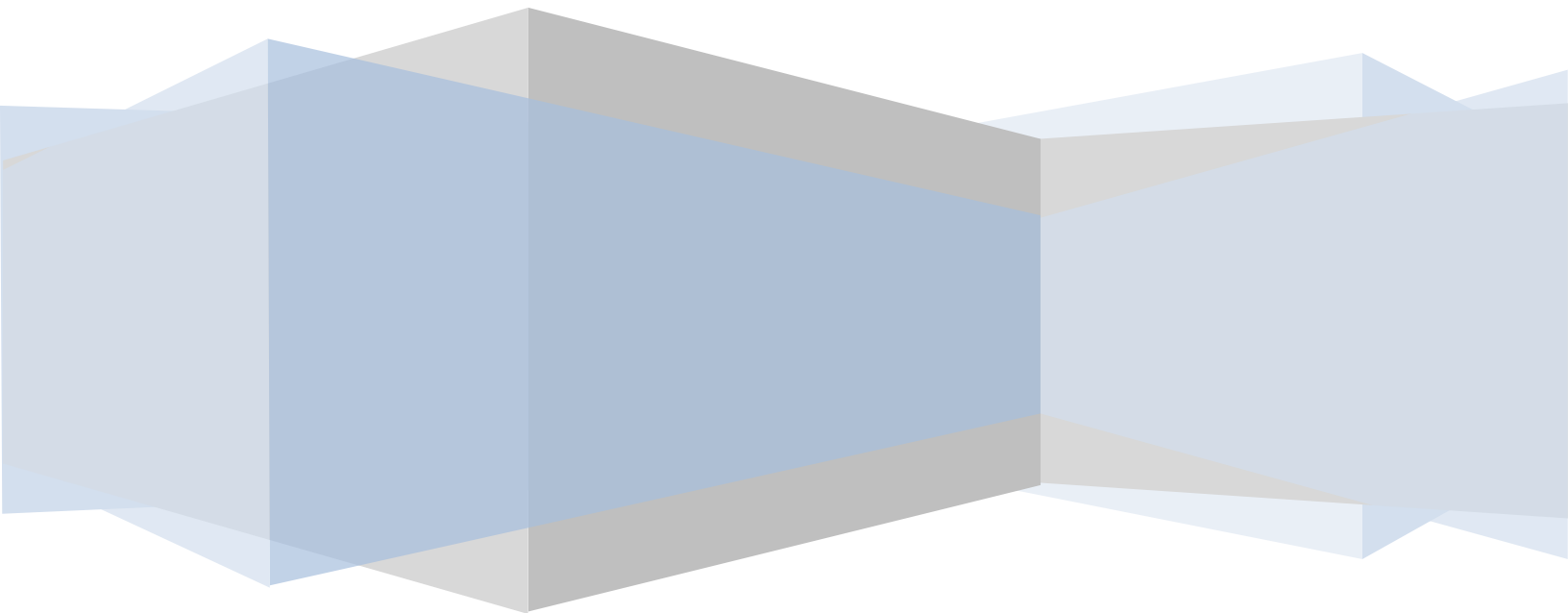


Countywide Vision Plan

County of San Bernardino, California

5/7/2014 Compilation Report From Web Site Source:

<http://cms.sbcounty.gov/cao-vision/Home.aspx>



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Countywide Vision Plan

Countywide Vision Statement

We envision a complete county that capitalizes on the diversity of its people, its geography, and its economy to create a broad range of choices for its residents in how they live, work, and play.

We envision a vibrant economy with a skilled workforce that attracts employers who seize the opportunities presented by the county's unique advantages and provide the jobs that create countywide prosperity.

We envision a sustainable system of high-quality education, community health, public safety, housing, retail, recreation, arts and culture, and infrastructure, in which development complements our natural resources and environment.

We envision a model community which is governed in an open and ethical manner, where great ideas are replicated and brought to scale, and all sectors work collaboratively to reach shared goals.

From our valleys, across our mountains, and into our deserts, we envision a county that is a destination for visitors and a home for anyone seeking a sense of community and the best life has to offer.

Elements

Education

Education is more than just job training; it is the foundation for an informed and participatory citizenry. We support an accessible life-long education system, from preschool through advanced college degrees and beyond.

We will strive to offer a breadth of innovative and effective curricula to encourage a variety of skills and capabilities that emphasize the real-world application of education through mentoring, internships and local work placements. We also have the opportunity to pursue research grants that will attract new businesses and aid in the expansion of our existing local industries.

We are fortunate to have the entire range of technical/trade education within our region — that can prepare students and produce skilled employees and entrepreneurs who reside in and contribute to the local economy.

Priorities:

- Reduce number of high school and college drop outs
- Integrate educational institutions into economic development and job creation efforts

- Partner with all sectors of the community to support the success of every child from cradle to career

[Cradle to Career Roadmap - English](#) or Appendix .

Environment

Our location and natural environment are two of our great strengths. We must protect and preserve the terrain and natural amenities with which we are blessed. We shall strive to intelligently manage our resources for habitat preservation, recreation opportunities, resource extraction, alternative energy, future growth, water quality, and air quality all within a regulatory framework that does not impede the creation of a sustainable economy.

We have the opportunity to improve our regions self-reliance in meeting the needs of our own population, utilizing alternative and renewable energy sources; enhancing water management; encouraging green manufacturing; rewarding sustainable building, and conserving natural resources – all leading to a healthy population with a high quality of life.

Priorities:

- Create an inventory of best practices of land use processing used by permitting and regulatory agencies
- Develop countywide habitat preservation/conservation strategy that builds upon and links existing species-specific habitat conservation plans and mitigation land banks
- Continue discussions regarding collaboration to other topics, such as clean energy/clean transportation and benefit to the environment of creating more local jobs

View the conservation study presentation discussed by the Environment Element group in the Appendix.

Housing

The affordability of our housing has long been a moving factor in the attraction of new residents to San Bernardino County. It is key that we continue to expand our housing choices through new construction and preservation of our existing residential buildings in order to provide all our residents an opportunity to find their homes.

We support the creation of urban environments and protection of rural lifestyles to design senses of place that reflect local community values and history. We should encourage a complete price range of housing from affordable to luxury and the improvement of livability and energy efficiency through smart planning, design and technology. We should address needs of special populations, including homeless, seniors and veterans.

When planning for growth in our communities, we should seek a better balance of jobs and housing within the county. And, we should protect against blight in our communities that might occur when existing housing remains vacant for extended periods or is purchased as rental investment property.

Priorities:

- Create an inventory of best practices of land use processing used by government agencies that can be promoted throughout the county by SANBAG
- Adjust land use plans and fees to address market demands; redefine what “high density” means
- Promote rethinking incentives for construction of affordable housing units

Image

Your image will usually correlate to your reality - at least in the long run.

We should intentionally, strategically and consistently tell the whole story of our region, highlighting the successes of our communities, businesses and families.

Some of our governmental institutions have been going through challenging times. We must deal with our problems without compromise and reinforce an environment of certainty where people and business can have confidence to invest for the long run.

We should highlight the true historic character of San Bernardino County as a location that embraces opportunity, optimism and innovation. We should emphasize inter-agency cooperation and good governmental practices that best portray leadership devotion to enhancing the regional image as one in which businesses and residents thrive.

We should share our steadfast commitment to the protection of the county’s wealth of natural resources as a duty complementary and in balance with leadership devoted to establishing complete communities capable of sustaining prosperity for future generations.

Infrastructure

The success of our region will to a large extent correlate to our ability to provide adequate infrastructure for future growth. There are significant efforts underway to address all aspects of our infrastructure. We would not presume to micro manage or second guess the individual efforts of single purpose agencies; however, we should strive to make sure these efforts are coordinated and leveraged to the greatest extent possible.

The interrelationships of all aspects of transportation, energy, recreational trails, flood control, water supply, sewer, parks, telecommunications, and solid waste should be mapped out and to the extent possible coordinated for timing and the pursuit of the necessary funding.

Priorities:

- Develop a plan to adequately finance transportation infrastructure
- Identify ways to improve mobility within existing built environments
- Minimize impacts and maximize opportunities for the premier freight corridor in the western United States

Jobs / Economy

The San Bernardino County economy is an integral part of the overall Southern California economy - as the region goes, so do we. Our base of economic activity is as broad and diverse as our geographically vast and varied county – from mining to the military, from transportation to technology and from construction to recreation. We have a history of success upon which we can build our future.

Our twin priorities of improving the overall economic performance of the region and growing an economy that is in alignment with our workforce are highly complementary. Our charge is to produce an educated workforce leading to job development, taking advantage of career opportunities in a variety of professions, including green industries (environmental and alternative energy), transportation and logistics, technology, medicine, tourism, and our historic strength in construction. We will also highlight our institutions of higher education while pursuing other high-paying sectors, which will position San Bernardino County to compete nationally and internationally as the global economy recovers.

Priorities:

Establish San Bernardino County as a model in the state where government agencies are truly business-friendly.

Advance the expansion and attraction of, and workforce training efforts for, the industry sectors most likely to generate jobs for our county.

Develop the next generation of business and community leaders.

Read more about [Business-Friendly Best Practices](#) . See Appendix.

Quality of Life

San Bernardino County offers a diverse menu of “live, work, play” lifestyle options including entertainment and retail; cultural and artistic; and natural and geographic as shown by quality trails, parks, recreation, and local culture. For example, we have six acres of park land for every 1,000 residents, which is twice the state standard.

We will work together to connect and beautify communities through shared open spaces, public art and architecture that foster opportunities for neighborhood, community and family relationships and create a culture of investment in quality of life resources.

Public Safety

We will work collaboratively to ensure that communities are safe, educated, and prepared to mitigate, respond to and recover from man-made and natural threats to public safety of any scale.

Priorities:

- Establish a forum to facilitate information sharing and discussion across all segments of public safety
- Foster an environment that encourages shared resources and strategic planning for public safety programs and services as a high priority

Water

Water is one of our greatest natural resources.

We are developing a comprehensive countywide strategy for water management that encourages collaboration among business, residents, municipal governments, and water agencies that will address multiple watersheds and water agencies, build institutional and organizational capacity for future countywide planning efforts, and create mutually beneficial investment opportunities to ensure adequate water supplies and quality to support future population and economic growth within the County.

The water needs of County residents and businesses can be met through 2035, but only if water users step up conservation efforts and the whole community is willing to invest in projects that will store and protect additional water supplies.

Priorities:

- Develop a forum for water districts across watersheds with the County as the convener
- Create a water inventory and agree on a plan for cooperative agreements to share water resources between agencies

Establish a vehicle for external collaborative discussion with city managers, land use planners, transportation planners and local elected officials

Wellness

In support of a healthy county, we value both prevention programs and superior healthcare services. We should reduce chronic disease and socio-economic disparities through health education, promotion of

healthy lifestyles and healthy city initiatives, development of outcome-based health services, and increasing the collaboration between and among providers and community-based organizations.

We should also employ a multifaceted approach to expand our capacity to provide quality healthcare services to all. We should invest in new facilities and technology and expand successful physician training programs at Arrowhead Regional Medical Center and Loma Linda University Medical Center. We should support the medical schools serving the county – Loma Linda University, Western University of Health Sciences and the proposed school at University of California, Riverside – and local institutions that produce non-physician medical professionals. And, we should aggressively recruit medical professionals – collaboratively addressing obstacles such as uninsured/underinsured patients, public health insurance reimbursement rates and business models for physicians.

Priorities:

- Strengthen our pipeline for healthcare professionals; grow our own
- Evaluate financial models and collaboration as a way to improve access to healthcare
- Improve collaboration and partnerships to better treat the whole person

Regional Goals

On May 2, 2012, the San Bernardino Associated Governments Board and County Board of Supervisors adopted the first two regional implementation goals developed through the Vision process, targeting cradle-to-career success and the creation of a business-friendly environment. The goals emerged from meetings between experts and stakeholders representing the elements of the Countywide Vision and were honed by city, town, and county leaders during the annual City/County Conference in March of 2012.

One goal calls for partnering with all sectors of the community to support the success of every child from cradle-to-career. The other goal calls for the establishment of San Bernardino County as a model in the state where local government, regulatory agencies and communities are truly business-friendly.

Cradle-to-Career Goal

- Educating the public on the broad impacts of students dropping out of school and the benefits of completing high school and advancing to post-secondary education
- Engaging parents and the community as partners in efforts to improve students throughout their educational careers
- Providing adult intervention, tutoring and mentorship to students
- Addressing the social and economic needs of families that impact educational success

- Setting higher goals for educational and career achievement in the community
- Educating and training the workforce for existing local career opportunities and attract new high-demand jobs to the area
- Fostering entrepreneurship and incorporate training that provides students with the skills to create their own jobs

[Cradle to Career Roadmap](#)

Business-Friendly Goal

- Permitting and regulating agencies adopting an attitude of "helping" rather than "making" businesses comply with laws, regulations and requirements
- Encouraging business investment and development through predictability and clarity; fostering TLC (transparency, longevity, and certainty) in regulatory environment
- Develop an inventory of best practices in use by government and regulatory agencies; adopt and promote best practices throughout the county
- Convene ongoing discussions among permitting and regulatory agencies (including their governing board members) and the business community to evaluate and improve working relationships
- Developing a central point of contact (ombudsman) in the county for business and development assistance, similar to the "Red Team" approach employed in the state during the tenure of Gov. Pete Wilson
- Developing multi-species habitat conservation plans that build upon and link existing species-specific HCPs and mitigation land banks
- Working in partnership with the business and educational communities to improve the housing-job balance in order to reduce commuter demand on highway capacity and improve quality of life

VisionWire: Press Articles

5-2-2014: San Bernardino County and CEO Devereaux honored for civic excellence

County Seal No BackgroundSan Bernardino County has distinguished itself among Southern California communities, receiving four of 13 awards for excellence and sustainability granted by the Southern California Association of Governments on Thursday, May 1.

San Bernardino County's Chief Executive Officer Gregory C. Devereaux, the Countywide Vision, San Bernardino County business leader Randall Lewis, and Yucaipa's revitalization program were all honored with awards.

Mr. Devereaux was named Public Service Leader of the Year and recognized for his outstanding civic leadership for his many years of service in Southern California. Mr. Devereaux played a leading role in assisting the county's elected leadership in developing the Countywide Vision. He is a consistent and regular leader on best practices for our communities on business revitalization and investments.

The honor is particularly prestigious because the Southern California Association of Governments (SCAG) is the nation's largest metropolitan planning organization, representing six counties, 191 cities and more than 18 million residents.

Mr. Lewis, Executive Vice President for the Lewis Group of Companies, was also recognized as the Sustainability Leader of the Year.

Mr. Lewis is regarded as an industry leader in promoting the arts, education, healthy living and sustainable development initiatives. He was recognized for contributing company resources to establish a student fellows program in many cities in the SCAG's six-county region, increasing community awareness of community health.

"These gentlemen are true leaders in our region and our state, and we're proud to honor them as President's Award winners," said Greg Pettis, SCAG President. "Each has contributed significantly to making Southern California such an extraordinary region and upholding SCAG's principles of mobility, economic advancement, sustainability and improving quality of life."

Also, the County of San Bernardino and San Bernardino Associated Governments (SANBAG) were recognized for Achievement in Integrated Planning for collaborating on the Countywide Vision.

The City of Yucaipa received an award for Achievement in Active Transportation for their Historic Uptown Revitalization Program.

5/1/2014 - Community Vital Signs featured for efforts to engage community in wellness

Community vital signs working to achieve health and wellbeing for San Bernardino County residents is a priority for Community Vital Signs, a health improvement effort developed through the collaboration of county residents, community organizations and government agencies.

The Community Vital Signs initiative addresses the Wellness Element of the Countywide Vision. It sets evidence-based goals and priorities that align and use our resources to improve the overall health and well-being of the county's residents.

In April, Community Vital Signs was featured in the County Health Rankings & Roadmaps Community Spotlight. County Health Rankings & Roadmaps is collaboration between the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute. The website feature highlights Community Vital Signs' efforts to engage the community in working toward wellness.

4-30-2014 Environment Element Group initiates countywide habitat and preservation study

Today, the Countywide Vision Environment Element Group consisting of experts in environmental protection, land use, infrastructure, utilities, business and regulatory agencies met to discuss the initiation of a countywide habitat preservation and conservation study.

The study will help develop a recommended comprehensive structure and approach to the preservation and conservation of habitat for threatened and endangered species in a way that is beneficial for the health of the environment, the economy, and the citizens of San Bernardino County.

Dudek, an environmental and engineering consulting firm hired by San Bernardino Associated Governments (SANBAG) to complete the study this year, will facilitate the Group's input into the creation of conservation strategies.

Dudek will collect and evaluate information about existing conservation efforts throughout the County over the next several months.

The Environment Element Group will act as ambassadors to the study by providing feedback to Dudek, assisting with gathering data and reports and reviewing documents produced during the process.

Anyone with valuable information about historical and ongoing conservation planning efforts anywhere in the county is encouraged to contact Stephanie Standerfer at Dudek – sstanderfer@dudek.com.

View the Conservation Study Presentation by Dudek [here](#).

<http://cms.sbcounty.gov/Portals/21/Resources%20Documents/Environment%20Element.pdf>

4-4-2014 - Transforming communities through collective impact discussed at City-County Conference

Partners in progress City, county and local government leaders convened in at the 14th Annual City-County Conference in Lake Arrowhead on March 24-25 to discuss unique ways to collaborate and bring innovative ideas to meet challenges in our communities.

The conference themed "Partners in Progress" began with a presentation on the benefits of collective impact in solving society's complex problems.

Collective impact occurs when organizations from different sectors agree to solve a specific social problem using a common agenda, aligning their efforts, and using common measures of success, said Jennifer Splansky Juster, director of the Collective Impact Forum at FSG, a nonprofit consulting firm.

Juster highlighted the use of collective impact used in by officials in New York State who were struggling with recidivism of their juvenile offenders. By tapping state resources in the areas such as mental health, housing, and corrections, the state reduced the number of juveniles in state custody by 45 percent.

This model has been used across the country to tackle some of the most serious social issues, including the education system in Cincinnati, malnutrition in low socioeconomic status communities, substance abuse in teens, and childhood obesity. This model holds promise as a successful approach to the Cradle to Career goal of the Countywide Vision.

healthymuralSan Bernardino County Director of Public Health Trudy Raymundo led a lively discussion about healthy communities using artists who drew a mural showing what healthy communities look like based on a wish list received from conference attendees.

Their answers ranged from clean air, to a general plan that promotes diversity in housing amenities, to bike and walking paths and recreation centers.

Barbara Alejandre, assistant to the County Superintendent of Schools joined San Bernardino County Director of Preschool Services Diana Alexander to talk about education's role in the economy of our region.

Education is an excellent investment in a region's overall economic vitality, and improves social, environmental, and cultural factors as well. The Countywide Vision Cradle to Career Roadmap was developed to bring all sectors of our community together to support every child's path to the workforce.

Already underway in the Colton Joint Unified School District are Community Cabinets of educators, parents, community members and business leaders working together to develop concrete goals -such as reading by third grade – to help children excel in school and build the skills necessary to sustain themselves into adulthood.

Board of Supervisors Chair Janice Rutherford and the County's Chief Executive Officer Gregory C. Devereaux discussed County government's roles and responsibilities and how those duties relate to a county's incorporated cities.

devereauxcitycountyCounties have four basic functions: provide municipal services in unincorporated areas, provide the backbone infrastructure, provide health and human services and law enforcement and justice.

Cities and counties have major differences in function and they are not the same in structure and legal abilities, Devereaux said. However, cities and counties can find ways to collaborate and work with each other on major issues to reach common goals.

The conference was sponsored by the County of San Bernardino, San Bernardino Associated Governments (SANBAG) and the South Coast Air Quality Management District.

3-20-2014: CJUSD Community Cabinet participants set concrete education goals

The Colton Joint Unified School District Community Cabinet continues to work toward helping students succeed, both academically and socially.

This month, about 75 to 85 community members and district employees actively participated in the Colton Joint Unified School District Community Cabinet. During the March 12 meeting, planning goals were accomplished in the following areas:

- Literacy – with a special focus on planning for kindergarten to third grade
- Early Preparation – encouraging parents to teach their children early before preschool
- Mental and Physical Health Awareness – outreach events planned including a health benefit screening on July 12.
- Academic and Career Readiness – discussion on establishing a career week or college week and resume readiness

The next Community Cabinet meeting is set to take place April 9 from 10 a.m. to noon at the CJUSD Board Room, 18829 Orange Street, in Bloomington. For more information or to RSVP, contact Francis Frost at frances_frost@cjud.net

3-19-2014: Business-friendly workshop showcases innovative efforts

DevereauxBIAvisionToday, cities, local governments and members of the Building Industry Association Baldy View Chapter discussed the development of business-friendly best practices to help sustain an environment of economic prosperity in our region.

This draft Business-Friendly Best Practices Inventory has been compiled as one way to help achieve the goal. While “business friendly” may mean slightly different things to different people, one common understanding is that of fostering a welcome environment for businesses to be created, grow and thrive. This report is a list of programs and practices that were submitted by cities and the County in response to a Best Practices Survey sent to each of SANBAG’s 25 member agencies in April 2013. Also included are some best practices identified by other governmental organizations in reports from the US Conference of Mayors, the Washington State Governor’s Office of Regulatory Assistance, the Massachusetts Association of Regional Planning Agencies, the University of North Carolina School of Government, and the Southern California Association of Governments.

If you have a business-friendly idea, the Countywide Vision project is interested in hearing from you. Please send your comments and ideas by April 2, 2014 to visionproject@sbccounty.gov.

Vision in Action

All elements of the Countywide Vision are in action and our efforts are moving us closer to achieving the goals of a complete county.

