

HILLTOP

COMMUNITIES ACTION GUIDE



COUNTYWIDE PLAN

Hilltop Communities Action Guide



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of key issues and focus areas that could be addressed in the plan. The more a word or phrase was articulated, the larger the word appears in the cloud. The full results of the strengths, weaknesses, opportunities and threats gathered as a part of the engagement process is found in the Community Profile located in the Appendix.

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

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

Relationship of the Community Action Guide to the Countywide Plan

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

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

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

The Countywide Plan includes:

- A County Policy Plan, which serves in part as the County's General Plan for the unincorporated areas and also provides guidance for regional county services. The Policy Plan establishes goals and policies for the entire county as well as specific subregions and communities.
- A County Business Plan, which contains governance policies and operational metrics that outline the County's approach to providing municipal and regional services.
- A Regional Issues Forum, which is an online resource for sharing information and resources related to issues confronting the entire county.

A Community Plans Continuum of 35 Community Action Guides, which articulates what is important to each Community; sets out an Action Plan based on community input, and for the most part, would be implemented by the community; and provides a Community Profile. Links will also be provided for maps, goals, and policies in the Countywide Plan.

The Draft Community Action Guide for Public Review

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

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

How to Use This Community Action Guide

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

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

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

The Community Action Guide Is Not Set in Stone

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

Community Action Guide Organization

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

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

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

Action Plans – The Action Plans consist of:

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

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

The Community Action Guide as a Living Document

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

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

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

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

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

Once an Action Statement is selected for implementation, the community identifies a Champion for that Action Statement to initiate activities, identify those responsible for carrying out action steps, identify and secure resources that will be required, and develop a timeline. The champion is not responsible for completing the action, but serves to facilitate and guide the Action Team. While suggested action steps are included in the guide, each community should develop more specific assignments based upon available community resources such as volunteers (e.g., individuals, businesses, property owners, etc.), community groups (e.g., chamber of commerce, non-profits, etc.) and organizations (e.g., scouts, community service districts, churches, schools, etc.). This step of planning for implementation is an important first step necessary to help ensure successful implementation.

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



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

SAN BERNARDINO COUNTY **COUNTYWIDE PLAN**
Muscoy Community Plan

Action Plans

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 Muscoy residents who meet the requirements to go through Citizen Patrol training and become active volunteers.	Citizen Patrol volunteers, community groups	Years 1-3	
3. Increase visibility of the Citizen Patrol group by holding quarterly workshops, having a presence at community events, and maintaining a Facebook page/email newsletter. Publicize the group in languages commonly spoken in the community.	Citizen Patrol volunteers	Years 1-3	University of California, Berkeley, School of Law, <i>What Works in Community Policing?</i> November 2013 San Bernardino County Sheriff's Department Citizens on Patrol Program
4. Hold annual recruitment efforts to provide information and get more volunteers involved in the Citizen Patrol group.	Citizen Patrol volunteers	Annually	
5. Reach out to the Citizen Patrol volunteers to evaluate the program and identify potential improvements.	Citizen Patrol volunteers	Annually	

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Muscoy Community Plan Page | 30

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:

Family and Community Focus. Hilltop communities residents value family and community, where neighbors know each other and look out for one another, and are actively involved in various community and social organizations.

Natural Mountain Environment. Hilltop communities residents value the small-town character and the natural environment, including habitat, wildlife, air quality, clean air, and the tranquility of the mountains.

Recreation and Outdoor Activities. Hilltop communities residents value recreation and outdoor activities, including skiing, snow play, sledding, hiking, and other activities that encourage tourism and allow for active lifestyles.

Positive Locals and Tourists Relationships. Hilltop communities residents value and support tourism and the economic contribution tourists make to local businesses and services, including maintaining the necessary infrastructure, services, businesses, and activities to support tourism.

Aspirations Statement

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

In the Hilltop Communities, we aspire to have:

Protected Natural Environment

The communities continue to protect, enhance, and enjoy the natural environment. Marketing and educational materials are prepared to inform residents and tourists of the variety of opportunities to enjoy the natural environment and the importance of environmental protection.

Safe and Thriving Communities That Attract Families

Our communities are safe, with high quality education and employment opportunities that attract full-time families to the area. Residents and business owners support programs and improvements that foster a sustainable, thriving, and active community, including improved education, home-based businesses, marketing the area for tourism, and added infrastructure to support these activities. The communities also partner with the San Bernardino County Fire and Sheriff's departments to identify safety concerns and implement solutions.

Thriving Destination Village

Residents work to make Running Springs a thriving destination village for outdoor activities during all seasons. The provision of recreation amenities and programming for all ages and abilities is a primary focus. The communities work together to provide recreational activities and infrastructure, such as hiking/biking/walking trails and sledding and snow play areas, and to attract ecotourism businesses that complement protection of the natural environment.

Maintained Involvement in Local and Regional Affairs

Residents of the Hilltop communities are actively involved in local and regional affairs and activities. Involvement in community and social organizations that enhance the well-being of the communities is a primary focus. Residents continue to seek opportunities for collaboration with government agencies to express the communities' needs and wants and to ensure the Hilltop communities are being considered in the decision-making process.



Action Plans

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

A

Action Statement A.1: Establish a marketing strategy to promote the natural environment and associated activities to encourage the eco-tourism businesses (e.g. snow-related, parasailing, off-highway vehicle (OHV) trails, hiking, etc.).

Benchmark: Run an effective marketing strategy centered on local ecotourism.

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

Estimated Cost: \$20,000 and up



recreational opportunities.

Ecotourism is defined by The International Ecotourism Society (TIES) as “responsible travel to natural areas that conserves the environment, sustains the well-being of the local people, and involves interpretation and education.” Mountain areas such as the Hilltop communities provide numerous opportunities to explore the relatively untouched natural environment and take advantage of various summer- and winter-based recreational opportunities. Currently the Running Springs Area Chamber of Commerce produces a list of all businesses that are registered with the Chamber. There is little information regarding businesses with a focus on environmental preservation or

Eco-tourism opportunities in the Hilltop communities.
Photo source: Mitch Barrie

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 provided for 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 Hilltop 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 materials 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 nonprofit leaders 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 and create a committee.	Champion		Practical Steps for Marketing Tourism Certification, Center for Ecotourism and Sustainable Development http://www.ecotourism.org/sites/ecotourism.org/files/document/Certification/Ecotourism%20Handbook%20III%20-%20Practical%20steps%20for%20Marketing%20Tourism%20Certification.pdf
2. Conduct a market analysis of existing ecotourism conditions, including a study of opportunities for local growth in ecotourism and marketing potential for local ecotourism activities.	Committee with Running Springs Area Chamber of Commerce, local businesses	Months 1 – 6	
3. Create resources to assist new and expanding local businesses in growing local ecotourism.	Committee Running Springs Area Chamber of Commerce, local businesses	Months 1 – 6	Running Springs Area Chamber of Commerce http://www.runningspringschamber.com/
4. Gather community input on areas to designate as ecotourism hotspots and compile information.	Committee with Running Springs Area Chamber of Commerce, local businesses	Month 7 – On-going	Green Valley Lake http://www.green-valley-lake.com/
5. Monitor the effectiveness of local marketing and ecotourism growth in the Hilltop communities, and revise the campaigns as needed.	Committee with Running Springs Area Chamber of Commerce, local businesses	Month 13 – on-going	Ecotourism – What is Ecotourism https://www.ecotourism.org/what-is-ecotourism Handbook for 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 Running Springs Area Chamber of Commerce, local businesses	Month 13 – on-going	Ecotourism Meetups – Marketing Workshop Information https://cdn-az.allevvents.in/banners/c2e9add65b85a199aa4499c705986f3e

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

Action Statement A.2: Provide amenities to support visitors to the area such as parking, restrooms, seating areas, open space, trails connecting key nodes/activity centers, and a visitor information center/kiosks.

Benchmark: The community has drafted and submitted to the County for review and potential adoption of a comprehensive plan or mobility plan that outlines proposed public amenity improvements and trails in the area and incorporated it in to the 5-year Capital Improvement Plan (CIP) to allow for grant opportunities.

Champion: Running Springs Area Chamber of Commerce

Estimated Cost: \$2 million and higher

COMPLETED



Infrastructure improvement options. Photo source: Michael Baker International

The Rim of the World Recreation and Park District adopted an Active Transportation Plan in early 2018 that identifies potential trails. In addition, all three Rim communities support an Intermountain Trail. Development nodes are geographic points where economic or social resources/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 provide supportive infrastructure, keep areas clean and modern, and increase the number of users. It is forecast that with the development of key nodes/activity centers in the

Hilltop communities, the need for quality infrastructure such as parking, restrooms, seating areas, open space, and trails that connect the various portions of the key nodes/activity centers will likely increase.

Upgrades and amenities such as restrooms and seating areas can often be donated by a local business or organization or obtained through grant funding. Maintenance will be an ongoing cost for such amenities, however. The sponsorship of a particular amenity by a donor or business can encourage community buy-in and cover the cost of maintenance. 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 connectivity and mobility of the Hilltop communities can be greatly enhanced by ensuring adequate trails and paths that connect community and activity centers. These trails would encourage non-vehicular travel and enhance the experience of living and visiting the Hilltop communities.

Community members can identify locations and connections that would be greatly beneficial to the area and can work with County agencies, nonprofit organizations, and local businesses to create them.

Implementation of new amenities and trail facilities can require design, construction, and operational and maintenance costs. The table below includes a range of facilities and typical costs for design and construction.

Estimated Infrastructure and Amenities Costs

Type	Typical Cost
Comprehensive Plan	\$50,000–\$100,000
Street Signs	\$800–\$1,000 per sign
Multipurpose Trail	\$140–\$190 per linear foot
Restroom	\$200,000–\$300,000 per restroom structure
Bench	\$500 per bench

COMPLETED

Action	Action Leader	Timeline	Resources
1. Engage with the community to understand what types of public amenities are needed and where. Review ROTWPRD	Running Springs Area Chamber of Commerce, local businesses, local community groups	Months 1–6	Corporate sponsorship guidance http://mrsc.org/Home/Explore-Topics/Parks-and-Recreation/Parks-and-Recreation-Funding/Corporate-Sponsorship-and-Naming-Policies.aspx
2. Draft a comprehensive plan and/or mobility plan that outlines proposed public amenity and trail improvements for the area and identifies a palette of public streetscape furnishings.	Running Springs Area Chamber of Commerce, local businesses	Months 6–18	Federal grant funding resources http://reconnectingamerica.org/resource-center/federal-grant-opportunities/
3. Review of plan by county Department of Public Works and potential adoption for the CIP.			California grant resources http://www.hcd.ca.gov/financial-assistance/ http://www.ca-ilg.org/funding-opportunities
4. Reach out to local businesses and organizations about donating or sponsoring the cost of various public amenities (e.g., adopt-a-bench program).	Running Springs Area Chamber of Commerce	Months 12–18	Bicycle and pedestrian facility grant resources: http://www.calbike.org/funding_sources
5. Apply for grant funding for public amenities and trails.	Running Springs Area Chamber of Commerce	Months 12–18	San Bernardino County Public Works http://cms.sbcounty.gov/dpw/home.aspx
6. Install new and/or improved public amenities and trails at key nodes/activity centers.	Running Springs Area Chamber of Commerce, San Bernardino County Public Works	Months 18–60	Rim of the World Parks and Recreation District (ROTWPRD) http://rim-rec.org/
7. 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.	Running Springs Area Chamber of Commerce, local businesses, local community groups	Months 13–60	Adopt-a-bench program: http://www.losgatosca.gov/1687/Adopt-A-Bench-Program

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

A3

Action Statement A.3: *Coordinate with local businesses, community groups, and organizations to support an arts and theatre program with the potential for hosting an annual festival.*

Benchmark: An annual arts and theatre festival in the Hilltop communities attracts visitors from a wide area.

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

Estimated Cost: \$25,000 - \$250,000 and volunteer time.



Example of a local community theater production.

Photo source: US Army

The Hilltop communities could support an arts and theatre program that hosts an annual festival, bringing residents together to honor community artists, musicians, performers, chefs, and others. An annual arts festival would foster community pride, strengthen relationships, and boost the local economy. Visible and well-attended community events offer the opportunity to connect diverse resident groups in the community, and create the foundation for further connections and friendships. Activities at the festival could engage all walks of life in the community, for people of all age groups and abilities.

Local businesses could serve as event sponsors. In exchange for monetary support, businesses would receive advertisement privileges at the annual arts festival. Additionally, the festival could sell vendor space, where local businesses, artisans, or restaurants could sell goods or food. The festival may also draw in tourists, which would also benefit the local economy.

By celebrating the arts and community theatre, residents can find a sense of unity and belonging within the community. Community connectedness would be strengthened.

Action	Action Leader	Timeline	Resources
1. Establish a community group to develop and market an arts and theatre festival.	Running Springs Area Chamber of Commerce, community groups	Months 1 – 12	How to host a Community Event https://represent.us/host-community-forum-event/
2. Evaluate the pilot arts and theatre festival, and consider whether to make an annual event.	Community groups	Months 12 – 13	Starting a Community Theatre Company https://www.aact.org/starting
3. Continue to plan future events.	Community groups	Month 14 – on-going	Carmel International Arts Festival http://www.carmelartsfestival.org/

Community Focus Statement B: Reduce the impacts associated with seasonal visitors and tourist activities.

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

B

Benchmark: A volunteer citizen's waste management advisory committee promotes 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



The Clean Tahoe Program has two full-time field crew workers who drive scheduled routes through each neighborhood in the city and county areas of South Tahoe and pick up litter and illegally dumped items. Photo source: Clean-tahoe.org

Clean and attractive streets and public spaces reflect community pride and encourage residents and visitors to maintain the scenic beauty and protect the environment. The natural environment and the mountain areas of the Hilltop communities are not the place to dispose of waste, trash, household goods, and other debris. Many of the San Bernardino mountain communities with seasonal visitors and tourists have experienced issues with illegal dumping of household refuse, particularly in areas with limited or infrequent waste pickup services. By providing convenient opportunities for disposal and the recycling of materials, the Hilltop communities can combat illegal dumping and maintain proper waste disposal and management.

