Bernardino County Superintendent of Schools	Months 8–12	
5. Identify opportunities to remove barriers, including securing assistance from community members and businesses.	Resident committee with support of Rim of the World Unified School District, San Bernardino County Superintendent of Schools	Months 12–18	
6. Adjust district operations to resolve identified problems.	Rim of the World Unified School District	Months 18–24	
7. Monitor district performance, report to community members on performance changes, and adjust operations as needed.	Resident committee with support of Rim of the World Unified School District, San Bernardino County Superintendent of Schools	Year 2- On-going	
8. Work with Chamber of Commerce and real estate agents to create brochures branches to attract more families to live full time in the mountains	Resident committee	Year 2	

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

Action Statement D.1: Encourage local ownership and investment of the Village.



Benchmark: Marketing materials developed for promoting shops and services in the Village.

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

Estimated Cost: \$200–\$500



Santa Ana policymakers were advocates for the reinvestment and active preservation of the downtown’s historic architectural heritage. They worked with local preservationists and community members to identify key landmarks, establish two historic districts, and provide interest-free loans to seismically retrofit structures. Photo source: American Planning Association

In most mountain communities, the bulk of the local tourism is managed by a few resort companies or private entities, and any local participation may be extremely limited. In some cases, this means that businesses run by locals are excluded from the largest market in the community. A partnership between the Lake Arrowhead Communities Chamber of Commerce, interested local residents, and the company that runs the resort or the tourist center, in this case Lake Arrowhead Village, can help to increase dialogue between locals and the tourism industry in the communities. This dialogue may lead to increased local business involvement or simply the involvement of the tourism companies in the community by hosting events or cleanups. The partnership could also create a program in which local residents are encouraged to invest their time in

the Village by acting as welcoming hosts. A program of this kind could include monthly meetings where 5 to 20 community members are assigned shifts in which they will be stationed at the Village. This type of program is proven to increase the visitor return rate and effectively involve locals in their community’s tourism industry. If the community groups and businesses are interested, the Lake Arrowhead communities could benefit from becoming a Main Street community through the national organization called Main Street America. This organization provides a framework for revitalization and the creation of a partnership between entities that would like to play a part in creating a more cohesive Main Street district. In the Lake Arrowhead communities, the Main Street district would most likely be Lake Arrowhead Village.

In the Lake Arrowhead communities, a sort of partnership currently exists between the private entity that manages the Village and the Lake Arrowhead Communities Chamber of Commerce, as the chamber leases space at the

Village. This partnership could be further leveraged to stimulate dialogue between local business owners and the private entity that owns the Village. The Chamber of Commerce could take the lead in ensuring a symbiotic relationship between the resorts in the community, the entity that owns Lake Arrowhead Village, and local business owners.

Action	Action Leader	Timeline	Resources
1. Organize a meeting of business owners with the Lake Arrowhead Communities Chamber of Commerce to discuss investment opportunities in the Village.	Champion with Lake Arrowhead Communities Chamber of Commerce and Lake Arrowhead Village	Month 1	Lake Arrowhead Communities Chamber of Commerce http://lakearrowheadchamber.com/ Lake Arrowhead Village Website http://thelakearrowheadvillage.com/
2. Appoint a Village coordinating committee to discuss improvements and coordinate events.	Champion with Lake Arrowhead Communities Chamber of Commerce and Lake Arrowhead Village	Months 2–4	Business Improvement District Fact Sheet http://www.californiataxdata.com/pdf/businessimprovement.pdf
3. Look at the feasibility and potential support from local business owners for creating a Business Improvement District for funding small beautification and maintenance projects.	Village coordinating committee	Months 4–12	San Bernardino Economic Development Agency, Local Businesses Incentives and Programs http://strategic-advantages/Incentives-Programs.aspx
4. Organize two new events in the next calendar year to promote shopping local.	Village coordinating committee	Months 4–16	Main Street America http://www.mainstreet.org/
5. Coordinate with the Chamber of Commerce and Lake Arrowhead Village to create an expedited way to advertise vacant spaces to potential businesses to avoid long-term vacancies.	Village coordinating committee	On-going	American Planning Association https://www.planning.org/greatplaces/neighborhoods/2016/downtownsantaana/

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

Action Statement D.2: *Coordinate with Caltrans to enhance and change signage on I-215 from “Highland” to “Mountain Resort Communities” or another alternative wording that capitalizes on the mountain areas.*



Benchmark: Signage on I-215 is updated to capitalize on the mountain areas.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: Volunteer time.



The Lake Arrowhead communities could coordinate with Caltrans to change the signage on Interstate 215 from “Highland” to something more specific to the mountain communities. The “Highland” sign is misleading and confusing, as the city of Highland is located in the valley area near the city of San Bernardino. Changing the sign would provide better wayfinding information for drivers and serve as a gateway into the mountain communities. A meaningful sign would better support the business environment, as tourists will be directed into the Lake Arrowhead communities.

Lake Arrowhead community members will need to work with Caltrans, cities and other mountain communities involved to gain consensus on new signage. New community identification signs on I-215 could cost

\$160,000 each. Local businesses that would benefit from improved wayfinding could sponsor or raise funds for new signage.

Action	Action Leader	Timeline	Resources
1. Meet with Caltrans to discuss potential sign changes.	Champion with Lake Arrowhead Communities Chamber of Commerce, local businesses	Months 1–3	Caltrans Quick Change Sign Post http://www.dot.ca.gov/nwttech/maintenance/qcsp/qcsp.htm
2. If Caltrans supports sign changes, secure funding for sign changes as appropriate	Champion with local businesses and community	Month 4, ongoing as needed	
3. Update directions, marketing materials, and other resources to reflect sign changes.	Champion with Lake Arrowhead Communities Chamber of Commerce, local businesses	Following sign changes	

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

D3

Action Statement D.3: Establish mountain-wide regional collaborative relationships 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 available.

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

Estimated Cost: Dependent upon partners and scope of the partnership.



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. Targeted credentialing or certification programs allow 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 typically done through existing training providers such as 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 that their effectiveness is questionable due to high rates of student loan debt, non-acceptance of credentials or certificates by employers, and low completion rates. This is not true of all for-profit programs, and partnerships should assess tuition fees and the performance of any prospective partner training provider.

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.

Targeted credentialing or certification programs can be coordinated by local school districts, chambers of commerce, or labor unions. The 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 at the Arkansas Workforce Center (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 for various levels of industry workers and lays out programs for curriculum development and life-long learning.

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

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

D4

Action Statement D.4: Coordinate with the San Bernardino County Economic Development Agency (EDA) and Lake Arrowhead Communities Chamber of Commerce to expand strategies to improve communications with businesses and develop a Business Retention & Expansion (BR&E) program.

Benchmark: A Business Retention & Expansion Program is developed.

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

Estimated Cost: Volunteer time.



Lake Arrowhead shoreline. Photo source: Alissa Walker

Communities and cities can become too focused on attracting new investment and development to the area. This focus causes them to be unaware of the needs and concerns of existing business owners, which increases the likelihood that they will not renew leases and either move or close altogether. Improving business relations and communication between existing 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, developing a working partnership with these businesses, and helping to connect businesses with

available local and state resources. This program places the Chamber of Commerce in the position of liaison between business 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 that 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 identify problems appearing across businesses
- A follow-up visit to ensure solutions are working effectively and address additional problems if necessary

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

Action	Action Leader	Timeline	Resources
1. Create a separate email address specific to questions and comments from business owners. Designate someone to respond to business-related issues.	Champion with Lake Arrowhead Communities Chamber of Commerce	Month 1	Lake Arrowhead Communities Chamber of Commerce http://lakearrowheadchamber.com/
2. Coordinate with the San Bernardino County Economic Development Agency regarding existing business retention and expansion resources.	Champion with Lake Arrowhead Communities Chamber of Commerce	Months 2–3	San Bernardino County Office Economic Development Agency, Incentives, Services, and Programs http://www.sbcountyadvantage.com/For-Site-Selectors/Incentives-Programs.aspx
3. Coordinate and distribute a survey to existing business owners to ascertain their biggest challenges.	Champion with Lake Arrowhead Communities Chamber of Commerce	Month 3	
4. Create a report documenting barriers, with steps to address each one if possible.	Champion with Lake Arrowhead Communities Chamber of Commerce	Months 3–9	Business Retention https://onregionalecdev.com/tag/business-retention/
5. Work to resolve two barriers per year, and update the list as necessary.	Champion with Lake Arrowhead Communities 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.

D5

Action Statement D.5: *Coordinate with the San Bernardino County Economic Development Agency (EDA) and Lake Arrowhead Communities Chamber of Commerce to establish a marketing plan with incentives to attract new businesses to the area.*

Benchmark: A marketing plan focused on new businesses and business attraction is created.

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

Estimated Cost: \$500 - \$20,000



New investment in the community can often lead to the increased availability of goods and services for residents and a revitalized commercial core. Photo source: Anonymous

The Lake Arrowhead communities are unique from a new development and investment standpoint. Because of geographic constraints and a lack of easily accessible adjacent communities, the retail and other services in the Lake Arrowhead communities provide primarily serve their residents and tourists who visit the area. They likely draw few outside consumers, which decreases the size of the market area. Developing 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 obtain information about market conditions and local demographics that are important factors when going through the site selection process. The information that should be

readily available for investors when they become interested in the area include:

- Physical characteristics
- Rental rates
- Ownership
- Identification of tax-delinquent properties and those near foreclosure
- Development requirements and process

Engaging the communities is also an important part of this process. By gathering information such as the types of new retail and services desired by the communities and targeting those specific retail types, the chances of a new retail store successfully locating in one of the Lake Arrowhead communities increase. Incentives, whether they be

community-based or financial, can also help encourage redevelopment. These incentives 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 Lake Arrowhead Communities Chamber of Commerce promotes the existing registered businesses in the area, including accommodations, food and dining, shopping, and recreational activities. 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. Form a local action committee in charge of developing a draft marketing plan. This committee could be the same one that handles tourist attraction.	Champion Lake Arrowhead Communities Chamber of Commerce	Months 2–3	Lake Arrowhead Communities Chamber of Commerce http://lakearrowheadchamber.com/
2. Conduct a market analysis of the existing conditions in the area and share the data with the San Bernardino County Economic Development Agency (EDA).	Marketing/economic development committee	Months 3–12	San Bernardino County EDA Site Selection Assistance http://www.sbcountyadvantage.com/For-Site-Selectors/Incentives-Programs.aspx
3. Establish quarterly calls between the Crestline/Lake Gregory Chamber of Commerce and the County EDA to discuss local available properties.	Committee with Lake Arrowhead Communities Chamber of Commerce	Month 3	San Bernardino County EDA Local Business Incentives and Services Programs
4. Organize community stakeholders, including residents, nonprofit leaders, and decision-makers, to gather resources and support to assist new businesses.	Marketing/economic development committee	Months 4–5	http://strategic-advantages/Incentives-Programs.aspx
5. Establish a list in the marketing plan of tasks that can be completed by the community to assist in business attraction.	Marketing/economic development committee	Month 12	How Small Towns and Cities can use their Local Assets to Rebuild their Economies: Lessons from Successful Places
6. Accomplish two tasks on the list of projects per year.	Marketing/economic development committee	On-going	https://www.epa.gov/sites/production/files/2015-05/documents/competitive_advantage_051215_508_final.pdf

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

D6

Action Statement D.6: Accommodate 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: \$500 - \$5,000



Communities are developed and thrive based on the socioeconomic make-up of their residents. Many of the Lake Arrowhead communities have economies based heavily on the tourism industry, which can fluctuate from year to year and season to season. Increasing the number of permanent residents who live, work, and shop in these communities can help to stabilize the local economy and promote growth.

One way to accomplish this goal is through regional marketing campaigns that focus on promoting the reasons why people should permanently relocate to the Lake Arrowhead communities. Current efforts by the Lake Arrowhead Communities Chamber of Commerce focus primarily on boosting tourism through the promotion of events, accommodations, and day trip adventures. One section of the chamber’s website

regarding relocation offers basic demographic information, but this data is not sufficient to attract new residents. Additionally, many private real estate companies have listings of available homes, but these are marketed on a case-by-case basis and do not focus on regional attraction.

“City marketing” is the term given to the concept of branding a city or area so that it has a value to potential residents and is attractive enough to make them consider relocation. The engagement and participation of current residents can help with this effort and is an effective strategy for gaining momentum with attraction efforts. Much like businesses use their existing employees to get the word out about new positions, residents can promote their communities by sharing the positive aspects of and their experiences in the community. Strategies to consider when marketing the Lake Arrowhead communities include the following:

- Information regarding the current and forecast job market
- Real estate information

- Promotion of community amenities (parks, libraries, public facilities)
- Promotion of quality of life aspects that are unique to these communities
- Detailed information regarding school district performance

Action	Action Leader	Timeline	Resources
1. Organize a committee of residents, local business owners, and other stakeholders.	Champion	Month 1	Lake Arrowhead Communities Chamber of Commerce http://lakearrowheadchamber.com/ Marketing Strategy Help Sheet https://www.ourcommunity.com.au/marketing/marketing_article.jsp?articleId=1510
2. Gather input from the community on local events, businesses, tourist attractions, and other community highlights.	Mountain marketing committee	Months 2–3	
3. Develop a web-based annual catalog of events for use by residents and tourists.	Mountain marketing committee	Months 3–12	
4. 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.

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



Benchmark: A Business Appreciation Program is an annual event to recognize local businesses.

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

Estimated Cost: \$1,500 - \$10,000

A business appreciation program is an effective method of recognizing businesses who reach significant milestones and achievements. This type of program helps to create a connection between business owners and the Lake Arrowhead Communities Chamber of Commerce that also incentivizes young business owners to grow and develop their businesses. Examples include recognizing businesses for significant anniversaries, significant sales achievements, individual industry awards, and community contributions.

