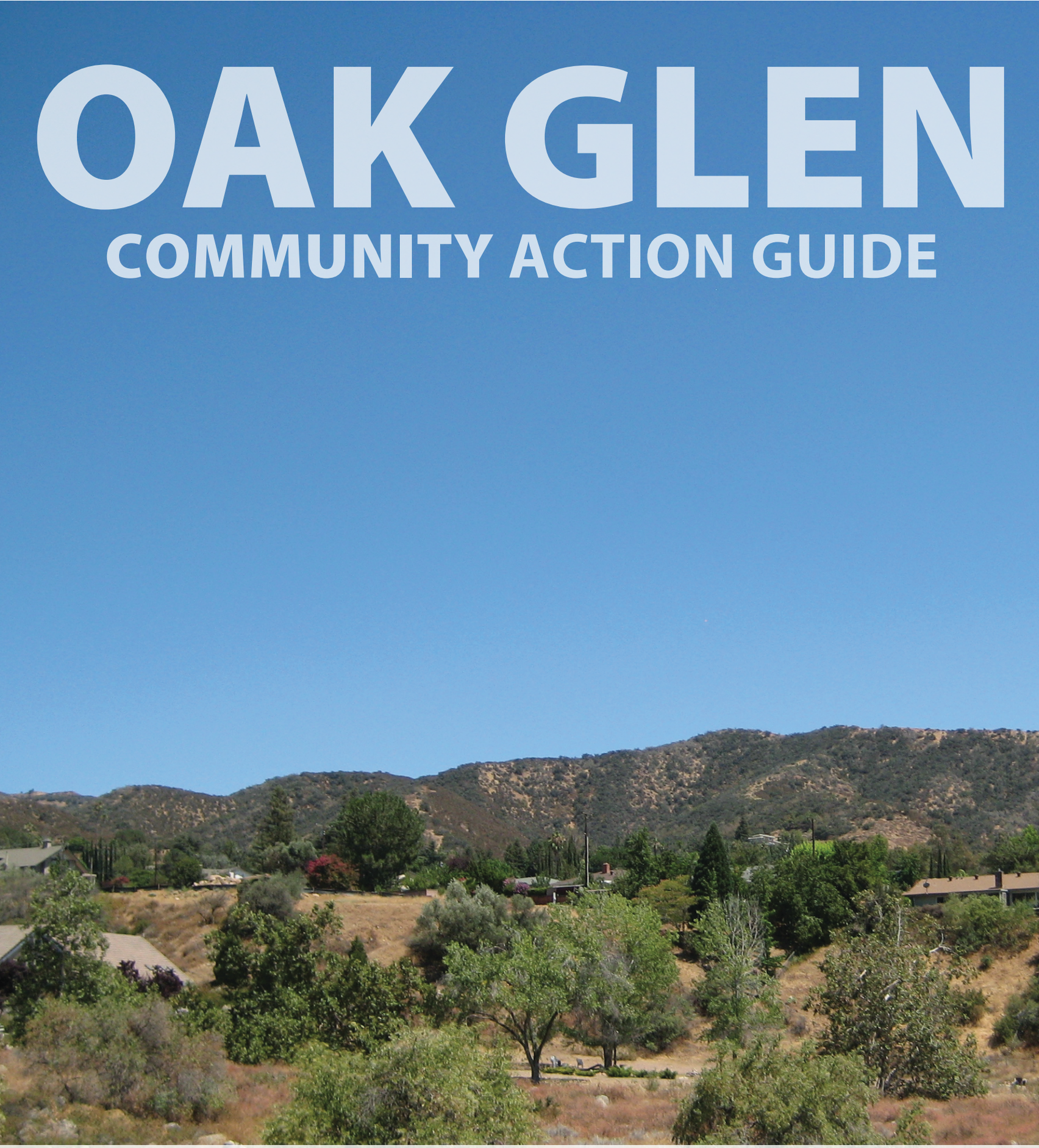
OAK GLEN
COMMUNITY ACTION GUIDE



SAN BERNARDINO COUNTY

COUNTYWIDE PLAN

Oak Glen Community Action Guide

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Introduction

Oak Glen is a historic agricultural community nestled in the San Bernardino Mountains. With families who have lived in Oak Glen for generations, the community is very family oriented and focused on preserving their unique way of life, including apple farming and related agritourism. Oak Glen values the natural resources, agricultural traditions, and close-knit family values that make the community a special place. Oak Glen strives to promote responsible use and development of the land in the community by sharing their agricultural practices and traditions with visitors throughout the region. Concerned with keeping the community rural, residents and businesses seek to balance their way of life with the pressures of agritourism and the preservation of a rural mountain lifestyle.

In 2016, the community embarked on a planning process to develop a new community plan. Three public workshops were held over the course of the year (March 2 and 30 and July 20). These workshops, open to any Oak Glen resident, business or property owner, addressed strengths and weaknesses of the community, the community's values, and what Oak Glen aspires to be in the future. Plan participants brainstormed areas of focus and actions to help Oak Glen move forward to achieve its aspirations.

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

Strengths and Opportunities

Community workshops were conducted in each community as part of the engagement process. In addition, input was gathered through the Countywide Plan website. As part of the process, participants defined the strengths of and opportunities for their community. The word cloud below was created using the input provided during the Strengths, Opportunities, Values and Aspirations exercises and served as part of the base information utilized to develop the Focus and Action Statements of the Community Action Guide. The word cloud quickly informed

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

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

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

Relationship of the Community Action Guide to the Countywide Plan

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

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

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

The Countywide Plan includes:

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

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

The Draft Community Action Guide for Public Review

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

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

How to Use This Community Action Guide

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

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

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

The Community Action Guide Is Not Set in Stone

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

Community Action Guide Organization

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

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

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

Action Plans – The Action Plans consist of:

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

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

The Community Action Guide as a Living Document

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

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

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

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

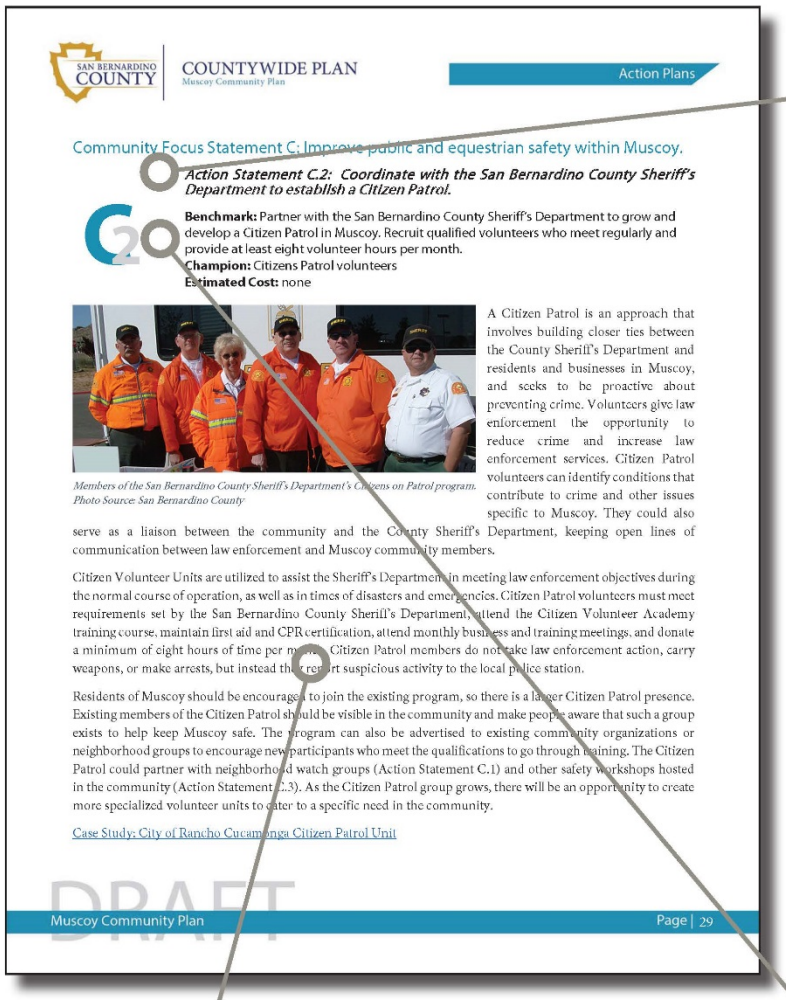
The Community Action Guide provides a general organization of the action steps necessary to implement each Action Statement. The Community may want to meet to identify the top three to five priority Action Statements to work on first. Some of these may be those actions that the community believes could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

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

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

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

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



COUNTYWIDE PLAN
Muscoy Community Plan

Action Plans

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

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

Benchmark: Partner with the San Bernardino County Sheriff's Department to grow and develop a Citizen Patrol in Muscoy. Recruit qualified volunteers who meet regularly and provide at least eight volunteer hours per month.
Champion: Citizens Patrol volunteers
Estimated Cost: none

