

EL MIRAGE

COMMUNITY ACTION GUIDE



COUNTYWIDE PLAN

El Mirage Community Action Guide



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Introduction

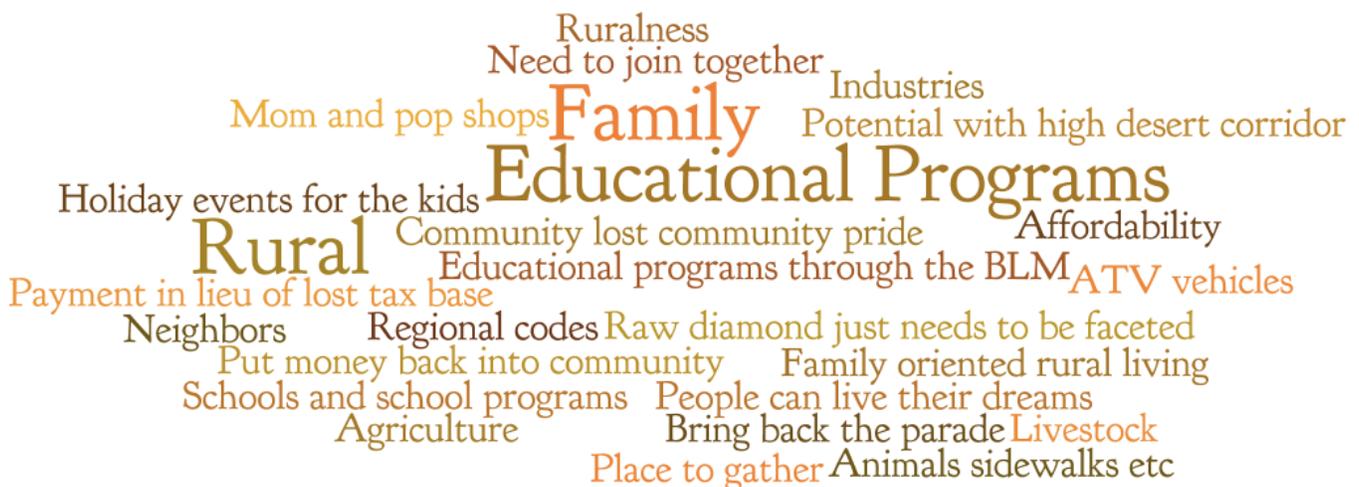
The residents of El Mirage value the benefits that come with the rural lifestyle that their community offers, including affordability, the opportunity to keep and raise livestock, and the ability to engage in agricultural practices. El Mirage strives to build upon past community events, such as parades and fairs, that help to foster a sense of pride amongst the residents. Residents look to accomplish this with help from the expanded El Mirage Municipal Advisory Council (MAC), and use of the community center community park.

In 2016, the community embarked on a planning process to develop a community plan. Two public workshops were held on November 30, 2016 and January 25, 2017. These workshops, open to any El Mirage resident, business, or property owner addressed strengths and weaknesses of the community, the community's values, and what El Mirage aspires to be in the future. Workshop participants brainstormed areas of focus and actions to help the community move forward to achieve its aspirations.

This Community Action Guide is a framework of actions identified by the community and supports implementation of the actions by the community.

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 are the Goals, Policies, and Land Use Map for My Community?

Goals, Policies and 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 Guide 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 allow 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 sub regions 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, these Community Action Guides are focused on community self-reliance, grass-roots action, and local 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 organized into three sections – the community’s Values, Aspirations, and Plan Framework. The Community Action Guide outlines clear Values, Aspirations, Focus Statements and Action Statements identified by the community at community workshops or online surveys. 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, and in the judgment 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. They are written as if the community’s desired changes have already occurred (identified in Workshop #1 and reviewed and finalized in Workshop #2).

Plan Framework – Outlines clear Focus Statements and Action Statements identified by the community.

- The Focus Statement provides general direction toward realizing the community’s aspirations and helps organize the plan (Identified and finalized in Workshop #2).
- The Action Statement is a measurable statement providing critical information on the program, initiative, or project to complete (Identified and finalized in Workshop #2).