Action	Action Leader	Timeline	Resources
1. Contact the San Bernardino County Economic Development Agency to discuss existing incentive programs.	Champion	Month 1	Lake Arrowhead Communities Chamber of Commerce http://lakearrowheadchamber.com/
2. Organize a committee of residents/non-business owners to serve as a panel.	Champion with Lake Arrowhead Communities Chamber of Commerce	Months 2-3	San Bernardino County Office Economic Development Agency, Incentives, Services, and Programs http://www.sbcountyadvantage.com/For-Site-Selectors/Incentives-Programs.aspx
3. Develop criteria for discussing the award categories, how award winners are chosen, and who is eligible.	Award committee	Months 4-6	
4. Organize an event in a large space and invite community members, business owners, etc.	Award committee	Months 6-9	
5. Evaluate the success of the event and adjust for the following year.	Award committee	On-going	

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

Action Statement D.8: Identify and develop entrepreneurial talent in coordination with existing programs at CSUSB through a coaching program and entrepreneur training program, known as “Economic Gardening”.

D8

Benchmark: An entrepreneur training program is created and promoted.

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

Estimated Cost: Dependent upon program and partnership.



Entrepreneurial talent training program. Photo source: Lars Plougmann

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 more focus on strategic growth challenges such as developing new markets, refining business models, and gaining access to competitive intelligence. This focus shifts the role of the identified economic development official into helping CEOs and entrepreneurs identify which issues are hindering 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 providing 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. The programs focus 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 provide post-course counseling and coaching as the entrepreneur applies those skills to a new venture or startup.



Action	Action Leader	Timeline	Resources
1. Coordinate with the local universities that offer extended learning and economics courses to create a catalog of possible courses.	Champion with Local business owners	Month 1	Lake Arrowhead Communities Chamber of Commerce http://lakearrowheadchamber.com/
2. Advertise the catalog to residents and business owners.	Champion with Local business owners	Months 2 – 6	San Bernardino County Office Economic Development Agency, Incentives, Services, and Programs http://www.sbcountyadvantage.com/For-Site-Selectors/Incentives-Programs.aspx
3. Advertise local business opportunities within the communities at local universities.	Champion with Local business owners	Months 2 – 6	CSU San Bernardino, Extended Learning https://cel.csusb.edu/
4. Monitor the success of the program and adjust as necessary.	Champion with Local business owners	On-going	StartUp Washington- Case Study http://startup.choosewashingtonstate.com/programs/economic-gardening/

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.

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

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

Estimated Cost: \$200

Starting or maintaining a small business is a complicated endeavor. Keeping in compliance with federal, state, and local regulations, maintaining cash-flow and financials, and handling human resources 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 Lake Arrowhead Communities 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 business;
- Local economic indicators and labor market statistics;
- Local development plans;
- Land availability;
- Building regulations and permits;
- Business licensing and related permits; and
- Connections with local financing and capital providers.



Action	Action Leader	Timeline	Resources
1. Create a group to serve 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	Month 1	Lake Arrowhead Chamber of Commerce http://lakearrowheadchamber.com/
2. Create a web-based resource on the Chamber of Commerce website for permitting questions.	Group	Months 2-6	San Bernardino County Office Economic Development Agency http://www.sbcountyadvantage.com/home.aspx
3. Organize quarterly conference calls between the county liaison and a member of the San Bernardino County EDA.	Group with Lake Arrowhead Communities Chamber of Commerce	Ongoing	US Small Business Administration https://www.sba.gov/
4. Organize a system for expediting questions that cannot be answered by the Chamber of Commerce to an outside resource.	Group	Month 6	CALGold http://www.calgold.ca.gov/
5. Publicize the availability of this resource and those available through the San Bernardino County EDA, the US Small Business Administration, and CALGold.	Group with Lake Arrowhead Communities Chamber of Commerce	On-going	

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

Action Statement D.10: Partner with the County Economic Development Agency to offer incentive programs for new businesses that move into existing commercial and industrial locations.

D10

Benchmark: A marketing plan focused on new businesses and business attraction is created and promoted.

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

Estimated Cost: \$300

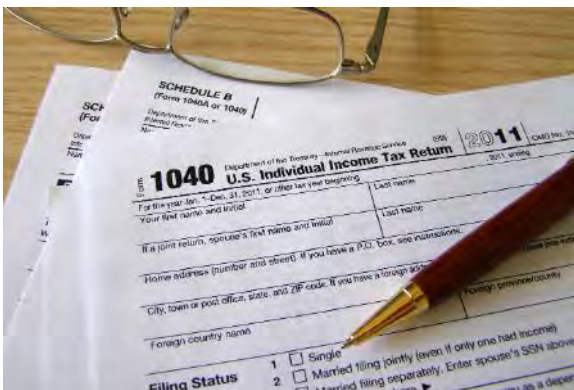


Photo source: Chris Potter

County Attraction Incentive Programs

The San Bernardino County Economic Development Agency (www.SBCountyAdvantage.com) offers a number of business programs and incentive programs for business attraction. More specifically, the agency offers assistance to businesses and communities for:

- Site selection
- Market analysis
- Project facilitation
- Labor market assistance
- Regulatory and tax assistance
- Permitting assistance
- Negotiating incentives on a case-by-case basis

A number of existing incentives in place through the federal government, the State of California, and the County can help decrease the cost of business and influence business location decisions, including but not limited to:

- California Competes Tax Credit – competitive income tax credit for companies moving to or staying in California
- Sales and Use Tax Exemption – exemption on some sales tax for most manufacturing and some research & development and engineering industries
- Sales and Use Tax Exclusion – specific exemption of taxes for advanced manufacturing, energy, and alternative transportation products
- USDA Rural Development Business Programs – provide loan guarantees, loans, and grants for capital, equipment, space, job training, and entrepreneurial skills to stimulate business creation in rural areas
- Job recruitment, federal hiring incentives, on-the-job training credits, and free human resources hotline provided by the County Economic Development Agency

The San Bernardino County Economic Development Agency can provide additional guidance regarding incentive programs that are geared toward business attraction efforts.

One incentive not available in California is the property tax abatement. Surrounding states, where localities have control over local property taxes, can often discount taxes for a certain period of time to assist with business attraction or major expansion decisions. California’s Proposition 13 shifted control of taxation to the state level so local governments are dependent on the legislature for special allocations.

Debate about Incentives

There is debate among economists and the economic development community on the impact of financial incentives on a business location decision. Most often, access to needed transportation routes, community quality of life, and the skillset of local workers are the most significant factors in a location decision. Incentives can have a much greater impact in providing needed capital to small businesses and start-ups.

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

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

Action Statement D.11: Establish a marketing plan with incentives to encourage home-based businesses.

D11

Benchmark: A marketing plan with strategies and resources for home-based businesses is created and promoted.

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

Estimated Cost: Staff time, \$300 for printing materials and hosting information online



Photo source: Jay Barker

Even through the Great Recession recovery, trends toward working at home have continued. While over half of at-home workers are telecommuting, 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, 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 the 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. Such programs should include components to ensure participants have the 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.
- Providing information on local banks and venture capital sources for capital financing.

Action	Action Leader	Timeline	Resources
1. Coordinate with the San Bernardino County Economic Development Agency (EDA).	Champion	Month 1	Lake Arrowhead Communities Chamber of Commerce http://lakearrowheadchamber.com/
2. Compile existing resources from the San Bernardino County EDA website and other resources.	Champion	Months 2–3	San Bernardino County EDA, Local Business Resources http://www.sbcountyadvantage.com/For-Local-Business.aspx
3. Organize a focus group of home-based business owners to discover issues and opportunities to help them grow and create a committee.	Champion with Lake Arrowhead Communities Chamber of Commerce	Month 3	US Small Business Administration https://www.sba.gov/offices/headquarters/oed/resources/148091
4. Draft an initial marketing plan with compiled resources.	Committee	Months 3–6	
5. Meet with local telecommuters and internet providers to discuss home-based business issues.	Committee	Months 3 – 6	Inland Empire Small Business Development Center http://www.iesmallbusiness.com/resources/
6. Review the plan with local stakeholders, including community leaders, business owners, and residents.	Committee	Months 6–8	Home-Based Business Resources: https://www.score.org/home-based-business-resources
7. Finalize the marketing plan.	Committee	Months 8–12	
8. Adopt the plan and revisit yearly to make adjustments.	Committee with Lake Arrowhead Communities	Month 12, ongoing	

	Chamber of Commerce		
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Community Focus Statement E: Provide economic development opportunities that capitalize on the natural environment, attract visitors, and provide entertainment for residents.

Action Statement E.1: Establish a marketing strategy to promote the natural environment and associated activities to encourage of ecotourism businesses.



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

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

Cost Estimate: \$5,000 - \$150,000 dependent upon marketing strategy



Family dogsledding as an outdoor activity. Photo source: Anonymous

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 those in the Lake Arrowhead communities offer numerous opportunities to explore the relatively untouched natural environment and take advantage of various summer- and winter-based recreational activities. Currently the Lake Arrowhead Communities Chamber of Commerce promotes ecotourism-related activities through a section of its website dedicated to adventures. On this page is a directory listing numerous recreation- and tourism-based businesses, including ATV rentals, camps, retreats, fishing gear rentals, arts, and cultural activities.

Part of attracting businesses to an area for ecotourism-related activities is having the resources available to promote the area as a tourism hotspot. Similar to the process for attracting any type of business, the more information that can be made available to potential investors, the higher 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 Lake Arrowhead 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 amenities of the area. Important steps in assessing and growing tourism-related businesses to create an increase in tourist activity include the following:

- Conducting a market analysis of existing conditions.
- Organizing stakeholders from the community, from residents to nonprofits leader and decision-makers.
- Easing requirements and providing 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.

Action	Action Leader	Timeline	Resources
1. Hold a meeting to create an Economic Enhancement Committee	Champion	Month 1	Lake Arrowhead Communities Chamber of Commerce http://lakearrowheadchamber.com/
2. Contact local ecotourism businesses and organizations and discuss their barriers to success.	Committee	Month 1	San Bernardino County Economic Development Agency, Site Selection http://www.sbcountyadvantage.com/For-Site-Selectors.aspx
3. Research ecotourism resources and guidebooks (see objective resources).	Committee	Months 2–4	Lake Arrowhead Community Website http://www.lakearrowhead.com/
4. Coordinate with San Bernardino County Economic Development Agency to discuss the promotion and listing of existing leasable spaces.	Committee with Lake Arrowhead Communities Chamber of Commerce	Month 4	What is Ecotourism https://www.ecotourism.org/what-is-ecotourism
5. Gather community input on areas to designate as ecotourism hotspots and compile information.	Committee with Lake Arrowhead Communities Chamber of Commerce	Months 4–6	Handbook for Practical Steps to Marketing Tourism 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.	Committee with Lake Arrowhead Communities Chamber of Commerce	Months 6–12	



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Community Focus Statement E: Provide economic opportunities that capitalize on the natural environment, attract visitors, and provide entertainment for residents.

E2

Action Statement E.2: Investigate opportunities with the Lake Arrowhead Communities Chamber of Commerce, San Bernardino County Special Districts, US Forest Service, and other agencies as appropriate to provide amenities to support visitors to the area such as parking, restrooms, seating areas, open space, and trails that connect key nodes/activity centers.

Benchmark: Committee has submitted to the County for review and potential adoption a plan that outlines proposed public amenity improvements and trails in the area and that incorporates and budgets for the installation of additional public amenities and trails into the 5-year Capital Improvement Plan (CIP) to allow for grant opportunities.

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

Estimated Cost: \$700,000 - \$5 million dependent upon level of facilities



Picnic and restroom facilities at the Manassas National Battlefield Park. Photo source: National Park Service

The Lake Arrowhead communities have been highly regarded for their natural and scenic beauty and access to year-round outdoor recreation. However, residents and visitors are faced with limited lengths of sidewalks and insufficient numbers of street crossings and connections to trailheads. There are various opportunities to leverage improvements in the various key nodes/activity centers to strengthen the Lake Arrowhead communities' identity, quality of life, and local economy.

Development nodes are geographic points where economic or social resources and activities are concentrated for the benefit of a community. Nodes facilitate cost-effective economic and community development efforts by pulling people, resources, and certain land uses together within a close distance. Amenities in locations of community gathering and tourist activities can offer supportive infrastructure, keep areas clean and modern, and increase users. It is forecast that with the development of key nodes and activity centers in the Lake Arrowhead communities, the need for quality infrastructure such as parking, restrooms, seating areas, open space, and paths that connect the various portions of the communities would likely increase.

Upgrades and inclusions such as restrooms and seating areas can often be donated by a local business or organization or obtained through grant funding. Maintenance would 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. Organizations such as schools, youth groups, churches, and volunteer teams can aid with keeping rest areas and restrooms clean and stocked.

In addition to ensuring upgraded amenities, the Lake Arrowhead communities can greatly enhance their connectivity and mobility by ensuring adequate paths that connect community and activity centers. These paths would encourage non-vehicular travel and enhance the experience of living and visiting the Lake Arrowhead communities. Community members can identify locations and multimodal connections that would greatly benefit the area and can work together with County agencies, nonprofit organizations, and local businesses to create them.