We partner with local business and educators to help us produce an educated workforce capable of sustaining our economic prosperity in the future.

We partner with water agencies to conserve and plan for the future of our communities and environment.

We establish goals for health and wellness and remove physical and psychological barriers to healthy habits.

Education: Alliance for Education

Alliance For Education: The Alliance for Education is San Bernardino County's premier partnership between businesses and education communities, fostering Science Technology Engineering and Math (STEM) learning both in and out of the classroom. From kindergarten through college, students and their families, educators and businesses make an equal investment and commitment to achieve the goal of producing an educated and skilled workforce that ensures the economic well-being for San Bernardino County.

The Alliance for Education is dedicated to preparing today's local youth for successful STEM careers with the end goal of having local businesses hire San Bernardino County graduates. From tutoring, mentorship and family involvement programs — the Alliance for Education is here to help students and families prepare for the future.

<http://www.sbcalliance.org>

Water: Countywide Water Inventory

Countywide Water Inventory: A group made up of the county's water agencies, business representatives and other stakeholders was formed to come up with solutions to challenges faced by our growing county as it strives to meet water needs.

The group determined that acting separately, the county would not have enough water through 2035, but when water agencies' resources are combined, more than enough water exists to meet the needs of San Bernardino County residents and businesses through 2035. But that is only if water user's step-up conservation efforts and the public and local government leaders are willing to invest in projects that will store and protect additional water supplies.

In December 2012, the Countywide Water Inventory was honored when it earned the 2012 Good Government Award from the Building Industry Association Baldy View Chapter.

Countywide Vision Water Element Presentation:

<http://www.sbcounty.gov/Uploads/CAO/Vision/FINAL-Water-Conference-Presentation.pdf>

In December 2012, the Countywide Water Inventory was honored when it earned the 2012 Good Government Award from the Building Industry Association Baldy View Chapter.

Wellness: Community Vital Signs

Community Vital Signs: Community Vital Signs is a partnership between the community and the County that builds upon the Countywide Vision plan to establish a health improvement framework. The framework will encompass policy, education, environment and systems change and improve upon the Wellness Element of the Countywide Vision process by analyzing the health of the region, identifying barriers to services, and establishing health priorities for the County. Its goal is to improve the health of all County residents and the well-being of the community. Community Vital Signs will use data analysis, priority health indicators and outcomes to provide a foundation for future planning.

<http://www.healthysanbernardinocounty.org/>

<http://communityvitalsigns.org/>

Wellness: HEAL ZONES

HEAL ZONES: Our region benefits from the strong presence and healthcare leadership of Kaiser Permanente, Loma Linda University Medical Center and Arrowhead Regional Medical Center among others. A great example of a Wellness and healthcare success for our County is Kaiser's HEAL program.

The City of Ontario was one of six Southern California communities that received a \$1 million grant from Kaiser Permanente Southern California to encourage people in Healthy Eating Active Living (HEAL) Zones to eat better and become more physically active as part of daily life.

HEAL Zones focus on three specific goals over the next three years: Decrease calorie consumption, especially sugar-sweetened beverages; increase consumption of healthy food and beverages such as fresh fruits and vegetables; and increase physical activity.

At the end of the three-year program, the communities will incorporate walking and biking on safe routes; buying affordable fresh fruits and vegetables close to home; exercising in parks, and participating in active after-school programs as part of daily life.

Kaiser Permanente: Community Health Initiatives

http://info.kaiserpermanente.org/communitybenefit/html/our_work/global/our_work_3.html

Overview

We support innovative efforts to bring nutritious foods and safe, physical activity to local schools, workplaces and neighborhoods.

What is a healthy community? We at Kaiser Permanente believe that it's more than the absence of illness. It's an environment that supports the physical, emotional and spiritual well-being of those who live, work, and play there. It's a safe route for kids to walk or bicycle to school, a neighborhood grocery store stocked with fresh produce, parks and playgrounds that welcome families and workplaces that promote wellness and physical activity.

Our Community Health Initiatives take a prevention-driven approach to health, supporting policies and environmental changes that promote healthy eating and active living (often referred to as HEAL) in neighborhoods, schools and workplaces. Our work also addresses community economic development, environmental sustainability and neighborhood safety—key factors in promoting healthy communities. We work with community-based organizations and residents to translate their vision for healthy communities into visible, concrete changes—and ultimately healthier neighborhoods.

View the Healthy Eating Active Living (HEAL) sites on the Community Commons where you can search by initiative.

Download our latest Community Health Initiatives factsheet.

See more at: <http://share.kaiserpermanente.org/article/community-health-initiatives-3/#sthash.hM7vO3xH.dpuf>

It's Up to Us to Get Involved

Our region has many strengths and opportunities. Despite our challenges, we can realize our vision for a complete county by working together through collaboration and collective action amongst community and business partners.

This website is designed to provide the information, tools and resources you need to play a part in helping make our complete county a reality. The information is divided by each element so that community members, agencies and businesses can look for areas of strength and interest.

If you know of way county residents or businesses can get involved to strengthen our region, contact the Vision Project at visionproject@sbcountry.gov

Supporting Agencies

School Districts

[Apple Valley Unified School District](#)

[Bear Valley Unified School District](#)

[Central School District](#)

[Chaffey Joint Union High School District](#)

[Chino Valley Unified School District](#)

[Colton Joint Unified School District](#)

[Fontana Unified School District](#)

[Oro Grande School District](#)

[Redlands Unified School District](#)

[San Bernardino Community College District](#)

[San Bernardino County Board of Education](#)

[Silver Valley Unified School District](#)

[Victor Elementary School District](#)

[Yucaipa-Calimesa Joint Unified School District](#)

Community Service Agencies & Districts

[Big Bear City Community Services District](#)

[Chino Valley Independent Fire District](#)

[Helendale Community Services District](#)

[Hesperia Recreation and Park District](#)

[Indian Wells Valley Water District](#)

[Mojave Water Agency](#)

[Monte Vista Water District](#)

[Running Springs Water District](#)

[Victor Valley Wastewater Reclamation Authority](#)

Healthcare Agencies & Districts

[County of San Bernardino, Behavioral Health
Commission](#)

[Hi-Desert Memorial Health Care District](#)

Cities and Towns

[Adelanto](#)

[Apple Valley](#)

[Big Bear Lake](#)

[Chino](#)

[Chino Hills](#)

[Colton](#)

[Fontana](#)

[Grand Terrace](#)

[Hesperia](#)

[Highland](#)

[Montclair](#)

[Needles](#)

[Ontario](#)

[Rancho Cucamonga](#)

[Redlands](#)

[Rialto](#)

[San Bernardino](#)

[Twentynine Palms](#)

[Upland](#)

[Victorville](#)

[Yucaipa](#)

[Yucca Valley](#)

Resources

[Resolution Template - Adoption of Countywide Vision](#)

[Water Element Group Presentation 2013](#)

[Water Element Group Executive Summary 2013](#)

[Quarterly Vision Report July-September 2013](#)

[Quarterly Vision Report April-June 2013](#)

[Download the Countywide Vision \[pdf\]](#)

[Countywide Vision Report](#)

[Community Feedback](#)

[Community Indicators Report 2013](#)

[Community Indicators Report 2012](#)

[Community Indicators Report 2011](#)

[Community Indicators Report 2010](#)

[Stanford Social Innovation Review on Collective Impact](#)

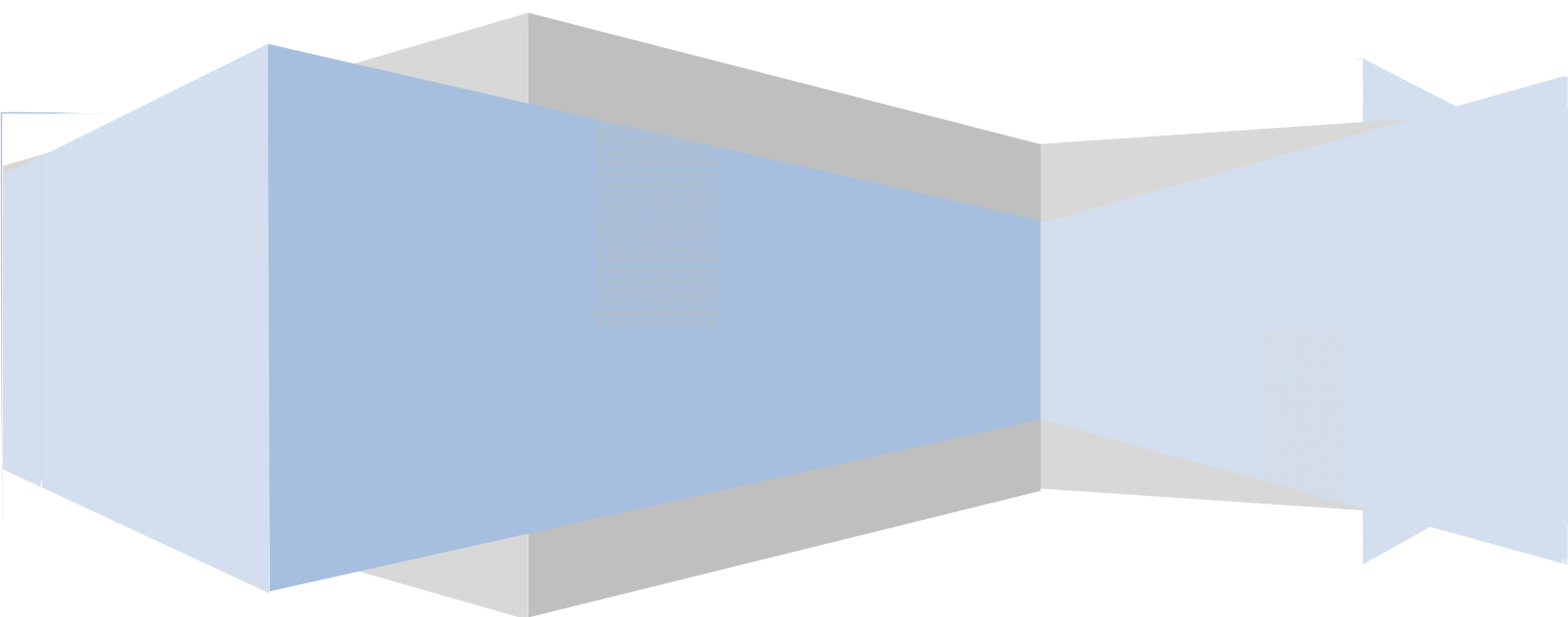
[Online Survey Results](#)

[Your County...Your Future video](#)

[2013 State of the County video](#)

[2011 State of the County video](#)

Appendix





WE ENVISION a *complete county* that capitalizes on the diversity of its people, its geography, and its economy to *create a broad range of choices* for its residents in how they live, work, and play.

WE ENVISION a vibrant economy with a skilled workforce that attracts employers who seize the opportunities presented by the county's *unique advantages* and provide the *jobs that create countywide prosperity*.

WE ENVISION a *sustainable system* of high-quality education, community health, public safety, housing, retail, recreation, arts and culture, and infrastructure, in which development complements our natural resources and environment.

WE ENVISION a *model community* which is governed in an open and ethical manner, where *great ideas are replicated and brought to scale*, and *all sectors work collaboratively* to reach shared goals.

From our valleys, across our mountains, and into our deserts, we envision a county that is a destination for visitors and a home for anyone seeking a sense of community and the best life has to offer.

Adopted by San Bernardino County Board of Supervisors and
San Bernardino Associated Governments Board of Directors

June 30, 2011





REGIONAL IMPLEMENTATION Goals

- Partner with all sectors of the community to support the success of every child from cradle to career
- Establish San Bernardino County as a model in the state where local government, regulatory agencies and communities are truly business friendly

Adopted by San Bernardino County Board of Supervisors and
San Bernardino Associated Governments Board of Directors

May 2, 2012

ROLE OF County Government

- **OUR JOB:** Our job is to create a county in which those who reside and invest can prosper and achieve well-being.
- **OUR PARADIGM:** The County of San Bernardino is a regional government. We understand that every aspect of the quality of life in a community is part of an interrelated system. The County takes responsibility for ensuring that the community has determined how, when and by whom each element of that system is being addressed in pursuit of our shared Vision of the county and the future we desire.

Adopted by San Bernardino County Board of Supervisors

April 10, 2012

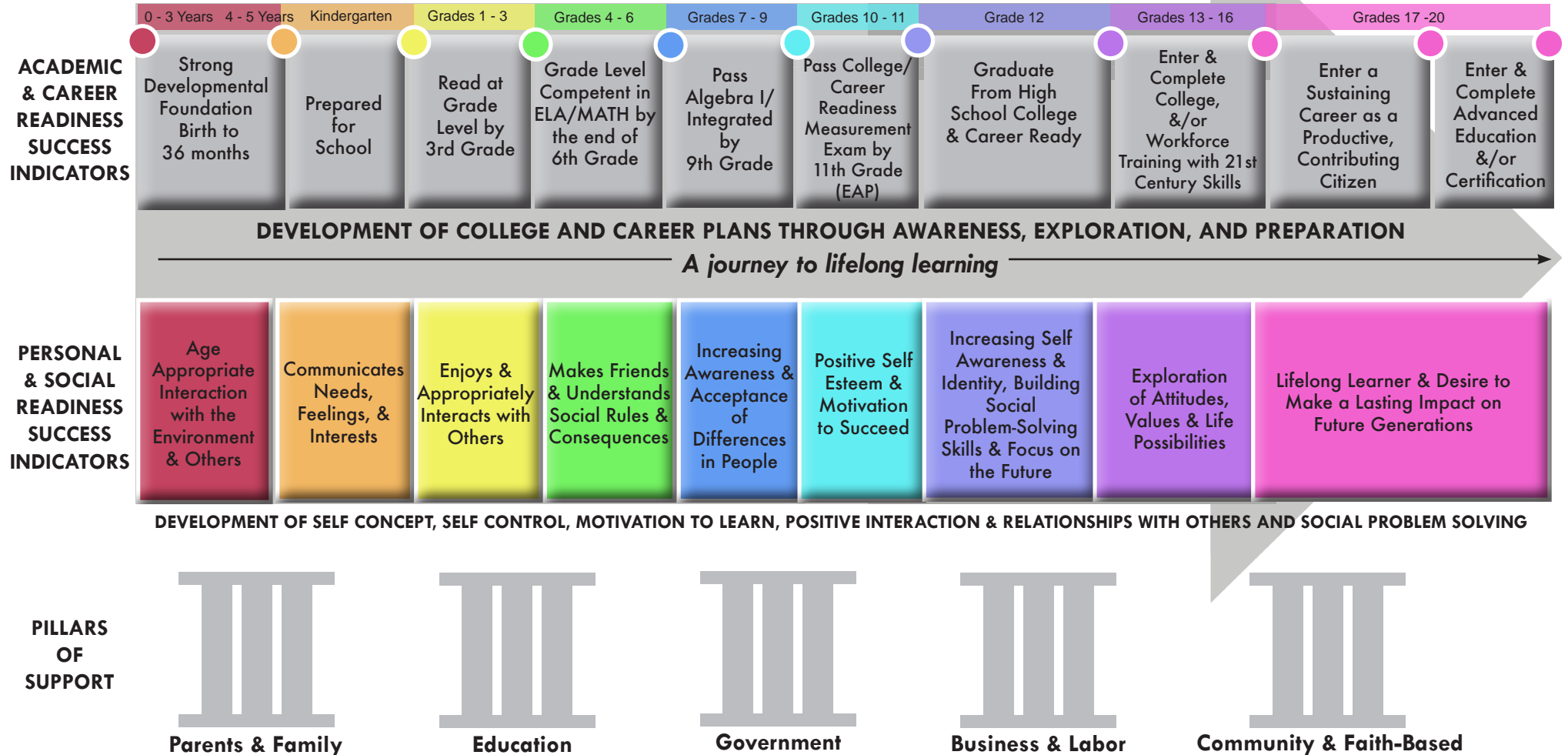




San Bernardino County Community Cradle to Career Roadmap

A Collective Impact Approach to Achieve Our Countywide Vision

Where every student has the “mindset and disposition” for college and career readiness*



*College and career readiness refers to the content knowledge, skills, and habits that students must possess to be successful in postsecondary education or training that leads to a sustaining career. A student who is ready for college and career can qualify for and succeed in entry-level, credit-bearing college courses without the need for remedial or developmental coursework.

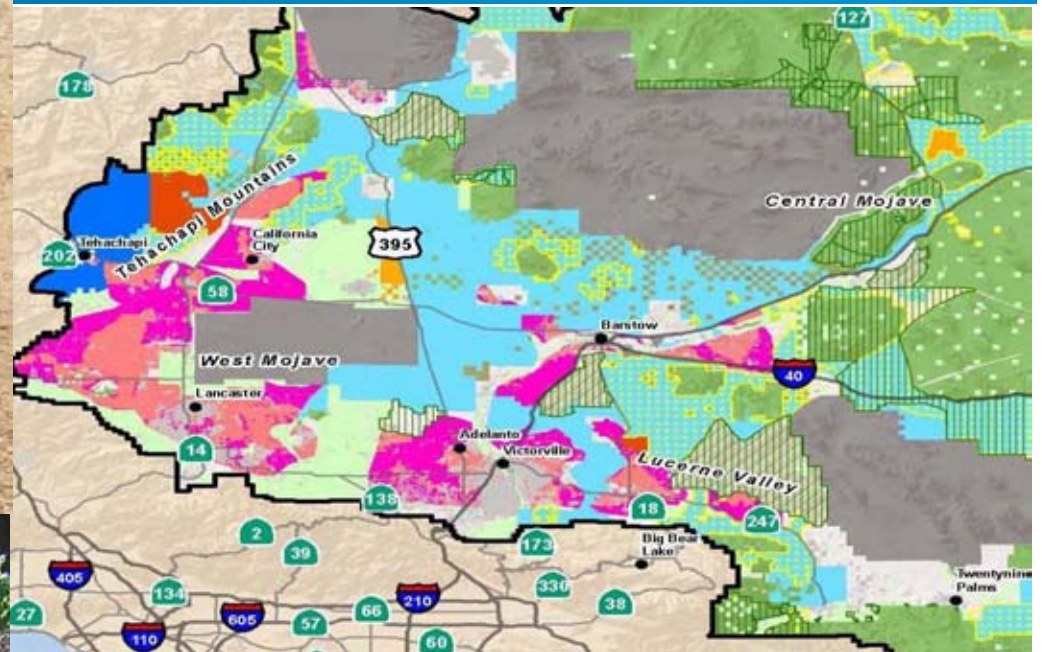
Adopted October 10, 2013

San Bernardino Associated Governments

Countywide Habitat Preservation/Conservation Framework Study



Conservation Planning



INTRODUCTION and PURPOSE

- **SANBAG lead on Countywide Preservation/Conservation Framework Study**
- **SANBAG contracted with Dudek**
- **Emphasis of Scope of Work:**
 - Exploring more comprehensive approaches to conservation – is project-by-project best?
 - Desired outcome – a framework and principles that define path forward
 - Scope does not assume specific mechanisms
 - Goal is a sustainable environment that can support expected population and economic growth

INTRODUCTION and PURPOSE

- **Dudek to conduct Study:**
 - **Documentation of Existing and Past Efforts**
 - **Identification of Data Gaps**
 - **Evaluate potential areas for conservation efforts**
 - **Subarea evaluations**
 - **Create conservation/preservation principles**
 - **Provide next steps analysis**

WHAT IT IS;WHAT ITS NOT

■ WHAT THIS STUDY INCLUDES:

- Documentation of existing conservation efforts
- Unbiased evaluation of existing data
- Data gap analysis
- Evaluation of listed species demographics
- Identification of potential sub areas

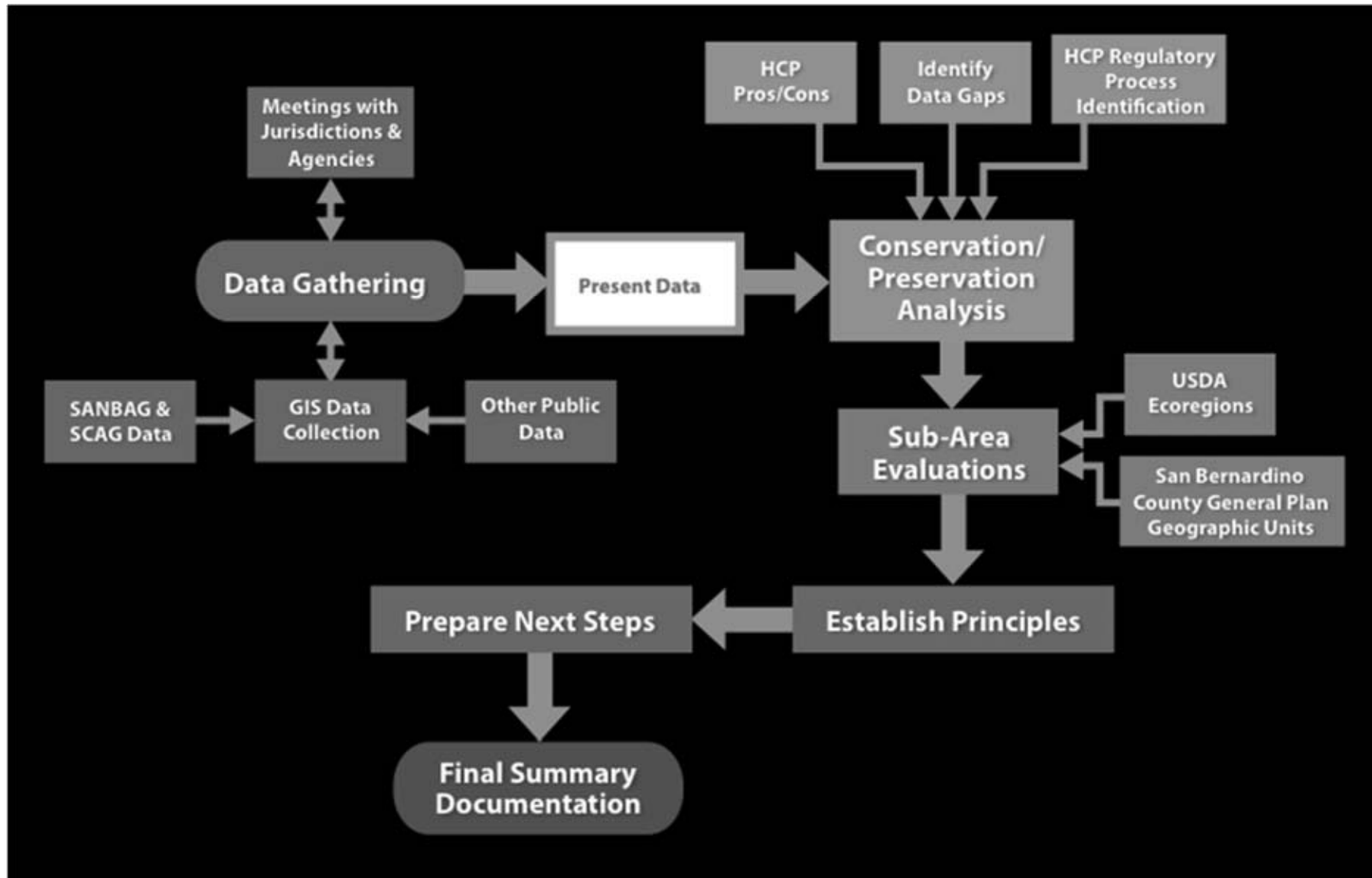
■ WHAT THIS STUDY DOES NOT INCLUDE:

- Creating a Habitat Conservation Plan
- Providing analysis of Covered Activities
- Identifying lands to be set aside for conservation/preservation
- Evaluating each city, town or agency for lands to be set aside

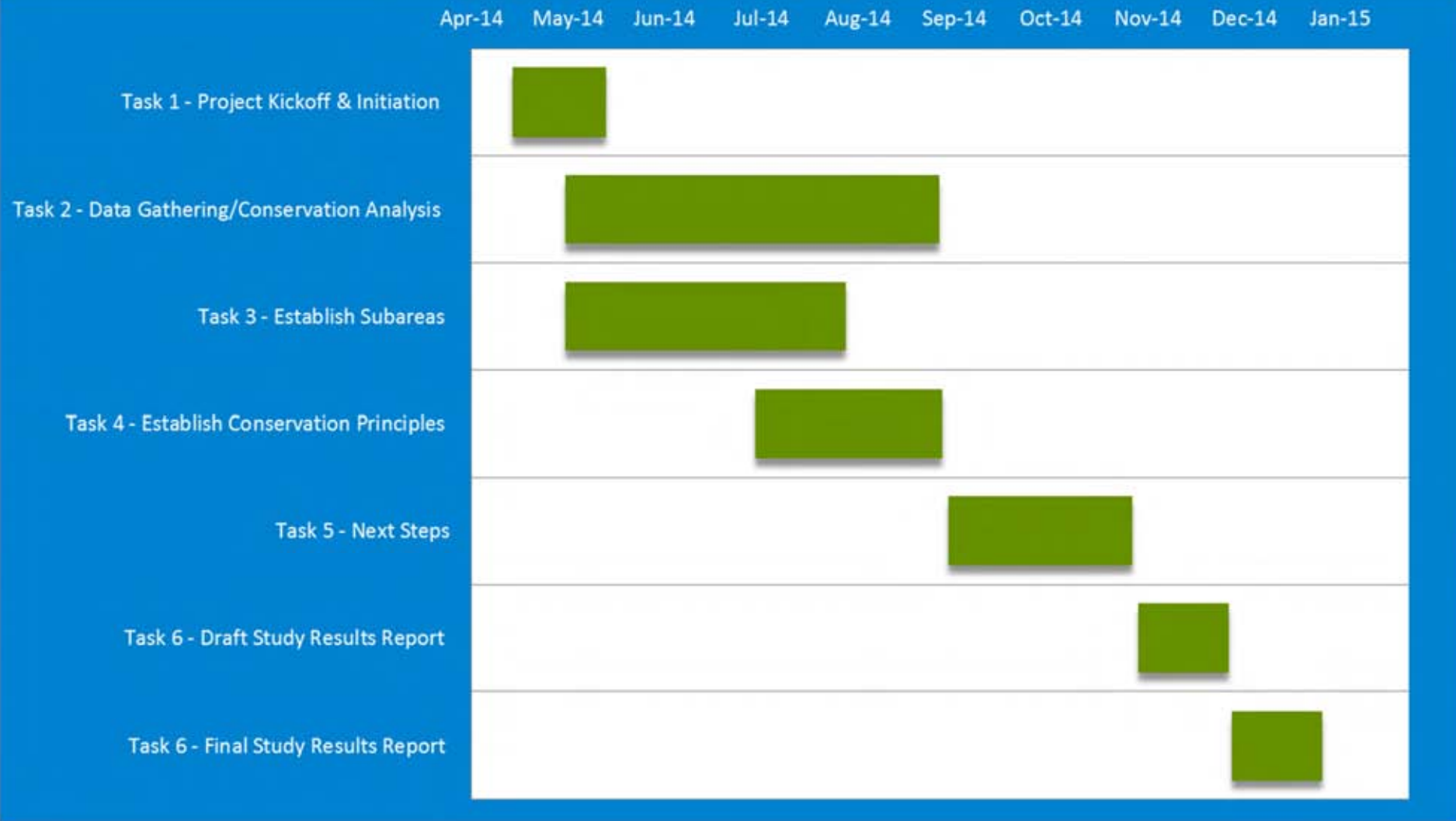
EXPECTATIONS

- **Provide feedback to Dudek and SANBAG Team**
- **Assist with data gathering requests**
- **Review and provide feedback on documents**
- **Ambassadors for the Study**

ANTICIPATED WORK FLOW



PROPOSED SCHEDULE



DISCUSSION - QUESTIONNAIRE

Your Opinions on Conservation Planning

- Things that will get better with Conservation Planning
- Things that will be challenging with Conservation Planning
- Things you want from this Study
- Tell us what initiatives you are involved with that are related to Conservation Planning

NEXT STEPS

Data Gathering

- Dudek to gather GIS data from SCAG, LAFCO, Museum and others
- SANBAG and Dudek to set up meetings with Agencies and Jurisdictions
- Dudek to evaluate past and current efforts
- Dudek to provide summary to Environment Element Group
- Dudek and SANBAG to prepare Principles for Environmental Element Group to review and provide guidance on drafting Principles

WRAP UP

- **Study will recommend a framework for Conservation Planning in County**
- **Expectations of Environment Element Group – participate in data gathering, provide feedback and guidance on documents, ambassadors for Study**
- **Leave Questionnaire behind – will help frame current conditions and efforts for Conservation Planning**
- **Contact: Stephanie Standerfer – sstanderfer@dudek.com**

Questions?

Questions

Business Friendly Best Practices

“Establish San Bernardino County as a model in the state where local government, regulatory agencies and communities are truly business friendly.” - Countywide Vision Implementation Goal adopted by the SANBAG Board of Directors and the San Bernardino County Board of Supervisors, May 2012

This inventory of best practices has been compiled as one way to help achieve the goal of being business friendly. While “business friendly” may mean slightly different things to different people, one common understanding is that of fostering a welcome environment for businesses to be created, grow and thrive. This report is a list of programs and practices that were submitted by cities and the County in response to a Best Practices Survey sent to each of SANBAG’s 25 member agencies in April 2013. Also included are some best practices identified by other governmental organizations in reports from the US Conference of Mayors, the Washington State Governor’s Office of Regulatory Assistance, the Massachusetts Association of Regional Planning Agencies, the University of North Carolina School of Government, and the Southern California Association of Governments.

These best practices can be sorted into three specific categories. The three categories are development processing, business attraction/retention, and direct business assistance (economic incentives).

Before going into the three categories it is worth taking time to discuss a concept that is the foundation for every program, procedure or effort. That concept is ***customer service***.

Customer Service

Though not explicitly mentioned in the programs listed in this report, it is good customer service that lies at the heart of a successful program. Sometimes excellent customer service can be traced back to the core attitude of an organization. Every agency has rules and laws that it has an obligation to uphold or enforce. The approach an agency uses to apply regulations makes a big difference. Does your agency try to “make” a business comply or to “help” a business comply? That subtle difference in approach can make all the difference in the world.

The first step to any business friendly effort is to commit your agency to providing excellent customer service. Start with the little things like answering the telephone, responding to e-mails. Find ways to make your processes transparent and accessible. While great customer service does not mean always saying “yes”, it does mean that when saying “no” explain the reasons why, answer quickly and clearly, and explain how you can help get the answer to “yes”.

The message for excellent customer service must come from the top, be communicated to every layer of an organization and be reinforced continuously.

Customer Service Best Practice

Formal Customer Service Procedure – Make customer service part of staff training and include in employee evaluations. The City of Adelanto has adopted a Customer Service Procedure that is formulated to help generate direction to the city’s Utility Billing Staff to best serve customers. The procedure is a set of routine practices and expectations in customer service and is built on finding a better, faster, and more efficient way of doing things. Staff receives training in the customer service procedure and managers are given the responsibility of completing job performance evaluations to see where weaknesses can be rectified. This leads to increased efficiency and better customer service.

Business Friendly Best Practices Categories

What follows are three categories of best practices: Development Processing, Business Attraction/Retention, and Direct Business Assistance. Programs are briefly described so readers can quickly determine if the practice could be applied in their own agency. At the end of the report is an appendix that lists every best practice identified by SANBAG’s member agencies along with contact information. If a practice seems like a good fit for an agency then the next step is to reach out to the contacts listed in this appendix to learn from their experiences and better evaluate appropriateness for the agency.

Development Processing

A major responsibility of every local government is land use and development processing. This is often the very first point of contact a new or expanding business will have with a local agency. The experience in the development process will largely define how “business friendly” a community appears to an outsider. While development processing can be a complex process involving multiple disciplines, departments and agencies, it is largely under the control of local government. When state, regional and federal regulatory agencies are involved in the process, local government loses some control over key parts of the process. While not in control of these outside agencies, how local governments interface with outside agencies and staff’s knowledge about those agencies and their processes can influence the ease of project approval.

Development processing best practices address six major themes:

1. Analyze Process, Performance and Cost
2. Communicate Intra and Interdepartmentally
3. Use Technology
4. Encourage Personal Responsibility and Ownership of the Process
5. Engage Reviewers and Stakeholders Early
6. Make Access Easier

Development Processing Best Practices

Analyze Process, Performance and Costs [Themes 1, 2, 3, 6] – Analysis of the process and performance trends reveals and allows prioritization of opportunities for improved predictability, efficiency, speed, and collaboration. When the whole process is visible, inefficiencies stand out. The City of Hesperia embraced this practice and in 2011 the Hesperia City Manager created a cross departmental team made up of line staff from Engineering; Planning; Building and Safety;

Building Inspections and Information Technology (IT) to examine the entire Development Review process with the goal of identifying inefficiencies; streamlining processes; improving customer service; evaluating existing technology; and providing recommendations for changes in staffing, processes and/or technology.

Over the course of a year, staff interviewed a variety of large and small residential and commercial builders to discuss the City's existing processes; visited other municipalities to examine physical layout of the development related departments and technology used; met with vendors to explore new uses of technology to improve customer service and met with existing staff to identify bottle-necks.

The resulting report included a number of discoveries that are being addressed such as delays between development steps that extended approval times; disparate filing systems between divisions which made information difficult to retrieve across divisions; development software that was too difficult for existing staff to modify and deploy and therefore was largely unused; builders' desire to have increased access to technology such as online plan submittal, electronic plan checking and webcast meetings with staff.

To address these issues, the team examined a variety of land use software systems and selected a change from Acela to CRW Trakit. The change required each division to examine and streamline processes; created a universal filing system making project information available to any user deconstructing silos; improved access to GIS during pre-Development Review Committee (DRC) and DRC meetings; improved communication between divisions and IT; and improved customer service to customers via electronic submittals and plan checking.

Although residential and commercial building has been sparse over the past two years, the City stands poised to respond to increased activity in the future with a new process, new integrated software and a new attitude.

Regularly Scheduled Inter-Departmental Meetings [Theme 2] – Inter-departmental meetings provide the opportunity for departments responsible for development processing to coordinate on matters affecting each of them beyond specific projects. The meetings are not designed for review of specific development projects. These meetings help expedite development processing because they provide a forum to develop efficiencies and coordinate processes and decrease “turf” issues.

Physical Proximity of Development Staff [Theme 2] – The simple fact of physical proximity to one another leads to increased communication and efficiency in development processing. This increases opportunities for interdepartmental staff communication and makes it easier for applicants to communicate with staff. The Town of Apple Valley put this practice into action when they opened their development services building adjacent to Town Hall. In this one place are the planning, engineering, building, economic development, housing and sewer divisions of the town with a single counter for the public. Additionally, the finance department has a person at the counter to accept payments for development related services and permits. This arrangement is convenient for the public and makes communication between staff more frequent and convenient.

Use Technology to Improve Process [Themes 3, 6] – A number of agencies have adopted technology to improve their process. Technology can be used in many ways to help improve efficiency and customer access. The use of technology ranges from in-house electronic permit tracking systems to online access to records, forms, codes and reports. Hesperia (as mentioned earlier) has adopted new software to allow for unified file and project tracking through the organization. San Bernardino County has introduced a new web-based platform for the submission of building plans. The program, known as “e-Plan”, allows for the online submission, review and approval of building plans and supporting studies. Rancho Cucamonga has a similar system for simple projects plus it has a Telephone Interactive Voice Response System that allows customers to schedule inspections, review plan check status and other case status information 24/7 over the phone.

Push Decision Making Authority Closer to the Front Counter [Theme 4] – Development processing can be a lengthy process. This is sometimes by design and incorporated into state law. But not every development or decision point is the same. Where it makes sense, eliminate lengthy and multiple reviews and push decision making authority closer to the front counter. Some basic decisions should be able to be made at the counter. Examine your permits and approval process and look for ways to eliminate multiple reviews. Establish clear guidelines for what requires a full review and what can be handled by staff and by which staff. Work with the planning commission and city council to develop the necessary policies to identify what and when decisions can be made by staff and when they need to come before commission or council. As part of its efforts to expedite the development review and permitting process, the City of Adelanto has clarified the delegating of permitting authority to the lowest staff level possible. This provides certainty to businesses and avoids the additional months added by taking permit approval to a City Council meeting.

Pre-Development Meetings [Theme 5] – Many agencies have found that meeting early with those interested in developing can have positive impacts to the process. Generally these meetings allow project applicants to meet with key staff from all of the reviewing departments (typically Planning, Building, and Fire) before they actually submit an application. These meetings help uncover any potential issues with a project before a lot of time and money is spent by the applicant and so that there are no surprises that require a plan to be reworked later. Pre-development meetings help applicants submit complete applications. Another way to get complete applications is to make sure that the submittal requirements are clear, well documented, and well communicated. There are a number of ways to organize pre-development meetings.

A notable example of this best practice is Chino’s “Jump Start” program where applicants learn about important issues and concerns, possible permit requirements and available incentives and services. At the “Jump Start” meeting, applicants receive preliminary information and advice regarding regulations, permits and fees that will be required for the new relocation or expansion. Applicants will also meet the City staff assigned to their project. Where applicable, Chino will also bring in outside agencies like the Air Quality Management District to discuss their processes and expectations as well.

The County has a similar program with pre-development review meetings with a multi-departmental strike team to discuss project concept, plans and issues prior to the formal submittal

of an application to Land Use Services. This pre-development review helps the applicant understand the process and identify any potential issues or regulatory requirements early on. This approach adds clarity and certainty to the development process. Additionally, this meeting is now free for the applicant.

Highland has a standing meeting every Thursday morning for scheduling appointments with potential development applicants to review their projects and give them preliminary feedback and recommendations. This is a no-cost meeting and includes representatives from Planning, Public Works/Engineering, Building & Safety, Public Services, and the Fire Department.

The City of Rancho Cucamonga has a program known as *Fast Track*. This program starts with a pre-development meeting but goes beyond just that. Developers and builders are encouraged to have pre-submittal meetings with economic and community development staff to discuss the overall project, discuss project challenges, and create a feasible timeline for submittal and approval. Developers and builders are also encouraged to share their development drawing with staff at 60% completion to ensure that the plans illustrate all the necessary requirements and eliminate re-submittals that add time delays. Once the project has been submitted a Planner is assigned to the project and an economic development staff member tracks the process. Staff also holds meetings during the application process to workout challenges that might arise.

The City of Yucaipa has formed an Economic Development Committee that includes not only the city but also the water district, the school district, the community college and local business leaders. The Committee will help identify all areas where issues might arise during development or areas where the applicant can be assisted. The city assigns a single staff member to be the point of contact for the project and to help shepherd the project through the development process.

One Stop Permit Center [Themes 3, 4, 6] – Part of the frustration a business owner faces during the development process is the number of approvals needed before a permit can be granted. In some cases the applicant must make multiple stops with different departments to get all of the necessary approvals with one department not necessarily being aware of the requirements for information from other departments. Some agencies have sought to address this frustration by creating “One Stop Permit Centers” where the applicant only needs to visit one counter at the agency to get all of the permits and approvals required. After all, from the business community’s perspective, they are doing business with a single city and therefore it only makes sense that there should be a single point of contact to coordinate their permits.

Redlands and Big Bear Lake are organized so that all matters of land use consideration/approval or entitlements are handled at a single, central source in City Hall. Redlands’ One-Stop Permit Center offers a single place for applicants to submit and coordinate projects and plan checks with the building, planning and engineering departments. In Big Bear Lake, planning, building, business license, engineering, utility service and fire inspection are initially reviewed, inserted into their GIS system and processed by a case manager. The case manager does the virtual “walking around” electronically with all affected agencies, divisions, and departments. The applicant can rely on electronic communications for plan review and permit issuance.

Big Bear Lake takes this concept a step further by offering a Building Concierge Service. More complex building permits and development projects are given a special pathway for consideration. A specific lead official is assigned to marshal the project through the entitlements/permits/notice of completion. Ordinarily the project is taken through a Development Review Committee which is comprised of all officials that ultimately sign off on a project, or are needed to facilitate requisite outside agency approvals. Once the project is issued permits, routine inspection visits are posted on the City's website each morning. And the City's Chief Building Official will ordinarily visit the site, project owner and others on a weekly basis to ensure all matters of inspections are being done thoroughly to ensure rapid completion.

Staff Training [Themes 2, 4] – It is no surprise that a best practice is to have staff that is knowledgeable and trained. Create a culture of training because a well-trained staff pays immediate benefits in clarity, timeliness, competence and defensible decisions. Consistent training of staff also leads to an increase in consistency and objectivity in the applications of standards and regulations. But it goes beyond knowing the specifics of their individual job. Individual planners, building plan checkers, counter technicians and permit specialists are all part of a bigger process. It is important that individuals know their job and how that job fits into the process. The City of Highland recognizes the importance of the front line staff on the counter to have the training and knowledge necessary to assist businesses with their questions on the process. The City has made staff training a regular part of their operation.

Staffing Flexibility [Theme 6]- The boom and bust cycles of the business and development cycle often mean layoffs when permit application numbers fall and backlogs when the economy recovers. To provide the best service, agencies need to be able to quickly bring on extra staff or arrange for outside third party review by consultants when application volumes grow. In addition, agencies may require specialty reviews that require specific professional certifications or expertise. Strategies used to provide this flexibility are to have a bench of pre-qualified individuals, consultants or firms that can be called upon. The key is to pre-qualify these outside staffing resources to insure they are familiar with your agency's requirements and to insure that your agency's procurement guidelines have been met so that they can be brought on board quickly. Conversely, when volumes fall agencies need to maintain core staffing levels that cover the basic minimum services. A strategy to help minimal staff to provide service during down times is to cross train the staff to provide a wide range of services than time would normally allow for during busy periods.

Business Attraction/Retention

Another aspect of being business friendly is fostering an environment that helps business growth and success. In San Bernardino County, there are many practices employed by agencies to attract new business growth and expansion or to help existing businesses stay and thrive. While it is important to let businesses know that our community is a good place to start or grow their business, it is just as important to let the businesses that are already here know that they are a valued part of the community and that we are all committed to their continued success.

Business Attraction/Retention Best Practices

Develop Relationships – There are players in every community outside of local government that are vested in business retention and attraction efforts. Where those interests align, it makes sense to develop relationships to help achieve common goals. Examples of these types of mutually beneficial arrangements are cooperative efforts with the local chamber of commerce and increased information sharing and communication with the commercial brokers working in your community.

Many cities attend chamber of commerce functions and networking opportunities. This provides a forum for two way communication. It is a way of hearing what is going on in the local business community and identifying any issues that may need to be addressed before they become problems. It is a way for a city to reach out to local businesses and show interest in their success. It also provides a forum for a city to communicate to the broader community about issues and initiatives of importance. Local chambers of commerce are usually looking for ways to provide value for their members and are natural partners to host and promote workshops and meetings. Yucaipa has partnered with their chamber of commerce to provide business practices workshops, shop local programs, and a variety of tools to be used by new or expanding businesses. One such program is aimed at small and home based businesses. The chamber has monthly meetings focused on these businesses and workshops on issues specific to the small and home based businessperson.

Another group with a vested interest in business attraction is the commercial brokers working in your community. They have a financial incentive to see businesses buy or lease space in your community. They are usually very knowledgeable about available commercial inventory and are actively marketing your community to retail, industrial and office users. Develop relationships with these brokers and make the job of selling your community easier by providing them with information that they can use - such as traffic counts and demographic information. Also, make sure that they know that they have a specific individual at city hall to call to discuss potential uses and clients.