Citizens in every community can participate in several activities to properly collect, recycle, and reduce waste. Establishing a collection infrastructure that is free, easy, and convenient can help residents and tourists do the right thing. The community should work with the local waste management provider and the County to place disposal service stations and recycling facilities in heavily used areas in the community where litter accumulates. Wayfinding signage and education materials can be used to direct residents and tourists to additional waste receptacles located throughout the Hilltop communities. A “No Dumping” campaign can also raise awareness among tourists with a focus on calling attention to environmental issues and providing practical tips on preventing waste while on holiday. Educational pamphlets delivered to residences and local businesses can be effective in preventing dumping and creating awareness of local waste management ordinances. Additionally, an annual or semiannual community cleanup event can provide much needed assistance to local residents and business owners who need to dispose of larger items and help to deter further dumping.

Currently, Burrtec provides residential and commercial waste disposal services for Running Springs. Additionally, the San Bernardino County Public Works Department oversees the Heaps Peak Transfer Station, a waste disposal site for disposing household hazardous waste in Running Springs.

Potential Actions:

- Engage youth, nonprofits, residents, business owners, and neighborhood groups to embrace and promote proper waste disposal.
- Encourage residents to participate in regular community cleanup events to keep their streets and open spaces free of trash and debris.
- Place community disposal service stations and recycling facilities in the community, and increase the number of trash and recycling bins along commercial corridors and in places with heavy foot traffic.
- Institute an annual or semiannual event to collect large or bulky items from residents and businesses.
- Establish a volunteer citizens waste management advisory. The committee could focus on educating and creating behavior change among residents, visitors, and businesses.

Action	Action Leader	Timeline	Resources
1. Contact residents and organize a volunteer citizens' waste management advisory committee.	Community, with support from community service organizations	Month 1	Community Cleanup Guide http://library.oregonmetro.gov/files/neighborhood_cleanup_guide_2012.pdf
2. Select a person to serve as chair who will provide leadership and champion the committee.	Waste management advisory committee	Month 2	Conducting a cleanup campaign http://www.bookstore.ksre.ksu.edu/pubs/MF931.pdf
3. Work with the community to develop a list of goals and strategies/actions to promote proper waste management and to identify high-traffic areas where additional trash/recycling receptacles are needed.	Waste management advisory committee, with support from local waste management provider	Months 2–3	Steps for organizing neighborhood cleanup with links to additional resources http://www.bbcleaningservice.com/organizing-neighborhood-cleanup.html Burrtec, Running Springs San Bernardino County http://www.burrtec.com/running-springs-san-bernardino-county
4. Organize outreach/cleanup events and community-wide and tourist-oriented communications to promote proper waste management and available local services (residential, commercial, construction and demolition, recycling, and special events).	Waste management advisory committee, with support from local waste management provider	Month 4–On-going	Clean Tahoe Program http://clean-tahoe.org/litter-removal-education/ San Bernardino County Department of Public Works, Waste Disposal Sites http://cms.sbcounty.gov/dpw/SolidWasteManagement/WasteDisposalSites.aspx
5. Work with San Bernardino County Public Works Solid Waste Management and Burrtec Waste Industries 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 CSD, County Public Works, Solid Waste Management, local waste management provider	Month 5–On-going	Keep America Beautiful https://www.kab.org/ Waste management education posters http://www.stopwaste.org/resource-library/type/posters

Community Focus Statement B: Reduce the impacts associated with seasonal visitors and tourist activities.

B2

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

Benchmark: Areas sanctioned for snow recreation with available parking and amenities with a long-term maintenance plan.

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

Estimated Cost: variable, depending on projects proposed



SNO-PARKS in Placer County provide a safe, low-cost program for the entire family to enjoy the county's great winter wonderland. Photo source: SNO-PARKS

During the winter months, the Hilltop communities provide easy access to residents and visitors from the surrounding region to drive to the area for a day of sledding. Sledding is a popular activity in mountain areas, both with locals and visitors. However, without proper precautionary measures, it can cause damage to the environment, be dangerous to people, and cause significant safety issues in the area. Oftentimes, visitors create quasi-sledding areas, resulting in vehicles illegally parking in turnout areas or

along the side of the road where adequate space is not available. These quasi-sledding areas are often on private property or in natural areas, causing damage to habitat. Because of the absence of amenities, significant amounts of trash and debris are left behind. To reduce or eliminate sledding in dangerous or damaging locations and the aftermath of sledding activities, designated areas for sledding activities with amenities such as parking, restrooms, and trash receptacles are essential.

An important factor in the establishment of designated sledding areas is working in collaborative diverse partnerships. Local residents can identify appropriate areas where sledding would be suitable, as well as areas which are often used but not ideal for the activities. Presenting identified 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. As in many parts of California, the Off-Highway Motor Vehicle Recreation (OHMVR) Division of California State Parks, the US Forest Service, the California Department of Transportation, and the California Highway Patrol can also be directly involved in coordinating and administering a winter recreation program that can provide safe recreation, as well as funding, through the administration of permits to the designated recreation areas. Many states have a similar program to help support the efforts of local and federal land agencies to offer the public high-quality and environmentally sound snow recreational opportunities. Such funding can then go toward the maintenance of facilities and parking lots, and toward wages for employees to staff the site. Through this collaborative effort, winter recreation opportunities such as snowmobiling, cross-country skiing, and general snow play are accommodated at SNO-PARK sites.

Action	Action Leader	Timeline	Resources
1. Create a Community Recreation Committee to serve as action leader	Champion Rim of the World Recreation and Park District	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	Months 1 – 3	
3. Draft a winter recreation plan to establish, maintain, and provide designated sledding areas.	Committee with support of the Rim of the World Recreation and Park District	Months 3 – 12	
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	Federal grant funding resources http://reconnectingamerica.org/resource-center/federal-grant-opportunities/
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	Placer County, Winter Recreation in Northern California http://www.visitplacer.com/northern-california-ski-resorts.aspx
6. Apply for grant funding to go toward amenities operations and maintenance.	Committee with support from Rim of the World Recreation and Park District and local businesses	Months 9 – 12	California State Parks OHV, Off-Highway Motor Vehicle Recreation SNO-PARKS http://ohv.parks.ca.gov/?page_id=1233
7. Install amenities and access improvements.	Committee, Rim of the World Recreation and Park District, with support from local business	Years 1 – 5	
8. Partner with local youth and volunteer groups to help with maintenance.	Rim of the World Recreation and Park District, with support from local business	Years 1 – 5	Tahoe Donner, Snowplay http://www.tahoedonner.com/snowplay/

Community Focus Statement B: Reduce the impacts associated with seasonal visitors and tourist activities.

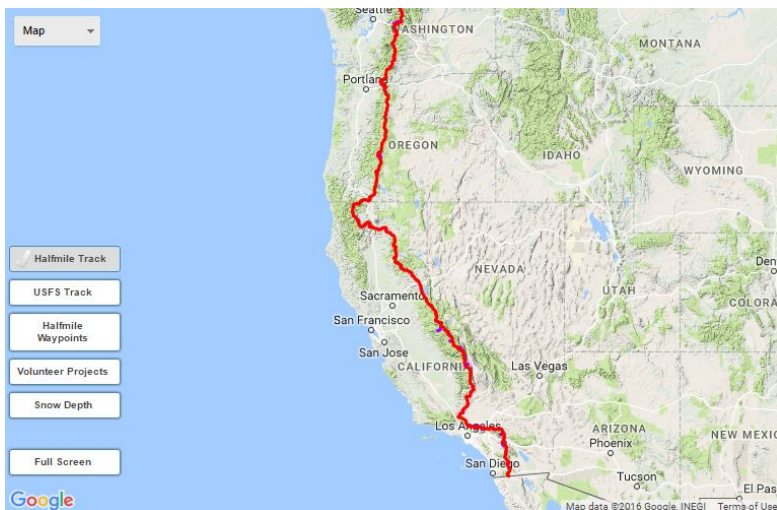
Action Statement B.3: Provide signage, maps, and other informational materials that identify trails and amenities.

B3

Benchmark Maps, signage, and informational and educational materials developed to identify designated trails and outdoor recreation amenities.

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

Estimated Cost: \$250–\$1,000



The Pacific Crest Trail Association (PCTA) is a nonprofit organization focused on protecting, preserving, and promoting the Pacific Crest National Scenic Trail as a world-class experience for hikers and equestrians, and for all the values provided by wild and scenic lands. To become more familiar with the trail, the PCTA offers detailed maps, guidebooks, information about fundamentals of backcountry travel, and permits. Photo source: Pacific Crest Trail Association

The Hilltop communities offer a diverse range of outdoor recreational activities for residents and visitors, including hiking trails and water and mountain sports. The communities should strive to prevent the frustration visitors experience when they have trouble finding a destination. Currently, the communities lack signage, maps, and other informational materials that help people discover the Hilltop communities and nearby attractions. There are several ways in which the communities can promote a higher quality visitor experience in the Hilltop communities while preserving the small-town atmosphere and sustaining the area's natural resources and wildlife.

Community organizations such as the local Chamber of Commerce and interested community members and volunteers could improve access to visitor information on open

trails, outdoor recreation amenities, local attractions, places to stay, restaurants, and events. The communities can collect data, identify existing designated trails and recreation amenities, and create maps for easy travel access. In addition, the community could publish informational brochures and maps of hiking trails, trailhead directions, information on permits, and other local amenities, including tips for protecting the natural environment. The informational materials and maps can feature easy-to-read descriptions, frequently asked questions (FAQs), recommended hikes, elevated profiles, historical notes, and ways to plan the next adventure. These materials could be placed on the Chamber of Commerce website.

Additionally, the communities should develop clear, well-placed signage that directs residents and visitors to these recreational areas within the Hilltop communities. Establishing a cohesive information system comprising signage,

maps, and visitor information would offer an opportunity for the communities to promote themselves in a unique and inviting way.

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

Community Focus Statement B: Reduce the impacts associated with seasonal visitors and tourist activities.

B4

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

Benchmark: Informational and marketing materials regarding environmental protection and low-impact recreation are widely distributed.

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

Estimated Cost: \$750–\$1,000



Mammoth Resorts actively helps guests get engaged in appreciation and concern for the environment through environmental initiatives including learning the natural history of Mammoth and the Eastern Sierra through the Top of Sierra Interpretive Center, complimentary naturalist interpretive tours, and support for local and regional environmental outreach and educational programs. Photo source: John Lemieux

Over the years, the San Bernardino Mountains have gradually developed into a primary tourist destination, oriented toward family recreation in the natural environment. Areas including Snow Valley and Green Valley Lake are some of the Hilltop communities' greatest assets, as the vast majority of people enjoy numerous recreational opportunities including camping, skiing, snow play, and hiking. In addition, the communities are surrounded by the San Bernardino National Forest. 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 the natural resources it provides. By learning about the surrounding environment and the need to protect it, visitors and tourists 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 Hilltop communities' unique environment and lessons about how to conserve natural resources during their stay. Typically, these programs partner with local community-based groups, special districts, and property management companies to disseminate informational/marketing pamphlets to guests and visitors at hotels, lodges, and rental properties. Additional venues that are available to disseminate this information would be at conferences, concerts, festivals, and community events. These information materials would provide tourists and visitors with the history of the Hilltop communities, current threats to the Hilltop communities' environment, and knowledge in educational topic areas. Knowledge obtained by visitors would result in turning off lights, water, and appliances when not in use; traveling with weather-appropriate clothes; maintaining cleanliness; and picking up trash and litter. 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.

Action	Action Leader	Timeline	Resources
1. Contact residents and organize volunteers to assist the San Bernardino County Trails Committee, when needed.	Champion	Month 1	San Bernardino County Regional Parks, Parks Advisory Commission
2. Create a marketing program that educates visitors and recreational users on how to conserve natural resources during their stay.	Volunteer Group	Months 2 – 3	http://cms.sbcounty.gov/parks/aboutus/parksadvisorycommission.aspx .
3. Identify a list of community issues and topic areas that focus on environmental protection and increasing visitors' environmental stewardship.	Volunteer Group	Months 2 – 3	Mammoth Resorts, Initiatives http://www.mammothresorts.com/initiatives
4. Produce informational and educational marketing pamphlets (for example, Frequently Asked Questions [FAQ] and Things You Should Know brochures) that address topic areas such as conserving natural resources, environmental protection, and low-impact recreation at snow play areas, parks, and trails.	Volunteer Group	Months 2 – 4	San Bernardino County Regional Parks, Regional Parks http://cms.sbcounty.gov/parks/Home.aspx
5. Partner with community businesses and members to update and dispense the informational and educational marketing pamphlets on a regular basis.	Volunteer Group	On-going	
6. Share monthly brochures with County EDA and San Bernardino County Trails Committee	Volunteer Group	On-going	

Community Focus Statement B: Reduce the impacts associated with seasonal visitors and tourist activities.

B5

Action Statement B.5: *Advocate with the National Forest Service (NFS) to provide snow play/recreation areas and parking that does not impact the environment.*

Benchmark: A partnership with the National Forest Foundation (NFF), receive resources and tools from the NFF, provide a list of projects to the NFF so that it can work with the National Forest Service to acquire funding, and implement projects.

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

Estimated Cost: Volunteer time.



Family snow play. Photo source: Steven Depolo

During the winter months, visitors flock to the Hilltop communities for snow recreation. Often these visitors drive up the mountains from the lowlands and use any piece of land for recreation, parking their vehicles on the shoulders of highways, or inundating designated parking lots. This use of the natural environment is not only a safety issue but also an environmental hazard, as recreation occurring in environmentally sensitive areas could cause permanent damage.

The National Forest Foundation (NFF), a sub-group of the NFS, focuses specifically on on-the-ground projects and programs that address watershed health and restoration, community-based

forest stewardship, wildlife habitat, and recreation. A partnership between the NFF and interested community members would help the NFS better understand the issues facing the forest lands in this area and begin to make changes that will serve the community and the environment. The National Forest Foundation could provide resources and tools to the community to help concerned community members better understand the issues impacting their local forest land. The community members could provide a list of projects to the NFF that they believe would help to alleviate impacts. The NFF could then work with the National Forest Service to acquire funding and implement the projects.