Preparing a comprehensive plan or a mobility plan with review and possible adoption by the County is a recommended method to move forward. Engaged citizens are a fundamental component to the process. Interested residents, along with local community groups and businesses, can show their strong commitment to the process, demonstrating that the community have supports and backs the creation and implementation of the plan. Ongoing input from the community regarding needs for facilities, new open spaces and paths, and connections to existing paths and activity nodes would be invaluable in best serving the needs of the area. Beyond completing a comprehensive plan or mobility plan, implementation of new amenities and trail facilities can require design, construction, and operational and maintenance costs. Table 1 includes a range of amenities 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
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. Hold a public meeting to create a Vision Amenities Team	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
2. Engage with the community to ascertain what types of public amenities are needed and where.	Vision Amenities Team	Months 1–6	
3. Review ROTWP+RD draft comprehensive plan and/or mobility plan that outlines proposed public amenity improvements for the area and identifies a palette of public streetscape furnishings.	Vision Amenities Team	Months 6–18	Federal grant funding resources http://reconnectingamerica.org/resource-center/federal-grant-opportunities/
4. Review of plan by County Department of Public Works and potential adoption for the CIP.	San Bernardino County Public Works and Special Districts	Months 18 - 24	California grant resources http://www.hcd.ca.gov/financial-assistance/ http://www.ca-ilg.org/funding-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).	Vision Amenities Team	Months 12–18	Bicycle and pedestrian facility grant resources http://www.calbike.org/funding_sources
6. Apply for grant funding for public amenity improvements.	Vision Amenities Team	Months 12–18	
7. Incorporate proposed public improvements into the 5-year CIP.	San Bernardino County Public Works with Special Districts	Year 2 – 5	Adopt-a-bench program http://www.losgatosca.gov/1687/Adopt-A-Bench-Program
8. Install new and/or improved public amenities and paths at key nodes and activity centers.	Vision Amenities Team	Year 2 – 5	
9. 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.	Vision Amenities Team	Year 2 – 5	

Community Focus Statement E: Provide economic development opportunities that capitalize on the natural environment, attract visitors, and provide entertainment for residents.

Action Statement E.3: Encourage obtaining local designation status (or higher) of historic resources.

E
3

Benchmark: A local register of historic resources is completed and promoted to visitors and residents.

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

Estimated Cost: \$5,000 - \$50,000 depending upon consulting resources needed

Cultural resources are physical evidence or places of past human activity and are often identified as sites, objects, landscapes, structures, or buildings. Cultural resources include prehistoric and historic-era archaeological resources, the built environment (buildings, bridges, canals, etc.), cultural landscapes, and ethnographic resources. These resources are often deeply imbedded in a community's cultural identity and help anchor the community around its shared history. The Lake Arrowhead communities value their community history, and the communities aspire to preserve the visible representation of their history.

The objective of identifying and designating important historic resources is to protect resources important to the Lake Arrowhead communities. The steps listed below should be followed in identifying historic resources in the Lake Arrowhead communities.

- Develop a historic context for the communities. A historic context serves as the foundation for decisions about the identification, evaluation, registration, and treatment of historical resources and surveys.
- Work with community members and the local historical society or museum, such as the Rim of the World Historical Society or the Mountain History Museum, to identify important community resources. This step is completed during a historic resources survey that identifies resources such as buildings which represent important aspects of the communities' history as outlined in the historic context. The historic resources survey should also identify resources that may be eligible for the California Register of Historical Resources, California Historical Landmarks, California Points of Historical Interest, or the National Register of Historic Places.
- Using the historic resource survey, develop a local register of historical resources with the local historical society or museum that lists the important resources. A local register allows for the protection of these resources.
- Nominate eligible resources to either the California Register of Historical Resources, California Historical Landmarks, California Points of Historical Interest, and/or the National Register of Historic Places.

By following the above steps, the Lake Arrowhead communities would identify and protect resources important to the communities' history. The entities best able to carry out this objective may include a local historical society or museum, interested community members, and a planning and public history professional.

Action	Action Leader	Timeline	Resources
1. Develop a historic context for the community and invite interested residents to participate in Historical Committee.	Champion	Months 1–12	Guidance on writing historic contexts http://ohp.parks.ca.gov/pages/1072/files/writing%20historic%20contexts.pdf http://ohp.parks.ca.gov/pages/1072/files/format%20for%20historic%20context%20statements.pdf
2. Conduct a historic resources survey to identify important historical resources.	Committee to assist World Historical Society or Mountain History Museum	Months 13–24	Guidelines for conducting local surveys https://www.nps.gov/nr/publications/bulletins/nrb24/
3. Develop a local register of historical resources listing the resources identified in the historic resources survey.	Committee to assist World Historical Society or Mountain History Museum	Months 25–36	Guidance for evaluating resources http://www.ohp.parks.ca.gov/?page_id=21238 http://ohp.parks.ca.gov/pages/1054/files/manual95.pdf https://www.nps.gov/nr/publications/bulletins/nrb15/
4. Nominate resources for the California Register of Historical Resources, California Historical Landmarks, California Points of Historical Interest, and/or the National Register of Historic Places.	Committee to assist World Historical Society or Mountain History Museum	Months 37–48	How to nominate properties as historical landmarks or points of historical interest http://ohp.parks.ca.gov/pages/1069/files/13%20landmark%20point%20nomination%20instructions.pdf

Community Focus Statement F: Improve resources to support seasonal visitors and tourist activities in the Lake Arrowhead communities.

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



Benchmark: A volunteer citizen’s waste management advisory committee 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



A high number of visitors means that large quantities of solid waste must be disposed of in a safe and cost effective way. Many of the San Bernardino mountain communities with seasonal and tourist industries are experiencing issues with illegal dumping of household refuse, particularly in areas with high visitation and limited or infrequent waste pickup services. By making disposal of refuse more accessible, the Lake Arrowhead communities can promote proper waste disposal through an increase in the number of trash receptacles and well-placed visible signage.

For areas with heavy visitation such as forest and winter recreation sites, trash collection can become more centrally located with the addition of large dumpsters and roll-offs that can hold larger quantities of refuse away from areas where visitors stay. Interested community groups and members can work together with the local waste management provider and the County to assess the location of community drop-off sites and the placement of additional trash/recycling bins. By locating the containers away from campground areas, there are less problems with animals drawn by the smell of decomposing food waste. Having the collection area away from campground areas means less disruption from vehicles collecting trash in campgrounds. A collection location spot should provide easy visitor access such as a pull-off site or a pull-through facility or an extra widening in the road away from traffic. The volume of refuse generated at recreation sites can determine the size, number, and location of dumpster containers.

Visibility and well-placed signage are also critical for ease of visitor use. Information regarding refuse collection can be added to a site information handout or can be placed on information signs located throughout the community. A “No Dumping” campaign can raise awareness among tourists, with a focus on calling attention to environmental

issues and providing practical tips on preventing waste while visiting the area. Educational pamphlets delivered to residences and readily available at local businesses can be effective in preventing dumping and creating awareness of local waste management ordinances.

Action	Action Leader	Timeline	Resources
1. Contact community service organizations and residents to organize a volunteer citizens waste management advisory committee.	Champion with Lake Arrowhead Community Services District, with support from community service organizations, residents	Month 1	Burrtec, Lake Arrowhead San Bernardino County http://www.burrtec.com/lake-arrowhead-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 provider, Lake Arrowhead Community Services District	Months 2-3	Conducting a cleanup campaign http://www.bookstore.ksre.ksu.edu/pubs/MF931.pdf
4. Organize outreach and cleanup events and community-wide and tourist-oriented communications to promote proper waste management and provided local services (residential, commercial, construction and demolition, recycling, and special events).	Waste management advisory committee, with support from Lake Arrowhead Community Services District, local waste management provider	Month 4-on-going	Steps for organizing neighborhood cleanup with links to additional resources http://www.bbcleaningservice.com/organizing-neighborhood-cleanup.html
5. Work with the San Bernardino County Department of Public Works Solid Waste Management and Burrtec Waste Industries (Mountain Disposal Services) to create community drop-offs and install additional trash/recycling receptacles and signage in high-traffic/tourist areas.	Waste management advisory committee, with support from Lake Arrowhead Community Services District, San Bernardino County Department of Public Works, local waste management provider	Month 5-on-going	CalRecycle, Community Cleanups: Models for Local Government Recycling and Waste Reduction Keep America Beautiful https://www.kab.org/ Waste management education posters http://www.stopwaste.org/resource-library/type/posters

Community Focus Statement F: Improve resources to support seasonal visitors and tourist activities in the Lake Arrowhead communities.

F2

Action Statement F.2: Investigate opportunities to establish designated sledding areas with parking to avoid visitors establishing quasi-sledding and parking areas.

Benchmark: Snow recreation areas with available parking and amenities, as well as a long-term maintenance plan, are developed.

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

Estimated Cost: variable depending on project components



Families sledding in the San Bernardino National Forest. Photo Source: US Forest Service

An increasing area of concern during winter seasons is the inappropriate use of private property and public roadways for winter recreation activity. Sledding is a popular activity in mountain areas, with both locals and visitors. Without proper facilities, however, it can cause damage to the environment and be dangerous to people. By ensuring there are designated areas for sledding activities, residents can reduce or eliminate sledding in dangerous or damaging locations.

Pairing the Lake Arrowhead communities with local and federal agencies as well as other local partners can manage designated snow play areas and construct additional areas. Local residents can help identify areas where

sledding would be suitable, as well as areas which are often used but not ideal for the activities. Presenting these areas to the Rim of the World Recreation and Park District along with possible funding mechanisms can facilitate the establishment of suitable locations for safe and fun sledding activities, and the provision of suitable 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, the California Highway Patrol, and various community organizations 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 public and community agencies, to give 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. Create a Community Recreation Committee to serve as action leader	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
2. Identify areas often used for sledding and areas suitable for sledding and other snow activities.	Committee with support from the Rim of the World Recreation and Park District, with support from community	Months 1–3	
3. Draft a winter recreation plan to establish, maintain, and provide amenities for designated sledding areas.	Committee with support from the Rim of the World Recreation and Park District	Months 3–12	Federal grant funding resources http://reconnectingamerica.org/resource-center/federal-grant-opportunities/
4. Coordinate with local parks jurisdictions to provide safe recreation areas through administration of permits to designated areas and close off areas not identified for sledding. .	Committee	Months 3–12	California State Parks OHV, Off-Highway Motor Vehicle Recreation SNO-PARKS http://ohv.parks.ca.gov/?page_id=1233
5. Seek businesses and organizations to donate or sponsor the cost of amenities such as restrooms and water fountains.	Committee, with support from local business community	Months 9–12	Sierra Nevada Geotourism, Echo Lake Sno-Park http://www.sierranevadageotourism.org/content/echo-lake-sno-park/sie1E3F0F921685A1B4B
6. Apply for grant funding to go toward operations and maintenance of amenities.	Committee with support from Rim of the World Recreation and Park District	Months 9–12	
7. Install amenities and access improvements.	Committee, Rim of the World Recreation and Park District	Year 1 – 5	
8. Partner with local youth and volunteer groups to help with maintenance.	County, with support from community groups	Year 1 – 5	

Community Focus Statement F: Improve resources to support seasonal visitors and tourist activities in the Lake Arrowhead communities.

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

F3

Benchmark: Partnership between the San Bernardino County Trails Committee, County Regional Parks Advisory Commission, Lake Arrowhead Community Services District, and the Lake Arrowhead communities developed maps, signage, and informational and educational materials identifying designated trails and outdoor recreation amenities. Materials are updated on an ongoing basis as changes occur within the outdoor recreational landscape of the Lake Arrowhead communities.

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

Estimated Cost: \$250–\$1,000



Informational trail signage in DuPont, WA. Photo source: Washington Patriot Construction LLC

There are many ways to explore and plan year-round recreational activities in the Lake Arrowhead communities. Lake Arrowhead, the San Bernardino National Forest, and the surrounding mountain areas provide hiking trails and water and mountain sports that connect the natural environment to the communities. However, the communities currently lack a unified identity of signage, maps, and other informational materials that identify and direct locals and visitors to nearby attractions. There are several ways in which the community can create a unique tourist identity and promote a high-quality visitor experience while preserving the small-town atmosphere and sustaining the alpine area’s natural resources and wildlife.

In partnership with the Lake Arrowhead Community Services District and community organizations such as the Lake Arrowhead Communities Chamber of Commerce and/or Municipal Advisory Council (MAC), interested community members and volunteers could improve access to information on open trails and at outdoor recreation amenities. The communities can assist in researching data, identifying existing designated trails and recreational amenities, and developing maps for easy travel access. In addition, the communities could publish informational brochures about Lake Arrowhead communities and the surrounding region. To increase tourism in the area, the communities could add this information to existing websites or create a social media presence for useful visitor information such as local attractions, places to stay, restaurants, and events. In addition, local organizations could publish informational brochures and organized maps of parks, hiking trails, and other local amenities, including Blue Jay Creek, SkyPark at Santa’s Village, Arrowhead Ridge, and Indian Hill. In addition, clear, well-placed signage that is both auto-oriented and pedestrian-oriented could be used to welcome people into the Lake Arrowhead communities and direct visitors to the recreational areas. Establishing a cohesive information system with signage, maps, and visitor information would offer an opportunity

for the communities to promote themselves as a vibrant and thriving area. These materials could be placed on the Chamber of Commerce website.