Through the identification of Focus Statements and Action Statements, the community can work toward creating Action Plans and eventually implementing the Community Action Guide.

How to Implement the Community Action Guide

Community's Next Steps

The Community Action Guide identifies the Focus Statements and Action Statements. 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.

To initiate Action Statements in the community, the Champion should gather community volunteers, groups and organizations to develop Action Plans and identify the specific steps required to accomplish the Action Statement. 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.) can change for each Action Plan or some groups could work on more than one related Action Plans.

Creating an Action Plan helps better prepare the community by identifying the steps to be accomplished, the resources needed, and who will be responsible for each action step. Some action steps may require guidance by a County department, but the community must take the lead in moving the action forward, scheduling meetings, or requesting information from specific County departments.

The Action Plans should be used to guide community actions and should not be "set in stone". Each Action Plan is a general set of tasks that can be modified if necessary. If needed, the community can find alternatives and make changes as they progress.

How to Create an Action Plan

Appendix B contains the Action Plan template that can be used to create the Action Plan. You may request a Word version of the document from CommunityPlans@lus.sbcounty.gov. The community should first identify a champion for the Action Statement. The action champion can be an individual or organization that will help oversee the execution of the Action Plan and ensure steps are completed. It is important to note that the champion is not responsible for carrying out each action step, but is responsible for coordinating communications and ensuring the steps are completed.

After the champion is identified, the community or group can develop action steps. The focus should be on what action steps will occur, who will carry out each action step, when it will take place, and an approximate duration. Again, these are guidelines, and may change, but this planning helps identify resources needed, people or organizations that must be engaged or will lead each action step, and manage expectations on how long it will take to implement each Action Statement.



After completing the action steps, resources should be identified. Resources may include governmental agencies needed to help carry out the action, community and external funding sources, and potential assistance from other communities who implemented similar programs.

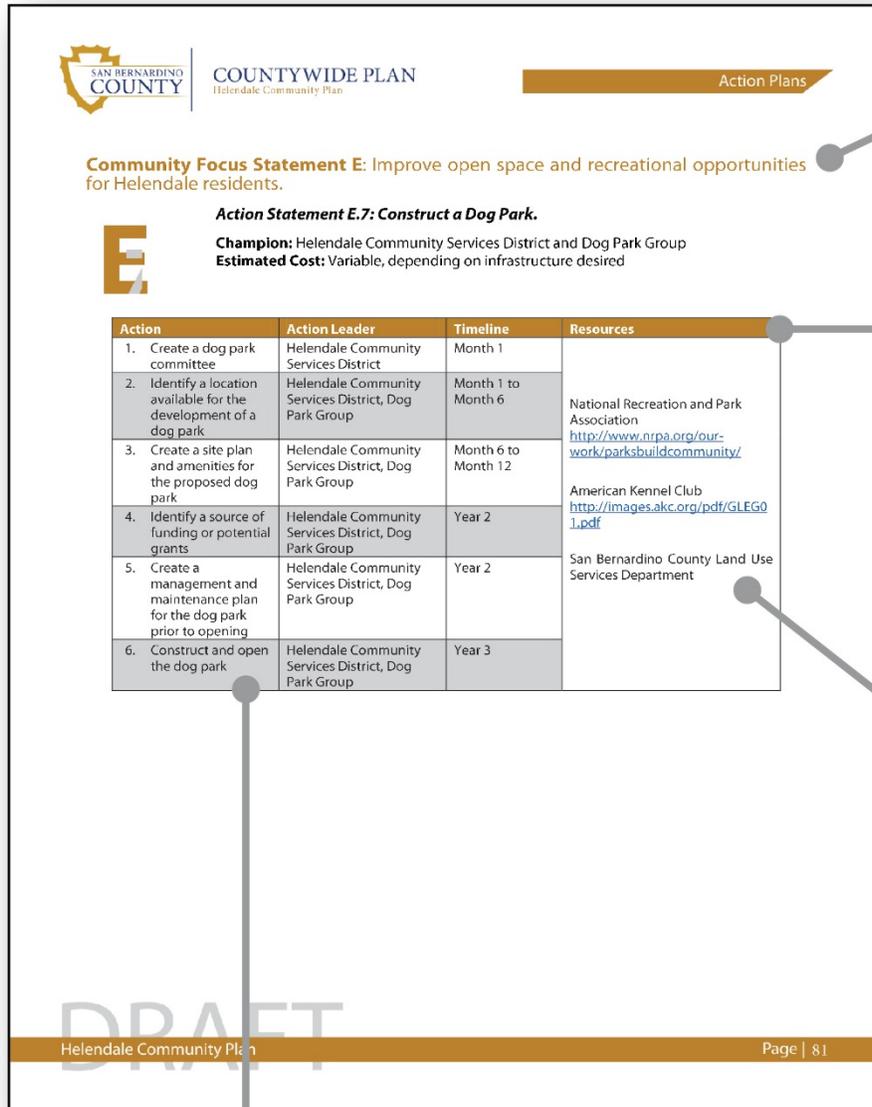
Reviewing a Detailed or Framework Plan can assist in providing examples of Action Plans and may have similar actions that can be used or modified to meet identified Foundation Plan actions. In addition, the San Bernardino County Land Use Services Planning Division is preparing a Community Development Toolkit with tools on several topics to help local groups make positive changes in their community. When complete, the Community Development Toolkit will be available at www.countywideplan.com. Other resources and contacts will be provided on the same website.