Action	Action Leader	Timeline	Resources
1. Create a group of concerned community members to act as champions for the forest.	Champion	Month 1	National Forest Foundation https://www.nationalforests.org/ National Forest Service http://www.fs.fed.us/
2. Create a partnership with the National Forest Foundation (NFF).	Community Group	Month 2	
3. Receive resources and tools from the NFF to better understand the issues impacting the local forest land.	Community Group	Months 3 – 6	
4. Work to create a list of projects and give it to the NFF.	Community Group	Months 6 – 10	
5. Review the list and work with the National Forest Service to acquire funding for the projects.	National Forest Foundation	Years 1 – 2	
6. Implement projects with the help of the NFF.	Community Group	Years 2 - 4	

Community Focus Statement B: Reduce the impacts associated with seasonal visitors and tourist activities.

B

Action Statement B.6: *Establish a strategy/implementation plan for large events that proactively considers and responds to challenges associated with a large influx of visitors at one time.*

Benchmark: A strategy and implementation plan created to identify off-street parking, traffic management, and local lodging opportunities.

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

Estimated Cost: \$1,000 - \$50,000 depending upon resources needed.



Typical road in the Hilltop area with little room for parking and short site distances. Parked cars can create hazards for those parking as well as motorists. Photo source: Michael Baker International

In small mountainous communities like the Hilltop communities, it is often very difficult to handle the influx of traffic and visitors that large events bring. With winding roads and limited on- and off-street parking, parking can become a hazard as visitors leave their vehicles on the side of narrow roadways. It is extremely important to have a strategy and an implementation plan that would account for issues like these and would create safe parking and lodging opportunities for visitors to the community.

In the Hilltop communities, a community group could be created that would assess the most pressing issues associated with a large influx of visitors and work with local businesses to create a plan to remedy those issues. In the case of lack of parking, shared-use agreements could be put in place with businesses that have private off-street parking or with private residents who are willing to allow visitors to park for special events free of charge or minimal fee. Where traffic is an issue, the community group could work with the local sheriff's station to create a traffic management plan for especially impacted days. For lodging, the group could direct visitors to permitted short-term rentals and campgrounds or the nearest hotels and motels. All of these small actions could make a significant difference to the impacts associated with an influx of visitors and allow the community to still function well during large events.

Action	Action Leader	Timeline	Resources
1. Create a community group to lead the creation of a strategy and implementation plan.	Champion	Month 1	Traffic Management Plan Checklist http://ops.fhwa.dot.gov/publications/psechecklists/checklist_3.htm
2. Set up meetings with local businesses to talk about offering free parking in private off-street parking lots during large community events.	Community group	Month 2	
3. Work with staff at the local sheriff's station to create a traffic management plan that will work for the visitors and the community and will be enforced during large events.	Community group	Month 3	10 Tips on How to Promote Public Participation http://metroquest.com/10-tips-on-how-to-promote-public-participation/
4. Create a list of legal short term rentals, campgrounds, hotels/motels for visitors.	Community group	Month 4	
5. Manage a list of businesses and individuals that have offered parking.	Community group	Ongoing	Willamette Week, a Field Guide to Urban Camping http://www.wweek.com/news/2016/02/17/a-field-guide-to-urban-camping/
6. Work with local businesses to gather donations to give as gifts to the community members who have donated parking space.	Community group	Ongoing	
7. Give gifts after large events, and gather feedback about the success of parking and traffic management.	Community group	After large community events	Example Transportation Management Plans and Templates http://www.ops.fhwa.dot.gov/wz/resources/final_rule/tmp_examples/sample_tmps.htm

Community Focus Statement B: Reduce the impacts associated with seasonal visitors and tourist activities.

B

Action Statement B.7: Provide centralized parking with shuttles and pedestrian paths that connect key commercial recreational activity areas to reduce vehicle use and trips.

Benchmark: A special events parking strategy is developed.

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

Estimated Cost: \$1,000 - \$250,000 depending upon resources needed.



The University of Texas partners with Capital Metro in order to mitigate congestion for home football games by offering fixed-route service from park-and-ride areas. Photo source: University of Texas

During special events, such as the Green Valley Artisan Tour, the Fourth of July Parade, and the Summer Faire Series, a large number of visitors come to the Hilltop communities. During these popular events, the event organizers should work with the County to determine if a Special Event Permit is required and the Hilltop communities to establish a coordinated strategy for managing the additional traffic flow and parking demand. This strategy should identify ways to minimize impacts of traffic congestion. The strategy should include 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.

The centralized parking location for each event should make use of existing facilities' parking lots including local schools, post offices, libraries, and parks. The centralized parking area should be located as close to the community event as feasible. Clear signage should be posted throughout town to orient visitors to the designated parking areas. Pedestrian connections from the parking areas to the event should also be clearly posted to facilitate a safe and comfortable trip to the event from the parking area. When events are advertised online, including the Running Springs Area Chamber of Commerce website and other local media sites, the event organizer should identify the location options of the designated parking areas. In addition, shuttles may be needed to transport people from the parking area to the event. If a shuttle is needed, the community should look into using the existing public transit system (MARTA) for such special events and extend regular transit service during these peak times. Currently, Mountain Transit is adding Dial-a-Ride services on Sunday and 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 a special events parking strategy for the community.	Champion with Community, with support from the County Department of Public Works, Running Springs Area Chamber of Commerce, local event organizers, local businesses	Months 1 – 3	Special Event Parking Basics http://www.campussafetymagazine.com/article/Special-Event-Parking-Basics Special Event Parking Strategies (click on PDF icon for Special Event Traffic Management) https://mobility.tamu.edu/mip/strategies.php
2. Identify existing parking facilities suitable to support each special event.	Special events committee	Month 4	Mountain Transit http://mountaintransit.org/
3. Draft a strategy for special community events, to include: <ul style="list-style-type: none"> • Parking; • Wayfinding; • Shuttle/bus transport; and • Media campaign. 	Special events committee, with support from Mountain Transit, local event organizers, local businesses	Months 5 – 12	Big Bear Visitors Center http://www.bigbear.com/about/visitors-center/ Green Valley Lake, Annual Events http://www.green-valley-lake.com/annual-events/#
4. Seek funding for the implementation of the special events strategy, which may include local business sponsorships for wayfinding signage.	Special events committee, with support from the community, local businesses	Months 5 – 12	

Community Focus Statement C: Improve mobility and reduce vehicle trips through the development of multi-purpose trails that connect key nodes/activity areas within and between the communities.

Action Statement C.1: Construct trails for all users that connect neighborhoods with commercial/business areas and key activity areas, such as schools, parks, and community centers.

IN PROCESS

Benchmark: A Rim of the World community transportation focus group created that coordinates regularly with the Rim of the World Recreation and Park District and SBCTA to prioritize projects and seek grant funding.

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

Estimated Cost: \$300–\$5,000,000



Mountain biking trail at the Paradise Royal Trails in Northern California. Photo source: US Bureau of Land Management.

The Rim of the World Active Transportation Plan was adopted and now allows for grant funding to be sought. In addition, the Rim of the World Scenic Trail Resource Action Team is working to connect the mountain top communities.

San Bernardino County Transportation Authority (SBCTA) is responsible for active transportation planning in collaboration with its member agencies. Once San Bernardino County adopts the Rim of the World Recreation and Park District Active Transportation Plan, submitted it to the County for review and adoption to the 5-yr CIP, projects proposed will become eligible for grant funding through the Active Transportation Program.

Alternative transportation options maintain a community's health and quality of life and reduce air quality impacts and greenhouse gas emissions. Creation of a bicycle and pedestrian master plan for the Hilltop communities would be a first step toward planning for an easy-to-use and safe system of pedestrian and bicycle trails. The plan would include priorities for projects and estimates of how costly proposed improvements would be. After the master plan is adopted, individual projects will require additional steps depending on project location. Additional steps may include design, environmental clearances, feasibility studies, funding, and maintenance planning.

Bicycle-related components of the plan can be written to align with requirements for federal and state funding sources like Caltrans. A successful plan would understand where residents and visitors would like to go on foot or bike and evaluate where gaps exist in connections to key destinations. Potential projects include adding or improving bicycle lanes, sidewalks, pathways, off-road cycling, signage, crossings, and Safe Routes to Schools improvements.

The preferred facilities and priorities should be developed through an understanding of local conditions, both in terms of environmental factors and community characteristics and desires. Research on options that have worked well in other similar communities and the latest developments in bicycle and pedestrian facilities would also be important to a plan that meets the needs of the Hilltop communities. The Hilltop communities should partner with public agencies and private property owners as necessary to implement projects.

IN PROCESS

Action	Action Leader	Timeline	Resources
1. Create a Trails Team	Champion	Month 1	Rim of the World Recreation and Park District http://rim-rec.org/ California ATP Funding, Caltrans Division of Local Assistance http://www.dot.ca.gov/hq/LocalPrograms/atp/
2. Review Rim of the World Active Transportation Plan and select one or more priority trail projects to discuss with the Rim of the World Recreation and Park District.	Trails Team	Month 1	
3. Meet with the Rim of the World Recreation and Park District to discuss the selected project(s) and identify critical partners.	Trails Team	Month 2	FHWA Innovative Intersection Safety Improvement Strategies and Management Practices http://safety.fhwa.dot.gov/intersection/other_topics/fhwasa06016/
4. Conduct a meeting with community advocates and critical partners to discuss facility type, measures of community need, project funding, and measures of project competitiveness such as increased users, improved safety, access to transit, safe routes to school, and disadvantaged communities. Use funding and implementation information contained in the Active Transportation Plan.	Trails Team with Community advocates, Rim of the World Recreation and Park District general manager and/or board member	Month 3	US Department of Transportation Livability Grants and Programs https://www.transportation.gov/livability/grants-programs Intersection Safety, a Manual for Local Rural Road Owners, FHWA http://safety.fhwa.dot.gov/local_rural/raining/fhwasa1108/fhwasa1108.pdf FHWA Bicycle and Pedestrian Program http://www.fhwa.dot.gov/environment/bicycle_pedestrian/index.cfm
5. Collect data needed to complete the grant application.	To be determined by participants in action 3	Months 4–10	US Department of Agriculture Rural Development Programs & Services http://www.rd.usda.gov/programs-services
6. Co-author grant applications with SBCTA and the Rim of the World Recreation and Park District.	Trails Team with Rim of the World Recreation and Park District	Years 1 – 5	



COUNTYWIDE PLAN

Hilltop Communities Action Guide

Action Plans

7. Through grant applications, obtain funding for design, construction, or implementation of prioritized plan projects.	Trails Team with Rim of the World community transportation advocates	Years 5 – 8	AASHTO Guide for the Planning, Design, and Operation of Pedestrian Facilities AASHTO Guide for the Development of Bicycle Facilities
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Community Focus Statement C: Improve mobility and reduce vehicle trips through the development of multi-purpose trails that connect key nodes/activities within and between the communities.

IN PROCESS

Action Statement C.2: *Identify opportunities to extend existing trails or modify existing trails to serve multiple uses.*

Benchmark: Establish an extensive trail network in the Hilltop communities.

Champion: Local community groups

Estimated Cost: \$8,000–\$13,000 per mile, plus maintenance and land acquisition costs



Example of a multi-use trail in a mountainous area. Photo source: michaelwm25

Rim of the World Scenic Trail Resource Action Team has already identified projects and is seeking funding for a number of projects. The Hilltop communities have a variety of existing trails to serve recreational uses such as hiking, mountain biking, and horseback riding. Similar to Action Statement C.2, the Hilltop communities should map existing trails and identify which trails could be expanded to serve multiple uses. For example, a five foot wide walking path may have right of way to expand to include a dirt trail for equestrian uses or concrete path for bicyclists. Mapping existing trails identify opportunities to extend existing trails or modify existing trails to serve multiple uses. Existing tails could be expanded to better suit the communities needs and expand

recreational opportunities in the community.

The Hilltop community could conduct a community-based inventory to identify existing trail resources, and identify existing trails that would be appropriate to expand into multi-use trails or connect to other existing trails. As part of the physical asset inventory, it is essential to pay attention to facilities in the community that are underused. Community groups or nonprofit organizations can assist in identifying potential sites where trail conversion or addition would be the most cost effective and feasible. By expanding multi-use trails in the community, Hilltop could improve mobility and reduce vehicle trips to key nodes within and between neighboring communities.

After the community identifies opportunities to extend existing trails or modify existing trails to serve multiple uses, funding can be identified and secured.

IN PROCESS

Action	Action Leader	Timeline	Resources
1. Create a Trail Team	Champion	Month 1	National Park Service Handbook for Trail Design and Construction and Maintenance https://www.nps.gov/noco/learn/management/ncttrailconstructionmanual1.htm US Forest Service, Trail Construction and Maintenance Notebook https://www.fs.fed.us/t-d/pubs/pdfpubs/pdf07232806/pdf07232806dpi72.pdf
2. Identify areas that are unserved or underserved by existing trails and cannot be accessed through current or future trails in existing rights-of-way or easements, and determine where new trails should go.	Trail Team	Months 1 – 3	
3. Prioritize trails to be constructed.	Trail Team with community	Months 4 – 5	
4. Secure easements from landowners to construct prioritized trails.	Trail Team	Months 6 – 12	
5. Recruit volunteers for trail construction and maintenance.	Trail Team	Months 9 – 12	
6. Construct prioritized trails.	Trail Team	Years 1 - 2	
7. Mount signage indicating newly constructed trails, and update maps and other informational resources as appropriate.	Trail Team	Years 1 – 2	
8. Revise prioritization of remaining trails as needed, and add new trails to prioritization list as opportunities arise.	Trail Team	Year 2, on-going	
9. Continue to construct trails.	Trail Team	Year 2, on-going	
10. Maintain trails.	Trail Team	Year 2, on-going	

Community Focus Statement C: Improve mobility and reduce vehicle trips through the development of multipurpose trails that connect key nodes/activity areas within and between the communities.

PLAN
ADOPTED
IN 2018

Action Statement C.3: *Coordinate with the Rim of the World Recreation & Park District to implement the Active Transportation Plan.*

Benchmark: Implement the Rim of the World Active Transportation Plan.

Champion: Local community groups, Rim of the World Recreation and Park District

Estimated Cost: Variable.