Action	Action Leader	Timeline	Resources
1. Contact and organize volunteers group to provide assistance to the San Bernardino County Trails Committee, when needed.	Champion with Lake Arrowhead Community Services District, with support from local community groups	Month 1	Lake Arrowhead Community Services District http://www.lakearrowheadcsd.com/ Lake Arrowhead http://www.lakearrowhead.com/
2. Partner with the County Regional Parks Advisory Commission and Division to identify and map existing designated trails and outdoor recreation amenities.	Volunteers Group	Month 2, ongoing	Community-Based Tourism Handbook http://linkbc.ca/siteFiles/85/files/TCTT.pdf http://wrdc.usu.edu/files/publications/publication/pub_5885350.pdf San Bernardino County's Community Development Block Grant (CDBG) http://www.sbcountyadvantage.com/Community-Development-Housing/Community-Development-Division.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.	Volunteers Group	Month 2	Community Tourism Handbook https://www.commerce.alaska.gov/web/Portals/6/pub/TourismResearch/TrainBusiness/ruraltourismhandbook.pdf Planning for Tourism http://mrsc.org/Home/Explore-Topics/Economic-Development/Special-Topics/Tourism-Industry-and-Local-Governments.aspx
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.	Volunteers Group with Lake Arrowhead Community Services District and local community groups	Month 3	Tourism Marketing Strategy https://blog.hootsuite.com/5-tactics-tourism-marketing-strategy/ American Trails, Resources and Library http://www.americantrails.org/resources/index.html Big Bear Visitors Center (example) http://www.bigbear.com/about/visitors-center/ http://rebuildingtogethermountaincommunities.org/contact/
5. Partner with community businesses and members to display and distribute the maps and informational materials regularly. Provide information on the Lake Arrowhead and Lake Arrowhead Community Services District's websites and/or create a social media presence to identify visitor information such as local attractions, trails, places to stay, and restaurants and to advertise upcoming events.	Volunteers Group with Lake Arrowhead Community Services District and local community groups	Month 3, ongoing	

Community Focus Statement F: Improve resources to support seasonal visitors and tourist activities in the Lake Arrowhead communities.

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

F4

Benchmark: Widely distributed informational and marketing materials regarding environmental protection and low-impact recreation and working toward making associated environmental impacts less substantial is increasing protection of the environment.

Champion: Volunteer group or person or can be identified by the community
Estimated Cost: \$250–\$750



The US Forest Service website provides visitors with information on how to properly use the forest, preserve its ecology and to understand potential dangers. Photo source: US Forest Service

Over the years, the San Bernardino Mountains have gradually developed into a tourist destination, oriented toward family recreation in the natural environment. Lake Arrowhead and the San Bernardino National Forest are some of the Lake Arrowhead communities’ greatest assets, as the vast majority of people enjoy numerous recreational opportunities such as organized camps, camping, hiking and access trails, swimming, boating, fishing, water skiing, and hang gliding/paragliding. 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 natural

resources. By learning about the surrounding environment and the need to protect it, visitors can become more motivated and capable to pursue 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 the environment.

These educational programs would allow participants to learn more about the Lake Arrowhead communities’ unique environment and 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. These materials are made available at hotels,

lodges, and rental properties. Other opportunities to provide these materials are at conferences, concerts, festivals, and community events. These materials would provide tourists and visitors with information on the history of the Lake Arrowhead communities, current threats to its environment, and knowledge of educational topic areas such as conserving natural resources, 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 Arrowhead, in the San Bernardino National Forest, and in snow play areas would be displayed on marketing materials (i.e., Frequently Asked Questions [FAQ] and Things You Should Know brochures). Visitors would be encouraged to turn off lights, water, and appliances when not in use; travel with weather-appropriate clothes; maintain cleanliness; and pick 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.

Action	Action Leader	Timeline	Resources
1. Contact residents and organize volunteer group.	Champion	Month 1	San Bernardino County Regional Parks, Parks Advisory Commission http://cms.sbcounty.gov/parks/aboutus/parksadvisorycommission.aspx San Bernardino County Regional Parks, Regional Parks http://cms.sbcounty.gov/parks/Home.aspx Sustainable Niagara http://niagararegion.ca/government/planning/Sustainability/full_transcripts.aspx#8
2. Develop an educational program that allows participants to learn more about how to conserve natural resources during their stay.	Volunteer group	Months 2–3	
3. Identify a list of community issues and topic areas that focus on environmental protection and responsible tourist behavior.	Volunteer group	Months 2–3, on-going	
4. Develop informational and educational pamphlets (for example, Frequently Asked Questions [FAQ] and Things You Should Know brochures) that address areas such as conserving natural resources, environmental protection, and low-impact recreation, including participating in responsible snow play, pursuing non-vehicle travel choices, and supporting green businesses.	Volunteer group	Months 2–4, on-going	
5. Partner with community businesses and members to display and distribute the informational and educational pamphlets on a regular basis.	Volunteer group, with support from local businesses and community members	On-going	
6. Share information and brochures with San Bernardino County Trails Committee.	Volunteer group	On-going	

Community Focus Statement F: Improve resources to support seasonal visitors and tourist activities in the Lake Arrowhead communities.

F5

Action Statement F.5: Establish an education campaign specific for visitors of the Deep Creek area regarding the safe and environmentally-sensitive use of off-highway vehicles (OHV) and hiking and snow play activities.

Benchmark: Collaboration with the Forest Service Adopt-A-Trail program to develop a website and educational materials about how to conserve natural resources and protect the wildlife and environment in the Deep Creek area during their stay. Materials updated on a regular basis, and distributed materials to guests and visitors at hotels, lodges, rental properties, and businesses as well as attendees at conferences, concerts, festivals, and community events.

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

Estimated Cost: \$1,500–\$2,000



The Southern California Consortium is an environmental education, outreach and recruitment, kindergarten through employment program. The focus is on educating underserved urban communities on the importance of natural resources and opportunities available on public lands. The consortium serves the communities adjacent to the Angeles, Cleveland, Los Padres, and San Bernardino National Forests. Photo source: US Forest Service

Deep Creek supports the greatest diversity of wildlife habitats of any drainage in the San Bernardino National Forest and has earned the state designation of a Wild Trout Stream. The creek also represents one of the most diverse vegetative communities of any drainage in the national forest. The surrounding area is a State forest. The vegetation ranges from sparse creosote, chamise, and California buckwheat at lower elevations to oak and pinyon woodland and scattered mixed conifer; healthy riparian habitats are also present. Deep Creek is also home to the southwestern arroyo toad, an endangered species that lives in the sandy shore of the creek. The creek serves as an outdoor recreation destination for hiking, fishing, hot springs, and snow play. Because of the large number of visitors, human and organic pollution is increasing in Deep Creek, which can be destructive to natural resources and features. The Lake Arrowhead communities can plan ahead and be prepared for visitors to use these recreational facilities. An education campaign can teach individuals with or without outdoor recreation skills in a short period of time how to help protect and maintain the Deep Creek area.

This educational campaign would educate visitors on forest stewardship in the Deep Creek area and allow them to enjoy the outdoors while learning lessons about how to conserve natural resources during their stay. Typically, these programs partner with local community-based organizations, special districts, rental property management companies, and businesses to disseminate informational/marketing pamphlets to guests and visitors of hotels,



lodges, rental properties, and businesses. Other opportunities to distribute these materials are at conferences, concerts, festivals, and community events. Visitors would be encouraged to properly register off-highway vehicles (OHV); use motor vehicle use maps with designated OHV routes and safety messages; protect the wildlife, forest, and trails by maintaining cleanliness and picking up trash; and play only in identified OHV/recreational areas.

Currently, the San Bernardino National Forest has a Forest Recreation Fee Program that provides visitors with services such as cleaner restrooms, more frequent trash removal, better-maintained trails, more information, better protection of the environment, and less crowded places to recreate. Additionally, participants in the Forest Service Volunteer Program help to build and repair trails, work at visitor centers, present environmental educational programs, and patrol wilderness areas. Within the volunteer program, the Forest Service Adopt-A-Trail program maintains backcountry four-wheel-drive roads, OHV staging areas, and trailheads.



Action	Action Leader	Timeline	Resources
1. Contact residents and organize volunteers group to assist with the Forest Service Adopt-A-Trail program.	Champion	Month 1	Environmental Defense Fund, Wildlife Protection grant funding https://www.edf.org/ecosystems/why-we-need-new-way-protect-wildlife
2. Meet with Big Bear Valley Trails Foundation to learn how they created their website and information.	Volunteer Group	Month 2 - 4	Big Bear Valley Trails Foundation http://trailsfoundation.org/
3. Meet with the Forest Service Adopt-A-Trail program.	Volunteer Group	Month 2, on-going	Lake Arrowhead, Hiking in Lake Arrowhead and Surrounding Areas http://www.lakearrowhead.com/hiking.html
4. Develop an educational campaign that allows participants to learn more about environmental and wildlife protection and low-impact recreation at Deep Creek, Lake Arrowhead, San Bernardino National Forest, and snow play areas during their stay.	Volunteer Group	Months 2-3	US Forest Service, Southern California Consortium http://www.fs.fed.us/r5/scc/
5. Identify a list of natural resources, habitats, species, and vegetation communities in the Deep Creek area, and highlight environmental protection of wildlife.	Volunteer Group	Months 2-3, on-going	US Department of Agriculture Forest Service Pacific Southwest Region, San Bernardino National Forest Visitors Guide, 2014-2015
6. Develop informational and educational pamphlets (for example, Frequently Asked Questions [FAQ] and Things You Should Know brochures) that address educational topic areas such as having proper OHV registrations or permits and maps with designated OHV routes. Make sure that education materials include detail on signage that incorporates safety information and reminders to maintain trails clear of trash and garbage.	Volunteer Group	Months 2-4, on-going	US Department of Agriculture Forest Service, Deep Creek Hot Springs http://www.fs.usda.gov/recarea/sbnf/recarea/?recid=34152
7. Partner with community businesses and members to display and distribute the informational and educational pamphlets on a regular basis.	Volunteer Group with support from Forest Service Adopt-A-Trail, local businesses	On-going	California State Park Off-Highway Motor Vehicle Recreation, OHV Registration http://ohv.parks.ca.gov/?page_id=26886
8. Develop a website	Volunteer Group	Month 2 - 6	California State Park Off-Highway Motor Vehicle Recreation, Nonresident OHV Use Permits http://ohv.parks.ca.gov/?page_id=25669 Big Bear Valley Trails Foundation http://trailsfoundation.org/adopt-a-trail/

Community Focus Statement F: Improve resources to support seasonal visitors and tourist activities in the Lake Arrowhead communities.

Action Statement F.6: Provide centralized parking with shuttles and pedestrian paths that connect key commercial and recreational activity areas to reduce vehicle use and trips.

F6

Benchmark: Special events parking strategy developed.

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

Estimated Cost: \$500,000 - \$15 Million depending upon the type of parking structure. This does not include on-going operations and maintenance or maintaining a shuttle service.



Photo source: Michael Baker International

During special events, such as the Tour de Lake Arrowhead or the Octoberfest, a large number of visitors come to the Lake Arrowhead communities. During these busy events, the event organizers should work with the County Sheriff's Dept., Caltrans, Mountain Transit and the Lake Arrowhead communities to establish a coordinated strategy for handling the additional traffic flow and parking demand. This strategy should identify ways to minimize the impacts of traffic congestion. The strategy should require the designation of a centralized parking area for each event to support the need for additional parking and reduce the time it takes for visitors to find parking. In addition, local transit services should be increased to reduce vehicle use and trips. A special event permit would be required.

The centralized parking location for each event should make use of existing facility parking lots such as those at local schools, post offices, libraries, park-and-ride lots, and parks. The centralized parking area should be located as close to the special event venue as feasible. Clear signage should be posted throughout the communities to orient visitors to the designated parking areas. Pedestrian connections from the parking areas to the event should also be clearly signposted so that attendees will have a safe and comfortable trip to the event from the parking area. In addition, shuttles may be needed to transport people from the parking area to the event. If a shuttle is needed, the event organizers should look into using the existing public transit system for such events and request Mountain Transit to run a special event service during peak times. When events are advertised online, such as on the Lake Arrowhead Communities Chamber of Commerce website or other local media, the event organizer should identify the location of the designated parking areas. Currently, Mountain Transit is adding Dial-a-Ride services on Sunday, reducing route hours on low ridership routes, and continuing to run services between Running Springs and Lake Arrowhead.



Action	Action Leader	Timeline	Resources
1. Establish a special events committee to develop the special events parking strategy.	Champion with Lake Arrowhead Communities Chamber of Commerce, local events organizers	Months 1–3	Special Event Parking Strategies (click on PDF icon for Special Event Traffic Management) https://mobility.tamu.edu/mip/strategies.php Big Bear Visitors Center-Case Study http://www.bigbear.com/about/visitors-center/
2. Identify existing parking facilities suitable to support each special event.	Special events committee	Month 4	
3. Draft a strategy for special community events, to include: <ul style="list-style-type: none"> • Parking • Wayfinding • Shuttle/bus transport • Media campaign 	Special events committee	Months 5–12	
4. Seek funding for the implementation and maintenance of the strategy, which may include local business sponsorships for wayfinding signage.	Special events committee	Months 5–12	

Community Focus Statement F: Improve resources to support seasonal visitors and tourist activities in the Lake Arrowhead communities.

F

Action Statement F.7: Partner with the US Forest Service to provide information materials and services focused on hiking trails, fire cutting permits, camping, and associated activities.

Benchmark: Partnership with the US Forest Service to provide additional informational materials and services to visitors and recreational users related to outdoor recreation (hiking trails, camping, fuelwood, fire cutting permits, etc.) in the National Forest. Continually update materials, and provide them to local public services providers, health providers, and community groups in the area to educate visitors on things they should know before their visit.

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

Estimated Cost: \$500–\$1,000

The San Bernardino National Forest serves as Southern California’s outdoor year-round recreation destination. With high visitation throughout the forest, it is essential that visitors follow the rules designed to protect the forest and the natural environment. High-quality information materials with effective educational programing would provide a road map and a valuable resource for visitors and users to navigate the recreational areas properly.

Currently, the US Forest Service provides visitors with recreational maps for the Lake Arrowhead, Lake Silverwood, Crestline, Running Springs, Green Valley Lake, and Keller Peak areas. Visitors can stop by the Big Bear Discovery Center for more information and a large selection of maps and hiking trail guides, and they can obtain expert advice and assistance from staff and volunteers. However, because of the distance from the Discovery Center, the Lake Arrowhead communities can partner with the San Bernardino National Forest to offer additional informational materials to local public services providers and health care providers (for example, Mountains Community Hospital, fire stations, San Bernardino County Sheriff’s Department’s Twin Peaks station, Rebuilding Together Mountain Communities group, Lake Arrowhead Rotary Club, and Mountain Top Hiking Club) to ensure these materials are available locally.