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

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

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

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

Case Study: City of Rancho Cucamonga Citizen Patrol Unit

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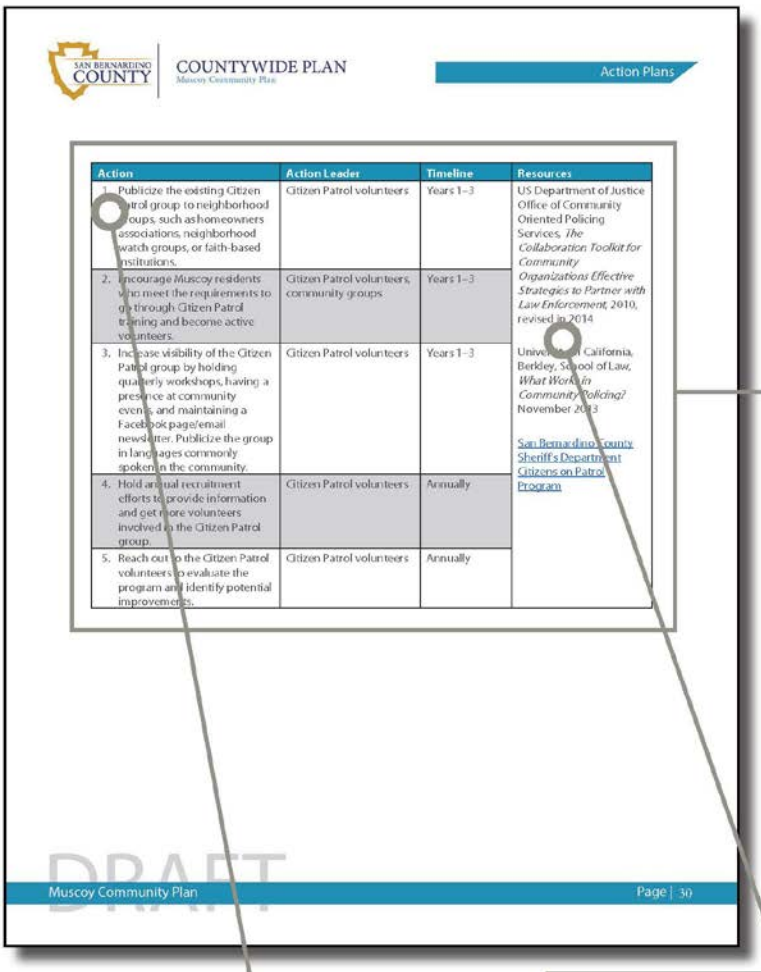
*The Action Statement is a measurable component used to accomplish the overall focus statement.**

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

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

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



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:

Agricultural Roots. Oak Glen residents value the agricultural history, culture, and traditions that help define the community.

Rural Lifestyle. Oak Glen residents value the community's rural lifestyle and agricultural roots.

Agritourism. Oak Glen residents value the apple growing history and culture, and the benefits of the local agritourism industry.

Community Spirit. Oak Glen residents value a strong complementary sense of community, family, and neighborly attitude to help one another.

Recreational Opportunities. Oak Glen residents value the natural beauty, clean air, and recreational opportunities of the community's mountain setting.

Resiliency. Oak Glen residents value community safety and resilience against natural hazards.

Local Businesses. Oak Glen residents value the locally owned business culture and the local businesses that help define the community.

Aspirations Statement

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

As Oak Glen, we aspire to be:

Tourism-Focused Growth

Because of Oak Glen's beautiful natural setting and unique position as one of the most well-known apple producing areas in California, agriculture-based tourism continues to expand with enhanced marketing. Local producers create educational programs to share their knowledge with visitors and schools in the area. The agricultural heritage and success of the local apple orchards fuel economic growth around the industry, with restaurants and small locally owned shops focused on tourism.

Knowledge of Historic Roots

Through fundraising and volunteer efforts by local community groups, residents expand historic resources throughout the community including on private farms, businesses and at the Historic Oak Glen Schoolhouse Museum. The exhibits ensure that each new generation learns about the history of Oak Glen and why the community looks and functions the way it does. A new program of community events, sponsored primarily by local businesses, is successful in creating a sense of pride in the community's historical roots.

Scenic and Historic Preservation

Through the efforts of the community the scenic beauty of Oak Glen is enhanced by the addition of a historic corridor along Oak Glen Road focused on preserving notable historic landmarks and improved fencing and signage to reflect its pioneers era. In addition, community efforts direct the continued protection and additional planting of orchards and native trees and vegetation.

Action Plans

Community Focus Statement A: Preserve and enhance the rural agricultural character and setting of Oak Glen.

Action Statement A.1: Encourage County identification and designation of important agricultural resources and collaborate to preserve these resources as historic landmarks. Consider establishing an Oak Glen Historic District.

Benchmark: Officially designate historic resources in Oak Glen and preserve them for future generations.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $15,000 - $50,000 depending upon consulting costs

Oak Glen landscape. Photo source: Don Graham

To protect and enhance the historical resources and agricultural history of Oak Glen, the Oak Glen Apple Growers Association should coordinate with the County of San Bernardino Museum to preserve resources as landmarks. Identifying historic resources, buildings, streets, or other infrastructure is essential to their preservation. This identification should be driven by community members familiar with the Oak Glen community.

There are several benefits to conducting a community-based inventory to identify these existing resources. First, it creates an opportunity for Oak Glen residents to appreciate the value and enhance what is already existing in the community. Additionally, in this process, Oak Glen can identify historic resources that would be appropriate for preservation or other beneficial community uses.

The following are examples of questions the community can ask during the identification process:

- Which structures or landscapes have distinctive architectural or cultural characteristics?
- Which structures or landscapes reflect important Oak Glen social history or planning and development?
- What sites or buildings have been gathering places or focal points of the community over the years?
- Which resources are associated with important people in Oak Glen history?
- How might these assets be connected to individuals, associations, and institutions in the community?
- How might the community begin to imagine and institute new uses for underused assets?

Open space and agricultural resource conservation has a variety of health and economic benefits, and would allow Oak Glen to protect natural resources for generations to come. By giving official designation to Oak Glen agricultural landmarks, the community can grow while honoring its historical roots and the natural environment.

Action	Action Leader	Timeline	Resources
1. Organize a committee of residents to serve as volunteers for historic preservation.	Champion	Month 1	Oak Glen Community Points of Interest http://www.oakglen.net/points-of-interest.html California Register of Historical Resources, Designation Criteria http://ohp.parks.ca.gov/?page_id=21238 County Museum (Curator of History) http://www.sbcounty.gov/museum/
2. Develop a list of current historic landmarks and potentially new historic landmarks that need to be preserved and developed. *	Historic Preservation Committee	Month 2	
3. Research and discuss the benefits of establishing an Oak Glen Historic District	Historic Preservation Committee	Month 3	
4. Divide into committee volunteer groups (schools, farms, parks, etc.) to preserve and maintain the landmarks.	Historic Preservation Committee	Month 3– on-going	
5. Develop ways to earn economic benefits from historic landmarks (for example, souvenirs, food).	Historic Preservation Committee	On-going	

*This list of structures, buildings and landscapes can serve as the basis for design concepts for Action Statement A.2

Community Focus Statement A: Preserve and enhance the rural agricultural character and setting of Oak Glen.

A2

Action Statement A.2: Encourage traditional design and landscaping standards to fit the community's agricultural and historic Americana-style identity to fit in with existing historic buildings and incorporate into County building standards.

Benchmark: Adopt architectural design guidelines and standards for the community of Oak Glen, and establish a design review board.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $20,000–$50,000

Design standards can apply to commercial or residential areas and can help to create a unified appearance that strengthens the appeal of the community. Photo source: Michael Baker International

The community of Oak Glen is home to development types with a unique architectural character rooted in its rural and farming roots. Historic buildings are known for their Americana/Ranch and Western Storefront styles, which include elements such as false fronts, covered porches/overhangs, arcades or porticos, wooden siding, wooden sash windows, flat or low-sloping roofs, and simple detailing.

The Commercial Vernacular or Western Storefront style is representative of America's frontier communities. The style migrated westward from the Great Plains and the Midwest to California during the Gold Rush and was the most common commercial motif during the first several decades of American settlement. Commercial Vernacular architecture is based on local needs and construction materials, and reflects local traditions. This style is mostly used for retail stores and sometimes includes a second or third story with offices or residences.