The Rim of the World Recreation and Park District is in the process of developing an Active Transportation Plan. The plan will identify opportunities for people to walk, bike, and use other forms of active transportation throughout the Rim communities (including the Hilltop communities). The final Rim of the World Active Transportation Plan will identify priority projects to create a connected, safe, and active community.

After the Active Transportation Plan is adopted, the Hilltop communities could coordinate with the Rim of the World Recreation and Park District in implementing proposed improvements. The Hilltop communities should participate in any scheduled stakeholder meetings and could assist in coordinating with the County and Caltrans as necessary. Additionally, the Hilltop communities could assist in securing funding through fundraising efforts or grant procurement.

Rim of the World Active Transportation Plan logo



PLAN ADOPTED IN 2018

Action	Action Leader	Timeline	Resources
1. Identify prioritized projects following Active Transportation Plan adoption.	Local community groups, Rim of the World Recreation and Park District	Month 1, following adoption	Rim of the World Active Transportation Plan http://rim-rec.org/active-transportation-plan/
2. Secure funding, easements, and other resources needed to implement prioritized projects in the Active Transportation Plan.	Local community groups, Rim of the World Recreation and Park District	Months 2–6 following adoption	
3. Implement prioritized projects in the Active Transportation Plan.	Local community groups, Rim of the World Recreation and Park District	Months 7–18 following adoption	
4. Maintain prioritized projects in the Active Transportation Plan.	Local community groups, Rim of the World Recreation and Park District	Month 18 following adoption, on-going	
5. Install signage, and update maps and other resources to be consistent with the projects.	Local community groups, Rim of the World Recreation and Park District, Running Springs Area Chamber of Commerce	Month 18 following adoption, on-going	
6. Construct and maintain remaining projects in the Active Transportation Plan.	Local community groups, Rim of the World Recreation and Park District	Month 18 following adoption, on-going	

Community Focus Statement D: Preserve the unique natural environment.

D1

Action Statement D.1: *Coordinate with the local schools and other youth organizations to develop a program focused on educating children regarding the natural environment and its protection.*

Benchmark: Partnerships established to develop educational programs that focus on protecting the natural environment and how to become better citizens and stewards of natural resources.

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

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



Eco-Schools USA engages school communities from coast to coast and from cities to rural communities in creating and implementing healthy solutions for sustainable education. Photo source: National Wildlife Federation.

Schools in mountain areas can be effective incubators because students can learn at an early age about their connection to nature and can engage with the environment throughout their education. 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 meet the highest educational and ethical standards in a caring and collaborative learning environment. Other youth organizations, including the Rim Communities for Youth Coalition, also promote positive choices in the communities. Educational programs that are focused on protecting the natural environment, and how to become better citizens through the communities' stewardship of natural resources, could make a remarkable difference on the impact on the environment. These programs could be interwoven with the environmental science curriculum at local schools or

provide tools and ideas to begin green practices at school, home, work, or any other place. Sustainability activities often include the following:

- 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 show how different forms can change over time and climate.
- Cultivate a community garden with native plant species.
- Promote recycling and composting programs.

By adding sustainability activities and showcasing them in Charles Hoffman Elementary School, in other youth organizations and youth groups, and in the community, the Hilltop communities can lay a solid foundation for the next generation of sustainability leaders.

Action	Action Leader	Timeline	Resources
1. Create a Natural Reserve Committee of interested individuals.	Champion	Month 1	Rim of the World Unified School District
2. Work with school communities to determine environmental learning opportunities.	Committee	Month 2 – 4	http://www.rimisd.k12.ca.us/
3. Appoint a green ambassador such as an administrator or a teacher to start an educational program, lead school efforts, and get students involved in making schools and communities greener.	Committee and Rim of the World Unified School District, Charles Hoffman Elementary School, Mt. Calvary Lutheran Preschool, Pali Institute	Months 2 – 4	Project Learning Tree, Curriculum Overview https://www.plt.org/environmental-education-curriculum
4. Brainstorm with students, administrators, and the school community on a list of organizations and government agencies that could serve as resources to the school programs. Reach out to the California Environmental Protection Agency, local groups, and other organizations and agencies to give students access to the professional expertise of a forester and related occupations and education opportunities.	Committee with support from Rim of the World Unified School District, Charles Hoffman Elementary School, Mt. Calvary Lutheran Preschool, Pali Institute, with support from California Environmental Protection Agency, other organizations and agencies	Month 4 – 5	Rebuilding Together Mountain Communities http://rebuildingtogethermountaincommunities.org/ National Wildlife Federation, Eco-Schools USA http://www.nwf.org/Eco-Schools-USA/Top-10-Eco-Schools.aspx
5. Help build a community of environmentally conscious citizens through classroom activities, field studies, community gardens, recycling, composting, Eco literacy, and green practice.	Committee with support from schools.	Months 4 – 6	
6. Encourage green ambassadors and student leads to attend leadership training provided by the Alliance for Climate Education and related training opportunities.	Committee with support from schools	Months 4 – 6, on-going	
7. Continue to get community members engaged, active, and involved in efforts to save energy in their schools, homes, businesses, and the broader community.	Committee	On-going	

Community Focus Statement D: Provide the unique natural environment.

Action Statement D.2: Establish a marketing campaign that promotes the mountain communities and educates visitors on the importance of protecting the natural environment.

D2

Benchmark: A marketing plan created that highlights the natural environment and protection practices.

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

Estimated Cost: \$300



US Agriculture Deputy Secretary Kathleen Merrigan buys produce at a Baltimore farmers market. The Farmers Market Promotion Program funds have helped open new doors for farmers all across the country to bring produce directly to consumers. Photo source: USDA

The Hilltop communities can offer a number of geo-tourism and ecotourism opportunities based on the communities' abundance of natural resources. The natural beauty of areas including Snow Valley and Green Valley Lake, enhanced by being surrounded by the San Bernardino National Forest, draws visitors to the area for camping, hiking, skiing, snowboarding, and outdoor snow play. The communities can build partnerships with the Running Springs Area Chamber of Commerce, local retailers, and the Rim of the World Recreation and Park District to take advantage of the natural environment and enhance visitor attractions. Local partnerships could develop visitor information, offer guided tours, and conduct wilderness trips to promote recreational services. Marketing materials can be developed through the Chamber of Commerce and the Recreation and Park District and sent to targeted recreation retailers.

Highlighting these educational recreation opportunities can encourage visitors to respect the Hilltop communities' natural and cultural areas and seek to protect the natural environment.

Currently, as an independent advocate of business interests for its diverse membership, the Running Springs Area Chamber of Commerce exercises its influence regionally to create a strong local economy. The chamber promotes the commercial, industrial, and civic interests of the Running Springs area by sponsoring and encouraging advertising for the area, better living and working conditions, the promotion of year-round recreational activity, and the conservation of the area's natural resources. The chamber promotes community events including farmers markets, Easter egg hunts, Jamboree Days, Mountain Top Days, and Home Expos.

Action	Action Leader	Timeline	Resources
1. Organize a committee of local business leaders and residents to focus on promoting the community, as a Marketing Committee.	Champion with Chamber of Commerce	Month 1	Running Springs Area Chamber of Commerce http://www.runningspringschamber.com/
2. Engage community stakeholders, local businesses owners, residents, and other community leaders to gather input and develop a draft plan.	Marketing Committee	Months 2 – 5	Running Springs Area Website http://www.runningsprings.com/ San Bernardino County EDA http://www.sbcountyadvantage.com/home.aspx
3. Compile existing resources from the San Bernardino County Economic Development Agency website and community knowledge of the area.	Marketing Committee	Months 2 – 5	USDA Agricultural Market Services/Farmers Market Promotion Program https://www.ams.usda.gov/services/grants/fmpp
4. Develop marketing materials (flyers, posters, social media posts, etc.) that can be distributed to surrounding areas.	Marketing Committee	Month 6	Tahoe Chamber, Geotourism and Recreation http://www.tahoechamber.org/geotourism-recreation
5. Create a draft plan for review by the community.	Marketing Committee	Months 6 – 12	
6. Adopt the marketing plan and revisit yearly to make adjustments.	Marketing Committee	Annually	
7. Share marketing plan with County EDA	Marketing Committee	On-going	

Community Focus Statement D: Preserve the unique natural environment.

Action Statements D.3: Establish targeted clean-ups within less urbanized/forest areas at least two times per year.

D3

Benchmark: Partnership established between youth groups, nonprofits, and local businesses to host at least two cleanup events per year

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

Estimated Cost: \$4,000 per event



Through volunteer programs, the National Children's Forest provides opportunities for youth to take a leadership role in forest management and environmental stewardship. Photo source: Southern California Mountains Foundation

In mountainous communities like the Hilltop communities, it is often difficult to control the buildup of trash and maintain the communities' natural beauty. In order to maintain and clean up the physical community, a partnership could be created that consists of interested member businesses, associations (primarily those focused on nature preservation or outdoor recreation), and individuals who would have the most impact in the continued care and cleanliness in the Hilltop communities. This partnership could host a fundraiser to gather needed funds for targeted forested areas. These funds could cover cleanup supplies, trail restoration, trash and debris removal, and forest maintenance. The communities could also partner with appropriate local businesses to supply transportation vehicles, trash receptacles, equipment, tools, gloves, snacks, and refreshments.

This partnership or beautification committee could work with youth groups (for example, Boy/Girl Scouts, the Rim Communities for Youth Coalition, or the Mountain High Care Club) and/or nonprofits (for example, the Southern California Mountains Foundation Children's Forest) dedicated to trail restoration or outdoor recreation at least two times a year. These cleanup events would be organized and publicized by the beautification committee and could be organized to occur on national days of service such as National Trails Day. Additionally, to make the cleanup day events easily accessible to all Hilltop communities residents, the events would be scheduled in different areas of the communities.

Action	Action Leader	Timeline	Resources
1. Create a partnership of businesses, associations, and individuals to create a community beautification committee.	Champion	Month 1	How to Organize a Successful Cleanup http://www.cleanforests.org/aaf-guide-success
2. Select an adult leader to serve as chair who would provide leadership and champion the committee. Identify youth leaders to serve as coordinators.	Community beautification committee	Month 2	San Bernardino Solid Waste Management Department http://cms.sbcounty.gov/dpw/SolidWasteManagement/ReductionRecycling.aspx
3. Identify forest areas within the Hilltop communities that could benefit from a targeted cleanup.	Community beautification committee	Month 3	ROTWEWS, Forest Festival Hits the Trails http://rotwnews.com/2013/05/31/forest-festival-hits-the-trails/
4. Coordinate with the County of San Bernardino Department of Public Works Solid Waste Management program.	Coordinate beautification committee	Month 3	
5. Host a fundraiser to gather funds for cleanup activities.	Community beautification committee	Biannually, on-going	Southern California Mountains Foundation, The National Children's Forest http://www.mountainsfoundation.org/programs/children-s-forest
6. Partner with local businesses to supply transportation vehicles, trash receptacles, equipment, tools, gloves, snacks, and refreshments.	Community beautification committee, with support from local businesses	On-going	
7. Select dates for community cleanups, and have youth coordinators publicize and market the events.	Community beautification committee	Months 3 – 4	Building Communities Through Committees http://www.neighborhoodlink.com/article/Association/BuildingCommunitiesThroughCommittees
8. Host cleanups. Track participation at each event, and note which events attract the most participants and sponsors. Be sure to thank volunteers and publicize sponsors as a thank you.	Community beautification committee	Biannually, on-going	Waste management education posters http://www.stopwaste.org/resource-library/type/posters Clean Trails http://cleantrails.org/ Trail Cleanup Hikes https://hikeitbaby.com/giving-back-trail-clean-up-hikes/

Community Focus Statement E: Improve the appearance of the community.

Action Statement E.1: Establish a compatible/unifying theme for downtown areas and businesses.

E

Benchmark: A report on community preferences for design guidelines, streetscape furnishings, and a wayfinding/branding strategy is funded and completed.

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

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



Unified theme in downtown retail district. Photo source: Ken Lund

Establishing a consistent and compatible design for downtown areas will help beautify the Hilltop communities and establish a clear identity and sense of place in these areas. A unified character for each of the downtown areas can help to improve the appearance of and encourage investment opportunities in each area. A design theme is intended to reflect each community's character and heritage and instill a sense of pride in the local community. The Hilltop communities can choose to have one unifying design theme across all communities or to establish unique characteristics to distinguish each area.

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

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

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

Community Focus Statement E: Improve the appearance of the community.

Action Statement E.2: Encourage property owners to maintain and improve their properties (e.g., new paint, façade improvements, trash/debris clean-up).

E2

Benchmark: A beautification committee organizes one trash/debris cleanup event and encourages at least one property to initiate improvements with a beautification program.

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

Estimated Cost: \$5,000 - \$250,000 dependent upon scale of the program.



The City of Santa Cruz's Façade Improvement Program supports the City's community revitalization goals. In addition to enhancing the streetscape's appearance, successful projects help new and established businesses attract customers, leverage private investment from building owners, and inspire improvements to

Development Block Grants would be available for local assistance.

Vibrant and attractive streets and buildings provide a positive impression to visitors, indicating that local residents and business owners are committed to their community and respect the local environment. All members of the community should be encouraged to contribute to the maintenance and beautification of new and established properties as well as public areas. Organizing community members to come together to participate in events to improve their community can also help to strengthen and reinforce social ties.

In partnership with the Running Springs Area Chamber of Commerce, nonprofit organizations, and interested community members, a grant program could be implemented to fund the improvement of storefronts and the surrounding area (painting entire buildings, improving public safety lighting, and installing anti-graffiti film coating on display glass windows and doors). The program could have whole grant and matching grant components. In addition to grant funding, agency assistance and reimbursement for design services would be available. The County's Community Development Division of the Economic Development Agency (EDA) could be approached to determine if the Community

The Hilltop communities are encouraged to form a local beautification committee and establish a range of tools, programs, and incentives to encourage local residents and business owners to make improvements. This committee is also encouraged to forge a partnership with nonprofit organizations like Rebuilding Together Mountain Communities, which can offer labor services to property owners for improvements and trash removal. The Chamber of Commerce could create connections with skilled contractors, designers, and community members who would be interested and willing to donate their time, materials, supplies, tools, and other resources. Funding for the grant program could come from fundraisers hosted by the Chamber of Commerce and other interested organizations in the communities or from businesses. These businesses could be incentivized to donate to the

program by competing in an annual beautification award that is presented to the business or residence that plays the largest part in beautifying the downtown area. Factors included in measuring the magnitude of this role could include funds donated and employee volunteer hours. Funding could also come from the County's Community Development Block Grant (CDBG), which is administered by the San Bernardino County Economic Development Agency's Community Development Division.