US Forest Service has a website devoted to visitor education on wide range of topics. Photo source: US Forest Service

Visitors can be reminded to enjoy a safe visit to the San Bernardino National Forest by following typical rules including but not limited to:

- Use picnic sites and other day use areas only between the hours of 6 a.m. and 10 p.m.
- Use campgrounds and other recreation sites only for recreation purposes.
- In campgrounds, camp only in those places specifically marked or provided.
- Do not leave camping equipment unattended for more than 24 hours without permission from the Forest Service.
- Remember that the federal government is not responsible for any loss or damage to personal property.
- Preserve the wilderness: “Leave only footprints, take only pictures.”
- Use of a trail, campsite, or other area of the wilderness area by a group of more than 12 members is prohibited except by special-use authorization.
- Be aware that one personal fuelwood permit is available per household at one time. Permit holders are required to contact the Forest Service in advance of cutting to determine the fire restrictions in effect for that day. Permit issuance and use may be restricted due to conditions and fuelwood availability.



Action	Action Leader	Timeline	Resources
1. Contact residents and recruit volunteer group to assist the US Forest Service in promoting distribution of informational materials and services related to outdoor recreation education.	Champion, with support from US Forest Service	Months 1–2	US Department of Agriculture Forest Service, Conservation Education http://www.fs.usda.gov/main/conservationeducation/programs/program-development
2. Select a volunteer to serve as the program lead to assist with coordination between organizations and information management.	Volunteer group	Month 2	Central Sierra Environmental Resource Center, Education Programs http://www.cserc.org/education-programs/
3. Establish communication between the US Forest Service and local public services providers, health providers, and community groups to provide recreational users and visitors in the Lake Arrowhead communities' informational materials and services for outdoor recreation education.	Volunteer group, with support from local public services providers, health providers, community groups, US Forest Service	Months 3–4, on-going	Lake Arrowhead, Hiking in Lake Arrowhead and Surrounding Areas http://www.lakearrowhead.com/hiking.html
4. Hold regular meetings or conference calls with the US Forest Service and local providers/groups to discuss updates to materials and ensure procedures for information sharing are effective.	Volunteer group, with support from local public services providers, health providers, community groups, US Forest Service	Months 3–5, on-going	US Department of Agriculture Forest Service Pacific Southwest Region, San Bernardino National Forest Visitors Guide, 2014–2015
5. Encourage additional community groups, businesses, and members to regularly display and distribute informational materials and offer services. These tools can educate visitors on things they should know while visiting the National Forest and the surrounding Lake Arrowhead communities.	Volunteer group, with support from local community groups, businesses, community members, US Forest Service	On-going	US Department of Agriculture Forest Service, Fuelwood and Forest Wood Products http://www.fs.usda.gov/detail/sbnf/about-forest/districts/?cid=stelprdb5251314 US Department of Agriculture Forest Service, Know Before You Go http://www.fs.fed.us/visit/know-before-you-go

Community Focus Statement G: Improve public safety within the Lake Arrowhead communities

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

G

Benchmarks: Neighborhood watch programs exist in at least 50 percent of the Lake Arrowhead communities residential areas. Each program has established leadership that meets regularly (at least once a quarter), meets with representatives from the San Bernardino County Sheriff’s Department at least once annually, and continues to function for at least five years from its inception.

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

Estimated Cost: \$400–\$3,000



Communities with a neighborhood watch program often post signs similar to this one, warning potential lawbreakers of increased vigilance and community awareness. Photo source: Famartin

The establishment of neighborhood watch programs in the Lake Arrowhead communities is a method to help keep the communities safe by getting community members involved in crime prevention efforts. Participating residents can monitor and keep watch on the neighbors and the neighborhood, decreasing the opportunities for people to commit a crime without being observed. 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 where a crime could happen. Neighborhood watch programs in the Lake Arrowhead communities, may have a better chance of long-term success if it is started by community members, with the assistance of existing County programs. Drug abuse and a rising crime rate are safety concerns in the Lake Arrowhead communities.

Many strategies can increase the effectiveness of neighborhood watch programs to reduce crime in the future. The Lake Arrowhead communities can partner with the San Bernardino County Sheriff’s Department on starting and maintaining neighborhood watch programs by providing critical resources and training for program participants. Existing community groups such as homeowners associations can serve as a framework for neighbors to get together, organize, and grow a neighborhood watch program. Participants can host events such as cleanups, making areas nicer and more attractive and less likely to be used for criminal purposes. Block parties and neighborhood events can make people more aware of the program and allow participants to share information about the neighborhood watch program with other residents. Signs posted around the community can help make residents aware that a neighborhood watch program is active, and may discourage potential lawbreakers from taking illegal actions. Neighborhood watch programs can also act with a united voice to encourage local

communities and businesses to take action and make communities safer, such as installing better outdoor lighting or rehabilitating run-down public spaces.

Action	Action Leader	Timeline	Resources
1. Conduct outreach activities and recruit residents to serve on a neighborhood watch committee. Conduct a kickoff, informational meeting to determine interest, assign volunteers, identify areas of concern in the communities, and carry out other appropriate start-up activities.	Champion with 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 communities.	Neighborhood watch committees	Month 5	
4. Solicit volunteers from the communities 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 training, information sharing, and resources.	Neighborhood watch committees, with support from Sheriff's Department	Month 6	San Bernardino County Public Works (for sign installation)
6. Post signs notifying people of a neighborhood watch program.	Neighborhood watch committees	Month 6	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 G: Improve public safety within the Lake Arrowhead communities.

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



Benchmarks: In partnership with the County Sheriff’s Department and community groups, regular meetings and neighborhood walks are hosted to discuss safety concerns and training topics to help make the Lake Arrowhead communities safer.

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

Estimated Cost: \$1,000–\$2,000



San Bernardino County Sheriff’s Citizens on Patrol volunteers. Photo source: San Bernardino County Sheriff’s Department

A Citizens Patrol is an approach that involves building closer ties between the San Bernardino County Sheriff’s Department and residents and businesses in the Lake Arrowhead communities, and seeks to be proactive about preventing crime. Volunteers give law enforcement the opportunity to reduce crime and increase law enforcement services. Citizens Patrol volunteers can identify conditions that contribute to crime and other issues specific to the Lake Arrowhead communities. They also serve as a liaison between

the community and the County Sheriff’s Department, keeping open lines of communication between law enforcement and members of the Lake Arrowhead communities.

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 disaster and emergency. Citizens 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. Citizens 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 the Lake Arrowhead communities should be encouraged to join the existing program, so there is a larger Citizens Patrol presence. Existing members of the Citizens Patrol should be visible in the community and make people aware that such a group exists to help keep the communities 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 Citizens Patrol training. The Citizens Patrol could partner with neighborhood watch groups and other safety workshops hosted in the communities. As the Citizens Patrol group grows, there is

opportunity to create more specialized volunteer units to cater to a specific need in the Lake Arrowhead communities.

Action	Action Leader	Timeline	Resources
1. Publicize the existing Citizens Patrol group to neighborhood groups, such as homeowners associations, neighborhood watch, or faith-based institutions.	Champion with existing Citizens Patrol volunteers	Year 1 – 3	San Bernardino County Sheriff Department http://cms.sbcounty.gov/sheriff/Divisions/VolunteerForces/CitizenonPatrol.aspx US Department of Justice Office of Community Oriented Policing Services, The Collaboration Toolkit for Community Organizations Effective Strategies to Partner with Law Enforcement, 2010, revised 2014
2. Encourage residents of the Lake Arrowhead communities who meet the requirements to go through Citizens Patrol training and become active volunteers.	Citizens Patrol volunteers, community groups	Year 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.	Citizens Patrol volunteers with support of San Bernardino County Sheriff’s Department	Year 1 – 3	
4. Conduct annual recruitment efforts to provide information and get more volunteers involved in the Citizens Patrol group.	Citizens Patrol volunteers	Annually	
5. Reach out to Citizens Patrol volunteers to evaluate the program and identify potential improvements.	Citizens Patrol volunteers	Annually	

Community Focus Statement G: Improve public safety within the Lake Arrowhead communities

G

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

Benchmarks: Partnership 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 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: \$1,000–\$4,000



While landslides are a hazard of concern in Lake Arrowhead, property owners can use various strategies to reduce the risk. Photo source: Alex Drexel/FEMA

Property owners in the Lake Arrowhead communities face risk from crime and natural disasters, including drought, fire, earthquake, and landslides. In the face of a broad range of risks, identifying the best course of action 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 Department, US Forest Service, San Bernardino County Fire Department, local safety experts, and insurance companies, individual property owners can learn the best approaches to address concerns about crime and natural disasters. These actions allow property owners to enhance the security of their home or business while simultaneously increasing the overall safety of the communities.

A partnership between the Lake Arrowhead communities and the San Bernardino County Sheriff’s Department, County Fire Department, US Forest Service, local safety experts, and insurance companies would provide property owners with a variety of educational resources and local perspectives about the best ways to enhance the security of homes and businesses. In addition, community organizations such as the Mountain Area Safety Taskforce (MAST) and the Arrowhead Communities Fire Safe Council can work with the Lake Arrowhead communities to aid in preventing catastrophic wildfires and promoting public safety in the mountain areas. Diminishing water

availability, fire, earthquake, and landslide risks, as well as crime and theft, were identified as central safety concerns in the communities. Evaluation of existing vulnerabilities in homes and businesses in the Lake Arrowhead communities can target areas that are more susceptible to crime and natural disasters. Connections with regional

safety officers and other parties could help homeowners and business owners take action through workshops on property protection. Education tailored to the Lake Arrowhead communities, such as specific education for tourism and recreation businesses, can help ensure property owners are engaged and receiving relevant information. 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.

Organizing educational workshops and demonstrations and reaching out to residents and businesses that have previously experienced a property crime or the impacts of a natural hazard can build and strengthen community partnerships and increase safety across the Lake Arrowhead communities. By working toward increasing security on individual properties, the cumulative impact of these efforts would lead to a safer, stronger community by reducing hazard risk, discouraging crime, and inspiring other homeowners and business owners to participate. Currently, the US Forest Service and the San Bernardino County Fire Department have plans and programs to reduce the threat of fire, increase public knowledge regarding fire safety and preparedness, and reduce risk in the community.

Action	Action Leader	Timeline	Resources
1. Hold a meeting to create a Safety Committee	Champion	Month 1	Arrowhead Communities Fire Safe Council
2. Contact each entity to discuss the information they already have available.	Safety Committee, neighborhood watch groups	Month 1	http://www.arrowheadfsc.net/
3. Contact and work with community groups, residents, and business owners to identify safety and security needs in the community.	Safety Committee, neighborhood watch groups	Months 1–2, on-going	County of San Bernardino, Mountain Area Safety Taskforce http://www.sbcounty.gov/cal/mast/about_mast.asp
4. Select a volunteer to serve as the program lead to assist with coordination between agencies, organizations, and information management.	Safety Committee	Month 2	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
5. Conduct surveys of fire resiliency in the communities, including the proportion of buildings with defensible space and fire-resilient roofing, in coordination with Cal Fire and the US Forest Service.	Safety Committee, with support from US Forest Service, County Fire Department, and Cal Fire	Months 2–4, on-going	National Institute of Justice: Crime and crime prevention – property crime



Action	Action Leader	Timeline	Resources
6. 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 integrating meetings as part of existing groups/organizations.	Safety Committee, with support from County Sheriff's Department and Fire Hazard Abatement, US Forest Service, County Fire Department, Cal Fire, neighborhood watch groups, Lake Arrowhead Communities Chamber of Commerce, Mountain Area Safety Taskforce, Arrowhead Communities Fire Safe Council	Month 5, On-going	https://www.crimesolutions.gov/TopicDetails.aspx?ID=21 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 San Bernardino County Fire, Residential Assessment Program
7. 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.	Safety Committee, with support from local community groups, Mountain Area Safety Taskforce, Arrowhead Communities Fire Safe Council, businesses	Month 5, On-going	http://cms.sbcounty.gov/sbcfire/Programs/ReadySetGoFire.aspx#RAP US Forest Service, The Healthy Forests Initiative and Healthy Forests Restoration Act Interim Field Guide https://www.fs.fed.us/projects/hfi/field-guide/web/toc.php
8. 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.	Safety Committee with County Fire Department, Fire Hazard Abatement, and Cal Fire	Months 6–8	Cal Fire: Wildfire Protection http://osfm.fire.ca.gov/codedevelopment/wildfireprotection
9. Support and encourage the adoption of building standards that require increased protection against wildfires for new construction.	Safety Committee, with support from County Fire Department and Building & Safety, local community groups, Mountain Area Safety Taskforce, Arrowhead Communities Fire Safe Council, businesses	Month 6, On-going	
10. Establish a program to offer free wildfire protection consultations to local property owners.	Safety Committee, with support from County Fire Department, Fire Hazard Abatement, local community groups, Mountain Area Safety Taskforce, Arrowhead Communities Fire Safe Council, businesses	Month 6, On-going	

Community Focus Statement G: Improve public safety within the Lake Arrowhead communities

Action Statement G.4: Advocate with the US Forest Service to increase staffing and enforcement of forest lands.

G4

Benchmarks: Communication between the Lake Arrowhead communities and the US Forest Service occurs regularly and collaborate to solve community issues.

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

Estimated Cost: \$500-\$1,200



Aerial view of Lake Arrowhead, CA. Photo source: Wingtipvortex

Increased US Forest Service staffing in the Lake Arrowhead–Green Valley Lake Recreation Area of the San Bernardino National Forest would ensure improved law enforcement and increased public safety in the communities. The Lake Arrowhead communities can meet with US Forest Service staff to identify safety concerns, either in specific locations or during certain times of the year. For example, the communities may be concerned with safety issues during holiday weekends. In response to this concern, the US Forest Service could temporarily increase staffing during peak times. Additionally, the Forest Service may have other resources

available, such as volunteers that could support the communities and alleviate identified issues.