Regional Collaboration - In a post redevelopment world with fewer resources available for business attraction efforts, working collaboratively makes sense. Where one agency alone might not have the resources, multiple agencies working together can muster the necessary resources. A perfect example of this is Opportunity High Desert.

Opportunity High Desert is a collaborative effort of the cities of Adelanto, Barstow, Hesperia, Victorville and the Town of Apple Valley. These cities are working together in a “non-competitive” atmosphere to help market the region to businesses and make the region more attractive for business development. After the demise of redevelopment, the city managers from these cities got together to discuss how they could become partners for economic development. They realized that any major development in the region benefits the region because of the increased employment and ripple effects throughout the regional economy and not just in any single city. These cities realized that there would be value to working together and speaking as a single voice for the betterment of the region as a whole. The first idea that sprang from this collaboration was to market the region at the International Council of Shopping Centers (ICSC) Conference. The staff from these cities got together and developed a new booth and marketing materials. This first collaboration has laid the foundation for other areas to work together.

Another example of collaboration in a post redevelopment era is the Tourism Marketing District created by Ontario and Rancho Cucamonga. The reduction in flights at Ontario International Airport has hurt the hospitality industry in these cities. The loss of redevelopment funds took away the resources for the branding and marketing efforts of these cities. Working in cooperation with each other and the Ontario Convention Center and Visitor's Bureau, the two cities have formed the Greater Ontario Tourism Marketing District. These agencies came together with the hospitality industry and formed this District which will generate revenue from a 2% self-assessment on hotel stays. This revenue, estimated at \$2.2 million annually, will be used to market the region, attract visitors and increase overnight stays.

Not only is the Tourism Marketing District a great example of collaboration, it is also a demonstration of cities being responsive to the needs of the business community. In this case the specific business community was the hospitality industry and this program could not be accomplished without the collaboration of that industry along with the cities.

Business Resource Centers and Business Consulting – While every city would love to attract a Fortune 500 company to their community, the fact of the matter is that small businesses are the backbone of most local economies and that is especially true in San Bernardino County. Many agencies have developed programs independently or in cooperation with other agencies and business groups to provide no and low cost business training, consulting and advice.

A cost effective way to provide this service is to partner with outside agencies that provide the type of business resource needed. Chino, Hesperia, and Rancho Cucamonga contract with the Inland Empire Small Business Development Center (IESBDC) to provide training and counseling services for small and expanding businesses. Through these contracts, business consultants establish office hours within the city to provide counseling and seminars. Examples of the subjects covered by IESBDC seminars are: starting a small business, marketing, Quick Books basics, business taxes, incorporating your business and many others.

The services of the IESBDC are available throughout San Bernardino and Riverside County but the contracts with these cities provide for set office hours, appointments and seminars within their city to make the services more accessible for their business community. These contracts also help IESBDC leverage federal funds to make sure the service can remain intact and available for little or no cost.

Another resource for business consulting is the Service Corp of Retired Executives (SCORE). The City of Redlands has a partnership with SCORE and its volunteers to provide one-on-one business counseling and monthly business workshops. The City provides a space for SCORE to hold counseling sessions and workshops.

The City of Redlands has another partnership to provide consulting services aimed specifically at manufacturing businesses. California Manufacturing Technology Consulting (CMTC) is a non-profit that helps manufacturing business performance through comprehensive process assessments and recommendations. The assessments are free and fees are charged to implement specific improvements.

Starting and operating a small business can be a challenge. There are many resources like the IESMDC, SCORE, and the Small Business Administration that exist to help small business formation and expansion. A city does not need to duplicate the work of these organizations but can partner with them and help make access to those existing resources easier.

The City of Yucaipa subscribes to a non-profit resource called Tools for Business Success. This subscription links Yucaipa's website to business tools, resources and information designed by economic and business development professionals on topics such as starting your business, using networking and social media, selling to the government, and using technology in your business. Yucaipa uses this service to provide a resource that they would otherwise not be able to due to limited staff.

Other resources available to all businesses in the County and to every city are those provided through the County Economic Development Agency and Workforce Development Department.

The Workforce Development Department provides business workshops throughout the year to help employers stay in business and increase employment. The workshops are free and focus on topics like finances, marketing and human resources.

Another resource provided by the County is a free human resource hotline at (800) 399-5331 that is available for businesses to call for answers to employment and labor law questions and for help with other employee related issues.

In addition to direct consulting services, agencies also use their websites to provide useful links to business resources. The County Economic Development Agency website provides information and links to incentive programs, business tools, and workforce services at <http://www.sbcountyadvantage.com/Business-Services.aspx>.

Demographic, Real Estate, Market and Economic Data – There is one commodity that local government possess that businesses need and that is information. Cities have information on land uses, local demographics and the local economy and this information is valuable to new and expanding businesses. This information is available in many agencies by request. The County offers “Boardroom ready” reports on the latest business, consumer spending and demographic data. The City of Redlands also offers similar data through an online Market Analysis Business Tool at <http://www.cityofredlands.org/ds/rda/market>. A business may be interested in leasing a new location in a community and can go online, pinpoint the parcel on a map or enter an address and have a demographic and economic report generated showing information about median household income, age distribution, and the number of households with a certain distance or drive time from the location.

Important to retail businesses are traffic counts. This data is routinely collected by cities and can be made available to businesses interested in locating in the community.

The County provides site selection assistance for businesses looking to expand. They will provide customized data on properties that meet the criteria for the business and will even

arrange for a site tour with real estate brokers or developers. Some cities provide online information on available buildings and land while others provide regularly updated reports.

The main point of all of these efforts is to increase access to the data you may already have. The easier it is for a business, commercial broker or location executive to find data on your community, the more likely they will be to give your community serious consideration.

Communicating with Business – It is important for a local government to have the pulse of the business community to make sure that their city has an environment that is conducive to business and to understand if there are any local conditions that are having a negative impact. It does no good to try and address a problem after a business has decided to close or move from your city. To truly be business friendly a city must take the time to know what is happening with business so issues can be anticipated and dealt with before a business closes its doors or moves out of town. Many cities have programs to reach out to their business community in different ways.

New business receptions are a way to welcome a new business to your community. An entrepreneur has gone through the effort of starting a business in your community; let them know that you are glad that they opened their business in your community. New business receptions are held monthly or quarterly and allow a city to thank the business for opening, to find out about the type of business they are, to introduce the new business owners to city government and departments so they know the faces and the names of the people they can turn to for help with city issues. The new business reception also allows new business owners a chance to network with each other and do some business to business marketing. It is also an opportunity to find out if the business provides products or services that your city can use so you can help them get on bidders lists and with advice on how to do business with your city.

Another way to connect is through a formal business visitation program. City staff systematically arranges visits with businesses in the community as a regular part of their weekly and monthly duties. The visit to the business allows a city to show the business that they care about their success and introduce staff that the business can personally contact if they need assistance with the city. It also provides a city with an opportunity to collect data on the local economy and allows a city to gain crucial information on what they are doing right and what they could do better. This information can help a city stay in front of any potential problems and take action before a business is lost.

The City of Ontario, in partnership with the Ontario Chamber of Commerce has formed a Business Retention Committee to be a part of their one on one business visits. The Business Retention Committee is unique in that it involves the business community and city staff in selecting the businesses to visit, in conducting the visits and finally in formulating follow-up actions. This gives the city a broader perspective as they work to keep the businesses they have.

Yucaipa has also partnered with their chamber of commerce for a business visitation program. The City Manager or the Community Development Director set aside time each month with the President of the Yucaipa Chamber of Commerce to visit businesses together. This started during a construction project in the business district as a way to keep the business owners informed but has continued and been expanded throughout the city.

The County Workforce Development Department has a Business Resource Team with representatives assigned to different geographic areas of the County. These representatives visit businesses each month to provide recruitment and job training assistance but also to survey the businesses to see how they are doing.

Filming Assistance Program – San Bernardino County has many unique locations that filmmakers love to use. The City of Big Bear Lake is home to some of those locations and has created, in cooperation with the Inland Empire Film Commission (IEFC), a Filming Assistance Program to provide assistance to production companies and help attract more location shooting and its related economic impact. The program consists of a specific staff person assigned to help the production company find locations, satisfy hospitality and logistical needs, secure permits and field support during filming. The IEFC (<http://filminlandempire.com/home.htm>) is a division of the Inland Empire Economic Partnership and is available to provide similar filming assistance throughout San Bernardino County and its cities.

Direct Business Assistance

Another way that some local governments help business is by providing economic incentives directly or indirectly as a conduit to other sources of funding. The best practice is to know what direct assistance programs are available and know when they are appropriate for a particular business. In addition, with the loss of redevelopment, agencies must be much more creative if they are going to provide direct business assistance.

Direct Business Assistance Best Practices

Recycling Market Development Zone (RMDZ) – Local agencies can take advantage of this program by CalRecycle which combines recycling with economic development to fuel new businesses, expand existing ones, create jobs, and divert waste from landfills. This is primarily a marketing, technical assistance and loan program. The program provides loans at attractive rates, technical assistance and free product marketing to businesses that use materials from the waste stream to manufacture their products. There are several RMDZs that cover almost all of San Bernardino County.

Building Permit Fee Waivers for Energy-Efficient Systems – In this County program, businesses are given an incentive for projects that make an existing building more energy efficient. A building owner that is upgrading to a more efficient HVAC system or adding solar panels can have up to \$5,000 of the building permit fee waived. This makes it more attractive for a business to make an investment that will lower their monthly operating costs and help the bottom line.

Economic Development Electrical Rate – Rancho Cucamonga has a municipal utility and they leverage that fact to aid new business growth. The City's municipal utility provides discounts to new qualifying electric customers, which can help to offset startup or relocation costs. The special rate is available to customers projected to have high energy demands. A recent example

of this incentive being used was for a food processing company that used large refrigeration equipment. The cost savings received from this incentive helped offset the company's startup costs that helped to tip the scales in Rancho Cucamonga's favor when the company decided to relocate.

Microenterprise Assistance Grant - The City of Redlands began this program to provide grants from \$5,000 to \$25,000 to eligible businesses that want to establish a new business or expand an existing business in the City of Redlands. This is a grant program and does not need to be repaid as long as all of the terms of the program are met. The City established the program with funds from their Community Development Block Grant funds.

Economic Development Loan Program – The City of Redlands established this program to provide loans from \$25,000 to \$150,000 to eligible businesses that want to establish a new business or expand an existing business in the City of Redlands. The loan must be 100% collateralized and be personally guaranteed by the borrower. The program is funded from the Community Development Block Grant funds the City receives.

Building Façade Program – The City of Yucaipa has a building façade program to provide grants to businesses in targeted areas of the community for the purpose of upgrading the façade of their building to match the theme of that specific target area. The business is able to give their building an attractive facelift which helps improve the visibility and appeal of their business. This program was part of the Yucaipa Redevelopment Agency but Yucaipa has kept the program going even after the elimination of redevelopment.

Appendix

Program Contact Information

Program Name	Agency	Contact
Formal Customer Service Procedure	Adelanto	Onyx Jones, Interim Finance Director (760) 246-2300 x3036 ojones@ci.adelanto.ca.us
One Stop Permit Center	Big Bear Lake	Jim Miller, Community Development Director (909) 866-5831
Building Concierge Service	Big Bear Lake	Phil Mosley, Building Official (909) 866-5831
e-Plan Web-Based Plan Submittals	County	Gil Estrada, Building Official (909) 252-5224 gilbert.estrada@lus.sbcounty.gov
Pre-Application Development Review/Strike Team	County	Terri Rahhal, Planning Director (909) 252-5224 terri.rahhal@lus.sbcounty.gov
“Jump Start” Pre-Development Meetings	Chino	Cruz Esparza IV, Business Development Manager cesparza@cityofchino.org
Economic Development Committee Pre-Development Review	Yucaipa	Paul Toomey, Community development Director (909) 797-2489 x247 ptoomey@yucaipa.org
Development Review Process Analysis	Hesperia	Mike Podegracz, City Manager (760) 947-1224 mpodegracz@cityofhesperia.us
Development Services Staff Co-Location	Apple Valley	Lori Lamson, Community Development Director (760) 240-7000 llamson@applevalley.org
Free Pre-Development Application Review	Highland	John Jaquess, Community Development Director (909) 864-6861 x213 jjaquess@cityofhighland.org
Project Tracking & Expediting	Highland	John Jaquess, Community Development Director (909) 864-6861 x213 jjaquess@cityofhighland.org
Public Counter Staff Training	Highland	John Jaquess, Community Development Director (909) 864-6861 x213 jjaquess@cityofhighland.org
Fast Track Entitlement Process	Rancho Cucamonga	Flavio Nunez, Management Analyst

		(909) 477-2700 Flavio.Nunez@cityofrc.us
Rancho Advantage – Attraction/Retention Program	Rancho Cucamonga	Flavio Nunez, Management Analyst (909) 477-2700 Flavio.Nunez@cityofrc.us
One Stop Permit Center	Redlands	Robert Dalquest, Assistant Director Development Services (909) 798-7555 rdalquest@cityofredlands.org
Opportunity High Desert	Adelanto, Apple Valley, Barstow, Hesperia, Victorville	Frank Robinson, Apple Valley Town Manager (760) 240-7000 FRobinson@applevalley.org
Filming Assistance Program	Big Bear Lake, Inland Empire Film Commission	Cheri Haggerty, Communication Director (909) 866-5831 Sheri Davis, Director (951) 377-7849 sheridavis@filminlandempire.com
Business Resource Center	Chino	Cruz Esparza IV, Business Development Manager cesparza@cityofchino.org
Available Site/Building Database	Chino	Cruz Esparza IV, Business Development Manager cesparza@cityofchino.org
Current Demographic Information	Chino	Cruz Esparza IV, Business Development Manager cesparza@cityofchino.org
Annual New Business Reception	Chino	Cruz Esparza IV, Business Development Manager cesparza@cityofchino.org
Network with Commercial Brokers	Chino	Cruz Esparza IV, Business Development Manager cesparza@cityofchino.org
Participation with Chamber of Commerce	Chino	Cruz Esparza IV, Business Development Manager cesparza@cityofchino.org
Demographic, Market and Economic Data	County – Economic Development Agency	Soua Vang, Economic Development Coordinator (909) 387-4385 svang@ed.sbcounty.gov
Industry Specific Reports	County – Economic Development Agency	Soua Vang, Economic Development Coordinator (909) 387-4385 svang@ed.sbcounty.gov
GIS Mapping	County – Economic Development Agency	Alex Holsheimer, Economic Development Coordinator (909) 387-4385 aholsheimer@ed.sbcounty.gov

		ov
Business Retention Monthly Visits and Surveys	County – Workforce Development Department	Brad Gates, Deputy Director (909) 387-9802 bgates@wdd.sbcounty.gov
Business Workshops	County – Workforce Development Department	Brad Gates, Deputy Director (909) 387-9802 bgates@wdd.sbcounty.gov
Human Resources Hotline	County – Workforce Development Department	Brad Gates, Deputy Director (909) 387-9802 bgates@wdd.sbcounty.gov
Employment Resources Centers	County – Workforce Development Department	Miguel McQueen, Deputy Director (909) 387-9885 mmcqueen@wdd.sbcounty.gov
Participation with Chamber of Commerce	Highland	John Jaquess, Community Development Director (909) 864-6861 x213 jjaquess@cityofhighland.org
Community Festivals	Highland	John Jaquess, Community Development Director (909) 864-6861 x213 jjaquess@cityofhighland.org
Economic Development Website http://economicdevelopment.cityofhighland.org/	Highland	John Jaquess, Community Development Director (909) 864-6861 x213 jjaquess@cityofhighland.org
Business Retention Committee	Ontario	Tanya Spiegel, Economic Development Coordinator (909) 395-2081 tspiegel@ci.ontario.ca.us
Business Attraction Website http://www.ontariothinksbusiness.com/	Ontario	Christopher Kennedy, Economic Development Coordinator (909) 395-2472 ckennedy@ci.ontario.ca.us
Small Business Development Center	Rancho Cucamonga, Inland Empire Small Business Development Center	Flavio Nunez, Management Analyst (909) 477-2700 Flavio.Nunez@cityofrc.us Vincent McCoy, Director 951-781-2345 vmccoy@iesmallbusiness.com
Tourism Marketing District	Rancho Cucamonga, Ontario, Ontario Convention Center & Visitors	Michael Krouse, President & CEO - Ontario Convention Center & Visitors Bureau (909) 937-3001 mkrouse@ontariocvb.com

	Bureau	
California Manufacturing Technology Consulting Services	Redlands	Mike Nelson, Economic Development Manager (909) 335-4755 mnelson@cityofredlands.org
Site Selection Assistance	Redlands	Mike Nelson, Economic Development Manager (909) 335-4755 mnelson@cityofredlands.org
Online Market Analysis Tool http://www.cityofredlands.org/ds/rda/market	Redlands	Janet Miller, Project Manager (909) 335-4415 jmiller@cityofredlands.org
SCORE Business Consulting and Workshops	Redlands	Heather Smith, Project Manager (909) 798-7629 hsmith@cityofredlands.org
Business Visitation Program	Redlands	Mike Nelson, Economic Development Manager (909) 335-4755 mnelson@cityofredlands.org
Business Visitation Program	Yucaipa	Paul Toomey, Community Development Director (909) 797-2489 x247 ptoomey@yucaipa.org
Chamber of Commerce Partnership – Workshops	Yucaipa	Paul Toomey, Community Development Director (909) 797-2489 x247 ptoomey@yucaipa.org
Online Business Tools http://www.yucaipa.org/cityDepartments/communityDevelopment/information.php	Yucaipa	Paul Toomey, Community Development Director (909) 797-2489 x247 ptoomey@yucaipa.org
Chino Valley Recycling Market Development Zone	Chino	Cruz Esparza IV, Business Development Manager cesparza@cityofchino.org
Recycling Market Development Zone	County – Economic Development Agency	Alex Holsheimer, Economic Development Coordinator (909) 387-4385 aholsheimer@ed.sbcounty.gov
Building Permit Fee Waivers for Energy Efficiency	County	Gil Estrada, Building Official (909) 252-5224 gilbert.estrada@lus.sbcounty.gov
Economic Development Electrical Rate	Rancho Cucamonga	Flavio Nunez, Management Analyst (909) 477-2700 Flavio.Nunez@cityofrc.us
Microenterprise Assistance Grant	Redlands	Janet Miller, CDBG Program Manager (909) 335-4415 jmiller@cityofredlands.org
Economic Development Loan Program	Redlands	Janet Miller, CDBG Program Manager

		(909) 335-4415 jmiller@cityofredlands.org
Building Façade Program	Yucaipa	Paul Toomey, Community Development Director (909) 797-2489 x247 ptoomey@yucaipa.org

DRAFT



Countywide Vision Water Element

Celeste Cantú, Santa Ana Watershed Project Authority
Doug Headrick, San Bernardino Valley Municipal Water District
Craig Miller, Inland Empire Utilities Agency
Kirby Brill, Mojave Water Agency

August 10, 2012

Countywide Water Element Vision

Problem Statement: Improve countywide effort to plan and manage water resources in San Bernardino County

Vision: Develop a Countywide strategy that encourages collaboration among business, residents, and water agencies that will:

- Address multiple watersheds and water agencies
- Build institutional and organizational capacity for future countywide networking efforts
- Create mutually beneficial investment opportunities to ensure adequate water supplies and quality for the future

Inventory Sources

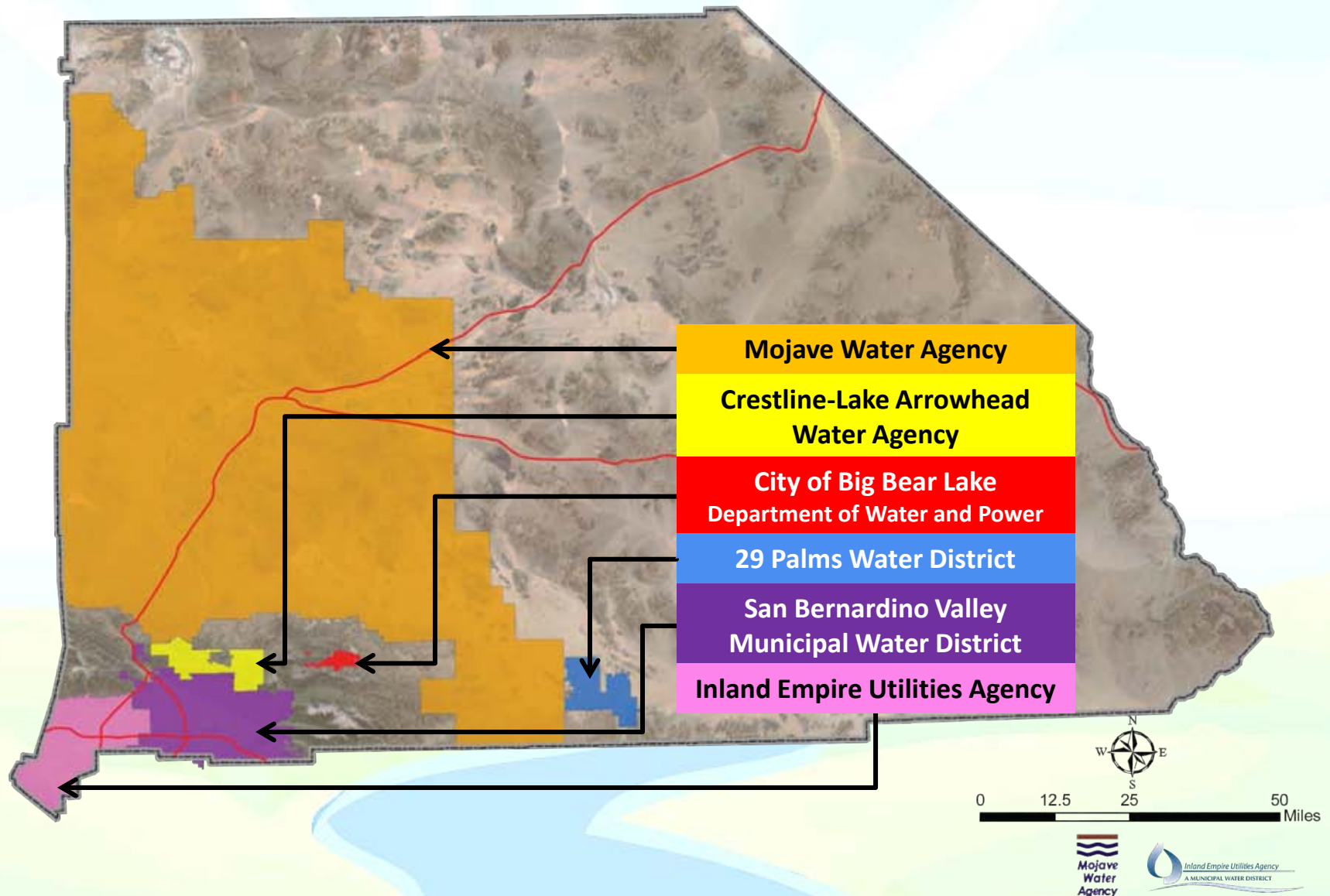
Urban Water Management Plans

- Required by law
- Purpose is to show that an agency has enough supply to meet growing demands
- Investment/funding required to realize plans