The Americana style comprises traditional American styles commonly found in the foothill regions of Northern California. Primary styles include the American Farmhouse, the Folk Victorian, and the Western Ranch. American Farmhouse is a utilitarian style that is simply detailed and understated. Folk Victorian houses are similar in form to the American farmhouse but tend to have detailing such as spindlework, spandrels, and balusters at the porch, as well as enhanced entry treatments in the form of more highly articulated door surrounds. The Western Ranch style evokes a style of the early mining towns of the California Gold Rush. Its rustic utilitarian qualities represent the simplicity of construction techniques and materials typical of this style. Western Ranch houses are usually one story with long and horizontal massing, often with an emphasis on a large front porch element.

To promote and encourage traditional architectural styles and context-sensitive design that fit with the existing identity of the community, the community should propose architectural design guidelines for private and public development in the Oak Glen area for County review. Architectural design guidelines help maintain and enhance the architectural design and integrity of a community by providing direction to contractors and designers on preferred architectural styles and elements such as colors, materials, ornamentation, façade treatments, and roof types, among others. A robust set of guidelines will ensure that future development blends seamlessly with the community's historic structures and rural setting.

Action	Action Leader	Timeline	Resources
1. Contact residents and organize an Oak Glen design review board or use Historic Preservation Committee of Action Item A.1.	Champion	Month 1	Community planning and design http://www.scenic.org/issues/community-planning-a-design Improving the architectural review process http://www.aia.org/aiaucmp/groups/aia/documents/pdf/aiab096257.pdf Creating and Using Design Guidelines (NPS publication) https://www.nps.gov/tps/education/workingonthepast/writingsteps.htm Crest Forest Comprehensive Sign Program created by a community group and adopted by the County. Please see section 83.13.035 of the County Development Code here: http://cms.sbcounty.gov/lus/Planning/DevelopmentCode.aspx
2. Select a leader to serve as chair of the design review board.	Oak Glen design review board	Month 2	
3. Using list of structures, buildings, and landscapes identified in Action Item A.1, define the specific design features typical to Oak Glen that should be included in design guidelines.	Oak Glen design review board	Month 2	
4. Touch base with community members to finalize the design features	Oak Glen design review board	Month 3	
5. Draft and adopt, with community input, a set of architectural design guidelines and standards for Oak Glen and send to County for review and adoption.	Oak Glen design review board	Months 4 – 8	
6. Reach out to potential developers and architects to make them aware of the architectural design guidelines and standards.	Oak Glen design review board	Months 8 – On-going	
7. Continue to review new development applications against the Oak Glen architectural design guidelines and standards.	Oak Glen design review board	Month 8 – On-going	

Community Focus Statement A: Preserve and enhance the rural agricultural character and setting of Oak Glen.

A3

Action Statement A.3: Encourage existing and future agricultural production to support and expand the concept of a living historic museum that educates visitors about historic agricultural practices used within the community.

Benchmark: Establish a mechanism by which the Oak Glen community thrives off of tourism. Expand the community's tourism economy with a living historic museum.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $500,000 to $3 million plus operating and maintenance costs.

Riley's Farm House in Oak Glen. Photo source: James Allison

History museums are a central point to visit and learn about a community's history. They are also motivators to actively engage a community to preserve and learn about its history. As the museum develops, it can hold history-related recreational events for the community. The living historic museum can be funded with donations from residents and local businesses as well as with entry fees and sales of food and souvenirs. The museum could be used as an educational facility for students and children as well as a tourist attraction and place for income for the community.

The Oak Glen School House Museum currently operates as a living historic museum, and many orchards have living museum features. The history of Oak Glen could be honored and preserved by expanding historic museums.

Action:	Action Leader	Timeline	Resources
1. Contact residents and organize committee or use committee from Action Item A.1 or A.2.	Champion	Month 1	Oak Glen School House Museum and Park Association http://www.oakglenschoolmuseum.com/Contact-Us.html Association of Living History, Farm and Agricultural Museums http://www.alhfam.org/
2. Meet regarding expanding private farms and for the School House Museum to include or expand agricultural practices and living history exhibits and events.	Committee	Month 2 – 3	
3. Estimate how much income the additional exhibits and events would bring to the community and the museum.	Committee	Month 4	
4. Develop a plan to expand local exhibits and events and to build the museum expansion.	Committee	Months 5 – 12	
5. Seek grants and contact businesses and residents to fund the expansion.	Committee	Month 4	
6. Recover the cost of the expansion with tickets, souvenirs, and food sales.	Committee	On-going	

Community Focus Statement B: Ensure safe and effective mobility options that accommodate the community's needs throughout the year.

Action Statement B.1: Advocate and collaborate with the County to identify public safety concerns and areas along Oak Glen Road that reduce vehicular and pedestrian issues for local residents and visitors.

Benchmark: Document and prioritize public safety issues and needed improvements in the Oak Glen community, and meet/communicate with the County regularly.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: Variable.

Protected bicycle path along a main roadway. Photo source: Holly Hudson

Pedestrian and vehicle safety is critical in small rural communities, as the rural character is not consistent with safety-improving infrastructure such as street lighting, sidewalks, and other pedestrian amenities found in larger cities. However, some rural communities such as Oak Glen have increased vehicular and pedestrian activity at specific times of the year that require consideration of public safety. Oak Glen Road, as it travels through Oak Glen, is currently a rural two lane road without pedestrian amenities or lighting. The roadway can accommodate high vehicle operating speeds and as a consequence, it presents challenges to pedestrians walking along or crossing the road.

A number of remedies could be implemented to improve the safety of pedestrians along Oak Glen Road (see table below). Potential improvements include flashing pedestrian signage at unprotected crosswalks, buffer areas between travel lanes and bicycle lanes, and street lighting. In order to best coordinate future mobility and safety along the roadway, a mobility plan should be completed in order to better understand the opportunities and challenges for pedestrians along the corridor and in order to develop a plan for future improvements to Oak Glen Road. The first step to improve public safety along Oak Glen Road is identification of public safety concerns and areas needing improvement by community members, county sheriff and county public works. The second step is to fund and complete a safety or mobility plan (Action statement B.2). The third step is to construct traffic calming improvements (Action statement B.3).

Potential Improvement	Cost (typical per item)
Safety Plan	$75,000–$100,000
Wired Streetlights	$6,000–$7,000 per light
Solar Streetlights	$5,000–$6,000 per light
Street Signs	$800–$1,000 per sign
Striped Crosswalks	$1,000–$5,000 per crosswalk
Traffic Signals	$250,000–$300,000 per signal
Sidewalks	$20 per square foot

Action	Action Leader	Timeline	Resources
1. Hold a public meeting to create a Public Safety Committee	Champion	Year 1	How to Prepare a Pedestrian and Mobility Plan http://www.rms.nsw.gov.au/business-industry/partners-suppliers/documents/technical-manuals/mobility-plan_how-to.pdf Special Districts http://www.specialdistricts.org/ County Sheriff http://yucaipapolice.org/ County Public Works-Traffic Division http://cms.sbcounty.gov/dpw/Transportation.aspx
2. Identify areas that require improvements; document and prioritize needs.	Public Safety Committee	Year 1	
3. Meet with County departments to compare community identified areas with County identified areas	Public Safety Committee	Year 1	
4. Finalize and prioritize list of areas requiring improvements	Public Safety Committee	Year 1 – Year 3	

Community Focus Statement B: Ensure safe and effective mobility options that accommodate the community's needs throughout the year.

Action Statement B.2: Advocate for and seek funding to complete a safety plan or mobility plan for Oak Glen Road throughout the community and not just in the village area (e.g., additional travel/turn lanes, pedestrian and bicycle facilities, and adequate parking spaces to meet peak demand, etc.).

Benchmark: Develop a safety or mobility plan that will set the basis of design for roadway improvement in the community of Oak Glen.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $100,000–$400,000

On-street bicycle facilities. Photo source: Magnus Manske

Oak Glen Road as it travels through Oak Glen is two lanes and does not contain improvements beyond asphalt and striping. The road contains a narrow right-of-way and may benefit from additional turning lanes, parking, and/or pedestrian facilities. The addition of new facilities or an expanded right-of-way could allow a greater degree of safety for all modes of travel, as well as increased use of the street for local businesses and residents through parking opportunities and increased walkability.

A safety or mobility plan could identify a number of improvements to improve the existing right-of-way, including turn lanes in key areas, additional parking along the street, new pedestrian and bicycle features, and new signage. In order to best coordinate roadway expansion and the addition of new mobility and safety features along Oak Glen Road, a safety or mobility plan should be completed in order to better understand the opportunities and challenges for pedestrians along the corridor and in order to develop a plan for future improvements along the roadway. Once the mobility plan is completed and funding identified, plans for improvements could be developed and infrastructure installed (Action Statement B.3). The table below summarizes potential costs for safety and mobility plans and improvements.