Placing your Action Plan in the Community Action Guide

Any modifications of the Community Action Guide or Action Plans can be sent to San Bernardino County Land Use Services Planning Division for future updates to your Community Action Guide. The County will provide information on specific contacts for Community Planning assistance. It will be the responsibility of the community to provide requested updates and modifications to the County.

The following page is an example of an Action Plan from the Helendale Community Action Guide.

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



SAN BERNARDINO COUNTY COUNTYWIDE PLAN
Helendale Community Plan

Community Focus Statement E: Improve open space and recreational opportunities for Helendale residents.

Action Statement E.7: Construct a Dog Park.
Champion: Helendale Community Services District and Dog Park Group
Estimated Cost: Variable, depending on infrastructure desired

Action	Action Leader	Timeline	Resources
1. Create a dog park committee	Helendale Community Services District	Month 1	National Recreation and Park Association http://www.nrpa.org/our-work/parksbuildcommunity/ American Kennel Club http://images.akc.org/pdf/GLEG01.pdf San Bernardino County Land Use Services Department
2. Identify a location available for the development of a dog park	Helendale Community Services District, Dog Park Group	Month 1 to Month 6	
3. Create a site plan and amenities for the proposed dog park	Helendale Community Services District, Dog Park Group	Month 6 to Month 12	
4. Identify a source of funding or potential grants	Helendale Community Services District, Dog Park Group	Year 2	
5. Create a management and maintenance plan for the dog park prior to opening	Helendale Community Services District, Dog Park Group	Year 2	
6. Construct and open the dog park	Helendale Community Services District, Dog Park Group	Year 3	

DRAFT

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

The Action Plan should be created by the community prior to implementation, including the addition of people and organizations involved.

Resources including stakeholders, human resources, and capital that may be required or provide assistance to implement the action statement.

Steps to implement the Action Statement, along with potential leaders for each step and a timeline of when it should occur in the process.

Values Statement

The Values are those shared assets, principles, standards, mores, and in the judgment 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:

Spacious and Rural Lifestyle. El Mirage residents value the rural lifestyle their community offers, with affordability and the opportunity to maintain livestock and agriculture.

Community Pride. El Mirage residents value the events and activities that foster community pride and speak to the previous parades and fairs that used to take place in the community.

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 El Mirage Community, we aspire to have:

A Connected Community:

As a community we have built upon community assets like the community center and park to create spaces and programs where every member of the community has the opportunity to connect with their neighbors. The community center is open throughout the week with activities for kids supported by parent involvement. The park is maintained and has monthly activities like movies in the park and safety programs sponsored by organizations and non-profits in Adelanto and neighboring communities. Events that promote community pride are supported by residents of all ages. The El Mirage Municipal Advisory Council (MAC) has expanded to include new members of the community, and has funding for a monthly newsletter with news, events, and activities that is printed and distributed throughout El Mirage.