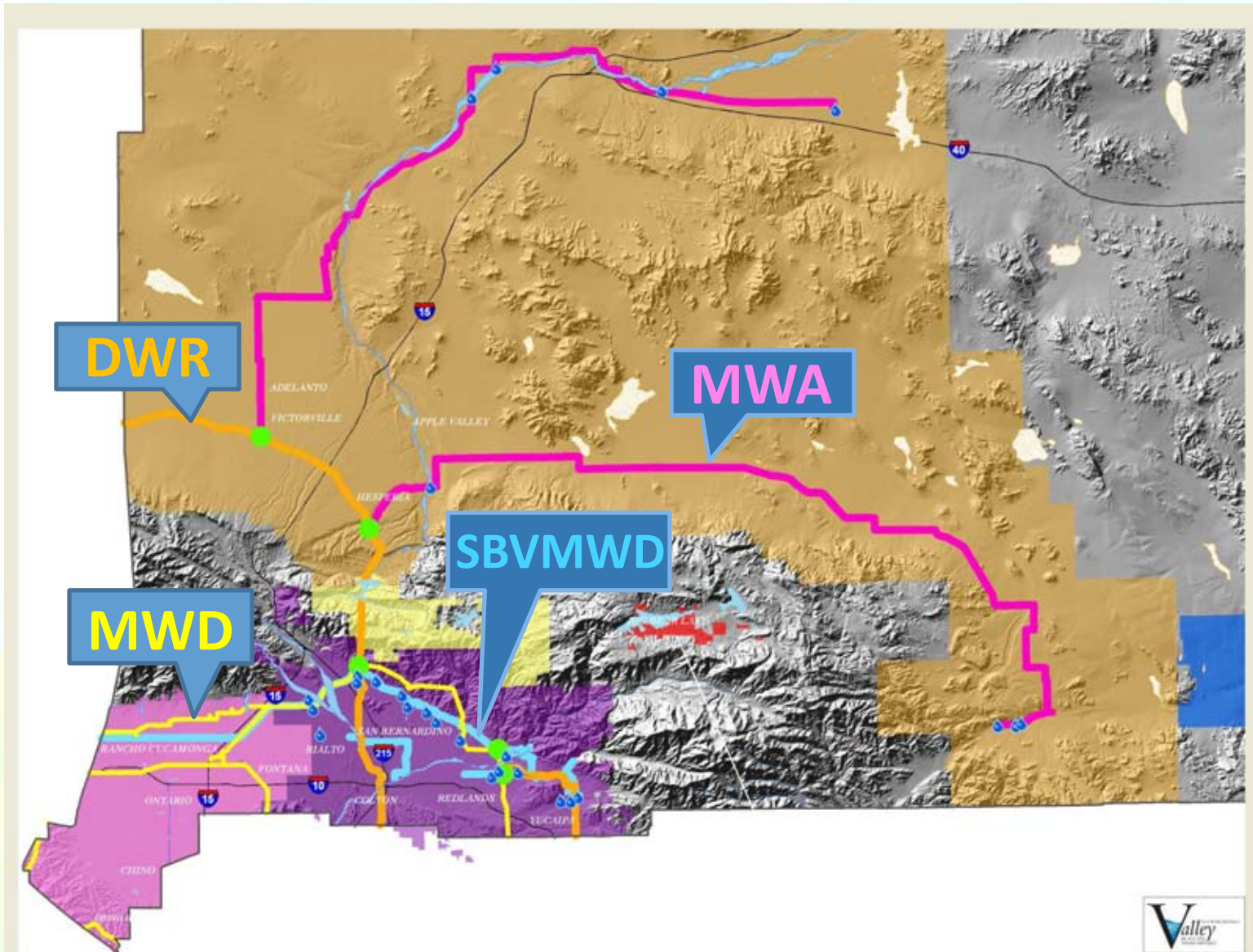
Santa Ana Watershed Project Authority

- One Water, One Watershed Water Supply Reliability Pillar

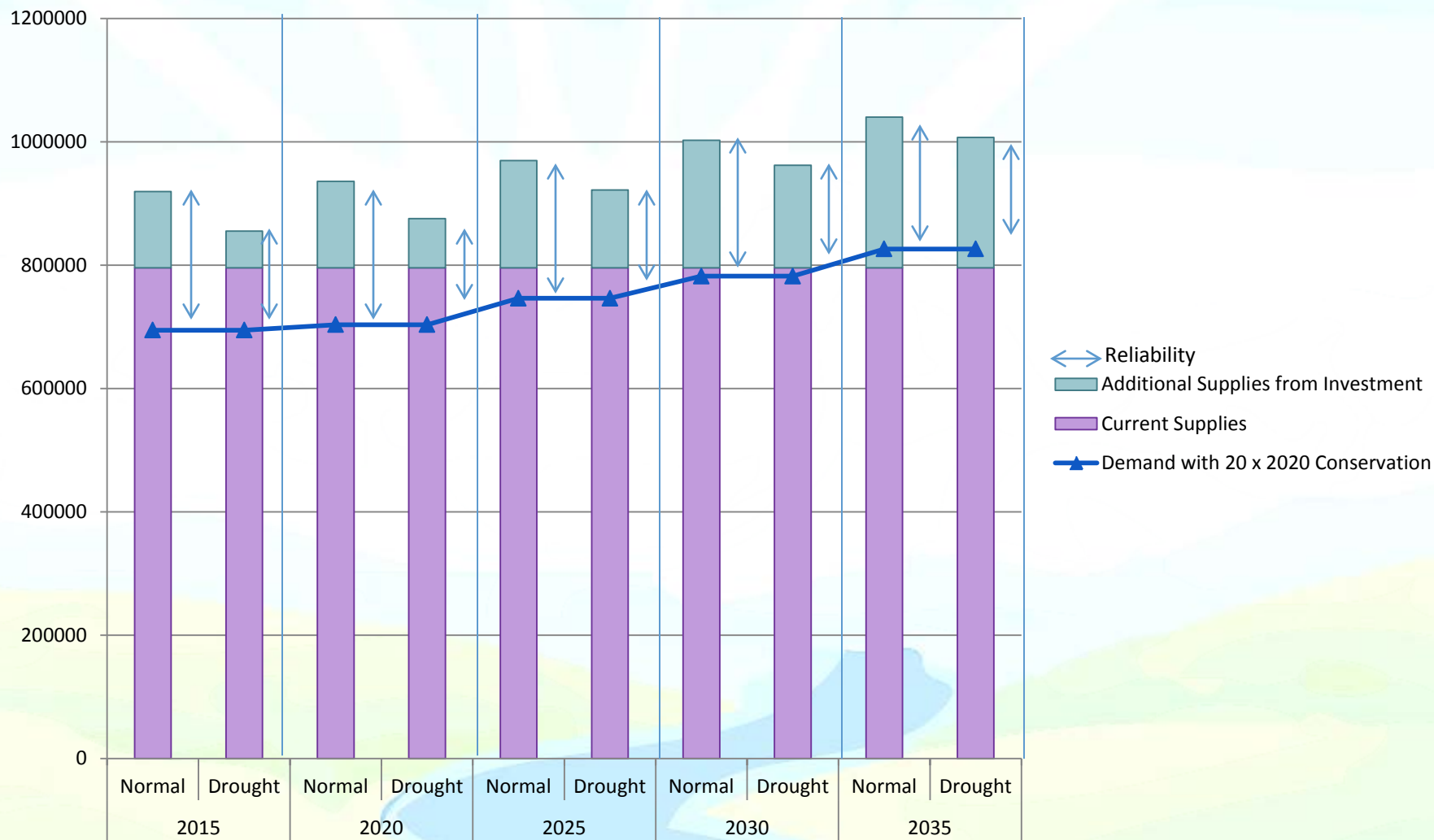
Inventory: Regional Water Agencies



Inventory: Regional Water Facilities



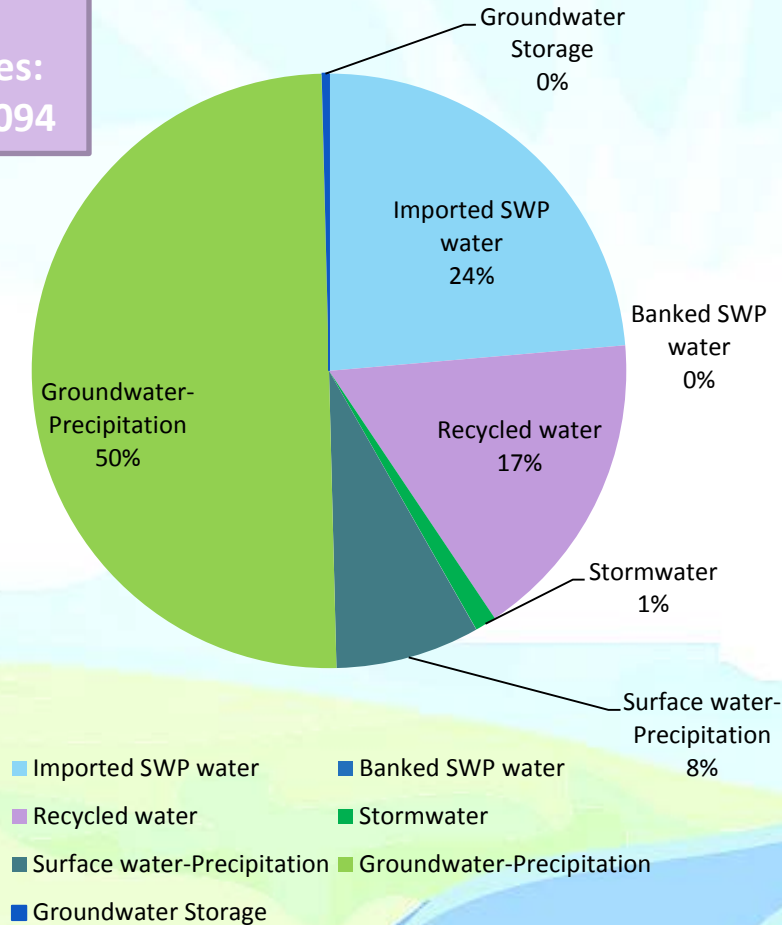
Inventory: Results



Inventory: Water Supply Portfolio

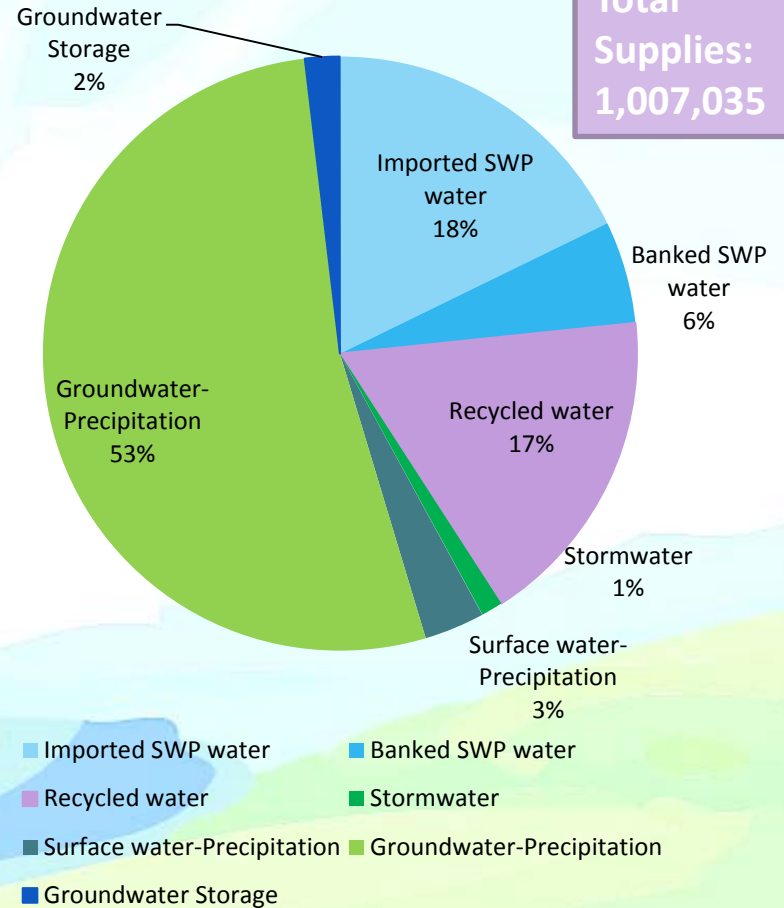
Normal Supply, 2035

Total
Supplies:
1,040,094

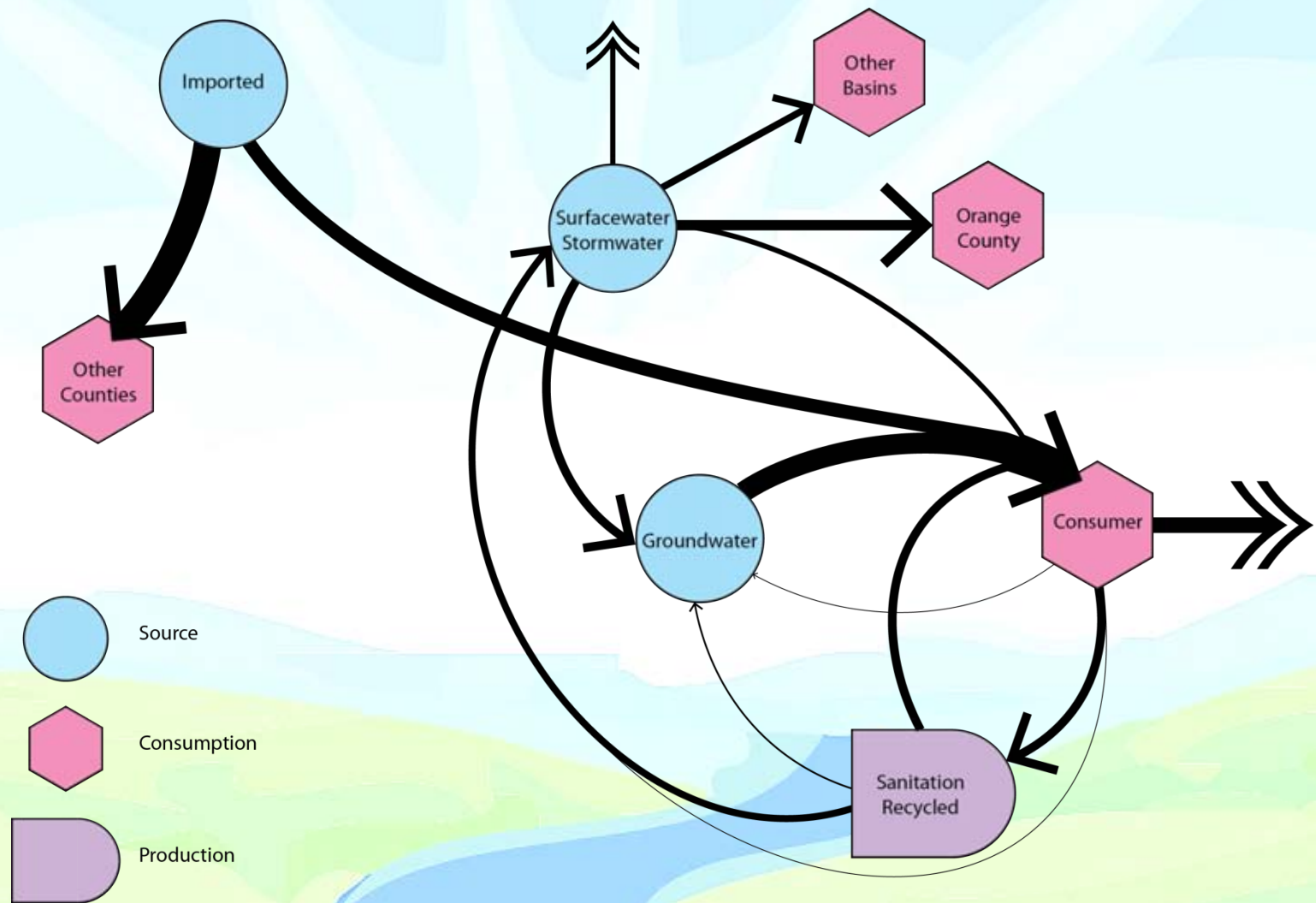


Drought Conditions, 2035

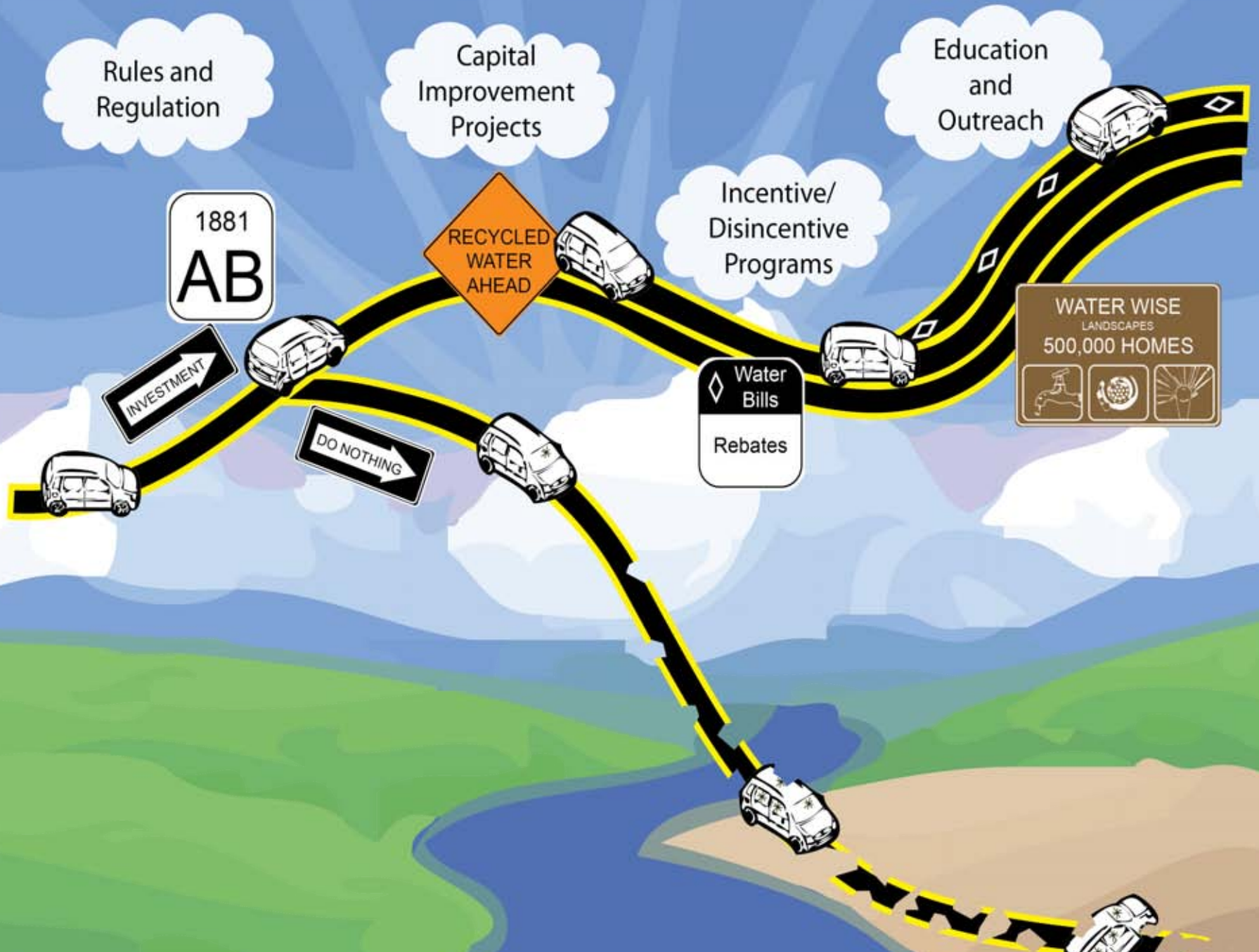
Total
Supplies:
1,007,035



County Water Resources



Data Source: 2010 Urban Water Management Plans





What do we need to know?