Estimated Right-of-Way Improvement Costs

Potential Improvement	Cost (typical per item)
Mobility Plan	$100,000–$400,000
Safety Plan	&75,000-$100,000
Street Signs	$800-1,000 per sign
Striped Crosswalks	$1,000-$5,000 per crosswalk
Traffic Signals	$250,000-$300,000 per signal
Sidewalks	$20 per square foot
Parking Lots	$100,000-$500,000 per parking lot

Action	Action Leader	Timeline	Resources
1. Using the list created in Action Statement B.1, seek funding for a safety plan or mobility plan.	Public Safety Committee	Months 1–4	Oak Glen Community Website http://www.oakglen.net/ San Bernardino County Special Districts Department–Roads http://specialdistricts.org/index.aspx?page=174 Caltrans Sustainable Transportation Planning Grant Materials http://www.dot.ca.gov/hq/tpp/grants.html
2. Develop a safety/ mobility plan that is consistent with Oak Glen Community Plan goals and policies.	Public Safety Committee	Months 5–14	
3. Contact the San Bernardino County Special Districts Department–Roads for review of the safety/ mobility plan. Request formation of a special district for street improvements.	Public Safety Committee and County Special Districts Department	Months 15–18	
4. Expand the existing County Service Area for the community of Oak Glen to accommodate new improvements.	Community Service District, Special Districts Department	Months 19–29	
5. Discuss and set up a maintenance program for improvements.	Community Service District, Special Districts Department	Months 30–36	

Community Focus Statement B: Ensure safe and effective mobility options that accommodate the community's needs throughout the year.

Action Statement B.3: Advocate for and seek funding to construct traffic calming improvements that increase safety for pedestrians and visitors along Oak Glen Road with priority given to the busiest sections.

Benchmark: Conduct a traffic calming study that includes a set of recommended traffic calming improvements for the corridor. Achieve community support for all improvements prior to implementation. Fund, design, and construct a set of improvements.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $20,000–$5,000,000

Experimental speed markings with red background have been shown as effective in reducing vehicle speeds. Photo source: Federal Highway Administration (FHWA) Research and Technology

Safety for pedestrians and cyclists along major roadways is a challenge, particularly along constrained roadways that do not incorporate dedicated bicycle and pedestrian facilities. Oak Glen Road, as it travels through Oak Glen, is currently two lanes and does not include pedestrian or cyclist amenities. Further, the roadway accommodates high-speed traffic, which impacts the safety of pedestrians and cyclists attempting to cross or travel along the corridor. Latent demand exists as these high operating speeds reduce use of the roadway by pedestrians and cyclists.

In order to address these issues, traffic calming measures could be implemented along the roadway to reduce vehicle speeds and create a more bicycle- and pedestrian-friendly environment. Traffic calming can also improve roadway safety. The safety/mobility plan completed in Action Statement B.2 should be used as the starting point for Action Statement B.3. Prior to the development of new traffic calming infrastructure along the roadway, a corridor study should be completed to evaluate the condition of the roadway and develop potential solutions to challenges experienced along the roadway if not included in the safety/mobility plan. Once this study is complete, new infrastructure could be planned and prioritized along Oak Glen Road.

For Oak Glen Road, traffic calming measures could consist of physical design changes as well as other measures. These could include narrowed roads and speed humps, put in place on roads with the intention of slowing down or reducing motor vehicle traffic as well as to improve safety for pedestrians and cyclists. Table 1 includes samples of potential options and possible typical costs per item or measure to be considered in the potential future study, planning, and any design and implementation along Oak Glen Road. These can be mixed and matched and used liberally as needed to enhance public safety.

Since Oak Glen Road is a County-maintained facility, obtaining the support of the San Bernardino County Board of Supervisors for the general implementation of traffic calming measures and the County Public Works Department during planning and funding efforts.

Traffic Calming Measures and Estimated Typical Costs

Potential Traffic Calming Measure	Description	Cost (typical per measure or item)
Traffic Calming Study	• Study to indicate proper locations for traffic calming measures	$20,000–$50,000
Speed Table	• Long raised speed humps with a flat section in the middle and ramps on the ends; sometimes constructed with brick or other textured materials on the flat section • Sometimes called flat top speed humps, trapezoidal humps, speed platforms, raised crosswalks, or raised crossings	An overall reduction of motor vehicle speeds. More specifically, 85th percentile speeds reduced by 4 to 23 mph. Costs: Both speed humps and speed tables cost on average approximately $2,500 each, with low estimates of about $1,000 and high estimates of $6,900 (Costs for Pedestrian and Bicyclist Infrastructure Improvements – FHWA 2013).
Raised Intersection	• Flat raised areas covering entire intersections, with ramps on all approaches and often with brick or other textured materials on the flat section and ramps • Sometimes called raised junctions, intersection humps, or plateaus	Raised crosswalks are approximately $5,000–$7,000, depending on drainage conditions and materials used. The cost of a raised intersection is highly dependent on the size of the roads. They can cost from $25,000 to $70,000. (FHWA 2016).
Neighborhood Traffic Circle	• Raised islands, placed in intersections, around which traffic circulates • Higher speeds allowed (>25mph) • Stop, signal, or give priority to entering vehicle • Require drivers to slow to a speed that allows them to comfortably maneuver around them • Sometimes called intersection islands • Different from roundabouts	The cost is approximately $5,000–$15,000. The cost varies depending on whether the traffic circle is landscaped and/or on an asphalt or concrete street. Traffic circles typically have a service life of 25 years (FHWA 2016).

Potential Traffic Calming Measure	Description	Cost (typical per measure or item)
Roundabout	• Circular intersection, without stop signs or traffic lights • Maintain relatively low speeds (<25mph) • Yield at entry • Roundabouts are not traffic circles • Today's roundabouts are not like traditional traffic circles, which are often large, high-speed intersections that require the vehicles traveling in the circle to stop or yield to those entering. This often results in congestion, as well as crashes. Roundabouts are typically smaller, have slower speeds, and make entering vehicles yield to those already in the roundabout.	The average construction cost of roundabouts is estimated at approximately $250,000. Roundabouts discussed in this report ranged in cost from $194,000 to just under $500,000, depending on their size (or "footprint" and right-of-way acquisitions that were needed) (FHWA 2000).
Chicane	• A series of narrowings or curb extensions that alternate from one side of the street to the other forming S-shaped curves • Also called deviations, serpentines, reversing curves, twists, and staggerings	The cost per unit is approximately as follows: Median: $8,050 Average: $9,960 Minimum: $2,140 Maximum: $25,730 (Costs for Pedestrian and Bicyclist Infrastructure Improvements – FHWA 2013)

Potential Traffic Calming Measure	Description	Cost (typical per measure or item)
Curb Extension/ Bulbout/Choker	• Curb extensions at midblock or intersection corners that narrow a street by extending the sidewalk or widening the planting strip • Can leave the cross section with two narrow lanes or with a single lane • At midblock, sometimes called parallel chokers, angled chokers, twisted chokers, angle points, pinch points, or midblock narrowings • At intersections, sometimes called neckdowns, bulbouts, knuckles, or corner bulges • If marked as a crosswalk, they are also called safe crosses	Costs can vary depending on drainage, the addition of street furnishings, landscaping, and special paving, and whether utilities must be relocated. The cost to retrofit a four-leg intersection with curb extensions would be approximately $100,000 (8 X $12,620). Per unit, however, costs are as follows: Median: $10,150 Average: $13,000 Minimum: $1,070 Maximum: $41,170 (Costs for Pedestrian and Bicyclist Infrastructure Improvements – FHWA 2013)
Center Island Narrowing	• Raised islands located along the centerline of a street that narrow the travel lanes at that location • Sometimes called midblock medians, median slow points, or median chokers	<u>Cost per square foot:</u> Median: $9.80 Average: $10.00 Minimum: $2.28 Maximum: $26 <u>Cost per island:</u> Median: $10,460 Average: $13,520 Minimum: $2,140 Maximum: $41,170 (Costs for Pedestrian and Bicyclist Infrastructure Improvements – FHWA 2013)