Action	Action Leader	Timeline	Resources
1. Establish a beautification committee with members from the Running Springs Area Chamber of Commerce, Rebuilding Together Mountain Communities, and interested community members.	Champion	Month 1	Running Springs Chamber of Commerce http://www.runningspringschamber.com/
2. Hold ongoing beautification committee meetings to implement a program.	Beautification committee	On-going	Rebuilding Together Mountain Communities http://rebuildingtogethertomountaincommunities.org/contact/
3. Prepare a plan of action for year one, including a list of programs, events, incentives, tools, materials, and funding resources associated with this program. Meet with the County to discuss CDBG	Beautification committee	Month 2	
4. Recruit volunteers from the community to assist with implementation.	Beautification committee	Month 3	Home Depot Community Impact Grants https://corporate.homedepot.com/grants/community-impact-grants
5. Create a social media presence to identify community resources and advertise upcoming events.	Beautification committee	Month 3	
6. Partner with community organizations such as local church groups and Rebuilding Together Mountain Communities to organize a cleanup day event.	Beautification committee	Months 4 – 5	City of Santa Cruz Façade Improvement Program http://cityofsantacruz.com/departments/economic-development/business-support/facade-improvement-program
7. Apply for grants and host fundraisers to raise money.	Beautification committee	Months 4 – 8	
8. Meet with local businesses and community organizations to identify potential sponsorship of events and donations of paint and other materials, tools, and supplies.	Beautification committee	Months 6 – 8	
9. Establish award programs to recognize achievements by local businesses.	Beautification committee with Area Chamber of Commerce	Months 9 – 10	
10. Develop a training program for building maintenance and storefront window displays.	Beautification committee with Area Chamber of Commerce	Months 11 – 12	

Community Focus Statement E: Improve the appearance of the community.

Action Statement E.3: Organize a community clean-up to be held at least two times a year.

E3

Benchmark: In partnership with youth groups, nonprofit organizations, and local businesses, at least two cleanup events per year are held.

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

Estimated Cost: \$2,000 per event



Community cleanup volunteers in action. Photo source: Tucker Yates

Community cleanups can improve the area's physical appearance and create a sense of community and pride among residents. In mountainous communities like the Hilltop communities, it is often difficult to control the buildup of trash and maintain the communities' natural beauty. Established cleanup events can help sustain ongoing cleanup and maintenance efforts. To maintain the cleanliness of the Hilltop communities, a partnership could be created that consists of interested member businesses, associations, and key individuals who are interested in seeing their communities preserved and maintained. This partnership could host a fundraiser to gather needed funds for cleanup supplies and other services that beautify and maintain the core areas. These services could include sidewalk sweeping, trash and debris removal, and landscaping installation and maintenance. The communities could also partner with appropriate local businesses to supply transportation vehicles, trash receptacles, equipment, tools, gloves, snacks, and refreshments.

Two times a year (i.e., in spring and fall), this partnership or a beautification committee could work with youth groups (for example, Boy/Girl Scouts, the Rim Communities for Youth Coalition, or the Mountain High Care Club) and/or nonprofits dedicated to improvement or cleanup work like Rebuilding Together Mountain Communities or Habitat for Humanity to host large-scale cleanup events. These cleanups could be organized to occur just before annual events like Mountain Top Days and would be organized and publicized by the beautification committee.

Due to increasing costs and diminishing revenue, the County held the last Community Clean-Up and Recycling Day on April 14, 2012. Currently, Hilltop communities' residents have options for low- or no-cost trash disposal. Burrtec provides trash and recycling services to Hilltop communities' residents and businesses through a contract with the County of San Bernardino. Trash service typically includes bulky item and e-waste pickups at no extra cost. Also, many materials can be recycled or reused by taking them to recycling centers or thrift stores.



Action	Action Leader	Timeline	Resources
1. Establish a partnership of businesses, associations, and individuals to create a community beautification committee.	Champion	Month 1	Community Cleanup Guide http://library.oregonmetro.gov/files/neighborhood_cleanup_guide_2012.pdf
2. Select an adult leader to serve as chair who would provide leadership and champion the committee. Identify youth leaders to serve as coordinators.	Community beautification committee	Month 2	Conducting a cleanup campaign http://www.bookstore.ksre.ksu.edu/pubs/MF931.pdf
3. Host a fundraiser to gather funds for cleanup activities.	Community beautification committee	Biannually, on-going	San Bernardino Solid Waste Management Department http://cms.sbcounty.gov/dpw/SolidWasteManagement/ReductionRecycling.aspx
4. Coordinate with the San Bernardino County Department of Public Works Solid Waste Management group.	Community beautification committee	On-going	Waste Hauler Information http://cms.sbcounty.gov/dpw/SolidWasteManagement/Hauler.aspx
5. Partner with local businesses to supply transportation vehicles, trash receptacles, equipment, tools, gloves, snacks, and refreshments.	Community beautification committee, with support from local businesses	On-going	Kansas State University Agricultural Experiment Station and Cooperative Extension Service, Conducting a Community Clean-up Fix-up Campaign http://www.bookstore.ksre.ksu.edu/pubs/mf931.pdf
6. Select dates for community cleanup, and use youth coordinators to publicize and market the events.	Community beautification committee	Month 3	Building Communities Through Committees http://www.neighborhoodlink.com/article/Association/Building_Communities_Through_Committees
7. Host cleanups. Track participation at each event, and note which events attract the most participants and sponsors. Be sure to thank volunteers and publicize sponsors as a thank you.	Community beautification committee	Biannually	Keep America Beautiful https://www.kab.org/ Waste management education posters http://www.stopwaste.org/resource-library/type/posters

Community Focus Statement E: Improve the appearance of the community.

Action Statement E.4: Establish a social media campaign to solicit community involvement in preserving and enhancing the community.

E4

Benchmark: A group of interested journalists set up the social media campaign, work with youth to create regular posts, and successfully connect property owners with contractors or nonprofit groups.

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

Estimated Cost: Volunteer time.



During Rebuilding Day, the work took place at several locations from Arrowbear Lake to Crestline. The team of volunteers at each site was overseen by a licensed contractor who planned the project, ordered the materials, and made sure everything went smoothly. Some of the projects on Rebuilding Day included a new coat of paint, yard and home cleanup, kitchen upgrades, ramp installations, and other repairs. Photo source: Joshua Mann

Often the largest barrier to make improvements to properties is the cost and difficulty associated with locating and hiring a skilled contractor. In order to encourage property owners to make much-needed improvements to preserve and enhance the communities, a social media campaign could be launched to help connect skilled contractors with property owners. Ideally, the contractors would be willing to donate some of their time either to complete the task or to teach the individual how to effectively complete it.

The social media campaign could be designed and managed by a few volunteers from local papers like rotwnews.com and The Alpenhorn News. After the initial launch of the program, youth could be invited to help generate posts and write copy on a more regular basis, with oversight from journalists. This task force of volunteers would be responsible for creating Twitter, Facebook, and possibly Instagram accounts that would publicize the campaign and connect property owners with contractors. The group of journalists could also use their papers to publicize the campaign and draw community members to the

social media pages. Not only could this campaign connect individuals but it could also be used to connect property owners to nonprofit groups or volunteer organizations that already do building improvement work, such as Rebuilding Together Mountain Communities.

Action	Action Leader	Timeline	Resources
1. Create a group of interested journalists to create a social media plan and design the social media campaign.	Champion with The Alpenhorn News and rotnwnews.com	Month 1	10 Tips on How to Promote Public Participation http://metroquest.com/10-tips-on-how-to-promote-public-participation/
2. Recruit interested youth to create regular posts under the supervision of adult journalists.	Journalists group	Month 2	5 Tips for Running Successful Social Media Campaigns http://www.socialmediaexaminer.com/successful-social-media-campaigns/
3. Gather a greater following by advertising the campaign in newspapers and creating actions for community members to participate in.	Journalists group	Month 3	How to Create a Social Media Marketing Plan in 6 Steps https://blog.hootsuite.com/how-to-create-a-social-media-marketing-plan/
4. Select an interested property owner and pair them with a contractor or nonprofit that is willing to help them improve their property.	Journalists group	Month 6	5 Tips for Running Your Best Social Media Campaign Ever https://www.entrepreneur.com/article/272231
5. Promote the improvements made to the first property and gather feedback on the success of the pairing and of the social media campaign.	Journalists group	Month 8	Rebuilding Day http://rebuildingtogethermountaincommunities.org/typical-rebuilding-day/
6. Continue to connect property owners and contractors or nonprofits as the social media campaign continues. Advertise in newspapers and throughout the community if involvement stalls.	Journalists group	On-going	

Community Focus Statement E: Improve the appearance of the community.

Action Statement E.5: Establish a façade and sign improvement program.



Benchmark: A façade and signage improvement matching grant program is established for commercial buildings, including grant guidelines to 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: \$1,000–\$200,000



The City of Santa Rosa offers loans to assist the renovation of downtown commercial buildings for façade improvements. The Downtown Façade Improvement Program assists with the expense of the following types of improvements: painting, awnings, windows, doors, trim, fascia, exterior lighting, tile, stucco, signage, canopies, and historic elements. Photo source: City of Santa Rosa

Enhancing the appeal of the downtown and commercial areas is vital to recruiting new businesses and bringing more customers into the area to strengthen locally owned businesses. Attractive and well-maintained businesses demonstrate pride of ownership and will draw in more visitors to invest in the community.

Running a business is becoming increasingly expensive, and the costs of day-to-day operations often inhibit business owners from making improvements. As a result, the façades of buildings in mature business districts are often run down, not carefully maintained, or have an aesthetic inconsistent with other businesses in the area. However, the Hilltop communities are eager to thrive again. By maintaining and improving properties, the Hilltop communities can contribute to the appearance and success of downtown areas.

By establishing a façade and sign improvement grant program, the Chamber of Commerce can assist property owners in making needed physical improvements to the exterior of their businesses. Such a program could be an excellent resource to assist in creating beautiful, impactful, and safe business façades in the Hilltop communities. The program can provide grants for a range of renovation improvements, including painting storefronts, replacing windows, shopfronts, and signs, or installing awnings and lighting. The grant could fund the entire proposed project, match the property owner's or business owner's investment, or cover design services with partner designers. The program should identify a list of guidelines or eligibility criteria for properties to meet in order to receive the grant. Projects can be selected based on the current condition of the façade, proposed improvement, and eligibility. The Chamber of Commerce could consider allowing either matches from property owners in the form of financial support or labor power, if the business or property owner can show that they have the labor resources available.

The program should establish public-private partnerships involving local banks, property owners, business owners, and others to offer a façade and sign improvement program to existing and future businesses. The Chamber of Commerce could partner with other groups including the nonprofit organization Rebuilding Together Mountain



Communities, which provides labor services to property owners for improvements and trash removal. Funding could be provided by the County's Community Development Block Grant (CDBG), which is administered by the San Bernardino County Economic Development Agency's Community Development Division.

The Chamber of Commerce could also consider offering financial assistance to full-time residents for residential properties. Improving the appearance of the residential neighborhoods will have a number of positive and immediate benefits, such as beautifying the area, raising property values, enhancing the sense of community pride, and increasing public safety. A common tool is the creation of a matching revolving loan program for residential buildings to help private property owners complete rehabilitation projects that alleviate blight and enhance building safety. Examples of common projects include bringing buildings up to code or replacing a deteriorating foundation or roof.

Action	Action Leader	Timeline	Resources
1. Establish a façade and sign improvement matching grant program to secure funding for the program.	Champion with Running Springs Area Chamber of Commerce	Months 1 – 3	Running Springs Chamber of Commerce http://www.runningspringschamber.com/ City of Santa Rosa http://ci.santa-rosa.ca.us/news/Pages/CommRehabLoanProgra
2. Develop a target area, grant matching criteria, matching ratio, an application process, and façade design guidelines for commercial properties.	Façade Team	Month 4	PlannersWeb, How Façade Improvement Programs Can Benefit Your Community http://plannersweb.com/2013/10/how-facade-improvement-programs/ Minneapolis façade matching program guidelines http://www.minneapolismn.gov/www/groups/public/@cped/documents/webcontent/wcms1p-105530.pdf http://www.minneapolismn.gov/www/groups/public/@cped/documents/webcontent/convert_286603.pdf
3. Reach out to local banks, property owners, business owners, and others to inform them of the new program and encourage them to take advantage of grant matching funds.	Façade Team	Month 5 – on-going	How façade matching programs can benefit your community http://plannersweb.com/2013/10/how-facade-improvement-programs/
4. Process applications and provide ongoing support to commercial properties that have received grant funding, such as construction resources, permit procedures, etc.	Façade Team	Month 5 – on-going	Knoxville Façade Improvement Program http://www.knoxvilletn.gov/government/city_departments_offices/community_development/facade_improvement_program/ Rebuilding Together Mountain Communities http://rebuildingtogethmountaincommunities.org/contact/ Dublin (California) Façade Improvement Program http://dublinca.gov/DocumentCenter/View/1712

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



Action Statement F.1: Coordinate with the San Bernardino County Economic Development Agency (EDA) and Running Springs Area Chamber of Commerce to expand strategies to improve communications with business and develop 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: \$200



Informal community meetings such as meeting for coffee can improve relationships and lead to new partnership opportunities. Photo source: Internet Association

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

A Business Retention & Expansion (BR&E) program works to focus local economic development efforts on improving relationships with existing businesses and developing a working partnership with these businesses, and helps to connect businesses with available local and state resources.