What are the threats?

How can we improve our supplies?

How can we better manage our demand?

Threats to Water Supply

No Control

Precipitation

1. When will it rain?
2. How much?
3. Drought? How long?

Disaster

1. Earthquakes
2. Delta
3. Power failure
4. Wildfire

Control?

Threats

1. Stormwater capture
2. Threatened species
3. Invasive species
4. Sediment Transport
5. Water quality degradation
6. Climate Change
7. Water Waste

Local Threats

Santa Ana Sucker



SB Kangaroo Rat



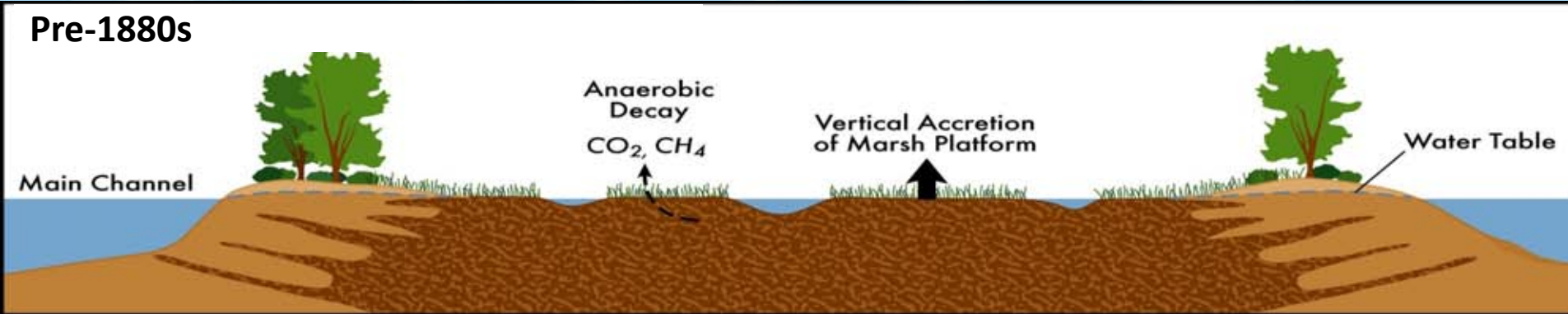
Sacramento Delta Threatened/Endangered Species

- Delta smelt
- Longfin smelt
- Chinook Salmon
- Green and white sturgeon
- Central valley steelhead
- Sacramento splittail

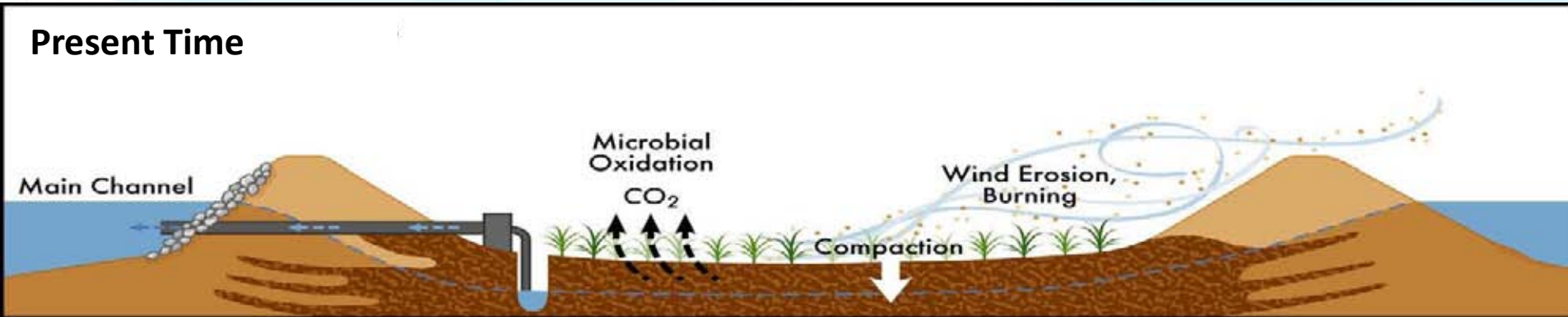


Bay-Delta Islands or Holes?

Pre-1880s



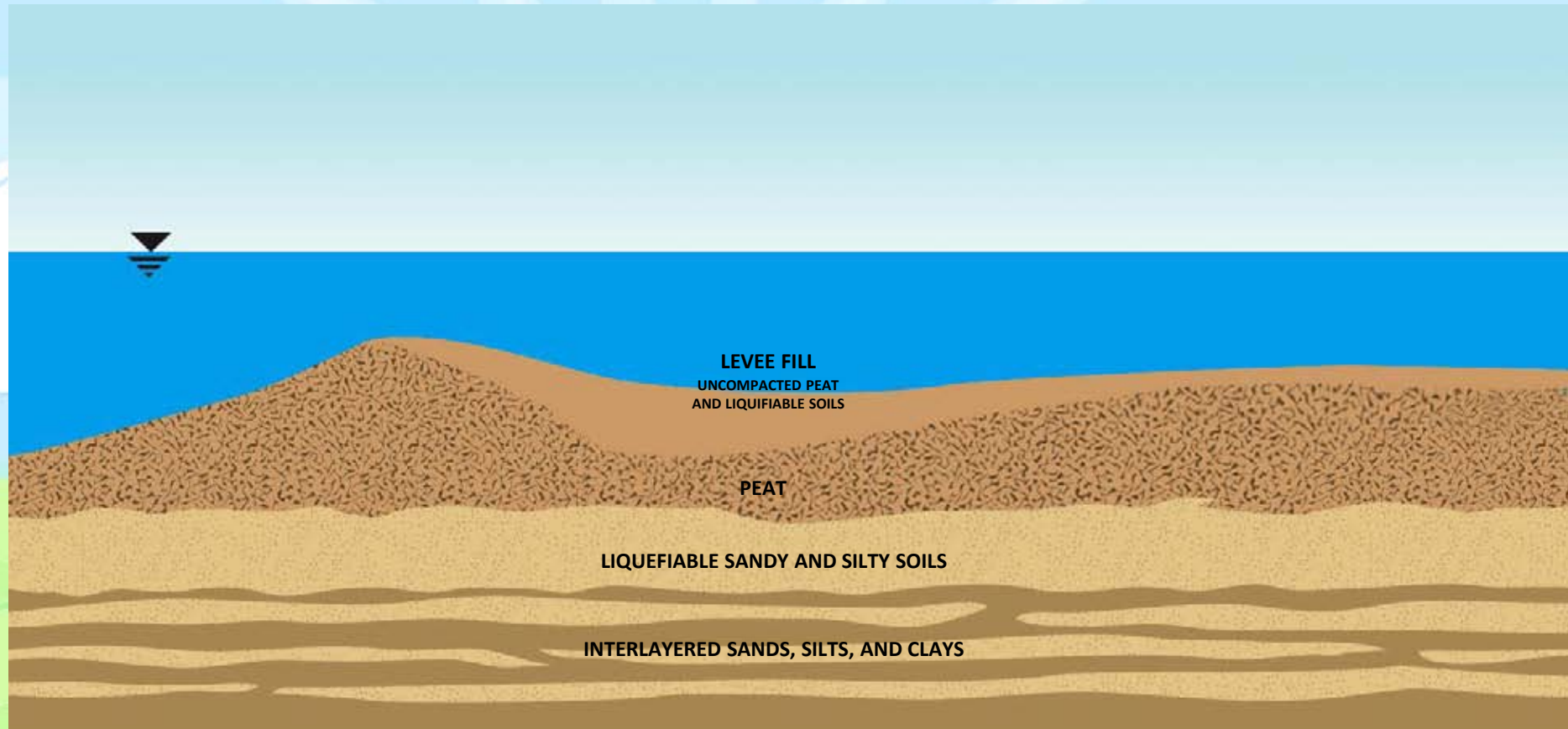
Present Time



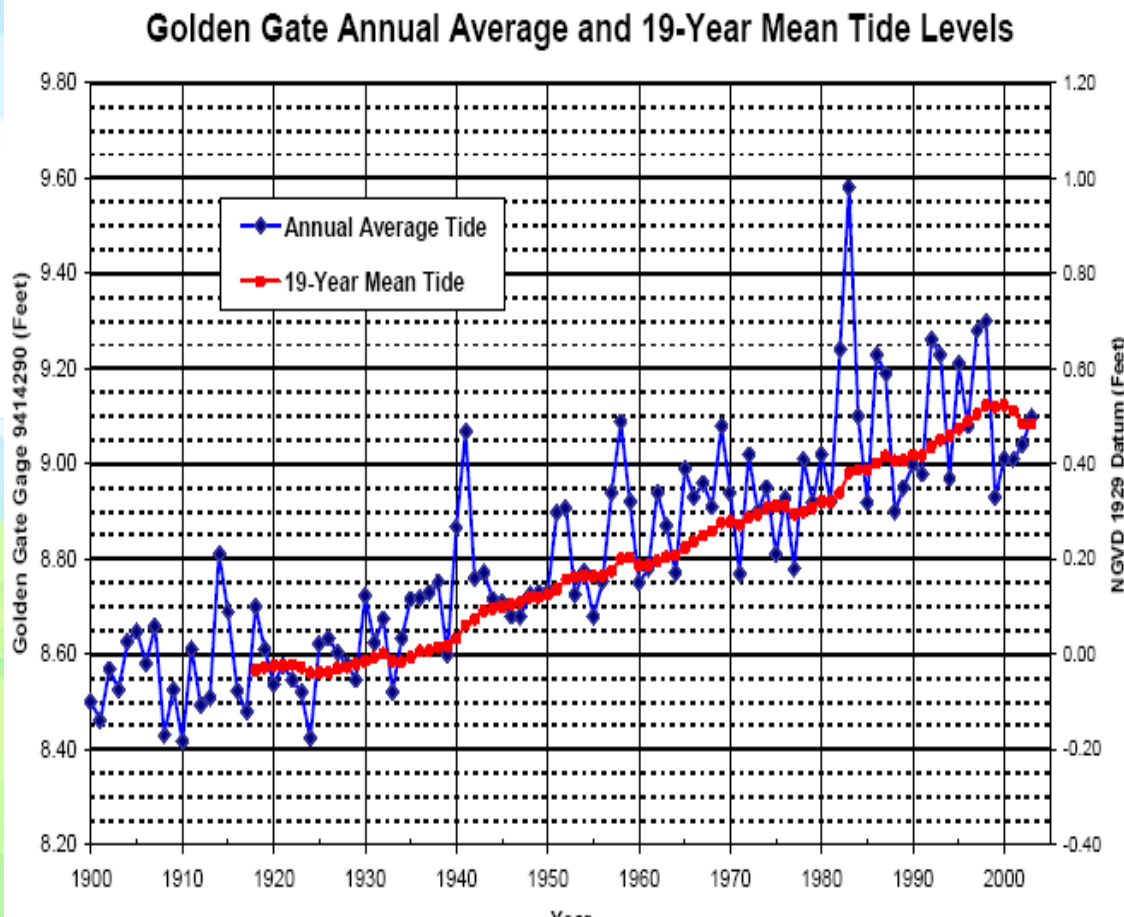
Levee Failure



Earthquake Induced Levee Failure



Climate Change and Sea Level Rise



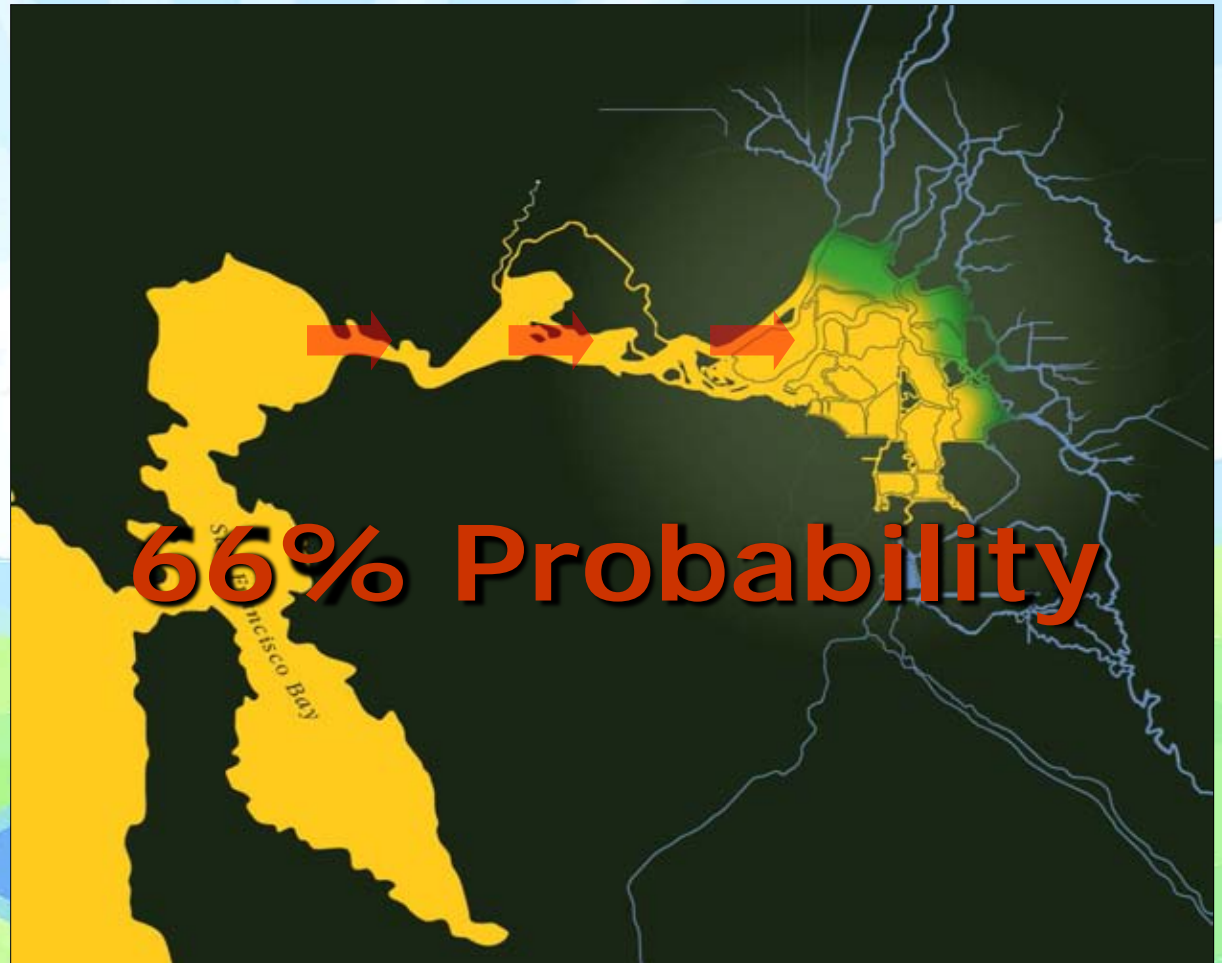
Past (1900 – 2000)
+ ½ ft sea level rise

Future (2000 – 2100)
½ to 3 ft sea level rise

When Delta Levees Fail: The “Big Gulp”

300 billion gallons
of salt water flow
into the Delta in
first few days

Cost \$40 Billion



Water Supply and Habitat Loss

Local Supplies

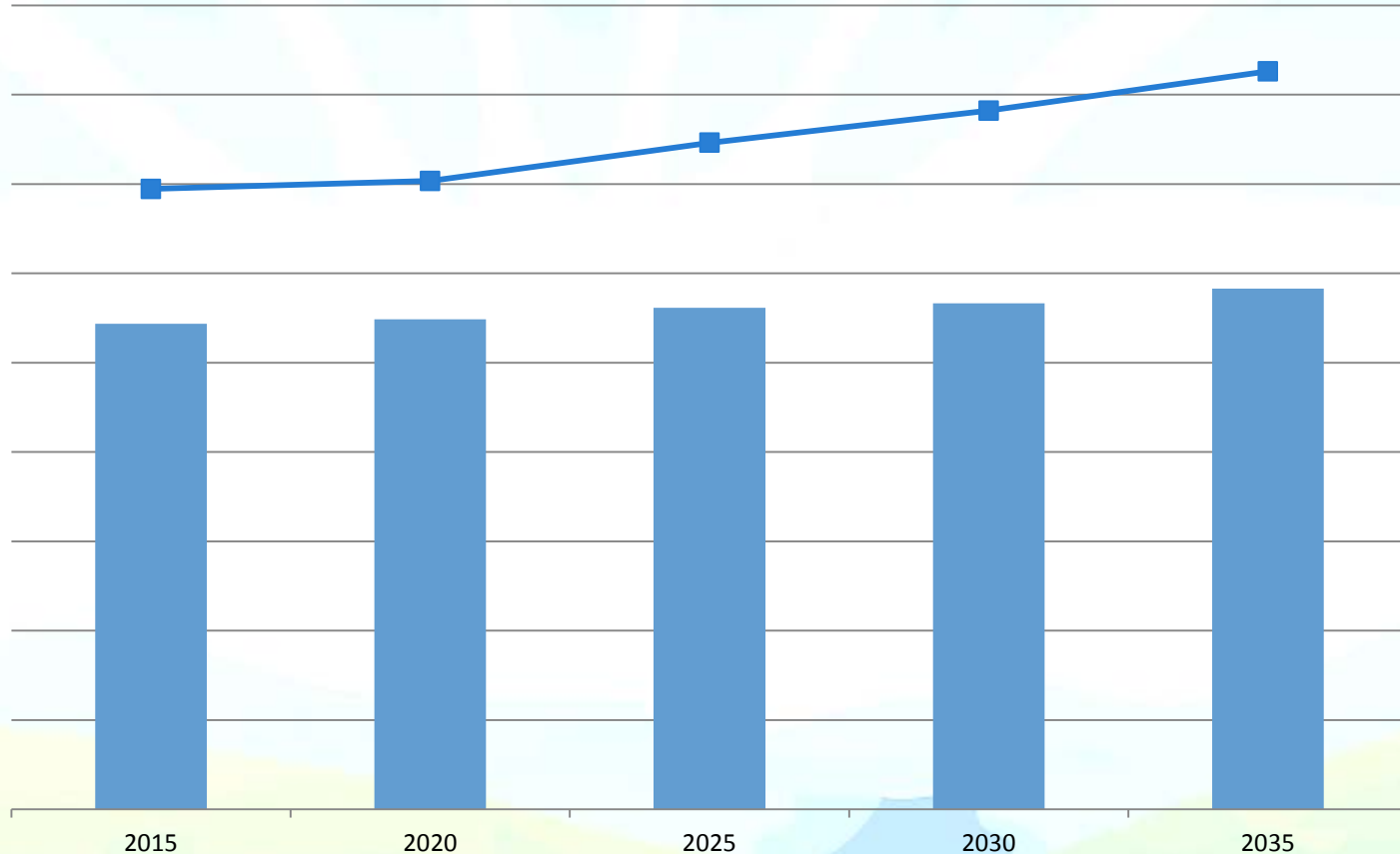
- Habitat is required
- Process lengthy and costly when done alone
- Complexity due to multiple species
- Habitat conservation plan could save time and money

Imported Supplies

- Endangered species issues have reduced imported water deliveries 1 million AFY
- Delta conveyance solves many species issues and:
 - Returns reliability
 - Improves water quality

Perfect “Non” Storm

What do we do if something goes wrong?



Worst year represents the worst case scenario, or perfect storm: imported water is stopped, we are in the middle of a drought with a 30% reduction in precipitation (stormwater, surface, and groundwater) 3) Investment in recycled water ends at 2015

How Do We Plan for the Future?

STRATEGIES

- Develop a Plan:
 - Urban Water Management Plans
- Be Prepared for variations in water supply availability (scenario planning)
 - Diversified water portfolio
 - Partnerships
 - Collaboration
 - Investment
- Optimization of Resources

DIVERSIFICATION BUILDS RELIABILITY

Imported Water

- State Water Project & Colorado River
- Habitat in Bay Delta

Groundwater

- Banking opportunities
- Remote basin development in central and eastern San Bernardino County

Intra-regional Water Transfers

- Strengthen partnerships within San Bernardino County

Inter-regional water transfers

- Strengthen collaboration between watersheds & across county boundaries

The infographic features a central text block surrounded by six blue callout boxes, each representing a different partnership area. The boxes are connected by a circular path of grey arrows. The background is a stylized landscape with green hills and a blue sky.