Action	Action Leader	Timeline	Resources
1. Review safety/mobility plan from Action Statement B.2. Define the project study area and the desired project traffic calming goals.	Public Safety Committee	Months 1 – 2	Effective Application of Traffic Calming Techniques, Preliminary Investigation, Caltrans Division of Research and Innovation http://www.dot.ca.gov Institute of Transportation Engineers (ITE) Traffic Calming Measures www.ite.org US Department of Transportation, Surface Transportation Improvement Grants https://www.transportation.gov/livability/grants-programs Federal Highway Administration, Bicycle and Pedestrian Program and State Highway Safety Office grants http://www.fhwa.dot.gov/environment/bicycle_pedestrian/?redirect US Department of Agriculture, Rural Development Grants http://www.rd.usda.gov/programs-services US Department of Housing and Urban Development, Reinvestment and Recovery Grants http://portal.hud.gov/hudportal/HUD?src=/recovery
2. Coordinate with County Department of Public Works.	Public Safety Committee	Month 3	
3. Request the formation of a special district for streets if not completed or part of Action Statement B.2.	Public Safety Committee and County Special Districts Department	Month 4	
4. Gain support from the San Bernardino County Board of Supervisors.	Public Safety Committee	Month 5	
5. Building on the safety/mobility Plan ,conduct a traffic calming study that includes a needs assessment, recommended improvements, conceptual design, a cost estimate, and an implementation plan.	Public Safety Committee	Months 6 – 18	
6. Attempt to secure grant funding for design and construction.	Public Safety Committee	Months 19 – 40	
7. If grant funding is not available, coordinate with the County Special Districts Department to establish a Community Services District for Oak Glen safety and traffic calming improvements. (Combined effort with Action Statement B.2.)	Public Safety Committee	Months 41 – 104	
8. Conduct outreach with community representatives and emergency services providers to obtain community consensus on proposed improvements. Obtain community and stakeholder input on proposed improvements.	Public Safety Committee	Months 105 – 112	
9. Procure final design plans for proposed improvements and submit to County Public Works for plan review.	Public Safety Committee	Months 113 – 130	

Action	Action Leader	Timeline	Resources
10. Construct/implement corridor improvements with coordination with County Public Works.	Public Safety Committee and County Public Works	Month 131 – 146	Special Districts http://www.specialdistricts.org Institute of Transportation Engineers (ITE): http://www.ite.org/traffic/tcdevices.asp Bushell et al. Costs for Pedestrian and Bicyclists Infrastructure Improvements. Federal Highway Administration. October 2013. http://www.pedbikeinfo.org/cms/downloads/Countermeasure%20Costs_Report_Nov2013.pdf, accessed July 11, 2016. Federal Highway Administration, 2016. http://www.fhwa.dot.gov/publications/research/safety/00067/000672.pdf, accessed July 11, 2016. An Information Guide, FHWA-RD-00-67, Federal Highway Administration, Exhibit 5.2, pp 106, Washington, DC, June 2000. (www.tfhrc.gov/safety/00068.htm).
11. Conduct community outreach/education program to inform users of the operational changes to the corridor with assistance of County Public Works.	Public Safety Committee and County Public Works	Months 147 – 150	

Community Focus Statement C: Preserve and enhance the unique environmental features of Oak Glen including native wildlife, vegetation, and scenic vistas, while enhancing open space and recreational opportunities and amenities.

Action Statement C.1: Establish a community-based education program for landscaping and vegetation maintenance and management.

G1

Benchmark: Educate community members about specific County Code requirements regarding landscaping and designate a contact person for reporting code violations.
Objective Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $2,000 - $10,000 dependent upon program scope.

Following County guidelines for landscaping around properties can help to reduce water usage through the use of native plant material and help create effective buffers during fire emergencies.
Photo source: Michael Baker International

Oak Glen residents can aid in enforcing regulations related to landscaping, vegetation maintenance, and tree preservation, both legally and socially. Landscaping standards can include theme related to action statement A.2 for historic landscaping, fire hazard abatement, or protection of native trees. Having community members who are educated on the specific County Development Code requirements regarding landscaping, the correct contact for reporting code violations, and where to look up County code provisions when needed can greatly increase the County's ability to legally enforce code violations related to landscaping and the maintenance of vegetation. Additionally, creating a culture of positive enforcement and community pride will encourage residents to properly care for lawns and natural areas.

A potential avenue of code enforcement is a Citizen Patrol Unit, a team of trained volunteers who aid the San Bernardino Sheriff's Department in crime reporting and prevention. While on duty, Citizen Patrol members can help keep Oak Glen clean and attractive by reporting code violations and potential criminal activity. Additionally, a local initiator in collaboration with County Land Use Services can produce and distribute simple educational presentations and brochures containing basic landscaping and vegetation guidelines from the County Development Code, information on how to report violations, and tips on other positive methods of enforcement.

Action	Action Leader	Timeline	Resources
1. Establish a Landscape Education committee to create landscaping and vegetation maintenance and management education materials.	Champion	Month 1	San Bernardino County, Code Enforcement http://cms.sbcounty.gov/lus/CodeEnforcement/CodeEnforcementHome.aspx Wildlands Conservancy http://wildlandsconservancy.org/preserve_oakglen.html California Native Plant Society http://www.cnps.org/cnps/vegetation/manual.php National Wildlife Federation's Garden for Wildlife – Certified Communities http://www.nwf.org/garden-for-wildlife/create/communities/certified-communities.aspx County Sheriff: http://wp.sbcounty.gov/sheriff/patrol-stations/yucaipa/
2. Coordinate with the County Land Use Services Department to identify related county codes.	Landscape education committee	Months 2 – 6	
3. Draft landscaping education materials and submit to County Land Use Services for review.	Committee and Land Use Services	Months 2-6	
4. Use online resources, newsletters, and presentations at HOA/CSD meetings to distribute educational materials to community members. Coordinate with the Wildlands Conservancy.	Landscape education committee	Months 6 – 12	
5. Discuss if community wants to set up a Citizen Patrol Unit. If yes, coordinate with County Sheriff.	Committee and County Sheriff	Month 8-12	
6. Establish a mechanism for ongoing feedback from community members on landscape management materials.	Landscape education committee	On-going	
7. Revise the education materials to ensure that information is current and up to date.	Landscape education committee	Annually	

Community Focus Statement C: Preserve and enhance the unique environmental features of Oak Glen including native wildlife, vegetation, and scenic vistas, while enhancing open space and recreational opportunities/amenities.

C2

Action Statement C.2: Identify scenic vistas in the community that should be protected and enhanced, and develop educational kiosks to share key information about these resources with tourists to the area.

Benchmark: Conduct a visual assessment identifying scenic vistas and potential locations for educational/informational kiosks, identify funding/donation sources, and establish an education program.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $50,000 - $200,000

A visual assessment would identify the iconic view sheds within Oak Glen that should be preserved for future generations to enjoy. Photo source: Michael Baker International

While scenery is vital to the overall quality of communities, scenic vistas are often damaged during rapid change, in both the natural and built environments. Identification and protection of these assets is a significant component of smart growth and scenic stewardship. Scenic areas endow communities with substantial benefits, such as higher property values and increased tourism revenue. Protecting scenic vistas from the effects of haphazard development allows a community to preserve its unique charm, build civic pride, and attract positive growth to the area.

Conducting a visual assessment is one of the best ways to begin to identify what is at risk in Oak Glen, to protect it from loss, and to better manage growth. Citizens, school groups, local leaders, and business owners could be encouraged to participate in a visual assessment to identify the community's assets and liabilities. This assessment would form the basis for identifying and discussing the future of Oak Glen's scenic vistas. Following the visual assessment, the information could be used to develop educational kiosks and related activities such as community walks and photography exhibitions to inform visitors of the importance of Oak Glen's scenic vistas and to encourage voluntary protection of scenic areas.

Currently, Oak Glen has outstanding scenic assets including mountain scenery, agricultural orchards, and scenic routes. Oak Glen Road is a two-lane road through the community and is designated as a county scenic route. The County preserves and protects important agricultural, cultural, agricultural, open space and scenic resources.

Action	Action Leader	Timeline	Resources
1. Create a Scenic Vistas committee or utilize the Historic Preservation committee created in Action Statement A.1.	Champion	Month 1	Office of Grants and Local Services (OGALS) https://www.parks.ca.gov/?page_id=21361 National Park Service, Yosemite National Park Scenic Vista Management Plan https://www.nps.gov/yose/learn/management/vista.htm Scenic America, Strategies for Protecting Scenic Views and Vistas http://www.scenic.org/issues/scenic-easements-a-view-protection/strategies-for-protecting-scenic-views-and-vistas Wildlands Conservancy http://wildlandsconservancy.org/preserve_oakglen.html
2. Review identified historic inventory created in A.1 for scenic vistas	Scenic Vistas Committee	Month 1	
3. Contact leaders from schools, community organizations, business owners, and interested parties to join a committee/team to address protection of Oak Glen's scenic vistas	Scenic Vistas Committee	Month 2	
4. Conduct a visual assessment of current and potential scenic vistas.	Scenic Vistas Committee	Months 3 – 6	
5. Develop a budget and identify funding sources such as the Office of Grants and Local Services (OGALS), which administers the state-funded Habitat Conservation Fund grant program to purchase land for protection.	Scenic Vistas Committee	Months 4 – 6, on-going	
6. Work with the Wildland Conservancy or other land management non-profit to purchase and protect land.	Scenic Vistas Committee	Month 7-12	
7. Establish an educational program and kiosk that provides information and activities on scenic areas.	Scenic Vistas Committee	Months 7-10	
8. Ensure that education information is updated and kiosks are properly staffed regularly.	Scenic Vistas Committee	On-going	

Community Focus Statement C: Preserve and enhance the unique environmental features of Oak Glen including native wildlife, vegetation, and scenic vistas, while enhancing open space and recreational opportunities and amenities.