Responsible Economic Development Opportunities

El Mirage has benefited from the construction of the High Desert Corridor, with small locally grown retail shops open for those passing through that also provide amenities to the local community. Large-scale industries located in the area employ El Mirage residents and provide jobs with opportunities for growth.



Plan Framework

Community Focus Statement A: Create economic development opportunities.

A

Action Statement A.1: Establish an educational program to educate community members on private-property lighting that is dark skies compliant.

Action Statement A.2: Collaborate with San Bernardino County to take advantage of the future planned High Desert Corridor to capitalize on development opportunities presented from increased access to El Mirage.

Community Focus Statement B: Improve the park and enhance community activities.

B

Action Statement B.1: Advocate to the County Board of Supervisors to ensure the MAC board is representative of the all of El Mirage.

Action Statement B.2: Develop a volunteer drive to increase the number of residents that are involved in the planning and operation of local community events.

Action Statement B.3: Develop a working relationship with San Bernardino County Special Districts to improve the effectiveness of County Service Area 70.

Action Statement B.4: Develop a contact list of community volunteers including contact information and what activities and organizations they are involved in to help with finding local expertise within the community.

Action Statement B.5: Develop and host community events and activities, such as movies in the park and fun activities for youth, to improve the recreational and cultural offerings within the community.

Community Focus Statement C: Develop a sense of community pride.

C

Action Statement C.1: Coordinate with the MAC to provide for activities for youth during MAC meetings or provide for an additional meeting to coordinate with area youth on activities and issues that they face.

Action Statement C.2: Coordinate with the fire department on community events.

Action Statement C.3: Encourage residents to replace mail boxes for security and beautification.

Action Statement C.4: Collaborate with San Bernardino County EDA, USDA Rural Development, San Bernardino County Land Use Services and local non-profits to identify funding source opportunities for community development, funding events and activities and improving the quality of life for residents.



APPENDIX A

El Mirage Community Profile

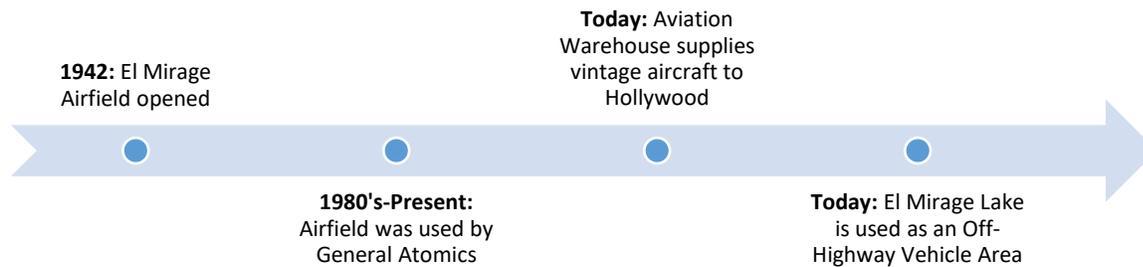
El Mirage, San Bernardino County

Community Profile

Overview

The community profile is a summary of the social, cultural, economic, and historic dimensions of the community. It is a gathering of objective data collected through secondary sources meant to inform and help facilitate discussion during the community meetings. The profile, together with future studies and information gathered from residents through the community meetings, will highlight essential facets and “tell the story” of the El Mirage Community.

History



The El Mirage community is south of the dry El Mirage Lake bed and home to the El Mirage Airport. This airfield opened in 1942 as a satellite field for the Victorville AAF and was used as a training facility during World War II. After WWII, the field was used as a civil airfield. From the 1980’s to the present, the El Mirage Field was used by General Atomics as their unmanned air vehicle flight test center. The Aviation Warehouse is located nearby and sells or leases miscellaneous vintage aircraft equipment and supplies to movie producers. The El Mirage lake area is now known as the El Mirage Dry Lake Off-Highway Vehicle Recreation Area, managed by the Bureau of Land Management. Access is available by permit.