Recycled Water:

Wastewater Treatment

- Enhanced Treatment and Distribution Networks
- Plan development

Habitat Restoration:

Environmental Resource Agencies

- Remove environmental constraints
- Embrace resource agencies
- Long term perspective

Surface and Stormwater:

- ### **Flood Control Agencies**
- Capture and replenishment

PARTNERSHIPS ARE IMPERATIVE TO SUSTAIN LOCAL SUPPLIES

Local Support:

Developers, elected officials, water and land use planners

- Long term perspective
- Think regionally

Inter & Intra-regional Water Transfers:

SWP Contractors, MWD

- Strengthen partnerships across the county and watersheds beyond county boundaries

Groundwater:

GW Managers, Watermasters

- Local conjunctive storage programs

Transforming Water Management Philosophy

Water Suppliers

Reactive

Engineering focused

Self-sufficient, Fragmented

Narrow scope

Uninformed public

Consumptive Culture

UWMPs are just plans



Water Resource Managers

Proactive

Mutually Invested, Collaborative

Cost effective, Shared reward

Flexible, Adaptive, Prepared

Broad focus

Educated public

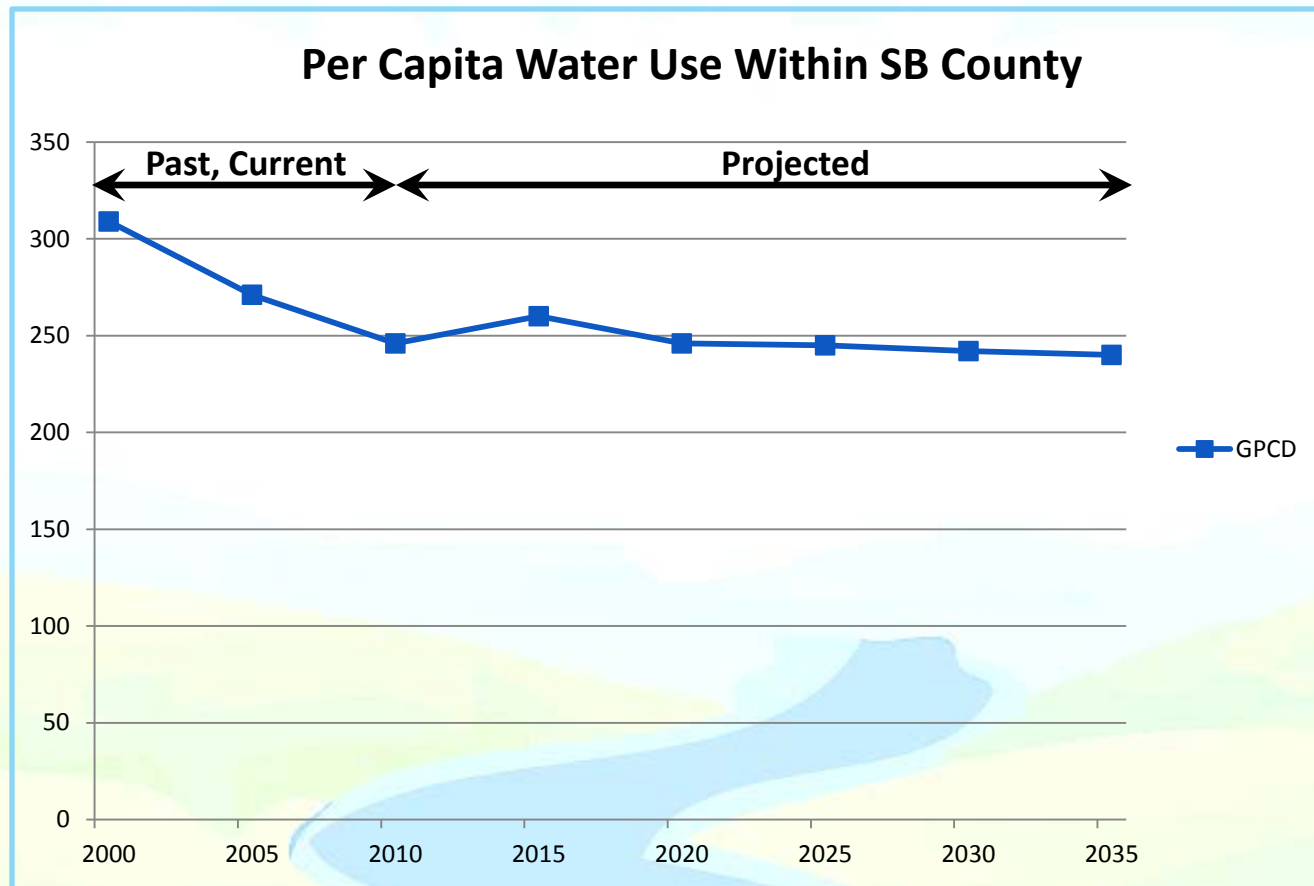
Productive Culture

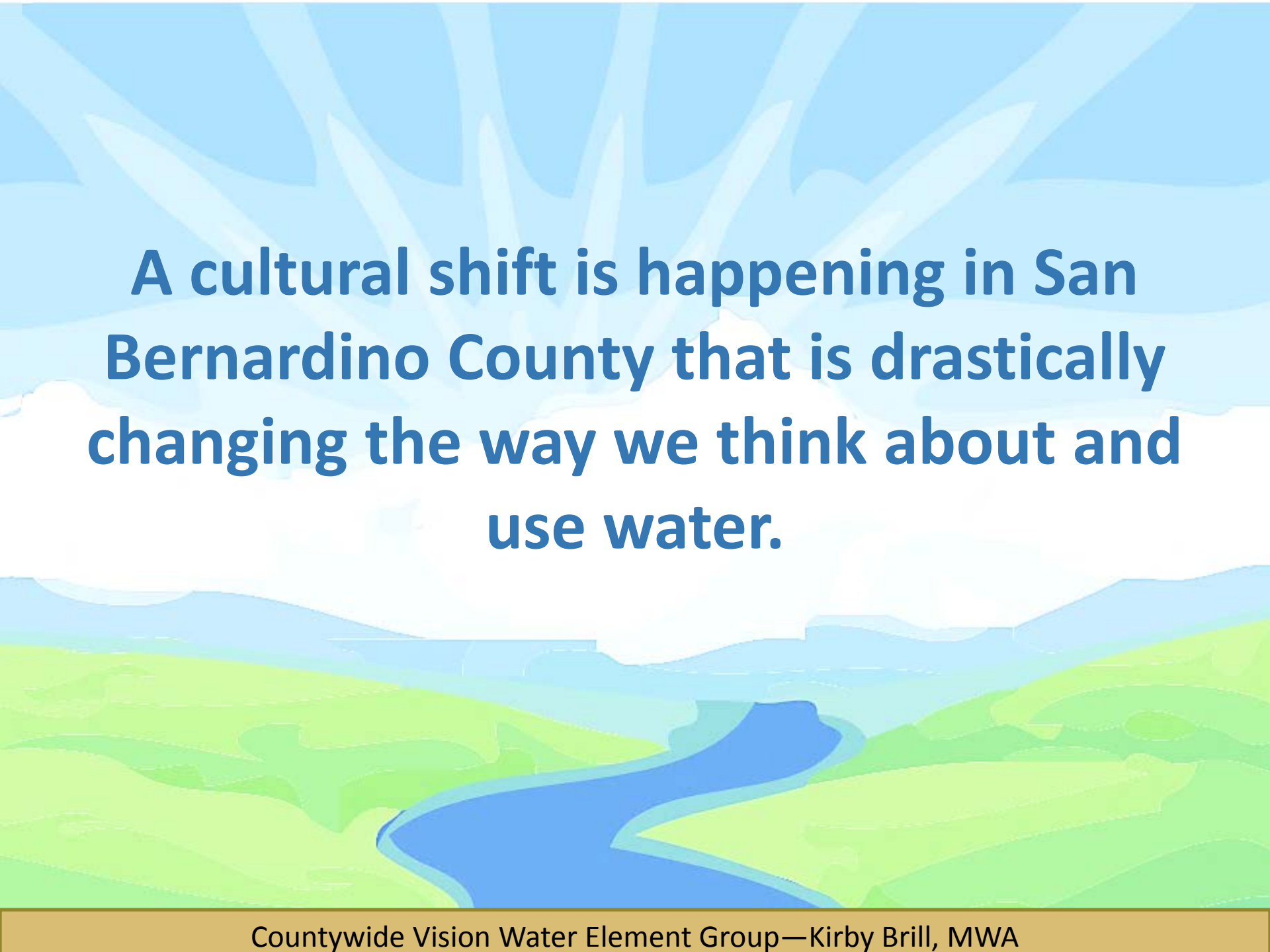
UWMPs become a reality

Action Points

- **Invest**
- **Collaborate**
- **Change our Culture**

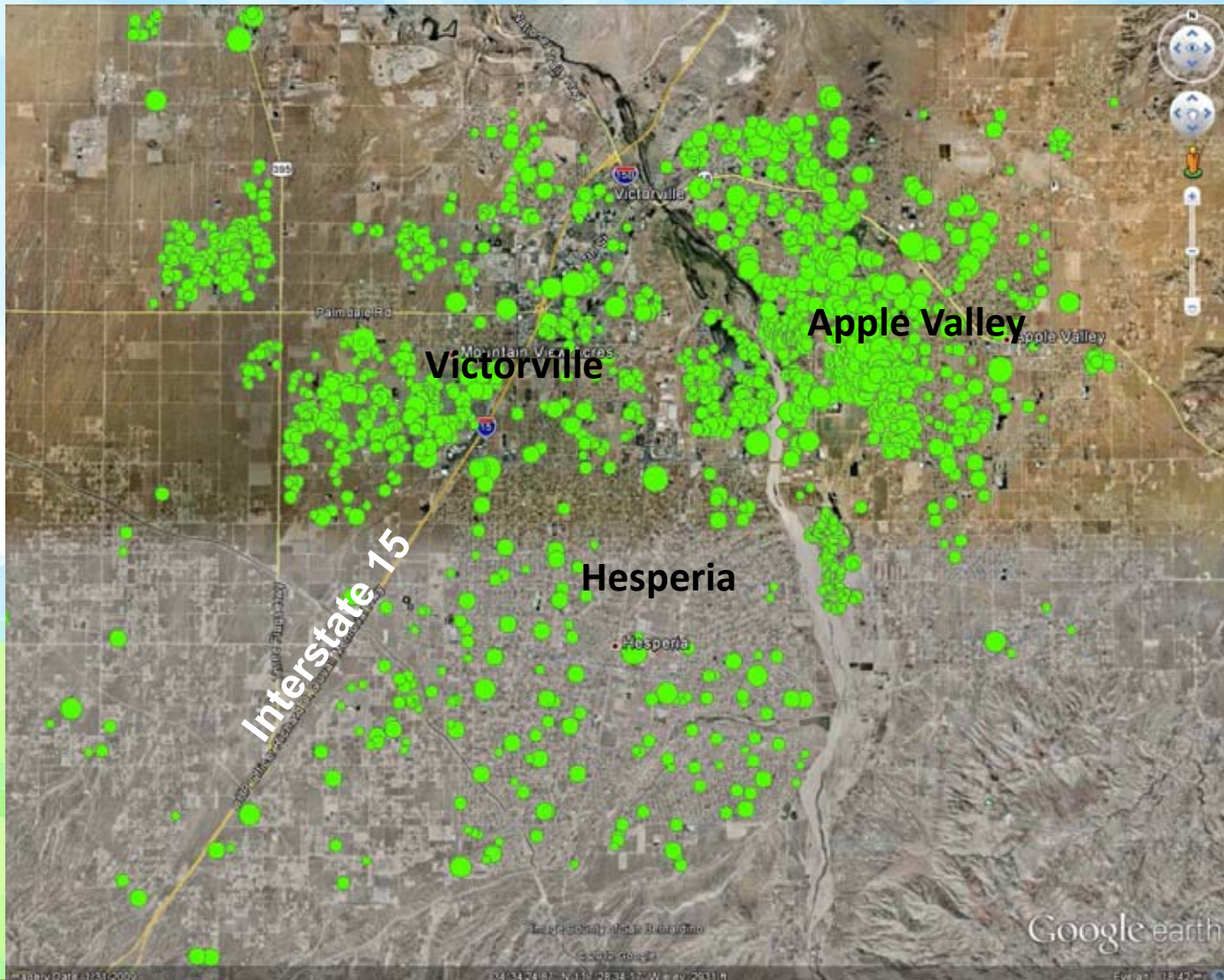
Can we stretch county water supplies beyond what is projected using more aggressive conservation strategies?



A stylized illustration of a landscape. The top half features a bright blue sky with white, sun-like rays emanating from behind a central point. Below the sky, there are rolling green hills in various shades of green. A winding blue river or stream flows through the center of the hills. The overall style is clean and modern, using flat colors and simple shapes.

A cultural shift is happening in San Bernardino County that is drastically changing the way we think about and use water.

For example, turf replacement is becoming popular among High Desert residents



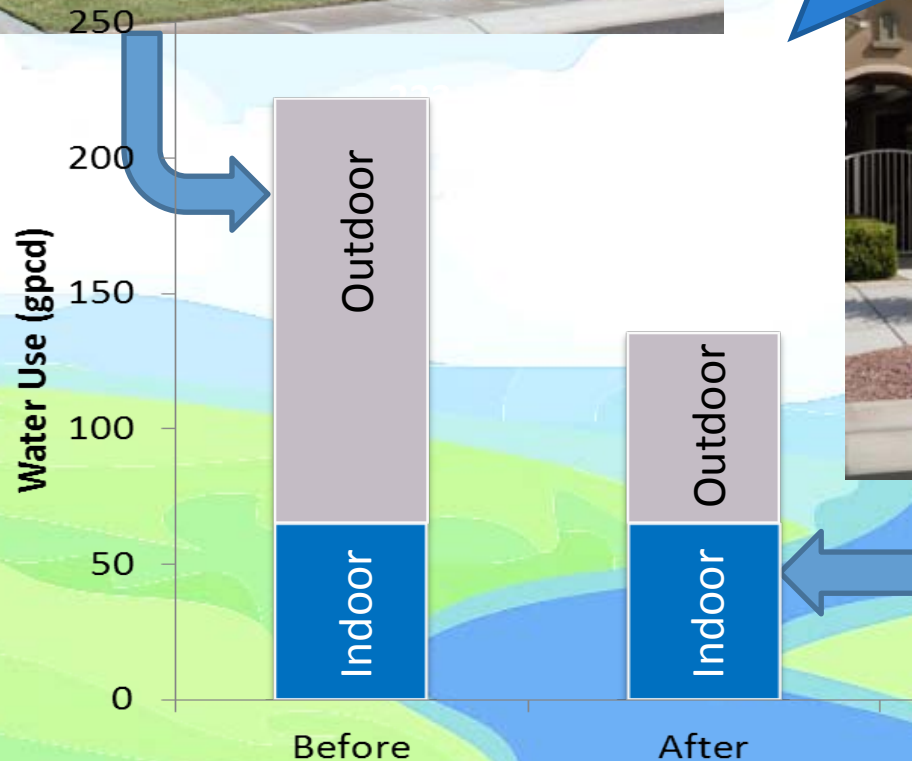
222 gpcd



**Turf Replacement Program
participants reduced their
water use by 39%...**

-39%

135 gpcd



Turf replacement does not
only mean cactus and rocks!

Water Use Efficiency

Indoor

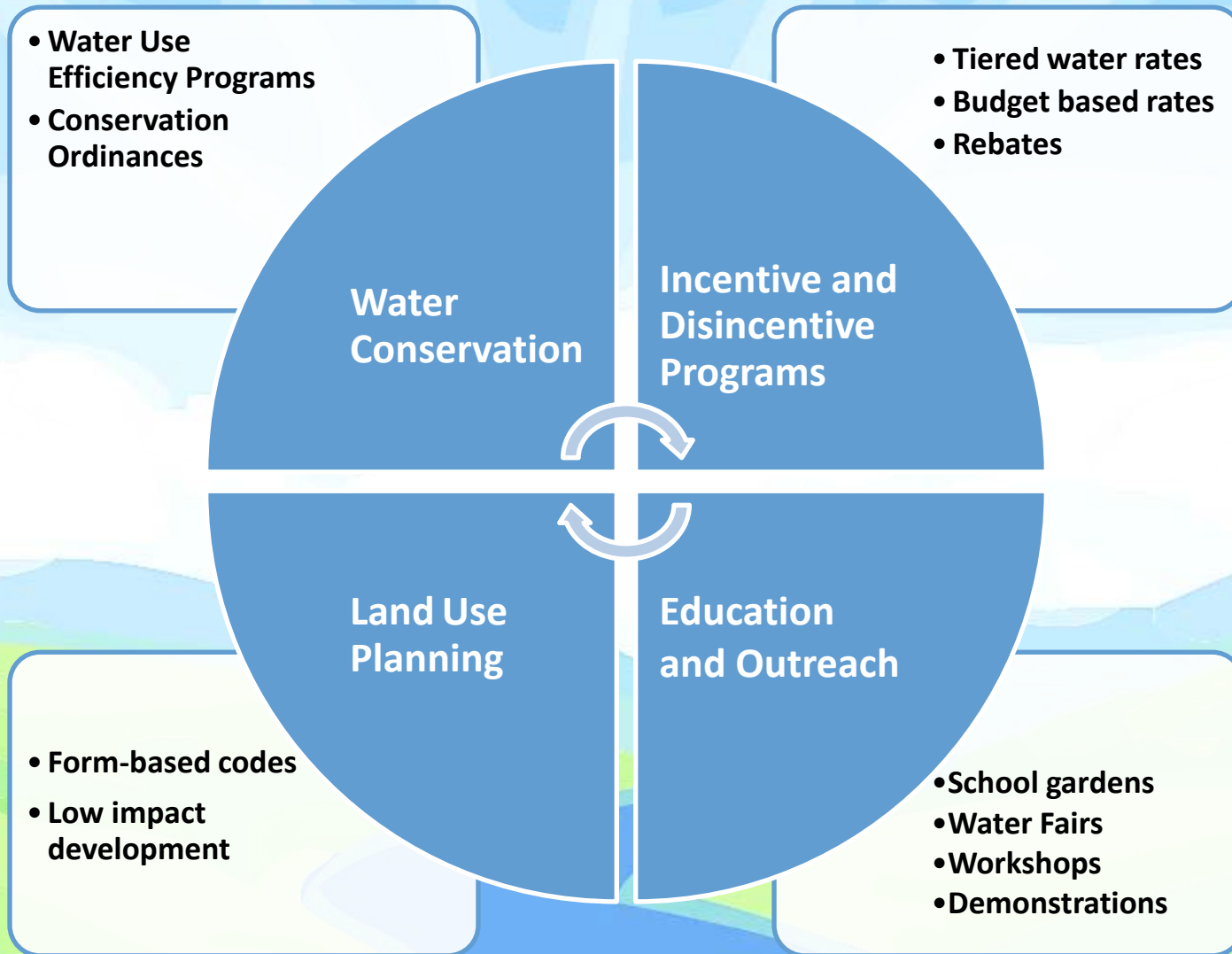
- Toilets
- Shower heads
- Clothes washers
- Dishwashers
- Sink aerators

Outdoor

- Turf replacement
- Low water use plants
- Smart timers
- Sprinkler nozzles
- Drip irrigation

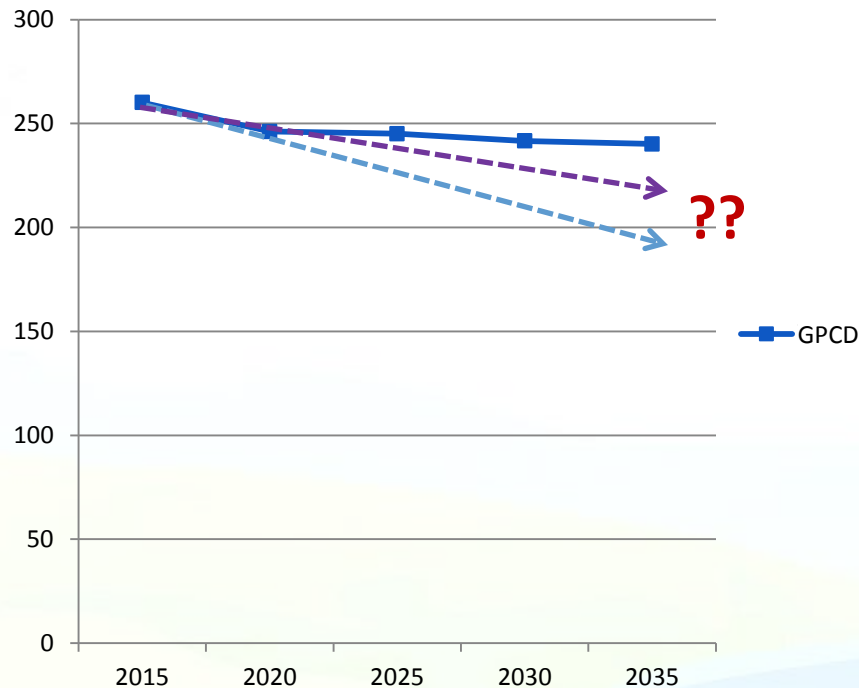


OPTIMIZE DEMAND MANAGEMENT

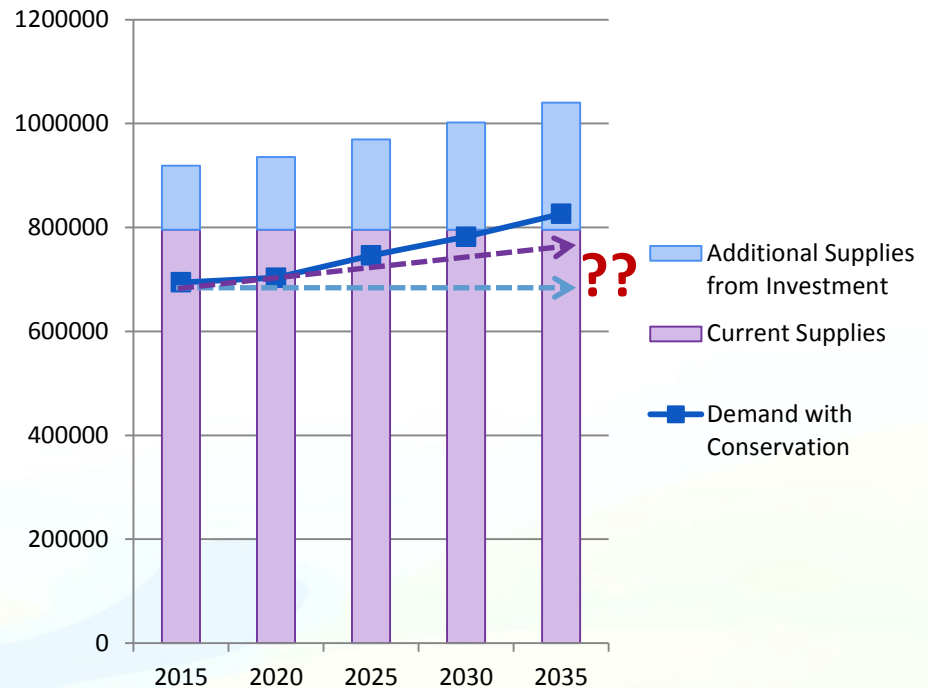


HOW MUCH POTENTIAL DO WE HAVE TO REDUCE WATER USE COUNTYWIDE?