The US Forest Service may be aware of issues that the community does not know about and vice versa. Together, the communities and the US Forest Service can collaborate and create innovative solutions to issues faced by the Lake Arrowhead communities. The groups can work together collaboratively for better law enforcement on forest lands.



Action	Action Leader	Timeline	Resources
1. Determine the time of year and issues for which there is the greatest need for increased Forest Service staffing.	Champion with Lake Arrowhead Association, local community groups	Months 1–3	US Forest Service: The Rising Cost of Wildfire Operations http://www.fs.fed.us/sites/default/files/2015-Rising-Cost-Wildfire-Operations.pdf
2. Lobby the US Forest Service for increased staffing levels or additional volunteers, and lobby state and federal representatives for increased funding.	Champion with Lake Arrowhead Association	Month 4, on-going	Arrowhead Communities Fire Safe Council http://www.arrowheadfsc.net/
3. Coordinate with the US Forest Service to maximize staffing to meet community needs.	Champion, Lake Arrowhead Association, US Forest Service	Months following increased staffing levels	County of San Bernardino, Mountain Area Safety Taskforce http://www.sbcounty.gov/calmast/about_mast.asp San Gorgonio Wilderness Association http://sgwa.org/volunteers City of South Lake Tahoe: Volunteer Corps http://cityofslt.us/DocumentCenter/Home/View/1424

Community Focus Statement G: Improve public safety within the Lake Arrowhead communities.

Action Statement G.5: Design and promote education materials to help residents understand what constitutes potential code violations and how to report illegal dumping activities.

G.5

Benchmarks: Code enforcement materials specific to the Lake Arrowhead communities are available and easily accessible by all community members.

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

Estimated Cost: \$500 - \$5,000



Violations of property-related regulations intended to protect the health, safety, and welfare of a community are known as code violations. There are numerous code violations, which may include piles of junk on private property, abandoned cars, or unsafe buildings. In San Bernardino County, the County’s Land Use Services Department’s Code Enforcement section employs professional code enforcement staff to enforce these regulations and remove code violations. Community members can be involved to be on the lookout for code violations in the Lake Arrowhead communities and to report these violations to the Code Enforcement section.

The County’s Land Use Services Department would work together with community members to create a guide that educates volunteers on how to identify and document code violations and assist in gaining compliance in the Lake Arrowhead communities. This guide would allow the professional code enforcement staff who work for the County to focus their efforts on addressing more serious and complex issues that go beyond the volunteers’ responsibilities.

Volunteers must be familiar with what constitutes a code enforcement violation in order to assist with these duties. It is important that volunteer code enforcers receive training on the primary code enforcement issues present in the Lake Arrowhead communities and other information pertinent to their volunteer activities, including how to document any suspected violations they may observe. Program organizers should also hold recurring training sessions to provide refreshed and updated information. It is not the responsibility of volunteers to directly confront property owners, as this more involved role is best left to professional staff. However, it is still important for volunteers to receive training on proper interaction with property owners, which can allow them to de-escalate any tensions that may inadvertently occur. In accordance with community policing ideals, volunteers should meet regularly with professional code enforcement staff and law enforcement officers, as this improved connection can

help build enhanced trust and connections. Volunteers should also be visible members of the community, which can include participating in community events and serving as liaisons between code enforcement staff and other members of the public.

When establishing a volunteer code enforcement program, it is important to consider how often to provide training and what material should be covered. It is important for volunteers to receive 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 Lake Arrowhead communities. It is essential that efforts be made to secure volunteers who can participate for a reasonably long time (at least six months, ideally a year or more), as individuals with a longer-term presence may be viewed as more trustworthy. In addition, a process should be established for members of the Lake Arrowhead communities to provide feedback on the volunteer code enforcement participants so that any issues can be resolved quickly.

Action	Action Leader	Timeline	Resources
1. Establish a committee to create code enforcement pamphlets and other education materials.	Champion	Month 1	San Bernardino County, Code Enforcement http://cms.sbcounty.gov/lus/CodeEnforcement/CodeEnforcementHome.aspx
2. Coordinate with the County Land Use Services Department to ensure code enforcement materials are consistent with regulations.	Code enforcement committee	Month 2-6	Center for Community Progress: Community Code Enforcement Partnerships http://www.communityprogress.net/tool-3--community-code-enforcement-partnerships-pages-269.php
3. Use online resources, newsletters, and presentations at homeowners association and Community Services District meetings to distribute educational materials to community members.	Code enforcement committee	Months 6-12	
4. Establish a mechanism for 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 G: Improve public safety within the Lake Arrowhead communities

G6

Action Statement G.6: Advocate and coordinate with the County and emergency service providers to create better maps and directional street signs/markings to assist emergency drivers in navigating the communities.

Benchmarks: Direction street signs/markings are installed throughout the communities and all emergency service providers are provided with an emergency access map.

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

Estimated Cost: \$2,000–\$9,000

Narrow winding roads and low roadway connectivity can make driving in the Lake Arrowhead communities a challenge even in favorable conditions. Drivers who are not intimately familiar with the communities may struggle to find a way back to the main roads or to other key locations, and the lack of clear roadway signs in many areas may compound the problem. GPS navigation systems are not always effective, and in some instances may make the situation worse by leading drivers on overly long and circuitous routes. In addition to being an inconvenience and leading to traffic jams, potentially serious problems may arise. Emergency responders having difficulty reaching a location or leaving the neighborhood can cause life-threatening delays. Additionally, lack of directional street signs and markings can cause delays if an evacuation is necessary, which may also put people at risk. Improved signs and maps for emergency responders can help reduce these concerns.

One-way roads and roads with no outlet in the Lake Arrowhead communities must be clearly marked, and all signs placed in locations that are easily visible, including at night. There should be frequent signs that point drivers back to main roads, which will assist with emergency response and evacuations. Street names themselves, particularly on main roads, should also be easily visible and legible. For additional assistance, notices about one-way roads, roads with no outlet, directions back to main roads, and other navigational aids can be painted onto the road surface in addition to being indicated on a sign. To improve emergency response times, the Lake Arrowhead communities should also develop maps showing the quickest routes in and out of the area. These maps should be distributed to all emergency responders operating in the Lake Arrowhead communities and should also be made available to residents and visitors.

To the extent feasible, signs and markings should minimize traffic on quiet residential streets while still allowing for the quickest travel time. All street signs and markings must be consistent with the California Manual on Uniform Traffic Control Devices, which contains specifications for these labels. Signs should be placed in highly visible locations where they are unlikely to be obscured by vegetation, and any surrounding vegetation should be trimmed promptly if it starts to become an obstruction. All maps should be well designed and easily understood. It is also important that the Lake Arrowhead communities update the maps and signs as needed as a result of roadway closures, new developments, or other changes that may affect travel time.



Action	Action Leader	Timeline	Resources
1. Create a Public Safety Task Force	Champion	Month 1	California Manual on Uniform Traffic Control Devices http://www.dot.ca.gov/trafficops/camutcd/ Toley Lake Regional Park: Emergency Access Plan http://parks.sonomacounty.ca.gov/uploadedFiles/Parks/About_Us/Project_Details/Toley-Emergency-Access-Plan-Map.pdf Bear Valley Springs Emergency Access Routes http://www.bvsa.org/files/mnu_page_261.pdf
2. Decide on the best routes to maximize travel in and out of the community.	Public Safety Task Force	Month 1	
3. Identify where one-way and no outlet signs are needed.	Public Safety Task Force	Month 2 – 4	
4. Meet with SB County Public Works to discuss identified needs	Public Safety Task Force	Month 4	
5. Research and receive funding and grants for signs and mapping as well as maintenance.	Public Safety Task Force	Months 4 - 8	
6. Erect one-way and no outlet signs where needed, and paint comparable markings on road surfaces.	San Bernardino County Public Works	Months 8 – 10	
7. Develop maps showing the best routes for emergency access and evacuation.	Public Safety Task Force	Months 8 - 10	
8. Distribute maps to emergency service providers, and make the maps available to community members in print and online.	Public Safety Task Force	Month 10	
9. Maintain signs and street markings, including trimming vegetation as needed.	San Bernardino County Public Works	Month 10, On-going	
10. Monitor the effectiveness of maps, and revise as needed.	Public Safety Task Force	On-going	

Community Focus Statement H: Maintain roadway infrastructure and improve traffic flow and vehicle safety within the communities.

Action Statement H.1: Coordinate with the County to identify needed roadway maintenance associated with tree roots.

H

Benchmarks: Roadways are maintained regularly for tree root damage.

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

Estimated Cost: \$300–\$1,500



San Luis Obispo County has a Cooperative Road Improvement Program to help local residents upgrade existing unpaved County-maintained roads to paved roads or bring roads to a County standard for acceptance into the maintained system.

Roadway networks are critical to the daily operation of a community in that they provide access to and from employment, education and health services, and social opportunities. Proper maintenance of existing infrastructure facilities helps to ensure access to such daily functions and promotes safe and efficient travel operations. Maintenance also extends the service life of such facilities. While trees provide many physical and visual benefits to a roadway corridor and community, operational and safety issues could arise if their root systems extend and lift roadway

pavement.

Maintenance of tree roots in roadways should consider both the effective use of the roadway facility and the health of the tree. Cutting of a tree's root system could have a significant impact on the tree's health; thus, impacts to the tree should be considered prior to conducting maintenance activities.

The County has an annual budget for maintaining roadways. Requests can be submitted to the County for assessment and incorporation into its maintenance program. The San Bernardino County Public Works Department is responsible for maintaining over 2,500 miles of roadway in the unincorporated areas, which is known as the County Maintained Road System (CMRS). The Public Works dispatch center can be contacted to report issues with trees lifting the sidewalk along a street. The Public Works Department helps to support the Countywide Vision by maintaining the roadway infrastructure. The San Bernardino County Transportation Planning Division can be contacted regarding plans to repave roadways. In addition, Lake Arrowhead County Service Area (CSA) 70 R-7 is a road maintenance district that provides the level of service desired by the residents. CSA 70 R-7 maintains 965 feet of paved roads and receives funding for road maintenance and snow removal services.



Action	Action Leader	Timeline	Resources
1. Create a Public Safety Task Force	Champion	Month 1	San Bernardino County Special Districts Department http://specialdistricts.org/index.aspx?page=176 San Bernardino County Public Works, County Maintained Road System http://sbcountydpw.maps.arcgis.com San Bernardino County, Public Works Dispatch Center (909-387-8063) available Monday through Friday from 8 AM to 5 PM San Luis Obispo County, Traffic and Transportation http://www.slocounty.ca.gov/PW/Traffic.htm
2. Identify County-maintained roadway facilities in the Lake Arrowhead communities.	Public Safety Task Force with Lake Arrowhead County Service Area, Lake Arrowhead Communities Chamber of Commerce, local community leaders	Month 1	
3. Identify those roadways within the communities that are experiencing tree root lifting.	Public Safety Task Force with Lake Arrowhead County Service Area, Lake Arrowhead Communities Chamber of Commerce, local community leaders	Month 2	
4. Coordinate with the San Bernardino County Public Works Department and the Lake Arrowhead County Service Area with the list of locations identified as having tree root issues for Public Works consideration.	Public Safety Task Force	Month 3	
5. Contact the San Bernardino County Public Works Department and the Lake Arrowhead County Service Area to report the issues that have been identified via the Public Works Dispatch Center, as needed.	Public Safety Task Force	Month 4	

Community Focus Statement H: Maintain roadway infrastructure and improve traffic flow and vehicle safety within the communities.

Action Statement H.2: Identify opportunities to improve safety and maintenance of private roads.

H₂

Benchmarks: List of safety improvement locations and types and Road Districts and County Service Areas established to fund safety and maintenance efforts.

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

Estimated Cost: \$50,000–\$2,000,000

Transportation safety is critical in small communities, as they often lack safety-improving infrastructure such as street lighting and sidewalks often found in other larger towns and cities. A balance between safety and amenities is important in order to maintain the local character of the area while supporting a safe and efficient roadway network.

Privately owned roadways in the Lake Arrowhead communities are typically two-lane roadways (of varying widths) with asphalt paving and minimal amenities given the rural mountain character of the area. Traffic safety analysis is often conducted using available crash data for reported crashes along area roadways. However, this information is often difficult to collect for secondary or local roadways. Understanding safety issues often involves coordination with local law enforcement officials (San Bernardino County Sheriff's Department, Twin Peaks Facility) since they may have historic crash data for local roadways, or potentially anecdotal safety information. The Sheriff's Department and local residents can collaborate to identify locations in need of safety improvements.

Safety improvements often include street lighting, traffic signs and pavement markings, sidewalks, crosswalks, and turn lanes. Safety improvements cannot be developed using a blanket approach; rather, they require analysis relative to the specific location and conditions. For example, while improved street lighting can help to improve safety, proper maintenance and upkeep of the pavement markings and signage in the area can also help to support safe operations. Replacing markings with highly reflective designs is one way to achieve improved safety without adding street lighting if light pollution is a concern.

Maintenance, including snow removal, is an important issue in the area. The San Bernardino County Public Works Department is responsible for snow removal along County-maintained roadways; however, the department is not involved in the removal of snow along privately owned roadways. The Lake Arrowhead communities are responsible for the maintenance of such facilities, along with snow removal. Local residents can consider an organized method of snow removal for privately owned roadways.

Road Districts/County Service Areas already exist in certain locations throughout the Lake Arrowhead communities (CSA 70 R-7). Additional Road Districts can be established through County Service Areas to coordinate and fund safety and maintenance efforts through tax parcel service charges.