C3

Action Statement C.3: Enhance existing and permit new recreational facilities such as lodging, organized camps and campgrounds to support continual use year round.

Benchmark: Year-round tourism is supported by available recreational facilities.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: Dependent upon scope of work required.

Pet-friendly campground in San Francisco. Photo source: Bobjgalindo

Recreational facilities provide areas for community members to gather and celebrate, and they are important for the continued development of tourism in Oak Glen. Existing and expanded resources should include low impact camping- and lodging- related activities like farm stays, Living History camps (non-war reenactments), glamping, and outdoor science camps. By organizing and prioritizing community needs, Oak Glen can identify facilities that are not up to code as well as cost-effective solutions. The community can identify and inventory existing recreational facilities in Oak Glen to ensure the facilities are up to code and could support continual use year-round. The Oak Glen community could coordinate with the San Bernardino County Code Enforcement group to ensure current regulations are enforced.

Additionally, the recreational facilities could be reviewed for potential expansion and future development to support continual use year-round and encourage further tourism. While peak apple picking tourism season is between Labor Day weekend and Thanksgiving weekend, there is an opportunity to attract visitors during other times of the year with other recreational activities such as hiking or horseback riding.

Action	Action Leader	Timeline	Resources
1. Hold a meeting to create a recreation committee.	Champion	Year 1	Oak Glen Community http://www.oakglen.net/ San Bernardino County Code Enforcement http://cms.sbcounty.gov/lus/CodeEnforcement/CodeEnforcementHome.aspx Farm Stays http://www.visitcalifornia.com/attraction/farm-stays http://www.farmstayus.com/states/california-farm-stays San Bernardino County Economic Development Agency – Tourism http://www.californiaoutdoorplayground.com/home.aspx
2. Identify existing recreational facilities in Oak Glen	Recreation Committee	Year 1	
3. Coordinate with the County of San Bernardino Code Enforcement group to assist in identifying code deficiencies.	Recreation Committee and County Code Enforcement	Year 1	
4. Identify future development to support continual use year-round and encourage further tourism.	Recreation Committee	Year 1	
5. Bring owners of recreational facilities together to discuss year round marketing as a community	Recreation Committee	Year 2	
6. Coordinate marketing with County Economic Development Agency	Recreation Committee	Ongoing	

Community Focus Statement D: Promote economic development that compliments the rural agricultural character and natural setting of the Oak Glen community.

D1

Action Statement D.1: Enhance hospitality uses that allow overnight accommodations by promoting short-term rental opportunities and educating B&B and short-term rental owners on county regulations.

Benchmark: Committee formed to act as a liaison between community members and the San Bernardino County Economic Development Agency (EDA) with a training program for traditional B&B operations and a short-term rental review board that will review, on an annual basis, the status of and community sentiment toward short-term rental properties.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $500 - $5,000

Traditional bed & breakfasts can be started in unique conditions, such as in smaller houses, and often are more appealing to travelers than larger hotels. Photo source: Nicholas Mutton

Growing the tourism sector of the economy can have a positive impact by bringing additional visitors, dollars, and captured taxes to a local economy. Oak Glen is already capitalizing on agritourism visitors during the apple picking season. The expansion of hospitality uses can capture guests for a longer period of time, resulting in more money spent per visitor and additional revenue for local restaurants and lodging providers. In addition, many tourists are looking for more nontraditional alternatives to hotels. Oftentimes, communities like Oak Glen may not be able to attract traditional lodging options. Nontraditional lodging options such as bed and breakfasts or short-term rentals can fill this need.

Traditional Bed and Breakfast

Traditional bed and breakfast–style lodging pairs well with the heritage and agritourism in Oak Glen. Tourists who stay in B&Bs tend to favor a more intimate environment, in which the lodging itself is part of the experience of the visit. B&Bs are typically found in historic homes, but they may also be found in other interesting structures, farmsteads, and orchards. A traditional B&B usually has the owner living on-site and interacting with travelers. Although profit margins are not high, owners of these types of businesses can earn a living, and B&Bs are considered a "lifestyle" choice by many owners and operators.

Improving the business climate for B&Bs includes providing training for operators to understand basic business operations, regulatory compliance, and opportunities for access to capital financing. Traditional B&Bs require permitting, startup financing, and compliance with health and development regulations. Traditional B&Bs are treated as commercial enterprises and are regulated by the San Bernardino County Development Code, County

Division of Environmental Health Services permit requirements, and the San Bernardino County Fire Department. More information on County regulations pertaining to bed and breakfasts can be found through the San Bernardino County Department of Environmental Health.

Short-Term Rentals

Short-term rentals are often residential properties that are rented for a short period of time, typically 1 to 30 days. Websites such as Airbnb have increased the average tourist's awareness of short-term rentals and their accessibility. While traditional B&Bs also use Airbnb for advertising, many short-term rentals that do not offer the same services as B&Bs or comply with permitting and taxing requirements often use Airbnb's services. Short-term rentals have a positive impact on the tourist economy by making short-term housing available at a low cost in areas where traditional lodging options are not available, as well as bringing in supplemental income to homeowners who may rent extra rooms or accessory units. Short-term rentals can also have a negative impact on a community by introducing unregulated businesses into a residential area, increasing risk to health and safety by not obtaining permits or complying with local and state safety regulations, avoiding Transient Occupancy Tax (TOT), which is a tax collected by the County, and decreasing the availability of housing units for long-term renters, especially when an entire residential unit is used as a short-term rental. Localities should carefully weigh the positive and negative impacts of short-term rentals.

Accessory Dwelling Units

Accessory Dwelling Units (ADUs) are secondary attached or detached residential units with kitchens on a parcel with an existing single-family residence. An ADU may be used as a short-term rental unit with appropriate land use approvals and permits.

Action	Action Leader	Timeline	Resources
1. Organize a committee of residents and business owners to act as a liaison with the San Bernardino County EDA.	Champion	Month 1	San Bernardino County Department of Public Heath http://www.sbcounty.gov/dph/publichealth/ San Bernardino County Economic Development Agency http://www.sbcountyadvantage.com/home.aspx San Bernardino County Department of Public Health - Bed and Breakfast Operator's Guide http://www.sbcounty.gov/uploads/dph/dehs/Depts/EnvironmentalHealth/EHSDocuments/bedAndBreakfastBooklet.pdf San Bernardino County Land Use Services http://cms.sbcounty.gov/lus/Home.aspx Short Term Rental Permit Information: http://cms.sbcounty.gov/lus/CodeEnforcement/ShortTermRentals.aspx
2. Develop a list of potential issues faced by new business owners looking to operate traditional B&B or short-term rentals.	Community committee	Month 2	
3. Coordinate with San Bernardino County Economic Development Agency to develop a training program for B&B and County Code Enforcement for short-term rentals that guides new and existing operators through the County process for operation.	Community committee	Months 2 – 4	
4. Create materials available through the EDA website and in print for interested residents.	Community committee	Months 2 – 4	
5. Set up quarterly meetings between the committee and the San Bernardino County EDA and County Code Enforcement to measure progress and make adjustments to the training program.	Community committee	On-going	

Community Focus Statement D: Promote economic development that compliments the rural agricultural character and natural setting of the Oak Glen community.

D2

Action Statement D.2: Advocate and collaborate with the County to develop community based standards for wedding venue priority areas and requirements to alleviate nuisance issues.

Benchmark: Specific regulations for local event/wedding venues submitted to County for review and action.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $10,000

Serendipity Garden Weddings is one of many local wedding venues in the Oak Glen Area. Photo source: Michael Baker International

Tourism establishments and venues for events such as weddings often bring specific challenges, such as parking and noise, to rural communities. The development of community-based standards for special events would be a way to mitigate these challenges in Oak Glen.

Every city and county in California is required to adopt a noise element as part of its general plan. The element outlines goals and objectives for common noise generators in the community. In addition, special events such as weddings are generally regulated through the city's or county's municipal code. Local governments can adopt noise standards to regulate noise levels and hours for different types of noise. The County of San Bernardino enforces its noise requirements via the County Development Code.

As the number of venues increases in Oak Glen, the community should work with the County to develop additional standards for weddings and other events related to noise, parking, and hours of operation, among other considerations. As an example, many wineries in Lodi and San Joaquin County, California, include wedding venues, and city and county regulations limit the hours of operation and noise levels.