The program places the Chamber of Commerce in the position of liaison between businesses and local government and can open the door to potential incentives, workforce training opportunities, capital sources, or business coaching. An effective BR&E program works to:

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

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

- An economic development official who is specifically focused on the needs of existing businesses
- A formal visitation program that includes face-to-face meetings between the economic development official and business owners to build trust
- An annual survey program to reach all business owners and identify problems linking all 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 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 an Economic Development Committee	Champion	Month 1	Running Springs Area Chamber of Commerce
2. Create a separate email address specific to questions and comments from business owners. Designate someone to respond to business-related issues.	Economic Development Committee with Running Springs Area Chamber of Commerce	Month 1	http://www.runningsspringschamber.com/ San Bernardino County Office Economic Development Agency, Incentives, Services, and Programs
3. Coordinate with the San Bernardino County Economic Development Agency regarding existing business retention and expansion resources.	Economic Development Committee	Months 2–3	http://www.sbcountyadvantage.com/For-Site-Selectors/Incentives-Programs.aspx
4. Coordinate and distribute a survey to existing businesses owners to ascertain their biggest challenges.	Economic Development Committee with Running Springs Area Chamber of Commerce	Month 3	On Regional Economic Development – Recent Business Retention and Expansion Project Reports https://onregionalecdev.com/tag/business-retention/
5. Create a report documenting barriers, including steps to address each one if possible.	Economic Development Committee with Running Springs Area Chamber of Commerce	Months 3–9	Business Retention and Expansion http://www.bre.guru/BRE
6. Work to resolve two barriers per year, and update the list as necessary.	Economic Development Committee	On-going	

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

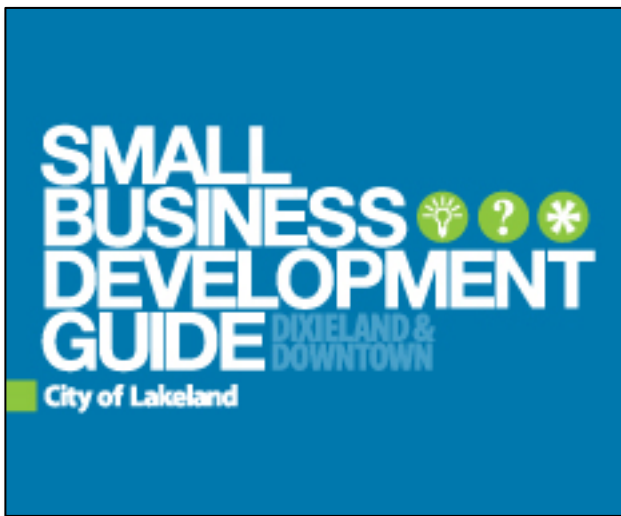
Action Statement F.2: Establish a marketing plan with incentives to attract new businesses to the area.

F2

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

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

Estimated Cost: \$300



A Small Business Development Guide was created by the City of Lakeland, Florida, to assist property owners and tenants navigate the permitting and licensing process in the downtown area.

The Hilltop 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 Hilltop communities primarily serve their residents and tourists who visit the area. They likely draw few outside consumers, which decreases the size of the market area. The development of marketing strategies, such as informational guides, market analysis, and other documents that make it easier for investors to obtain information about the community, is essential to attracting new investment. These materials allow potential investors to quickly gather information about market conditions and local demographics that are important factors 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 community is also an important part of this process. By gathering information such as the types of new retail and services desired by the community and targeting those specific retail types, chances increase of a new retail store successfully locating in one of the Hilltop communities. Incentives, whether they be community-based or financial, can also help encourage redevelopment. These incentives can include committees helping new investors navigate various permitting processes or tax incentives that initially decrease taxes to help kick-start areas which are struggling economically.

Currently the Running Springs Area Chamber of Commerce works to advocate for and promote the interests of existing businesses in the Arrowbear, Green Valley Lake, and Running Springs areas. The Chamber of Commerce website highlights existing businesses that are members of the chamber, community events, and tourist-related information. The Chamber of Commerce also provides advertising for the area and encourages better living and working conditions. These are all positive factors that influence the site selection process for companies looking to open new locations or expand. Additional focus areas for the Chamber of Commerce to have ready that can assist in future business attraction include the following:

- 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. Create a Marketing Economic Development Committee of local business leaders to develop a draft marketing plan	Champion	Month 1	Running Springs Area Chamber of Commerce http://www.runningsspringschamber.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 2–12	San Bernardino County EDA Site Selection Assistance http://www.sbcountyadvantage.com/For-Site-Selectors/Incentives-Programs.aspx
3. Establish quarterly calls between the Running Springs Chamber of Commerce and the County EDA to discuss local available properties.	Marketing Economic Development Committee with Running Springs Area Chamber of Commerce	Month 3	San Bernardino County EDA Local Business Incentives and Services Programs http://strategic-advantages/Incentives-Programs.aspx
4. Organize community stakeholders, including residents, nonprofit leaders, and decision-makers, to gather resources and lend support to assist new businesses.	Marketing Economic Development Committee	Months 4–5	
5. Establish a list within the marketing plan of tasks that can be completed by the community to assist in business attraction.	Marketing Economic Development Committee	Month 12	US EPA https://www.epa.gov/sites/production/files/2015-05/documents/competitive_advantage_051215_508_final.pdf
6. Accomplish two tasks on the list of projects per year.	Marketing Economic Development Committee	On-going	

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

F3

Action Statement F.3: *Attract and retain permanent residents by developing and implementing a marketing campaign to highlight the values of mountain living for young families focusing on education, family values, community, natural environment, and activities.*

Benchmark: A paper and web-based catalog of events schools, and recreational opportunities is developed and advertised on social media.

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

Estimated Cost: \$300–\$500



Green Valley Lake image that could be used in mountain marketing materials. Photo source: Orange Grove Media

Communities are developed and thrive based on the socioeconomic makeup of their residents. Many of the Hilltop communities have economies based heavily on the tourism industry, which can fluctuate from year to year. 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 increase the number of residents is through regional marketing campaigns that focus on promoting the reasons people should permanently relocate to the Hilltop communities. Current efforts by the Running Springs Area Chamber of Commerce focus primarily on boosting tourism through the promotion of events and

lodging. Running Springs and Green Valley Lake also either have websites or use social media to disseminate information to residents and tourists. Additionally, many private real estate companies have listings of available homes and even provide information on relocation strategies, 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 that is attractive enough to make them consider relocation. Current residents can be engaged to help with this effort, which 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 community by sharing positive aspects and experiences within the Hilltop communities. Strategies to consider when trying to market a community 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	Running Springs Area Chamber of Commerce http://www.runningspringschamber.com/
2. Gather input from the community on local events, businesses, tourist attractions, schools, and other community highlights.	Mountain Marketing Committee	Months 2–3	Marketing Strategy Help Sheet https://www.ourcommunity.com.au/marketing/marketing_article.jsp?articleId=1510
3. Develop a web-based annual catalog of events for use by residents and tourists.	Mountain Marketing Committee	Months 3–12	Running Springs Area website http://www.runningsprings.com/
4. Increase social media exposure for the community by promoting events through different platforms.	Mountain Marketing Committee	Month 3	Green Valley Lake http://www.green-valley-lake.com/
5. Continue to revise the catalog on an annual basis or as needed.	Mountain Marketing Committee	On-going	City Marketing: How to promote a City? http://www.diva-portal.org/smash/get/diva2:560181/FULLTEXT01

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

F4

Action Statement F.4: Create a business appreciation program, including events, webinars, and awards.

Benchmark: An annual business appreciation event recognizes local businesses.

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

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

A business appreciation program is an effective way of recognizing businesses that reach significant milestones and achievements. This type of program helps to create a connection between business owners and the local Chamber of Commerce that also incentivizes young business owners to grow and develop their businesses. Examples include recognizing businesses for:

- Significant anniversaries
- Significant sales achievements
- Individual industry awards
- Community contributions

Action	Action Leader	Timeline	Resources
1. Contact the San Bernardino County Economic Development Agency to discuss existing incentive programs.	Champion	Month 1	Running Springs Area Chamber of Commerce http://www.runningspringschamber.com/
2. Organize a committee of residents/non-business owners to serve on a panel.	Champion with Running Springs Area 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 F: Provide a thriving and vibrant local small business environment.

F5

Action Statement F.5: Identify and develop entrepreneurial talent through a coaching program and entrepreneur training program, known as “Economic Gardening.”

Benchmark: An entrepreneur training program is created and promoted.

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

Estimated Cost: \$25,000 - \$250,000 depending upon resources required.



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 approach 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. Create an Entrepreneurial Group.	Champion	Month 1	Running Springs Area Chamber of Commerce
2. Coordinate with the local universities that offer extended learning and economics courses to create a catalog of possible courses.	Entrepreneurial Group	Month 1	http://www.runningspringschamber.com/ San Bernardino County Office Economic Development Agency, Incentives, Services, and Programs
3. Advertise the catalog to residents and business owners.	Entrepreneurial Group	Months 2–6	http://www.sbcountyadvantage.com/For-Site-Selectors/Incentives-Programs.aspx
4. Advertise local business opportunities within the communities at local universities.	Entrepreneurial Group	Months 2–6	CSU San Bernardino, Extended Learning https://cel.csusb.edu/
5. Monitor the success of the program and adjust as necessary.	Entrepreneurial Group	On-going	Washington State Economic Gardening Program
6. Hold local meetings for existing business owners to share their insights to expanding their business.	Entrepreneurial Group	On-going	http://startup.choosewashingtonstate.com/programs/economic-gardening/

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

F6

Action Statement F.6: *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 within the community can be answered.

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

Estimated Cost: \$200, volunteer time

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 resource issues can be overwhelming and time-consuming. These are just some of the difficulties faced by small businesses that can be more easily managed with the assistance of a one-stop center with specialists who are knowledgeable and deal specifically with these issues.

The Running Springs Area Chamber of Commerce can be equipped to provide information on local regulations, code compliance, and licensing and regulations all in one place. It can also serve as a liaison with County departments to help resolve issues or streamline the application processes. A one-stop center can also help steer business owners to the correct state and federal agencies for issues that may be outside of local control.

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

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

Action	Action Leader	Timeline	Resources
1. Create an Economic Development Group	Champion	Month 1	Running Springs Area Chamber of Commerce http://www.runningspringschamber.com/ San Bernardino County Office Economic Development Agency http://www.sbcountyadvantage.com/home.aspx US Small Business Administration https://www.sba.gov/ CALGold http://www.calgold.ca.gov/
2. Designate a county liaison to the San Bernardino County Economic Development Agency (EDA) to establish a link and stay updated on changes to regulations.	Economic Development Group	Month 1	
3. Create a web-based resource on the Chamber of Commerce website for permitting questions.	Economic Development Group	Months 2–6	
4. Organize quarterly conference calls between the county liaison and a member of the San Bernardino County EDA.	Economic Development Group with Running Springs Area Chamber of Commerce	On-going	
5. Organize a system for expediting questions that cannot be answered by the Chamber of Commerce to an outside resource.	Economic Development Group with Running Springs Area Chamber of Commerce	Month 6	
6. Publicize the availability of this resource and those available through the County EDA, the US Small Business Administration, and CALGold.	Economic Development Group with Running Springs Area Chamber of Commerce	On-going	

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



Action Statement F.7: Establish a marketing plan with incentives to encourage home-based businesses.

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

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

Estimated Cost: \$300

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 startups and freelancers. The latter are typically in higher-wage and high-skill professions. Business startups 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 startups—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.

Startup capital is an important piece of any support system for startups. 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. Communities should develop programs to ensure participants have business acumen, 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. Create an Economic Development Group	Champion	Month 1	Running Springs Area Chamber of Commerce
2. Appoint a member to coordinate with the San Bernardino County Economic Development Agency (EDA).	Economic Development Group with Running Springs Area Chamber of Commerce	Month 1	http://www.runningspringschamber.com/ San Bernardino County EDA, Local Business Resources http://www.sbcountyadvantage.com/For-Local-Business.aspx
3. Compile existing resources from the County EDA website and other resources.	Economic Development Group	Months 2–3	US Small Business Administration https://www.sba.gov/offices/headquarters/oed/resources/148091
4. Organize a focus group of home-based business owners to discover issues and opportunities to help them grow.	Economic Development Group	Month 3	Inland Empire Small Business Development Center http://www.iesmallbusiness.com/resources/
5. Draft an initial marketing plan with compiled resources.	Economic Development Group	Months 3–6	SCORE https://www.score.org/home-based-business-resources
6. Meet with local telecommunications and internet providers to discuss home-based businesses issues.	Economic Development Group	Months 5 – 6	
7. Review the plan with local stakeholders, including community leaders, business owners, and residents.	Economic Development Group	Months 6–8	
8. Finalize the marketing plan.	Economic Development Group	Months 8–12	
9. Adopt the plan and revisit yearly to make adjustments.	Economic Development Group with Running Springs Area Chamber of Commerce	Month 12, on-going	

Community Focus Statement G: Provide quality educational opportunities at all levels.

G

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

Benchmark: Teach at least three classes annually in the Hilltop communities through partnerships with regional higher education institutions.

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

Estimated Cost: \$1,000–\$6,000



Charles Hoffman Elementary School. Photo source: Rim of the World Unified School District

Joint-use agreements between 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 Hilltop 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 Hilltop communities are fairly limited in existing facilities but do have Charles Hoffman Elementary School, which has the existing infrastructure to potentially offer joint use educational opportunities for residents in most traditional subjects. Additionally, the Pali Institute in Running Springs is a facility that can provide a unique learning environment as an alternative to traditional classrooms. Hilltop communities residents can also access programs put together in adjacent mountain communities such as the Lake Arrowhead communities.

A basic joint-use agreement is fairly easy to establish and is usually a short-term agreement. This type of agreement 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 which identifies educational gaps in the community and looks for universities or colleges that specialize in related topics. This option provides a point of contact for schools and keeps information new and relevant for community members.

Action	Action Leader	Timeline	Resources
1. Create an Education Committee	Champion	Months 1 – 6	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 http://citiesandschools.berkeley.edu/reports/Partnerships_JU_Aug2010.pdf
2. Work with regional higher educational institutions to identify interest in establishing satellite operations in the Hilltop community area.	Education Committee with Rim of the World Unified School District, Running Springs Area Chamber of Commerce	Months 1 – 6	
3. Work with local community members and economic groups to determine the preferred educational programs.	Education Committee	Months 3 – 6	
4. Sign joint-use agreements allowing higher education institutions to use school district facilities.	Rim of the World Unified School District	Months 7 and 8	
5. Market programs to community members, in coordination with higher educational institutions.	Education Committee	Month 9, on-going	
6. Continue to coordinate between community members and higher education institutions to offer programs of value to Hilltop community members.	Education Committee	Month 13, on-going	

Community Focus Statement G: Provide quality educational opportunities at all levels.