The table summarizes the cost of potential future infrastructure that could be installed to improve safety, not including any right-of-way acquisition costs. Maintenance costs such as snow removal are specific to the number and type of locations where snow removal is conducted.

Estimated Infrastructure Costs

Type	Typical Cost
Street Signs	\$800–\$1,000 per sign
Striped Crosswalks	\$1,000–\$5,000 per crosswalk
Wired Streetlights	\$6,000–\$7,000 per light
Solar Streetlights	\$5,000–\$6,000 per light
Sidewalk	\$20 per square foot
Extend Turn Lane	\$350 per foot
Provide Turn Lane	\$400 per foot

Action	Action Leader	Timeline	Resources
1. Create a Public Safety Task Force	Champion	Month 1	San Bernardino County Public Works County Maintained Road System
2. Define the project study area including privately owned roadways and intersections, and the desired project safety goals and select a group of volunteers.	Public Safety Task Force with Lake Arrowhead County Service Area, local community leaders, Lake Arrowhead Communities Chamber of Commerce	Months 1–2	http://sbcountypdw.maps.arcgis.com Federal Highway Administration Intersection Safety, a Manual for Local Rural Road Owners, FHWA
3. Coordinate with the San Bernardino County Sheriff's Department to gain an understanding of potential existing safety issues or concerns identified in the area.	Public Safety Task Force with Lake Arrowhead County Service Area, local community leaders, with support from County Sheriff's Department	Months 3–4	http://safety.fhwa.dot.gov/local_rural/training/fhwasa1108/fhwasa1108.pdf
4. Develop a list of potential safety needs and improvements based on local resident experience.	Public Safety Task Force with Lake Arrowhead County Service Area, local community leaders	Months 5–6	San Bernardino County Special Districts, Road Districts http://www.specialdistricts.org/index.aspx?page=176
5. Define maintenance-related goals and impacted privately owned roadways.	Public Safety Task Force with Lake Arrowhead County Service Area, local community leaders	Months 7–8	Lake Arrowhead Community Services District http://www.lakearrowheadcsd.com/
6. Develop a list of potential maintenance improvement projects.	Public Safety Task Force with Lake Arrowhead County Service Area, local community leaders	Months 9–10	
7. Establish Road Districts and County Service Areas as a way to manage and fund projects.	Special Districts	Months 11–48	

Community Focus Statement H: Maintain roadway infrastructure and improve traffic flow and vehicle safety within the communities.

Action Statement H.3: Investigate traffic safety at major intersections and turnouts/cutoffs.

H3

Benchmarks: A safety plan is prepared that includes a set of recommended safety improvements for the study area identified funding, design, and construction for a set of improvements.

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

Estimated Cost: \$75,000–\$5,000,000



Installation of signage in advance of and at unsignalized intersections would provide approaching motorists with additional information at these locations. Drivers would be more aware that the intersection is coming up, and therefore make safer decisions. Photo source: FHWA

Safety is the top priority for those responsible for constructing, operating, and maintaining the transportation infrastructure network. Transportation projects are often implemented with the goal of reducing the number and severity of crashes along a particular corridor or crossroads. In fact, Vision Zero is a national road safety project with the belief that traffic crashes are preventable and thus none are acceptable. Intersections and driveways are often the focus of safety improvement efforts given the potential for multiple conflicts at such locations. These safety projects consider the impacts on all potential users (motor vehicles, large trucks, bicyclists, pedestrians, and equestrians).

Detailed safety analysis is conducted by first obtaining and reviewing historic reported crash data to determine any potential safety issues. Crash data can be obtained from the Statewide Integrated Traffic Records System (SWITRS), which is managed by the California Highway Patrol, or through the local police department (the San Bernardino County Sheriff's Department). Observations include the identification of the type of crash, specific location, current roadway and traffic conditions, and potential contributing factors. Once the data is analyzed and observations are made, a set of countermeasures can be developed with the goal of improving the safety of the study location.

Improvements that can be implemented at intersections and/or turnouts/cutoffs in order to improve safety include street lighting; enhanced/highly visible signage and delineation; supplemental signage; crosswalks; operational improvements such as turn lanes, traffic signals, and roundabouts; medians and/or islands; and improved sight lines. The type of improvement is specific to any safety issues identified and the context of the area. Table 1 shows the estimated costs of some of the potential intersection safety improvements.

Once countermeasures are selected and installed, implementation of improvements is often followed up with post-construction monitoring.



Minor projects may be funded through SBCTA grants, while larger projects will likely require a Community Services District. 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.

Intersection Safety Improvement Costs

Potential Improvement	Cost (typical per item)
Safety Study	\$75,000–\$100,000
Street Signs	\$800–\$1,000 per sign
Striped Crosswalks	\$1,000–\$5,000 per crosswalk
Wired Streetlights	\$6,000–\$7,000 per light
Solar Streetlights	\$5,000–\$6,000 per light
Traffic Signals	\$250,000–\$300,000 per signal
Provide Turn Lanes	\$400 per foot
Median/Island	\$400 per foot



Action	Action Leader	Timeline	Resources
1. Create a Public Safety Task Force	Champion	Month 1	San Bernardino County Special Districts Department http://specialdistricts.org/index.aspx?page=176 Local Roadway Safety, A Manual for California's Local Road Owners http://www.dot.ca.gov/hq/LocalPrograms/HSIP/Documents/hsip/CA_SM4LROv11.pdf Federal Highway Administration Innovative Intersection Safety Improvement Strategies and Management Practices http://safety.fhwa.dot.gov/intersection/other_topics/fhwasa06016/ Federal Highway Administration Intersection Safety, A Manual for Local Rural Road Owners, FHWA http://safety.fhwa.dot.gov/local_rural/training/fhwasa1108/fhwasa1108.pdf
2. Define project study intersections and desired project safety goals.	Public Safety Task Force with Lake Arrowhead County Service Area, Lake Arrowhead Communities Chamber of Commerce, local community leaders	Months 1–2	
3. Coordinate with County Department of Public Works and Caltrans, if needed.	Public Safety Task Force	Month 3	
4. Develop a safety plan with a set of recommended improvements for each study intersection.	Public Safety Task Force	Months 4–16	
5. Coordinate with the County Special Districts Department to establish a Community Services District for safety improvements in the Lake Arrowhead communities.	Public Safety Task Force	Years 1 - 6	
6. Obtain community and stakeholder input on proposed improvements.	Public Safety Task Force with Community Services District	Year 7	
7. Determine and secure funding for proposed improvements	Public Safety Task Force with Lake Arrowhead County Service Area		
8. Procure final design plans for proposed improvements.	Lake Arrowhead County Service Area, County Public Works Department, Caltrans	Year 8	
9. Construct/implement corridor improvements.	County Public Works Department, Caltrans	Months Years 9 - 10	

Community Focus Statement H: Maintain roadway infrastructure and improve traffic flow and vehicle safety.

Action Statement H.4: Advocate with the County and Caltrans to regularly maintain public roadways and drainage infrastructure.

H4

Benchmarks: Map or list of key roadways and drainage facilities are provided to the San Bernardino County Public Works Department and Caltrans.

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

Estimated Cost: \$300–\$1,500

Throughout the life of roadway and drainage infrastructure, simple maintenance activities are necessary to realize the infrastructure's full service life. These maintenance activities can delay or reduce deterioration of roads, road elements, or drainage. Preservation costs much less than major reconstruction or replacement. Delaying or forgoing preservation treatments would result in worsening conditions for roads and eventually accelerate the need for roads to be rehabilitated or replaced. Simple maintenance can eliminate cascading sequences of distressful events. For example, pothole repair can prevent widening of a disturbed road surface, and drainage maintenance can prevent damage or failure of a road.

Proper routine maintenance of existing infrastructure facilities helps to ensure access to daily functions and promotes safe and efficient travel operations. Maintenance activities include roadway cleaning, grass cutting and landscaping, cleaning of ditches and culverts, pothole repair, tree root lift repair, resurfacing, resealing and overlay, re-graveling, maintenance of drainage facilities and guardrails, and repairs or roadway clearing in the event of a storm or unscheduled event.

The San Bernardino County Public Works Department is responsible for maintaining over 2,500 miles of roadway in the unincorporated areas, which is known as the County Maintained Road System (CMRS). The San Bernardino County Transportation Planning Division can be contacted regarding plans to repave roadways. Lake Arrowhead County Service Area (CSA) 70 R-7 is a road maintenance district that provides the level of service desired by the residents. CSA 70 R-7 maintains 965 feet of paved roads and receives funding for road maintenance and snow removal services. The County has an annual budget for maintaining roadways. A maintenance plan and schedule is in place for routine maintenance activities. Emergency maintenance is handled on an as-needed basis, and requests can be submitted to the County for assessment and incorporation into its maintenance program.

The San Bernardino County Flood Control District has developed a very extensive system of facilities, including dams, conservation basins, channels, and storm drains, to intercept and convey flood flows through and away from the major developed areas of the county. The Flood Control District handles flood control functions, water conservation functions, and storm drain construction.



Action	Action Leader	Timeline	Resources
1. Create a Public Safety Task Force	Champion	Month 1	<p>San Bernardino County Special Districts Department http://specialdistricts.org/index.aspx?page=176</p> <p>San Bernardino County Public Works County Maintained Road System http://sbcountydpw.maps.arcgis.com</p> <p>San Bernardino County Public Works Dispatch Center (909-387-8063) available Monday through Friday from 8 AM to 5 PM</p> <p>Federal Highway Administration – Federal Lands Highway Division, Roadway Maintenance Manual, May 2014</p>
2. Identify County-maintained roadway and drainage facilities in the Lake Arrowhead communities.	Public Safety Task Force with Lake Arrowhead County Service Area, Lake Arrowhead Communities Chamber of Commerce, local community leaders	Month 1	
3. Identify those roadways and drainage facilities in the communities that provide critical links to the communities and would benefit from increased maintenance activities.	Public Safety Task Force with Lake Arrowhead County Service Area, Lake Arrowhead Communities Chamber of Commerce, local community leaders	Month 2	
4. Coordinate with the San Bernardino County Public Works Department, Caltrans and the Lake Arrowhead County Service Area with the list of identified critical roadways/locations where additional roadway or drainage maintenance activities are requested for Public Works consideration.	Public Safety Task Force	Month 3	
5. Contact the San Bernardino County Public Works Department, Caltrans and the Lake Arrowhead County Service Area to report any maintenance issues via the Public Works Dispatch Center, as needed.	Public Safety Task Force	Month 4	

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. Areas identified in the 2007 Community Plan were:

- A. Grass Valley Creek Wildlife Corridor
- B. Strawberry Creek Wildlife Corridor
- C. Dispersion Corridor—between Lake Arrowhead and Running Springs and south of SR-18



APPENDIX A

Lake Arrowhead Communities Profile

DRAFT

Lake Arrowhead Communities, San Bernardino County

Communities Profile

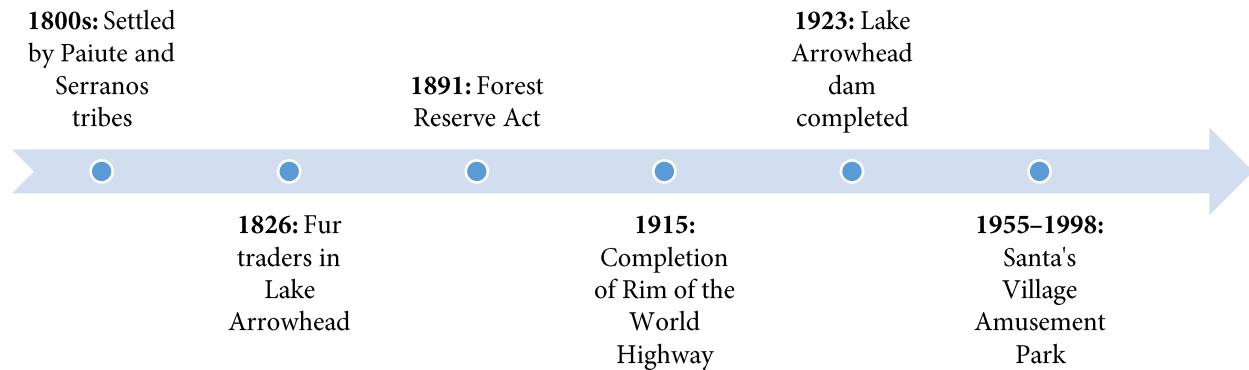
Purpose

The community profile is a summary of the social, cultural, economic, and historic dimensions of the Lake Arrowhead 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 Lake Arrowhead Communities of Agua Fria, Blue Jay, Cedar Glen, Crest Park, Deer Lodge Park, Lake Arrowhead, Rimforest, Skyforest, and Twin Peaks.

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 (Strengths, Weaknesses, Opportunities and Threats), 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



The founding of the City of San Bernardino in 1851 by the Mormons increased demand on lumber for homes, churches, stores, and civic buildings and facilitated road development in the area. Construction of the dam was completed in 1923, and the lake and adjacent lands were developed into a resort. Since 1946, there have been several changes in ownership, and most of the land has been subdivided into residential lots. The lake is now owned by the Arrowhead Lake Association. The Santa’s Village amusement park opened in Skyforest in 1955 and remained open until 1998. The park is to reopen as SkyPark at Santa’s Village.

Source(s): Lake Arrowhead Communities Chamber of Commerce, Lake Arrowhead community website, Lake Arrowhead Community Plan

Location & Geography

The Lake Arrowhead Communities are located 23 miles north of the City of San Bernardino in the mountain area of the San Bernardino National Forest, with Crestline to the west and Bear Valley to the east.