Action	Action Leader	Timeline	Resources
1. Establish a task force to draft community-based standards for wedding and other event venues.	Champion	Years 1 - 3	Oak Glen Apple Growers Association http://www.oakglen.net/ San Bernardino County Land Use Services http://cms.sbcounty.gov/lus/Home.aspx Temecula Event Resource Guide (Case Study) http://www.temeculaeventresource.com/common-types-of-permits-required-for-special-events.html
2. Coordinate with the community to create consensus on event and wedding venues.	Task Force	Years 1 - 3	
3. Schedule a meeting with the San Bernardino County Land Use Services Department to present standards and urge the adoption of the standards.	Task Force	Years 1 - 3	
4. Coordinate with the County to ensure the adoption and implementation of community event standards.	Task Force	Years 1 - 3	
5. Revisit the standards to make sure regulations are up to date and current.	Task Force	Annually	

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: Open Space

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 Little San Gorgonio, Pisgah Peak, and Wildwood Canyon State Park.

APPENDIX A
Oak Glen Community Profile

Oak Glen, San Bernardino County

Community Profile

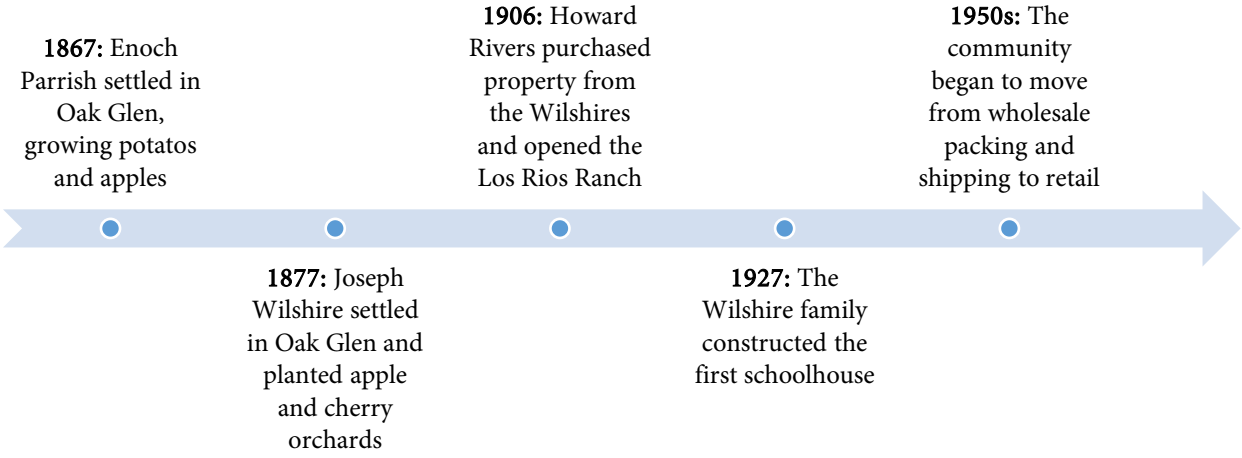
Purpose

The community profile is a summary of the social, cultural, economic, and historic dimensions of Oak Glen. 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 Oak Glen Community.

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



Oak Glen was once inhabited by the Serrano and Cahuilla Native American tribes, which used the land for its natural resources. Beginning in the mid-1800s, Oak Glen became an established agricultural community. Today, the Parrish Ranch Apple Shed and Wilshire Oak Glen Apples are reminders of the first Oak Glen settlers. During the 1950s, the community economy shifted from wholesale and shipping to "U-pick" farms, cider mills, and other attractions featuring apple-centric products. Additionally, several rare apple varieties that are no longer commercially available are grown in the community.

Source(s): oakglen.net; Wikipedia; losriosrancho.com; oakglenca.com; Oak Glen Community Plan; San Bernardino County General Plan

Location & Geography

Oak Glen is located in the southwestern portion of San Bernardino County along the southern county boundary. The community is characterized as mountainous, located in the foothills of the San Bernardino Mountains and encompassed by the San Bernardino National Forest.

Source(s): ESRI

Figure 1: Area Map
Source: ESRI

Key Census Data

Category	*Oak Glen*		*San Bernardino County*		*California*		*United States*	
	Number	*% of Total*	*Number*	*% of Total*	*Number*	*% of Total*	*Number*	*% of Total*
Population								
Total Population	693		2,078,586		38,066,920		314,107,084	
2020 Population Forecast	716 (+1.0%)		2,227,066 (+7.1%)		40,619,346 (+6.7%)		334,503,000 (+6.5%)	
Total Households	209		607,604		12,617,280		116,211,092	
Average Household Size	3.14		3.34		2.95		2.63	
Median Age	49.4		32.2		35.6		37.4	
Education								
High School Diploma	125	24.3%	330,613	26.3%	5,153,257	20.7%	58,440,600	27.95%
Education Past High School	123	23.9%	417,953	33.3%	7,400,714	29.8%	60,821,634	29.1%
Bachelor Degree or Higher	193	37.5%	336,315	26.8%	7,708,909	31.0%	61,206,147	29.3%
Housing								
Total Dwelling Units	233	n/a	703,737	n/a	13,781,929	n/a	132,741,033	n/a
Homeowner Occupied Units	176	75.5%	370,032	52.58%	6,908,925	50.1%	74,787,460	56.3%
Renter Occupied Units	32	13.7%	237,572	33.76%	5,708,355	41.4%	41,423,632	32.2%
Vacancy*	24	10.3%	96,133	13.7%	1,164,649	8.5%	16,529,941	12.5%
Median Year Structure Built	1975	n/a	1976	n/a	1974	n/a	1976	n/a
Income								
Median Household Income	$95,000	n/a	$54,100	n/a	$61,489	n/a	$53,482	n/a
Persons Below Poverty Level	6	1.2%	199,451	12.7%	3,354,518	11.2%	26,235,361	10.6%
Employed	226	100%	812,707	86.1%	16,890,442	89.0%	143,435,233	90.2%
Unemployed	0	0%	131,293	13.9%	2,084,564	12.3%	14,504,781	9.2%
Note: N/A indicates that the data is not available; n/a indicates that the category is not applicable								
*This figure may include seasonal households								

Table 1: Key Census Data *Sources: 2014 American Community Survey 5-Year Estimates and ESRI*

Oak Glen residents generally have higher educational attainment rates and have higher homeownership rates in comparison to San Bernardino County and the state of California. The median age is much higher than county, state, and national averages. Average household size is comparable to San Bernardino County and is larger than both the state and nation. Additionally, the median household income is higher, and the Oak Glen labor force experiences high employment rates.

Community Structure (Physical Characteristics)

Residential: The residential uses primarily consist of single-family homes on large lots of up to 20 acres. Homes are one to two stories, generally ranch style, with large yards. Many homes include agricultural uses, particularly apple orchards.

Commercial: Commercial uses primarily consist of small shops and restaurants with surface parking in front.

Transportation: The major roadway in the plan area is the two-lane Oak Glen Road (one travel lane in each direction). Roadways in the community do not have pedestrian facilities or bike lanes.

Land Use Types

Oak Glen contains four land uses within its 13,833 acres: rural living; agriculture/resource conservation; rural, neighborhood, and general commercial; and institutional. Rural living makes up 64% of total community land area. Agriculture and natural resource uses account for another 36%. Remaining uses account for less than 1% of land in the community.

Land Use Type	Acreage	% of Total Area
Rural Living	8,861	64%
Ag/Resource Conservation	4,925	36%
Institutional	6	0%
RNG Commercial	42	0%
Oak Glen Total	**13,833**	

Table 2: Land Use Types in Oak Glen
Source(s): County of San Bernardino

Community Amenities

Parks: Thirty percent of land within the plan area is part of the San Bernardino National Forest.

Trails: There are no formal county trails within the plan area. The community has indicated a desire for a multi-use trail along Oak Glen Road.

Hospitals: No hospitals are located in the plan area. The Oak Glen community is served by Yucaipa Urgent Care in Yucaipa, Redlands Community Hospital in Redlands, and San Gorgonio Memorial Hospital in Banning.

Police: The plan area is served by the San Bernardino County Sheriff's Department out of the Yucaipa Police Station. The station employs 33 safety staff members and 10 professional staff members.

Fire Protection: The plan area is served by the City of Yucaipa Fire Department through a contractual agreement with the County for fire protection and paramedic services. Yucaipa maintains a reserve fire station, Station 555, in Oak Glen adjacent to Yucaipa's eastern border. This station is staffed on an on-call basis by reserve firefighters when the need arises. The department maintains an active reserve firefighter program of twenty personnel. Additionally, inmates from Oak Glen Conservation Camp #35 of the California Department of Corrections and Rehabilitation perform fire suppression services.

Source(s): Oak Glen Community Plan, San Bernardino County General Plan; Google Maps/Google Earth; San Bernardino County Sheriff's Department. City of Yucaipa Website.