Source(s): *Wikipedia.org, www.airfieldsfreeman.com, Bureau of Land Management*

Location & Geography

El Mirage is located in the southwestern portion of the county along the border between San Bernardino County and Los Angeles County. It is directly west of Adelanto and north of Pinon Hills. The community is fairly flat with some smaller hills nearby.

Source(s): *ESRI, San Bernardino County LUS, Google Maps*



Figure 1: Area Map

Source(s): *ESRI, San Bernardino County LUS*

Key Census Data

Category	El Mirage		San Bernardino County		California		United States	
	Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
Population								
Total Population	516		2,078,586		38,066,920		314,107,084	
2020 Population Forecast	526 (+1.9%)		2,227,066 (+7.1%)		40,619,346 (+6.7%)		334,503,000 (+6.5%)	
Total Households	158		607,604		12,617,280		116,211,092	
Average Household Size	3.2		3.3		3.0		2.6	
Median Age	42.8		32.2		35.6		37.4	
Education								
High School Diploma	N/A	N/A	330,613	26.3%	5,153,257	20.7%	58,440,600	28.0%
Education Past High School	N/A	N/A	417,953	33.3%	7,400,714	29.8%	60,821,634	29.1%
Bachelor Degree or Higher	N/A	N/A	336,315	26.8%	7,708,909	31.0%	61,206,147	29.3%
Housing								
Total Dwelling Units	181	n/a	703,737	n/a	13,781,929	n/a	132,741,033	n/a
Homeowner Occupied Units	91	50.2%	370,032	52.6%	6,908,925	50.1%	74,787,460	56.3%
Renter Occupied Units	67	37.0%	237,572	33.8%	5,708,355	41.4%	41,423,632	32.2%
Vacancy*	23	12.7%	96,133	13.7%	1,164,649	8.5%	16,529,941	12.5%
Median Year Structure Built	N/A	n/a	1976	n/a	1974	n/a	1976	n/a
Income								
Median Household Income	\$36,458	n/a	\$54,100	n/a	\$61,489	n/a	\$53,482	n/a
Persons Below Poverty Level	N/A	N/A	199,451	12.7%	3,354,518	11.2%	26,235,361	10.6%
Employed	N/A	N/A	812,707	86.1%	16,890,442	89.0%	143,435,233	90.2%
Unemployed	N/A	N/A	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)

Development in El Mirage consists mainly of one-story, single-family dwellings on large lots that can support agriculture. Agricultural uses are predominant in the community and large barns and warehouse are prevalent. Commercial buildings are

limited and generally consist of gas stations or small convenience shops.

The major roads in the community are El Mirage Road and Sheep Creek Road. The local roads are generally unpaved. There are few pedestrian facilities and no bicycle facilities.

Sources: Google Earth, County of San Bernardino

Community Amenities

Community amenities in or near El Mirage include outdoor recreational areas, local schools, and police and fire stations that serve the needs of the community.

Parks and Trails

- El Mirage Dry Lake Off-Highway Recreation Area

Schools

- El Mirage School

Fire Protection

- San Bernardino County Fire Station 322 (Response Time: 19 minutes)

Police

- San Bernardino County Sheriff's Department

Source(s): *San Bernardino County Fire Survey, San Bernardino County Sheriff, Google Maps*

Community Groups

Friends of El Mirage (760) 388-4411 www.elmirage.org/foem	Wind Wizards Landsailing Club www.windwizards.org
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Source(s): www.elmirage.org/foem, www.windwizards.org

Quality of Life Concerns

Commonly submitted code enforcement requests include the following concerns:

- Junk and trash
- Occupied Trailers and Mobile Homes
- Illegal Structures

Source(s): *San Bernardino County Code Enforcement*

Retail Services

The 2016 ESRI Community Analyst Report showed that El Mirage has approximately 9 businesses, in 8 categories. The majority of the businesses fall into services (22 percent), construction (11 percent), manufacturing (11 percent), and other (56 percent).