G2

Action Statement G.2: *Investigate the declining enrollment and quality of public schools in the mountain communities through community organizing and involvement (mountain-wide).*

Benchmark: The 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



Photo source: Rim of the World Unified School District

The decline in attendance at public schools can be caused by a number of issues. Some are specific to the school itself, such as 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 do 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 due to a restricted employment

pool.

Community members could volunteer at local schools to informally support teachers or provide other necessary services that are needed. Working professionals could volunteer their time to teach students about their careers and foster learning outside of the classroom. Youth interested in agriculture, business, or technology could be connected to experts within the community.



Action	Action Leader	Timeline	Resources
1. Hold a meeting to create a committee.	Rim of the World Unified School District		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 Great Schools Rating http://www.greatschools.org/gk/ratings/
2. Evaluate the performance of local schools, including community-specific issues as applicable.	Committee	Months 1–36	
3. Identify policy, practice, and funding barriers to address declining enrollment and quality, along with other barriers as determined.	Committee	Months 1–36	
4. Identify opportunities to remove barriers, including securing assistance from community members and businesses.	Committee	Months 1–36	
5. Adjust district operations to resolve identified problems.	Rim of the World Unified School District	Months 1–36	
6. Adjust district operations to resolve identified problems.	Rim of the World Unified School District	Years 1 – 2	
7. Monitor district performance, report to community members on performance changes, and adjust operations as needed.	Committee with support of Rim of the World Unified School District, San Bernardino County Superintendent of Schools	Annually	

Community Focus Statement H: Improve public safety.

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

H

Benchmarks: Neighborhood watch programs are established in at least 50 percent of the Hilltop communities' residential areas.

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

Estimated Cost: \$200–\$1,500



Example of a neighborhood watch sign that can be posted within a neighborhood.

Photo source: Ellin Beltz

A neighborhood watch program is a way to help keep the Hilltop communities safe by allowing local residents to become involved in crime prevention efforts. Participating residents keep watch on the neighbors and the neighborhood, reducing crime by decreasing the situations where people are able to commit a crime without being observed. Participating residents are also asked to 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. Some neighborhood watch programs in the mountains. A program is more likely to succeed if it is started by community members. Petty theft, breaking and entering, and illegal parking are some crimes and concerns voiced by residents of the Hilltop communities.

There are many strategies to aid in a more effective neighborhood watch program in the Hilltop communities in the future. The San Bernardino County Sheriff's Department can assist the Hilltop communities in starting and maintaining neighborhood watch programs by providing critical resources and training for program participants, both when the programs are starting and as a way of maintaining them. Existing community groups such as homeowners associations or community service organizations offer a framework for neighbors to get together and communicate to organize and grow a neighborhood watch program. Neighborhood watch program signs posted around the communities can enhance public awareness of the program and may deter potential lawbreakers and transients. Participants can host events such as cleanups, making areas nicer and more attractive and less likely to be used for criminal purposes. Neighborhood watch programs in the Hilltop communities can also act with a unified voice to encourage residents and businesses to take action and make communities safer, such as installing better outdoor lighting.

Studies have shown the effectiveness of neighborhood watch programs, but the studies emphasize that the programs must be representative of the community and that participants must be willing to make a long-term dedication to the program to keep it stable. Effective neighborhood watch programs must involve a wide variety of residents, including residents with different incomes, ages, and racial and ethnic backgrounds. To improve the neighborhood

watch program's reach and communication with a wider range of residents, the program should be diverse and offer language translation for the program's materials for members speaking languages other than English.

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 community, and other appropriate start-up activities.	Champion	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 Hilltop communities	Neighborhood watch committees	Month 5	San Bernardino County Sheriff's Department http://cms.sbcounty.gov/sheriff/Home.aspx
4. Solicit volunteers from the community to support neighborhood watch activities.	Neighborhood watch committees	Month 5	San Bernardino County Public Works (for sign installation) http://cms.sbcounty.gov/dpw/home.aspx
5. Establish partnerships with the Sheriff's Department for training, information sharing, and resources.	Neighborhood watch committees	Month 6	
6. Post signs notifying people of a neighborhood watch program.	Neighborhood watch committees	Month 6	
7. Conduct regular trainings, 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 H: Improve public safety.

H₂

Action Statement H.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 San Bernardino County Sheriff's Department, grow and develop a Citizens Patrol in the Hilltop communities, recruit qualified volunteers who meet regularly and provide at least eight volunteer hours per month.

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

Estimated Cost: Volunteer time.



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

Community policing is an approach to policing that empowers citizens to find creative, preventive ways to address crimes in their community. It involves building closer ties between law enforcement agencies and the Hilltop communities, and encourages law enforcement to work with community members to be more proactive about preventing crime. Community policing has two critical components: community partnership and problem solving.

In this era of limited budgets in which police departments are expected to do more with less, community partnerships can focus on directing police officers to partner with the community to jointly prioritize and tackle public safety issues that are most important to the community. Forming community partnerships involves law enforcement and the County making an active effort to engage with members of the community, understanding and respecting the views and concerns of the Hilltop communities, keeping lines of communication open between law enforcement and local community members, and helping to provide desired education and training opportunities. Successful partnerships require frequent communication and ongoing efforts to work together to address problems facing neighborhoods.

Problem solving involves understanding the underlying conditions that lead to crimes. This ties into community partnership efforts, using community members as a resource in identifying and resolving conditions that contribute crime. Community policing can provide different problem-solving strategies. Some problem-solving efforts can be as simple as meeting with business owners and homeowners to improve lighting, repairing damaged fences, and improving security measures to make the community feel safer. Typically, this type of problem solving encourages active participation in crime prevention and mitigating issues that increase the likelihood of crime in

neighborhoods. Programs such as neighborhood watch and Citizen Patrol efforts can provide regular forums for communication, support, and resources that can lead to solutions that resolve communities' public safety concerns.

At this time, the San Bernardino County Sheriff's Department has dedicated community liaison staff to support community policing by building closer ties with law enforcement and community members.

Action	Action Leader	Timeline	Resources
1. Publicize the existing Citizens Patrol group to neighborhood groups, such as homeowners associations, neighborhood watch programs, or faith-based institutions.	Champion	Years 1 — 3	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 in 2014 University of California, Berkeley, School of Law, What Works in Community Policing? November 2013 San Bernardino County Sheriff's Department Citizens on Patrol Program
2. Encourage Hilltop residents who meet the requirements to go through Citizens Patrol training and become active volunteers.	Citizens Patrol volunteers, community groups	Years 1 — 3	
3. Increase visibility of the Citizens Patrol group by holding quarterly workshops, having a presence at community events, and maintaining a Facebook page/email newsletter. Publicize the group in languages commonly spoken in the community.	Citizens Patrol volunteers with support of the San Bernardino County Sheriff's Department	Years 1 — 3	
4. Hold annual recruitment efforts to provide information and get more volunteers involved in the Citizens Patrol group.	Citizens Patrol volunteers	Annually	
5. Reach out to the Citizens Patrol volunteers to evaluate the program and identify potential improvements.	Citizens Patrol Volunteers with San Bernardino County Sheriff's Department	Annually	

Community Focus Statement H: Improve public safety.

H3

Action Statement H.3: Partner with the San Bernardino County Sheriff's Department, United States Forest Service, San Bernardino County Fire, local safety experts, insurance companies to educate property owners on securing homes and businesses to deter crime and make properties safe.

Benchmarks: Partnership is developed to provide additional informational materials and services to homeowners and business owners related to community safety and security concerns.

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

Estimated Cost: \$800–\$3,500



Defensible space around homes and businesses can reduce the risk of buildings being destroyed by wildfires. Photo source: Michael Rieger/FEMA

Property owners in the Hilltop communities face risk from crime and natural disasters, particularly wildfire, but also droughts, earthquakes, and landslides. In the face of wildfire and other risks, identifying the best course of action to enhance the security of a home or business can be overwhelming. The San Bernardino County Sheriff's and Fire departments, local safety experts, and insurance companies can assist in educating property owners to address concerns about crime, wildfires, and other natural hazards within their individual properties. These actions allow property owners to enhance the

security of their home or business while simultaneously increasing the overall safety of the community.

In partnership between the Hilltop communities, the San Bernardino County Sheriff's Department, 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. Evaluation of existing vulnerabilities in homes and businesses in the Hilltop communities can increase the effectiveness of education and outreach, targeting areas that are currently susceptible to crime and natural hazards. A partnership could help property owners take action through workshops on property protection, strong building and maintenance practices, and security monitoring. Education tailored to the Hilltop communities, such as specific education on securing a home-based business or information about fire-safe retrofits that property owners can make to their buildings, can help ensure property owners are engaged and receiving applicable information. These efforts can also target vulnerabilities of seasonal homes, which may be especially prone to the impacts of crime and natural hazards when vacant. Local safety experts can provide suggestions about technical resources, estimated costs, and anticipated benefits of safety and security updates.

Organizing educational workshops and demonstrations and reaching out to homes 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 Hilltop communities. By working with individual properties to increase security, the cumulative impact of these efforts will lead to a safer, stronger community by reducing hazard risk, discouraging crime, and inspiring other home owners and business owners to participate.

Action	Action Leader	Timeline	Resources
1. Create a Safety Committee	Champion		San Bernardino County, Mountain Area Safety Taskforce http://www.sbcounty.gov/calmast/ 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 National Institute of Justice: Crime and crime prevention – property crime https://www.crimesolutions.gov/TopicDetails.aspx?ID=21 Cal Fire: Wildfire Protection http://osfm.fire.ca.gov/codedevelopment/wildfireprotection FEMA: Home Builder's Guide to Construction in Wildfire Zones https://www.fema.gov/media-library-data/20130726-
2. Contact each entity to discuss the information they already have available.	Safety Committee	Months 1 – 2	
3. Contact and work with community groups, residents, and business owners to identify security needs in the community.	Safety Committee	Months 1 – 2, on-going	
4. Select a volunteer to serve as the program lead to assist with coordination between agencies, organizations, and information management.	Safety Committee	Month 3	
5. Conduct surveys of fire resiliency in the community, including the proportion of buildings with defensible space and fire-resilient roofing, in coordination with Cal Fire and the US Forest Service.	Safety Committee with support from USFS, County Fire Department, Cal Fire	Months 4 – 6, on-going	
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 those integrated into meetings of existing groups.	Safety Committee with support from Sheriff's Department and Fire Hazard Abatement, US Forest Service, County Fire Department, Cal Fire, neighborhood watch groups, Mountain Area Safety Taskforce, Running Springs Area Chamber of Commerce, Mountain Rim Fire Safe Council	Month 6, On-going	

Action	Action Leader	Timeline	Resources
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	Month 6, On-going	1652-20490-4085/fema_p_737.pdf
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, County Fire Department, Fire Hazard Abatement, Cal Fire	Months 6 – 8	
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, Building & Safety Division, local community groups, businesses	Month 10, On-going	
10. Establish a program to offer free wildfire protection consultations to local property owners.	Safety Committee, with support from County Fire Department and Fire Hazard Abatement, local community groups, businesses	Month 10, On-going	

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 Routes 18 and 330.

Seek State support and assistance for the designation of SR-18 (Rim of the World Highway) and SR-330 (City Creek Road) as official State Scenic Highways.

Topic: Land Use

Open space areas.

Identify and work to protect such areas important open space areas that provide for wildlife movement and other important linkage values, in particular Deep Creek.

Central community park.

Research the opportunity to acquire land within the downtown Running Springs area to dedicate as a central community park



APPENDIX A

Hilltop Communities Community Profile

Hilltop Communities, San Bernardino County

Community Profile

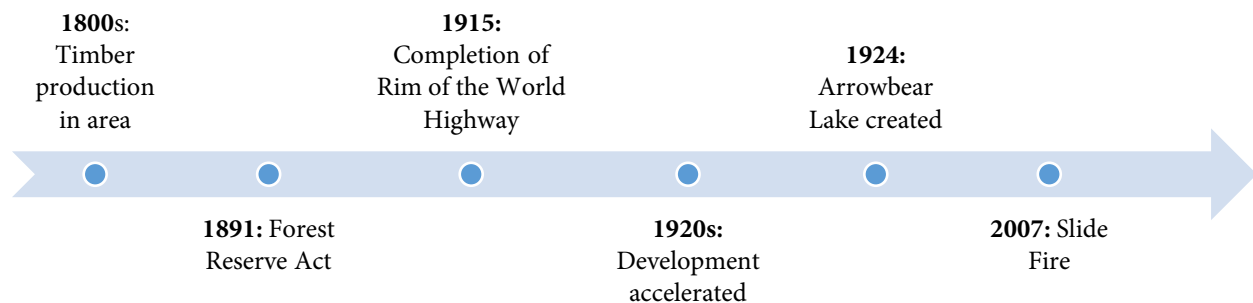
Purpose

The community profile is a summary of the social, cultural, economic, and historic dimensions of the Hilltop 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 Hilltop Communities of Arrowbear, Green Valley Lake, and Running Springs.

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



In the mid-1800s, high rates of timber harvesting resulted in new road construction to facilitate production. In 1890, the Forest Reserve Act was enacted, creating the San Bernardino Forest Reserve, which became the San Bernardino National Forest in 1907.

In 1915, the 101-mile Rim of the World highway was constructed connecting Lake Arrowhead to Big Bear Lake, improving circulation in the mountains. Between 1946 and 1950, Snow Valley established itself as a major winter recreation area with one of the first overhead cable lifts, and State Route (SR) 30 (now SR 330) was constructed. After many years of inactivity, development was renewed in 1954 and stimulated much of today’s residential land uses in the area.

In October 2007, the Slide Fire burned over 12,000 acres in the Green Valley Lake area, destroying over 100 homes and three businesses, including the historic Fox Lumber and various ski run facilities.