Source(s): ESRI, San Bernardino County LUS

Figure 1: Area Map

Source(s): ESRI, San Bernardino County LUS



Key Census Data

Category	Lake Arrowhead Communities		San Bernardino County		California		United States	
	Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
Population								
Total Population	12,579		2,078,586		38,066,920		314,107,084	
2020 Population Forecast	12,829 (+2.0%)		2,227,066 (+7.1%)		40,619,346 (+6.7%)		334,503,000 (+6.5%)	
Total Households	4,736		607,604		12,617,280		116,211,092	
Average Household Size	2.65		3.34		2.95		2.63	
Median Age	44.8		32.2		35.6		37.4	
Education								
High School Diploma	1,238	14.0%	330,613	26.3%	5,153,257	20.7%	58,440,600	27.95%
Education Past High School	2,953	33.5%	417,953	33.3%	7,400,714	29.8%	60,821,634	29.1%
Bachelor Degree or Higher	2,602	29.5%	336,315	26.8%	7,708,909	31.0%	61,206,147	29.3%
Housing								
Total Dwelling Units	11,921	n/a	703,737	n/a	13,781,929	n/a	132,741,033	n/a
Homeowner Occupied Units	3,361	28.2%	370,032	52.58%	6,908,925	50.1%	74,787,460	56.3%
Renter Occupied Units	1,375	11.5%	237,572	33.76%	5,708,355	41.4%	41,423,632	32.2%
Vacancy*	7,185	60.3%	96,133	13.7%	1,164,649	8.5%	16,529,941	12.5%
Median Year Structure Built	1973	n/a	1976	n/a	1974	n/a	1976	n/a
Income								
Median Household Income	\$54,539	n/a	\$54,100	n/a	\$61,489	n/a	\$53,482	n/a
Persons Below Poverty Level	663	7.5%	199,451	12.7%	3,354,518	11.2%	26,235,361	10.6%
Employed	4,439	90.7%	812,707	86.1%	16,890,442	89.0%	143,435,233	90.2%
Unemployed	455	9.3%	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

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

Community Structure (Physical Characteristics)

The area comprises small-town mountain communities predominantly focused around the lake. Residential developments consist of multiple-family and single-family dwellings on lots up to one acre in size. The limited commercial and institutional areas consist of chalet-style façades on larger buildings with parking in the front. The downtown core on the south shore of the lake consists of smaller neighborhood-style shops placed directly on fronting streets surrounded by parklets and pedestrian areas. Blue Jay also has a small commercial district centered on Lakes Edge Road and State Route (SR) 189.

The main roadways in the communities are the Rim of the World Highway (SR 18), SR 173, and SR 189. Local, private roads are paved and lack pedestrian facilities.

The Walk Score for the Lake Arrowhead Communities ranges from 1 to 44 out of 100. For properties with higher scores, some errands can be completed by walking; for lower scores, all errands will require a car. The Mountain Transit bus routes RIM 2, RIM 4, and RIM Off the Mountain serve the communities, providing service to the Valley of Enchantment, Crestline, Running Springs, and San Bernardino.

Source(s): Google Earth, County of San Bernardino Zoning Map, San Bernardino Countywide Plan Existing Conditions Report, walkscore.com, mountaintransit.org

Community Existing Land Use

Lake Arrowhead Communities Plan area is 19,068-acres comprising nine land uses. Agriculture and resource conservation account for 59% (11,236 acres). Single-family residential uses represent 32% (6,086) of total land area. Remaining uses each account for 4% or less of land in the community.

Land Use Type	Acreage	% of Total Area
Agriculture/Resource Conservation	11,236	59%
Single Residential	6,086	32%
Floodway	682	4%
Special Development	291	2%
Multiple Residential	293	2%
Institutional	208	1%
Rural, Neighborhood, and General Commercial	151	<1%
Office, Service, and Highway Commercial	80	<1%
Community Industrial	41	<1%
Lake Arrowhead Total	19,068	

Table 2: Land Uses by Acreage

Source(s): County of San Bernardino

Community Amenities

The Lake Arrowhead Communities are completely surrounded by the San Bernardino National Forest, with a portion of the area located within the National Forest. A number of campgrounds and organization camps, hiking and access trails, and the lake draw tourism to the area in the winter and summer months.

There are five community gardens within 25 miles of the Lake Arrowhead Communities: the Green Maven's Community Garden, Harvest to Home, Big Bear Valley Community Gardens Project, Father's Garden, and Baldwin Lake Community Garden.

Hospitals

Hospitals located within the planning area include Mountains Community Hospital, located at 29101 Hospital Road in Lake Arrowhead.

Schools

Schools in the planning area include Charles Hoffman Elementary, Grandview Elementary, Lake Arrowhead Elementary, Mary P. Henck Intermediate, Mountain High, Rim of the World Senior High, and Valley of Enchantment Elementary.

Parks

Papoose Lake: Torrey Rd and N State Highway 173
McKay Park: near Mountain Community Hospital south of Hospital Rd and above Papoose Lake
Heaps Peak Arboretum: 29360 Highway 18
Switzer Park Picnic Area: S side of Highway 18 east of Arrowhead Villa Drive

Fire Protection

The Lake Arrowhead Communities are serviced by five fire stations, with four located in the Lake Arrowhead area, and one in Twin Peaks. Stations provide both fire and emergency paramedic services. Response times vary from 6 to 13 minutes, depending on weather and road conditions.

Police

The Lake Arrowhead Communities are served 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. A Marine Enforcement Team also patrols the lake itself.

Source(s): Google Maps, Lake Arrowhead Community Plan 2007, California Department of Education DataQuest, San Bernardino County Sheriff’s Department and Fire Department, American Community Garden Association 2016

Community Groups

<p>Arrowhead Arts Association (909) 337-4296 arrowheadarts.org</p>	<p>Blue Jay Jazz Foundation Bluejayjazzfoundation.org</p>
<p>Mountain Top Hiking Club (909) 337-5850 Mountaintophiking.com</p>	<p>Rebuilding Together Mountain Communities (909) 336-3910 Rebuildingtogethertmountaincommunities.org</p>
<p>RIM Family Services (909)336-1800 Rimfamilyservices.org</p>	<p>Lake Arrowhead Rotary Club Lakearrowheadrotary.net</p>
<p>Lake Arrowhead Chamber of Commerce (909) 366-1547 https://lakearrowheadchamber.com/</p>	<p>Rim Nordic (909) 867-2600 https://rimnordic.com/</p>
<p>Mountain RIM Fire Safe Council (866) 923-3473 https://www.mountainrimfsc.org/</p>	<p>Rim of the World Interpretive Association (909) 867-7187 heapspeakarboretum@gmail.com</p>

Table 3: Community Groups

Source(s): Listed in Table

Community Events

- Lake Arrowhead Communities Chamber Award Gala (annually)
- Rebuilding Day (last Saturday in April)
- Summer Concert Series (select dates May through September)
- Antique and Classic Boat Show (annually in June)
- Rotary Art and Wine Festival (annually in June)

- Oktoberfest (weekly on weekends in September and October)
- Tudor House Farmers Market (weekly on Sundays)

Source: Lake Arrowhead Chamber of Commerce

Community Economics

The 2016 ESRI Community Analyst Report showed that the Lake Arrowhead Communities is home to 5,157 jobs and 815 businesses. The largest business sectors in the Lake Arrowhead Communities are Services (38%); Retail Trade (20%); Finance, Insurance, Real Estate (14%); Construction (13%) and Other (15%).

Quality of Life Concerns

Common issues noted in the communities include junk, trash, excessive outside storage, and excessive signs and banners.

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

Figure 2: Top Industries

Source(s): ESRI Community Analyst, 2016 U.S. Census Bureau

Public Health

Chronic Disease: The predominant health concerns for the Lake Arrowhead Communities include cancer and heart disease. The Lake Arrowhead Communities experience higher rates of E.R. visits for heart failure than San Bernardino County as a whole.

	Diabetes Hosp./E.R.	COPD Hosp./E.R.	Asthma Hosp./E.R.	Heart Failure Hosp./E.R.	Hypertension Hosp./E.R.
Lake Arrowhead Communities	* /8.8	* / *	* /24.7	* / 23.7	* / *
San Bernardino County	23.3/42.4	16.0/19.9	9.6/52.6	32.3/10.6	5.6/46.9

Table 4: 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 Lake Arrowhead 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 Lake Arrowhead Communities had fewer exceedance days for each pollutant than that of the overall South Coast and Mojave Air Basins, in which the Lake Arrowhead 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.

							Mojave Air Basin		
	2012	2013	2014	2012	2013		2012	2013	2014
Ozone Federal 8-hour standard	54	36	51	111	88		81	66	86
Course Particulate Matter (PM ₁₀) Federal 24-hour standard	0	1.0	1.0				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 Lake Arrowhead community area 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 is provided to the Lake Arrowhead Communities by Mountain Transit, which serves the mountain region with connections to San Bernardino. Routes serving the Lake Arrowhead area offer direct connection to the Crest Forest communities, San Bernardino, and Running Springs (the Hilltop communities). There are no dedicated bike lanes, bike trails, or identified bike-friendly roads. The Rim of the World Active Transportation Program was adopted in 2018.

Source(s): Healthy San Bernardino County 2016, California Air Resources Board 2016

Community Engagement Summary

As a part of the Community Plans Continuum process, community members from the Lake Forest Communities were invited to participate in three community workshops. The first workshop, titled “What We Value”, took place on February 29th, 2016 from 6:30 – 8:30pm at San Bernardino County Fire Station 91. This workshop was attended by 31 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 28th, 2016 from 6:30 – 8:30pm at the Mountain Communities Senior/Community Center. This workshop was attended by 36 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 20th, 2016 from 6:30 – 8:30pm at the Burnt Mill Beach Clubhouse. This workshop was attended by 31 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

- Natural environment/wildlife habitat (location within mountain surroundings)
- Seasonal population through Winter tourism
- Personal wealth supports organizations
- People of the community (active lifestyle)
- Lake Arrowhead is the glue that binds the community (tourist draw and recreational opportunities)
- Climate/air quality
- Seasons
- Small local business
- Sense of community pride and strength of community members
- Private/rural area and protected forest/clean air
- Uncommonly valuable natural resources
- Community hospital
- Churches
- Arrowhead Woods Architecture Committee (AWAC)
- Town Center
- Unincorporated land
- Community service organizations, rotary
- Established infrastructure and services (hospital)

Strengths (continued)

- Diversity of people (long-term residents)
- Low-traffic and no stoplights
- Low population (seasonal residents)
- Lots of vacant commercial properties
- Quality of life
- Good Highway 18 access to bigger businesses down the hill
- Welcoming residents who recognize others' accomplishments
- Recreation
 - Lake Arrowhead
 - San Bernardino Regional Forest
- Natural characteristics – mountains, completely surrounded by San Bernardino National Forest

Weaknesses

- Land use decisions
- Lack of advertising of the community as a resort destination
- Decreasing school population
- Lack of employment
- Lack of senior services (e.g., transportation, senior housing, health specialties)
- Declining population
- Poor law enforcement coordination
- Infrastructure maintenance (access roads to the communities are falling apart)
- Interface/time needed for County approvals/development process
- Lake privately owned
- Part-time residents/second homeowners are less involved in the community than full-time residents
- Tourist activity leads to leftover trash
- People driving too quickly on the mountain roads and in town
- Lack of consistent standards between communities (property upkeep, architecture, etc.)
- Overdevelopment in conflict with National Forest

- Unincorporated area means splintered political representation (no local control)
- Lack of control on drug treatment facilities in residential areas
- Income inequality among residents
- Local schools declining
- Inadequate fire protection and evacuation routes
- Walkscore of 1 – 44, indicating many areas are not easily walkable
- Lack of healthy food access
- Lack of access to healthy food
- Emergency room rate for heart failure is above state median

Opportunities

- Ability to attract tourism and eco-tourism
- Unique tourist identity – specific to the area (Santa's Village)
- Formalized/organized parks and trails (ATP, Arrowhead Ridge, Indian Hill)
- Entrepreneurial businesses/home-based businesses
- Access to natural resources
- Active/fun lifestyle (swimming, boating, hiking, fishing)
- Social services (seniors, homeless, mental health)
- Community service organizations (opportunity to help others, improve community)
- Local courts
- Lack of educational opportunities (opportunity for extended learning, trade schools)
- County regional links specific focus on the mountain area (designated employee that understands the area)
- Improve transportation infrastructure
- Transit occupancy tax (TOT) back to local organization
- County facilities (building and safety, etc.)
- Conserve wildlife and their resources (water, space, wildlife corridors)

Opportunities (continued)

- SB Mountains land trust land/open space preservation
- Improved public transportation
- Conduits between County departments and our communities
- Better use of Municipal Advisory Council (MAC) for mountain area needs
- Expanded medical services
- Bring young families to the community
- Weed out outdated rules and regulations
- Increased revenue capture of tourist activities as Winter sports gain popularity and the southern California population grows.
- 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.
- Schools

Threats

- Drought (water supply), fires, natural disasters
- Loss/extraction of natural resources (lack of protection)
- Lack of forest service funding
- Diminished school system and loss of talented teachers
- Excessive number of sober living/drug rehabilitation facilities

- Part-time rentals
- Poor economic conditions
- Too many regulations for permitting of things like expanding recreation – Sky Park
- Over regulation of businesses
- Development done poorly or in poor location
- Taxation for infrastructure
- Lack of parking in commercial areas
- Underrepresented by County government
- More code enforcement officers needed in the community
- Drugs abuse and rising crime rates
- Over population of the area
- Off-road vehicle damage to the environment
- Declining socio-economic conditions
- Lack of commerce
- Outside private corporations using up resources
- Residents’ perception that tourism is a problem
- Invasive species in forest and lakes
-
- Few bars/food establishments
- Inconsistent snowfall year to year could negatively impact the tourism industry in the area
- Wildfire
- Earthquakes
- Economic impacts to tourist industry