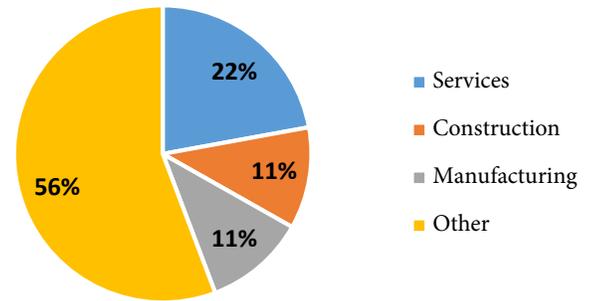


Figure 2: Retail Services in El Mirage

Source(s): *ESRI Community Analyst*

Community Events

- **14th Annual Dumont Dunes Cleanup:** March 12, 8am to 2pm (Friends of El Mirage)
- **SCTA Racing:** June and July (El Mirage Dry Lake)
- **Wind Wizards:** April (El Mirage Off Highway Vehicle Recreation Area)
- **Southern California Timing Association Event:** May (El Mirage)
- **Friends of El Mirage Monthly Meeting:** 2nd Wednesday of every month, 9am (BLM El Mirage Visitor Center)

Source(s): *Southern California Timing Association, Friends of El Mirage, guidestar.org*

Public Health Indicators

Chronic Disease: The predominant health concerns for El Mirage include heart disease and respiratory disorders. El Mirage experiences higher rates of hospitalization for chronic obstructive pulmonary disease (COPD) and asthma in comparison to San Bernardino County. The leading causes of death in 2012 were heart disease and cancer.

	COPD <i>Hosp./E.R.</i>	Asthma <i>Hosp./E.R.</i>
El Mirage	36.0/25.3	20.7/74.9
San Bernardino County	16.0/19.9	9.6/52.6

Table 3: Rate of Hospitalization/Emergency Room Visits per 10,000 People

Source(s): Healthy San Bernardino

Air Quality: El Mirage generally experiences improved air quality (as measured at the Phelan – Beekley Road and Phelan Road Monitoring Site) in comparison to the rest of the Mojave Air Basin.

Source(s): California Air Resources Board

Community Engagement Summary

As a part of the Community Plans Continuum process, community members from El Mirage were invited to participate in two community workshops. The first workshop, titled “What We Value”, took place on November 30th, 2016 from 6:00 – 8:30pm at the El Mirage Community Center & Park. This workshop was attended by 9 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). Lastly, workshop participants worked on forming the draft focus and action statements that form the backbone of the community plan.

The second workshop, titled “Our Roadmap to Making it Happen”, took place on January 25th, 2017 from 6:00 – 8:30pm at the El Mirage Community Center & Park. This workshop was attended by 11 community members. The purpose of this workshop was to continue to develop the draft focus and action statements created in workshop #1. The project team provided word for word summaries of the SWOT and Values and Aspirations exercises to use during the goal setting process. The workshop was primarily 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

- Community center, events, activities
- Historic values
- Ruralness
- Space
- Sense of community
- School

Weaknesses

- Transportation issues
- Spirit of community gone down
- Costs prohibiting new business
- Off-road vehicles (not following designated areas)
- Lack of facilities and services (fire, internet)
- Jobs
- No bus
- Community center and park need more attention
- Sidewalks
- Fire department needs firemen
- Newsletter
- Not enough parent involvement
- Activities for kids
- Cell service

Opportunities

- Grants and partnerships
- High desert corridor

- Parks
- Improve water
- Managed growth
- Help people with addiction problems
- Library
- Restaurants
- Mall
- More jobs
- County involvement
- More police activity
- Resources
- More activities at community center
- Build up identity
- 4H
- Senior center
- Sport events

Threats

- Environmental issues (toxic spill, solar fields, dust storms, drones)
- Criminal activities (gangs, graffiti)
- County (lack of support, distrust)
- County doesn't consult community
- Felons
- Water and water rights
- Illegal dumping
- Community not being El Mirage anymore
- Losing identity



APPENDIX B

Action Plan Template



Community Focus Statement:

Action Statement:

Champion:

Estimated Cost:

Action	Action Leader	Timeline	Resources
1.			
2.			
3.			
4.			
5.			