Source(s): Wikipedia, Hilltop Community Plan, green-valley-lake.com

Location & Geography

The Hilltop Communities are located 13 miles northeast of the City of San Bernardino in the mountain area of the San Bernardino National Forest, with Green Valley Lake located northeast of Running Springs, and Arrowbear and Big Bear Lake located to the east and Lake Arrowhead to the west.



Figure 1: Area Map

Source(s): ESRI, San Bernardino County LUS

Key Census Data

Category	Hilltop Communities		San Bernardino County		California		United States	
	Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
Population								
Total Population	5,761		2,078,586		38,066,920		314,107,084	
2020 Population Forecast	5,866 (+1.8%)		2,227,066 (+7.1%)		40,619,346 (+6.7%)		334,503,000 (+6.5%)	
Total Households	2,319		607,604		12,617,280		116,211,092	
Average Household Size	2.48		3.34		2.95		2.63	
Median Age	43.8		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	27.95%
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	5,160	n/a	703,737	n/a	13,781,929	n/a	132,741,033	n/a
Homeowner Occupied Units	1,638	31.7%	370,032	52.58%	6,908,925	50.1%	74,787,460	56.3%
Renter Occupied Units	681	13.2%	237,572	33.76%	5,708,355	41.4%	41,423,632	32.2%
Vacancy*	2,841	55.1%	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	49,027	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

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

Community Structure (Physical Characteristics)

The Hilltop Communities' residential developments consist of multiple-family and single-family dwellings on lots up to five acres in size with limited setbacks. There are multiple small commercial districts with buildings set back from the street with parking facilities in front. The businesses are clustered on either side of SR 18 in Running Springs and Arrowbear. Additionally, Green Valley Lake has concentrated commercial districts on the south side of the lake and on the eastern part of town. Large, separated signs identify businesses to vehicular traffic.

The major roadways are Hilltop Boulevard/Rim of the World Highway (SR 18), City Creek Road (SR 330), and Green Valley Lake Road/101 Mile Drive. All of these highways are two lanes; however, a portion of SR 330 is a divided four-lane highway. The local, private roads are paved and lack pedestrian facilities.

The Walk Score for the Hilltop Communities ranges from 1 to 36 out of 100, indicating that most errands need to be completed with a car. For properties with higher scores, some errands can be completed by walking; for lower scores, all errands will require a car. There are no bicycle facilities in the area. Two Mountain Transit bus routes, RIM 4 and RIM Off the Mountain, serve the communities, connecting with Lake Arrowhead, Running Springs, Crestline, and San Bernardino. Two truck routes run through the communities.

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

Community Existing Land Use

The Hilltop Communities Plan area covers 25,448 acres of land. Within this area there are 10 land uses. Agriculture and resource conservation are the predominant uses, accounting for 86% (25,448 acres) of the land area. Single-family residential and special development uses each account for approximately 6% (1,511 and 1,592 acres, respectively) of land area. Special Development land uses consist of a special land

use zoning district or Specific Plan area that provides sites for a combination of residential, commercial, industrial, agricultural, open space, and recreation uses. The remaining land uses include community industrial; floodways; institutional; multiple family; office, service, and highway (OSH) commercial; and rural, neighborhood, and general (RNG) commercial; each account for less than 1% of land area.

Land Use Type	Acreage	% of Total Area
Agriculture/Resource Conservation	21,732	86%
Single Residential	1,511	6%
Special Development	1,592	6%
Rural Living	384	2%
Community Industrial	27	<1%
Floodway	18	<1%
Institutional	29	<1%
Multiple Residential	34	<1%
Office, Service, and Highway Commercial	31	<1%
Rural, Neighborhood, and General Commercial	90	<1%
Hilltop Total	25,448	

Table 2: Land Uses by Acreage

Source(s): San Bernardino County Land Use Services

Community Amenities

The Hilltop Communities are completely surrounded by the San Bernardino National Forest with approximately 77% of the area located within the National Forest. The Hilltop Communities area contains the Snow Valley ski area, a number of campgrounds, organization camps, and recreational and maintenance trails.

Hospitals

No hospitals are located within the planning area. The closest hospitals are Mountains Community Hospital in Lake Arrowhead and Bear Valley Community Hospital in Bear Valley.

Parks

Robert Hootman Community Center: 2929

Running Springs School Rd, Running Springs

Arrowbear Lake: Arrowbear Dr, east of Highway 18 in Arrowbear

Green Valley Lake: Green Valley Lake Rd north of Highway 18 in Green Valley Lake

National Children's Forest: 32573 Highway 18, Running Springs

Schools

Charles Hoffman Elementary is the only public school within the area and is accessed by SR 18. The school district is planning a new intermediate school adjacent to Charles Hoffman Elementary. Additionally, the area has one private preschool facility, Mt. Calvary Lutheran Preschool, and an outdoor educational institute known as the Pali Institute.

Fire Protection

The Running Springs Fire Department provides fire protection and paramedic services to Running Springs and the surrounding 52-square-mile area. The department includes 9 full-time staff and 30 on-call firefighters who provide 24-hour emergency response.

Response times are 8 to 15 minutes, depending on weather and road conditions.

Police

The Hilltop area is covered by the San Bernardino County Sheriff Department's Twin Peaks Station. The station currently has 17 sworn deputies, two detectives, five sergeants, and one captain, in addition to seven administrative employees. The station is also home to the Major Enforcement Team, which focuses on identified crime areas, and the Off-Highway Vehicle Teams, which patrol the forest area. A Marine Enforcement Team also patrols the lake itself. [Community Gardens](#)

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

Source(s): Google Maps, Hilltop Community Area Plan 2007, San Bernardino County Sheriff's Department, Running Springs Fire Department, American Community Garden Association 2016

Community Groups

Running Springs Rim Communities for Youth Coalition (909) 336-1800 http://www.rimfamilyservices.org/category/rim-communities-for-youth-coalition/	Arrowbear Lake Lions Club https://www.facebook.com/Arrowbear-Lake-Lions-Club-912734958740974/
Running Springs Area Chamber of Commerce (909) 867-2411 http://www.runningspringschamber.com/contact_us	Mountain Community Alliance (909) 867-7105 http://www.mountaincommunityalliance.org/

Table 3: Community Groups

Source(s): Listed in Table

Quality of Life Concerns

The following list was compiled from observations and calls received by the San Bernardino County Sheriff and Code Enforcement officers. Common issues noted in the communities include the following: drought and other natural disasters; drug use and drug related crimes/accidents; trash, junk,

and other littering; poor road maintenance, particularly during the winter; and slow response time from law enforcement and other emergency services.

Source(s): San Bernardino Code Enforcement and Community SWOT

Community Events

Valentine's Day Brunch: February, from 11:00 a.m. to 1:00 p.m., Hootman Center

Mountain Top Days (Running Springs Area Chamber of Commerce): August

Yoga – Tai Chi – Qi Gong: Mondays at 10:00 a.m., Hootman Center

Annual Easter Egg Hunt (Running Springs Area Chamber of Commerce): March, Running Springs

Bingo: last Sunday of the month, Hootman Center

Bunco: second Wednesday of the month at 12:30 p.m., Hootman Center

Golden Oaks Senior Luncheon: March, Hootman Center

Running Springs Farmer's Market and Artisan

Faire: Saturdays, from 10:00 a.m. to 2:00 p.m.

Summer Faire Series: Every-other-Saturday from June 17 to August 12, from 5:30 p.m. to 7:00 p.m.

Community Economics

The 2016 ESRI Community Analyst Report showed that the Hilltop Communities are home to 1,825 jobs and 240 businesses. The top business industries in the Hilltop Communities are construction; services; retail trade; and finance, insurance, and real estate. **Figure 2: Top Industries**, shown below, displays the top business industries in the area.

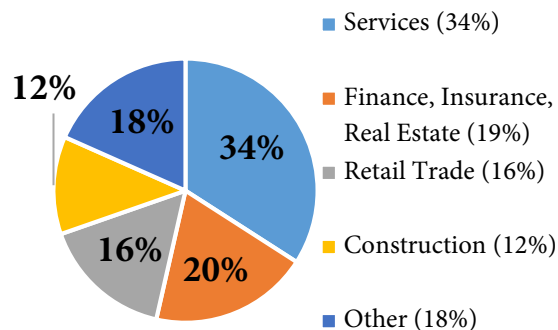


Figure 2: Top Industries

Source(s): ESRI Community Analyst

Public Health

Chronic Disease: Data for chronic illness is limited for the Hilltop Communities. The emergency room rate for hypertension is higher than the County, whereas the rate for all other chronic illnesses is below the County. The Hilltop Communities experience lower rates of E.R. visits for diabetes, asthma, and hypertension in comparison to San Bernardino County.

	Diabetes Hosp./E.R.	COPD Hosp./E.R.	Asthma Hosp./E.R.	Heart Failure Hosp./E.R.	Hypertension Hosp./E.R.
Hilltop Communities	* /17.5	* / *	* /37.7	* / *	* /28.2
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 Hilltop Communities, measured at the San Bernardino 4th Street 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 Hilltop Communities had fewer exceedance days for each pollutant than that of the overall South Coast Air Basin, in which the Hilltop 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.

	San Bernardino – 4 th St. Monitoring Site			South Coast Air Basin		
	2012	2013	2014	2012	2013	2014
Ozone Federal 8-hour standard	54	36	51	111	88	92
Course Particulate Matter (PM ₁₀) Federal 24-hour standard	0	1.0	1.0	0	2	1
Fine Particulate Matter (PM _{2.5}) Federal 24-hour standard	0	3.3	*	17	13	15

Table 5: Air Quality Exceedance Days

Source: California Air Resources Board

* Indicates insufficient data

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

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

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

Public/Active Transportation: Bus service in the Hilltop communities are operated by Mountain Transit, which serves the mountain region with connections to San Bernardino. The one route serving the Hilltop Communities provides a connection to Lake Arrowhead. There are no dedicated bike lanes or bike trails. City Creek Road identified as a bike-friendly road. The Rim of the World Active Transportation Plan was adopted in 2018.

Source(s): Mountain Transit Route map, San Bernardino County of Public Health, California Air Resources Board

Community Engagement Summary

As a part of the Community Plans Continuum process, community members from the Hilltop Communities were invited to participate in three community workshops. The first workshop, titled “What We Value”, took place on March 1st, 2016 from 6:30 – 8:30pm at the Robert Hootman Community Center. This workshop was attended by 20 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 May 3rd, 2016 from 6:30 – 8:30pm at the Robert Hootman Community Center. This workshop was attended by 28 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 19th, 2016 from 6:30 – 8:30pm at the Robert Hootman Community Center. This workshop was attended by 20 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

- Friendly, safe, resilient community
- Small size (everyone knows everyone)
- Strategic location (SR 330 / SR 18)
- Community involved to solve problems, helpful
- Awareness of members/neighbors
- Natural beauty and recreational opportunities
- Private lake
- Surrounded on three sides by national forest
- Not a drive-thru community
- All roads are walkable and bike friendly - safe
- Museum (keeps the history of Green Valley Lake)
- Mecca for artists and musicians
- Community Center and community garden
- Quiet neighborhood
- Long-time residents
- People know and support their neighbors
- Share concerns for community services
- Clean air
- Affordable housing in the area
- Farmer’s market
- Seasons
- Charles Hoffman Elementary (young families)
- Good schools
- Outdoor snow play areas
- Abundance of natural resources
- Recreation
 - San Bernardino Regional Forest
 - Snow Valley ski area
 - Trail system
- Natural characteristics – Mountains, completely surrounded by San Bernardino National Forest
- Community Events

Weaknesses

- Some off-highway vehicle drivers don't respect the laws (ruins quiet atmosphere)
- Susceptible to natural disasters (fire)
- Home-based businesses
- Need more support from customers of business, especially restaurants
- Harmful competition between businesses
- Recent fires and poor snow have slowed tourism and caused decline of commercial areas
- Drought affecting lake level and water supply
- Political differences
- No community places to gather throughout the year
- Territorial (old guard vs. newbies)
- Speeding on the neighborhood streets
- Finding Green Valley Lake in the fog on highway 18 (need better lighting)
- Highway striping inadequate/unsafe
- Trash/pollution (short-term rentals, weekenders, contractors)
- Need more law enforcement in the area (people know reaction times are slow)
- Transients and crime (petty theft, breaking and entering, illegal parking)
- Drug use
- Few jobs on the mountain
- Too many empty houses
- Poor winter road maintenance
- Parochialism
- Higher prices in many businesses
- Not a lot of doctors
- Lack of resources to draw in tourists (can't take advantage of industry)
- Not enough youth activities
- No community pool
- Lack of involvement from community members
- Extended response time by law enforcement and emergency services (spread too thin)

- Lack of centralized notification during emergencies
- Unsustainable economy
- Walkscore.com ratings between 1 and 34, indicating little to no walkability
- Very few pedestrian facilities (sidewalks, signalized crosswalks) in some areas
- Lack of access to healthy food
- Hypertension rates are above County and State median

Opportunities

- Sleepy community
- Rim of the World trail system
- Addition of public transit options to decrease private vehicle use
- Recreational opportunities (baseball field, larger skateboard park, community swimming pool, tennis)
- Dog park
- Playground for children
- After school activities for children
- Addition of a hotel
- Regional marketing of the area
- Regional development and revitalization
- School development using outside resources
- Tap into tourism market
- Enhance snow play for residents and tourists
- Become equipped to handle tourists
- Building trades
- Downtown revitalization, including signage
- Direct traffic and attention to Running Springs instead of through it
- Increased revenue capture of tourist activities
- Take advantage of major access routes (SR – 18 and SR – 38)

Threats

- Over development leading to traffic congestion, especially during winter holidays
- Maximum inflow of people for fun/snow
- Growth for the sake of growth

Threats (continued)

- Natural disasters
(water/fire/earthquake/landslides)
- Anything that is harmful to the forest
(invasive species)
- Safety issues – children sledding down hills
along the highway
- Court system releasing people who commit
crimes over and over again
- Drug addiction related crime/accidents
- Drug rehab centers
- Drug use/abuse
- Planetary warming – no reliable snow for
activities
- Fear of lawsuits (snow play, accessibility)
- Breakdown of the family
- Government regulations on the
environment
- Not enough funding for needed services
- Trash/littering affecting community
appearance/environment
- Inclement weather
- Earthquake
- Wildfire
- Economic threats to tourism industry