Community Groups

Oak Glen Apple Growers Association www.oakglen.net
The Wildlands Conservancy www.wildlandsconervancy.org

Table 3: Community Groups

Quality of Life Concerns

The following list was compiled from observations and calls received by San Bernardino County Sheriffs and Code Enforcement officers. Common issues noted in the community include:

Commercial Theft: trespassing on apple orchards and picking apples without paying

Residential Complaints: non-permitted construction

Commercial Activity: illegal land uses, particularly non-permitted weddings and event venues

Source(s): Muscoy Community Plan 2007, San Bernardino County Sheriff's Department, San Bernardino County Code Enforcement

Community Events

All Oak Glen Ranches and Farms: *Various public and private events are offered throughout the year.*
All Oak Glen Venues: *Apple Blossom Festival*
Oak Glen Apple Growers Association *Apple Butter Festival*
The Wildlands Conservancy – Oak Glen Preserve *Free interpretive programs are offered throughout the year.*
Yucaipa Rotary *Oak Glen Car Show*

Table 4: Community Events
Source(s): oakglen.net

Community Economics

The 2016 ESRI Community Analyst Report showed that Oak Glen has approximately 232 jobs and 45 businesses. The majority of businesses are oriented toward services (37%), retail trade (30%), and agriculture and mining (9%).

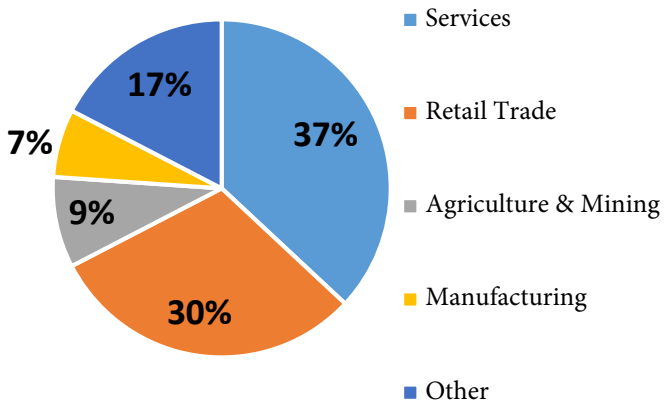


Figure 3: Top Industries
Source: ESRI

Public Health

Chronic Disease: Residents of Oak Glen generally experience fewer instances of hospitalization and emergency room visits for the chronic diseases listed below, with the exception of chronic obstructive pulmonary disease (COPD). The leading causes of death in Oak Glen (2012) were cancer and heart disease.

	COPD *Hosp./E.R.*	Heart Failure *Hosp./E.R.*	Hypertension *Hosp./E.R.*	Diabetes *Hosp./E.R.*	Asthma *Hosp./E.R.*
Oak Glen	16.2/21.6	27.9/ *	* /32.8	15.1/ *	5.1/31.0
San Bernardino County	16.0/19.9	32.3/10.6	5.6/46.9	23.3/42.4	9.6/52.6

Table 5: Rate of Hospitalization/Emergency Room Visits per 10,000 People
Source(s): Healthy San Bernardino County

Air Quality: Table 5 below shows the air quality near Oak Glen, measured at the Redlands-Dearborn 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 Oak Glen had fewer exceedance days for each pollutant than that of the overall South Coast Air Basin, in which Oak Glen is 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.

	Redlands-Dearborn Monitoring Site			South Coast Air Basin		
	2012	**2013**	**2014**	**2012**	**2013**	**2014**
Ozone Federal 8-hour standard	79	63	55	111	88	92
Course Particulate Matter (PM_{10}) Federal 24-hour standard	0	0	0	0	2	1
Fine Particulate Matter ($PM_{2.5}$) Federal 24-hour standard	*	*	*	17	13	15

Table 6: 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 Oak Glen ranks within the two highest categories for food access, meaning that there is moderate to good access to healthy food options. 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: Public transit service is not currently offered in the community itself, although Omnitrans provides service in neighboring Yucaipa. The plan area has no dedicated bike lanes or trails.
Source(s): Omnitrans, Google Maps

Community Engagement Summary

As a part of the Community Plans Continuum process, community members from Oak Glen were invited to participate in three community workshops. The first workshop, titled "What We Value", took place on March 2nd, 2016 from 6:30 – 8:30pm at the Oak Glen School House Museum. This workshop was attended by 23 community members. Workshop participants performed a SWOT analysis to identify strengths, weaknesses, opportunities, and threats within the community. Following that exercise, participants used that information to share what they valued about the community (Values) and what they want to see the community become in the future (Aspirations).

The second workshop, titled "Our Roadmap", took place on March 30th, 2016 from 6:30 – 8:30pm at the Oak Glen School House Museum. This workshop was attended by 32 community members. The purpose of this workshop was to develop preliminary focus and action statements. The project team provided word for word summaries of the SWOT and Values and Aspirations exercises to use during the goal setting process. Additionally, an existing land use map was provided for each of the Detailed Plan Communities for participants to comment on and recommend changes. Participants made comments on where they would and would not like to see certain uses in the future, as well as what they saw as the true boundary of their community.

The third workshop, titled "Making it Happen", took place on July 20th, 2016 from 6:30 – 8:30pm at the Oak Glen School House Museum. This workshop was attended by 40 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

- Unique historical agriculture/horticulture
- Agricultural industry
- Oak Glen Apple Growers Association
- Four seasons
- Natural beauty (mountains, clean air, best fresh apple cider in Southern California)
- Distance from freeways – isolation, quiet
- Availability of water
- Close knit self-reliance
- Topography
- Employment opportunities
- Family businesses
- Apple farming
- Good aquifer
- Entertainment
- Tourism (Agritourism)
- Neighbors committed to the community
- Rural but accessible
- Rural appeal
- Better air quality than the rest of the South Coast Air Basin
- Strong connection to historical roots
- Businesses geared toward services, retail trade, and agriculture
- Generally healthier than the rest of San Bernardino County
- High rates of homeownership
- Frequent community events

Weaknesses

- Phone/cell services
- Disrespect boundaries?
- Theft, crime
- Slow sheriff response times
- Strife within the community (disagreements)
- Lack of support for hardships of farmers
- Lack of help from the County to meet paperwork licensing
- Government view of "one size fits all"
- Parking and buses for tourists during apple season
- Parking enforcement during high-volume days
- Seasonal traffic problems
- Infrastructure (road conditions)
- Lack of services
- Too rural for emergency services or communications
- Seasonal lull for businesses
- Changing ethics
- Redevelopment
- Resident versus business goals
- Loss of farms
- Administrative access?
- Too much government regulation (over-reach)
- Lack of restrooms
- No County maintained official trails within the community
- Lack of pedestrian/biking facilities on Oak Glen road and other local side streets
- Walkscore is 0, indicating that all errands must be completed using a car
- Lack of public transportation opportunities
- Distance to hospital/urgent care facilities, closest hospitals are in Redlands and Banning
- Single family homes are primary housing stock, lack of multi-family housing

Opportunities

- Appeal to the public's need/desire for family oriented experiences

Opportunities (Continued)

- Help the city of Yucaipa embrace community as part of them
- Education of outside population to respect nature
- Highly desirable atmosphere/area
- Sharing the beauty – uplifting all
- Recreation/exercise (biking, hiking trails)
- Capitalize on tourism
- Photo opportunities
- Specialized location
- County sponsor
- San Bernardino Road Department is great
- Historic preservation
- City/County promotional
- Information and education support
- Coordinate police, fire, road safety services
- YCC Water District?
- Overnight lodging
- Benefits of diversity
- Bringing awareness to surrounding communities of farming (issues/affects/respect)
- Ability to have small business roadside sale of farm goods
- Farm watch
- Rural crimes task force SBSD
- Overflow parking and shuttle
- County liaison
- Architectural standards
- Historic buildings/landmarks
- Population growth in the valley
- Multi-use hiking, cycling, and equestrian use trail along Oak Glen Road
- Increase in active transportation

Threats

- Destruction of views
- Commercial noise
- Light pollution
- Losing what makes Oak Glen special
- High density housing
- Development of older agricultural lands and other development
- Water claims/water rights issues
- Natural disasters (fire, drought, earthquake)
- Bugs – threat to environmental sustainability both privately and environmentally
- Impact of too many visitors at one time
- Dealing with a public that doesn't understand the area
- Beaumont's proposed watershed
- Unsustainable on-going development
- Pests, including goldspotted oak borer (GSOB) and FSHB?
- Post-office/mail box break-ins
- Limited access/exit routes
- Unregulated wedding "houses"
- Noise after 10:00 p.m.
- No seasonal crowd control
- State regulations (brush removal, water use)
- Changing climate – harder to guarantee water for agriculture
- Houses that exceed County height standards
- Bedroom community conflicts with farming
- Water quality
- Encroaching housing development
- Road work projects blocking or delaying customers during tourist season
- Crime - people trespassing onto apple orchards and individuals picking apples without paying
- Parts of Oak Glen with low healthy food access
- Non-permitted construction
- Illegal land uses, particularly with non-permitted wedding and event venues