Per-Capita Water Use Rates:



Overall Demand Reduction:



More is possible!

How much more we conserve and how quickly it happens will vary by region depending upon local perception and investments in conservation

Action Points

Invest, Share, Conserve, Collaborate, Educate, Protect

Capital Improvements

- Recycled water
- Government facility upgrades
- Groundwater development
- Stormwater
- Habitat conservation plans
- Channel conversion
- Delta conveyance
- Diverse resource portfolio

Incentive/Disincentive Programs

- Tiered rate structures
- Rebate or cash incentive conservation programs
- Shared costs for countywide solutions

Rules and Regulations

- Land-use planning
- Stormwater
- Local and State ordinances

Education & Outreach

- Educational & School programs
- Demonstration programs
- Public trust development
- Diverse partnerships
- Garden friendly programs
- Media relations
- Marketing & Publicity



Can you help us
develop the road
to get us there?



COUNTYWIDE VISION WATER ELEMENT UPDATE

San Bernardino County Water Conference

August 23, 2013

REGIONAL, INTEGRATED, STRATEGIC PLANNING

Since January 2012, leaders representing public and private water agencies, regulators, planners, education, and business have been working together to develop a long-range plan to ensure water sustainability for San Bernardino County's future. The effort marked the first time that San Bernardino County endeavored to address its water needs in a comprehensive, collaborative environment that incorporated multiple watersheds.

The Countywide Vision Water Element Group immediately began work on a comprehensive survey of current and future water needs based on available water resources and planned projects. The result was a countywide water inventory that revealed the County has enough water to supply residents, business, and agricultural needs through 2035, if there is a commitment from the whole community to invest in capital projects and programs to store new water supplies, protect current water supplies, and increase water conservation efforts.

MANAGING THE COUNTY'S WATER PORTFOLIO

Critical to the County's success in ensuring sustainable water supplies is managing and enhancing the region's water portfolio through conservation efforts; investment in improved infrastructure for local, imported and recycled water supplies; and environmental stewardship.

While imported water is an important part of the County's supply, it is only one part of a healthy water portfolio. The foundation of this portfolio is built on reducing demands through water conservation and optimizing our local water supplies, which became the focus for the Countywide Vision Water Element Group this year. Two products were developed: a countywide inventory of water conservation programs and a countywide inventory that identifies land to protect for future local water recharge projects.



COUNTYWIDE VISION WATER ELEMENT UPDATE

San Bernardino County Water Conference

August 23, 2013

WATER CONSERVATION INVENTORY

In San Bernardino County, one-third of per capita water consumption is based on indoor use and the remaining two-thirds is outdoor use. A multitude of water conservation programs have been underway for many years throughout the County; however, a comprehensive inventory of these programs had never been developed. The resulting draft Water Conservation Inventory includes participation from 24 water agencies and 11 city public utilities/water departments. The document encompasses indoor products such as low-flow toilets and shower heads, as well as outdoor programs and products including turf replacement programs, smart timers, and drip irrigation systems; and conservation ordinances.

Programs aimed at changing water habits are equally important, and are included in the inventory such as incentive and disincentive programs featuring rebates, tiered water rates, and budget-based rebates; land use planning efforts such as form-based codes and low-impact development; and education and outreach programs including school gardens, water fairs and workshops, and demonstrations.

NEXT STEP IN CONSERVATION

The Water Element Group will evaluate the impact of the water use efficiency programs in order to identify and promote best practices that can be adopted by all. The water use efficiency data will be made available online to water agencies and anyone else who may be interested.

LAND INVENTORY

Charting where San Bernardino County's population growth might occur was the first step in identifying land to protect for future water recharge projects. The analysis assumes that population growth would likely occur inside water agency boundaries. Of the land identified for potential recharge projects, 60 percent is in public ownership. The remaining 40 percent will require the Water Element Group to work closely with land use planning agencies and private owners.

NEXT STEP IN LAND INVENTORY

In the coming months, the County of San Bernardino and San Bernardino Associated Governments will assist the Water Element Group by facilitating discussions with business, residents, and land use planning agencies that will review the need for water conservation, landscaping ordinances, and the protection of land for stormwater and imported water recharge sites.





Countywide Vision Water Element

Kirby Brill, Mojave Water Agency
Bob Tincher, San Bernardino Valley Municipal Water District

August 23, 2013

Countywide Water Element Vision

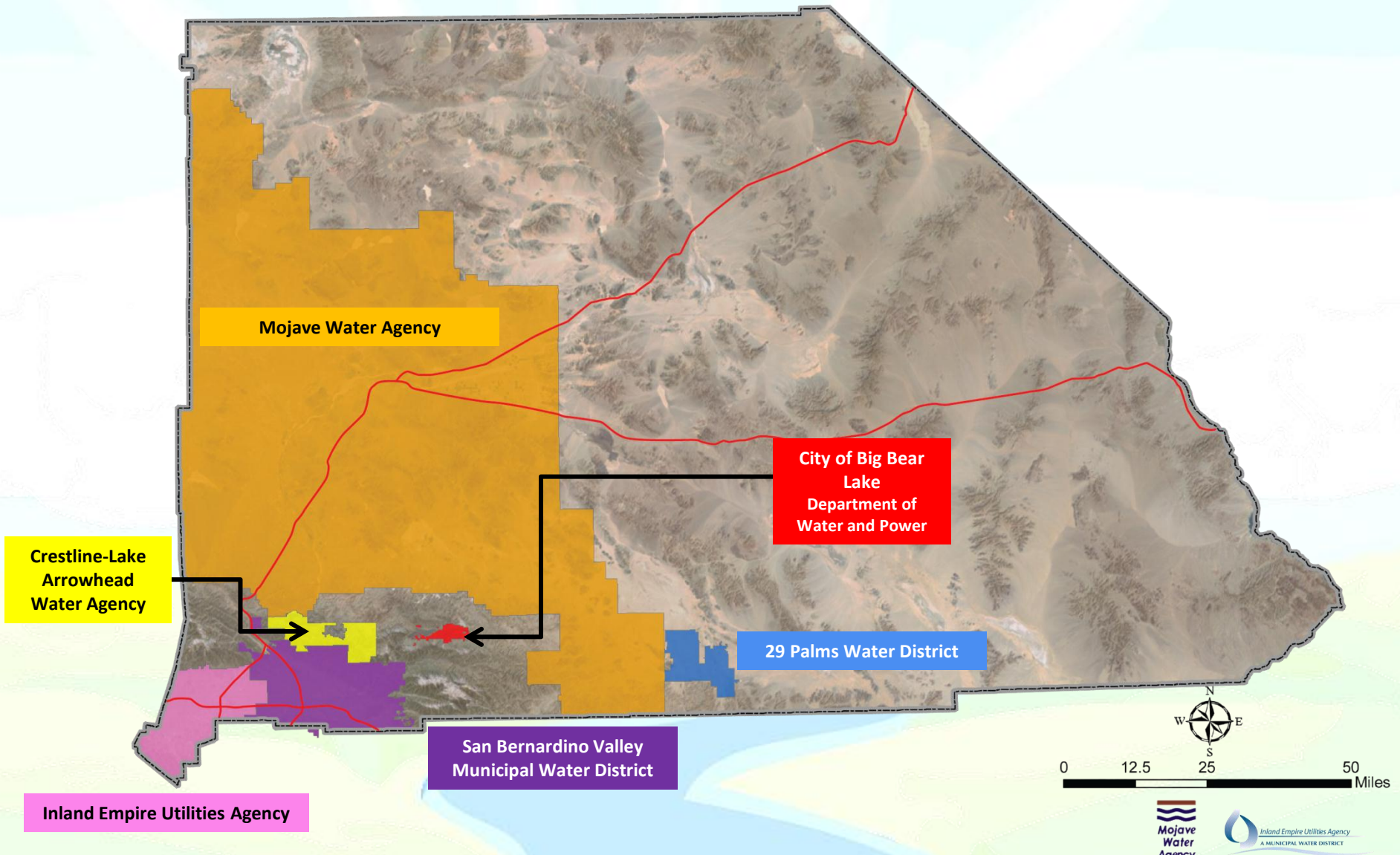
Problem Statement: Improve countywide effort to plan and manage water resources in San Bernardino County

Vision: Develop a **comprehensive** countywide strategy for water management that encourages **collaboration** among business, residents, municipal governments, and water agencies that will:

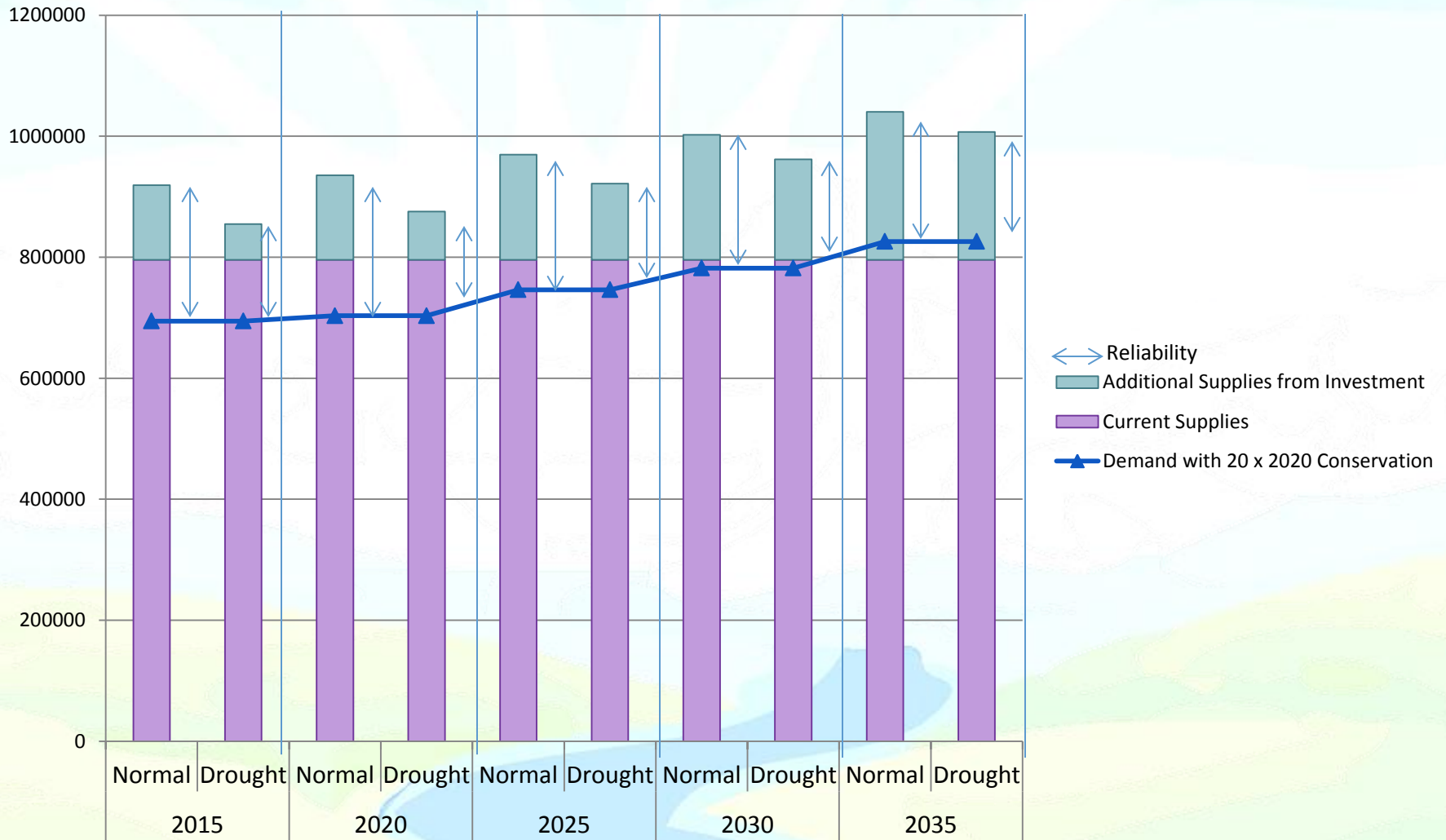
- ✓ Address **multiple** watersheds and water agencies
- ✓ **Build** institutional and organizational capacity for future countywide planning efforts
- ✓ Create mutually beneficial investment opportunities to ensure adequate water supplies and quality to support future population and economic **growth** within the County

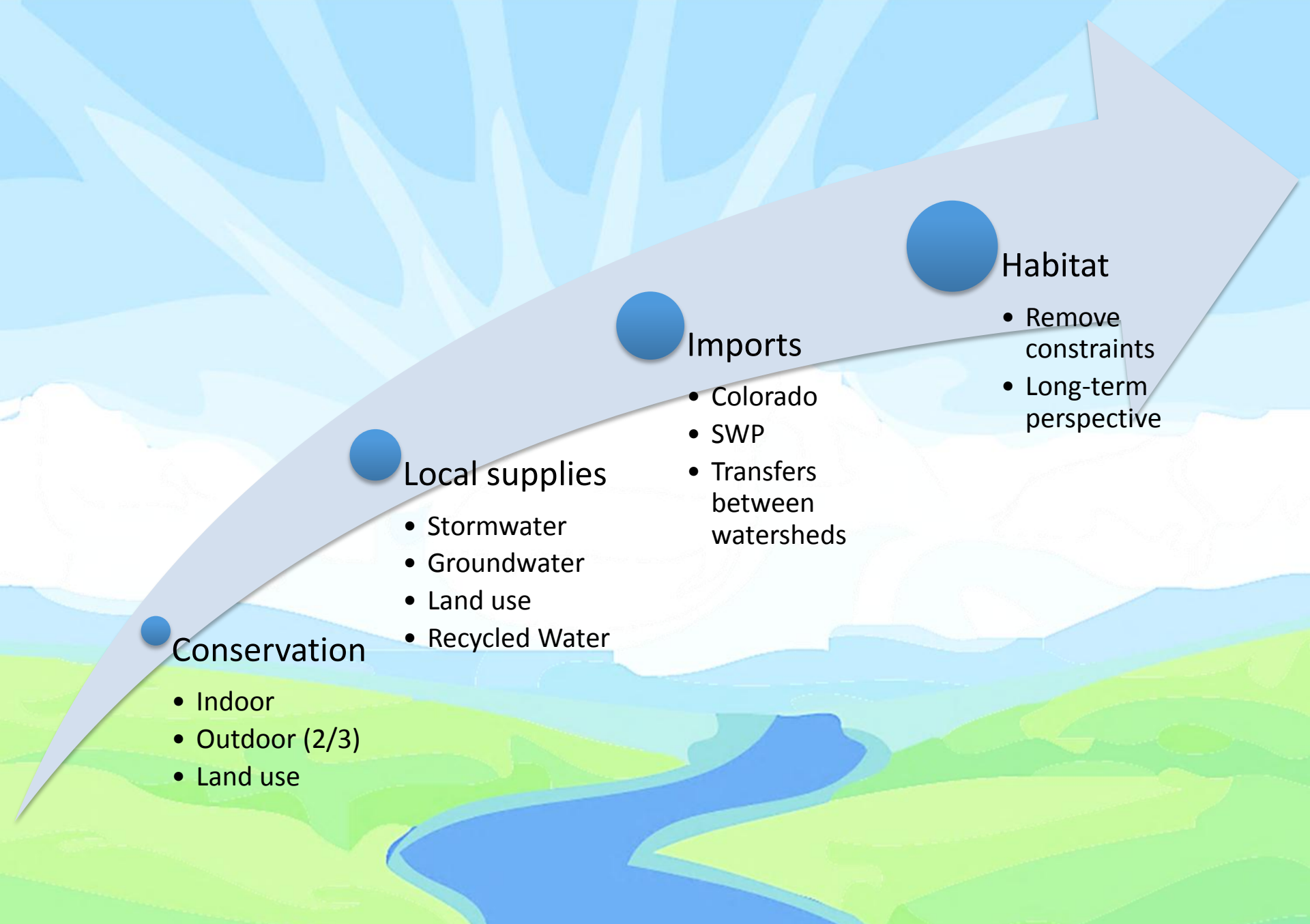
The water needs of County residents and businesses can be met through 2035, but only if water users step up **conservation** efforts and the whole community is willing to **invest** in projects that will store and protect additional water supplies.

Where we live in the County



Review: Inventory Results





Conservation

- Indoor
- Outdoor (2/3)
- Land use

Local supplies

- Stormwater
- Groundwater
- Land use
- Recycled Water

Imports

- Colorado
- SWP
- Transfers between watersheds

Habitat

- Remove constraints
- Long-term perspective

Water Element Tasks

- County-wide inventory of Water **Conservation** Programs
- County-wide inventory of land to protect for **local** stormwater recharge

No problem?

Unreliable

Reliable

Infrastructure (\$\$)

Infrastructure (\$\$\$)

Less import

Import

Less rain

Rain

10% by 2020

20% by 2020

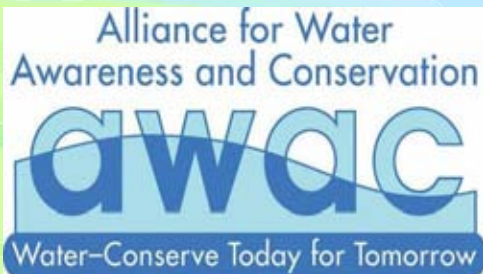
Water Conservation

Indoor (1/3 use)

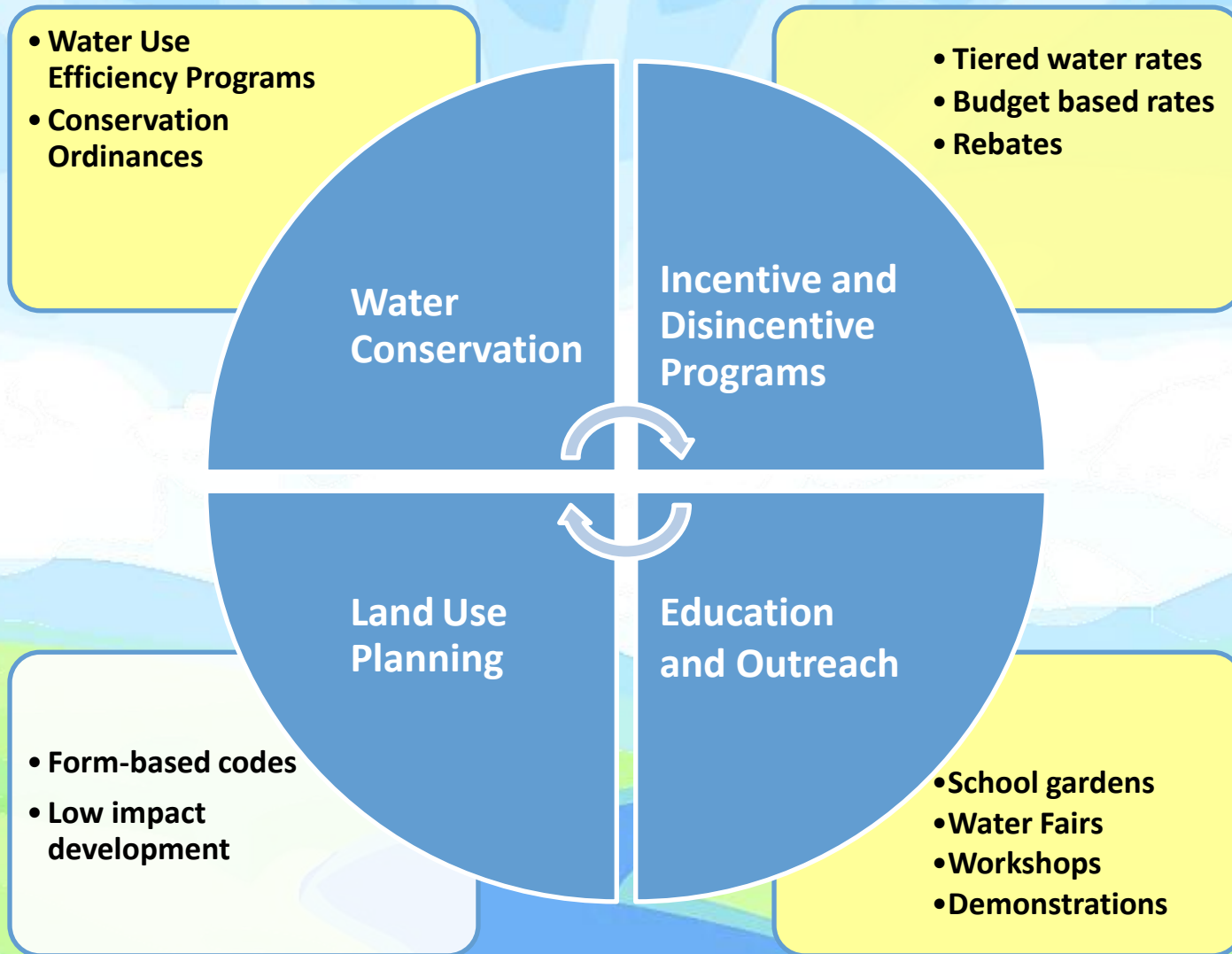
- Toilets
- Shower heads
- Clothes washers
- Dishwashers
- Sink aerators

Outdoor (2/3 use)

- Turf replacement
- Low water use plants
- Smart timers
- Sprinkler nozzles
- Drip irrigation



CONSERVATION



SB Countywide Vision Water Use Efficiency Programs



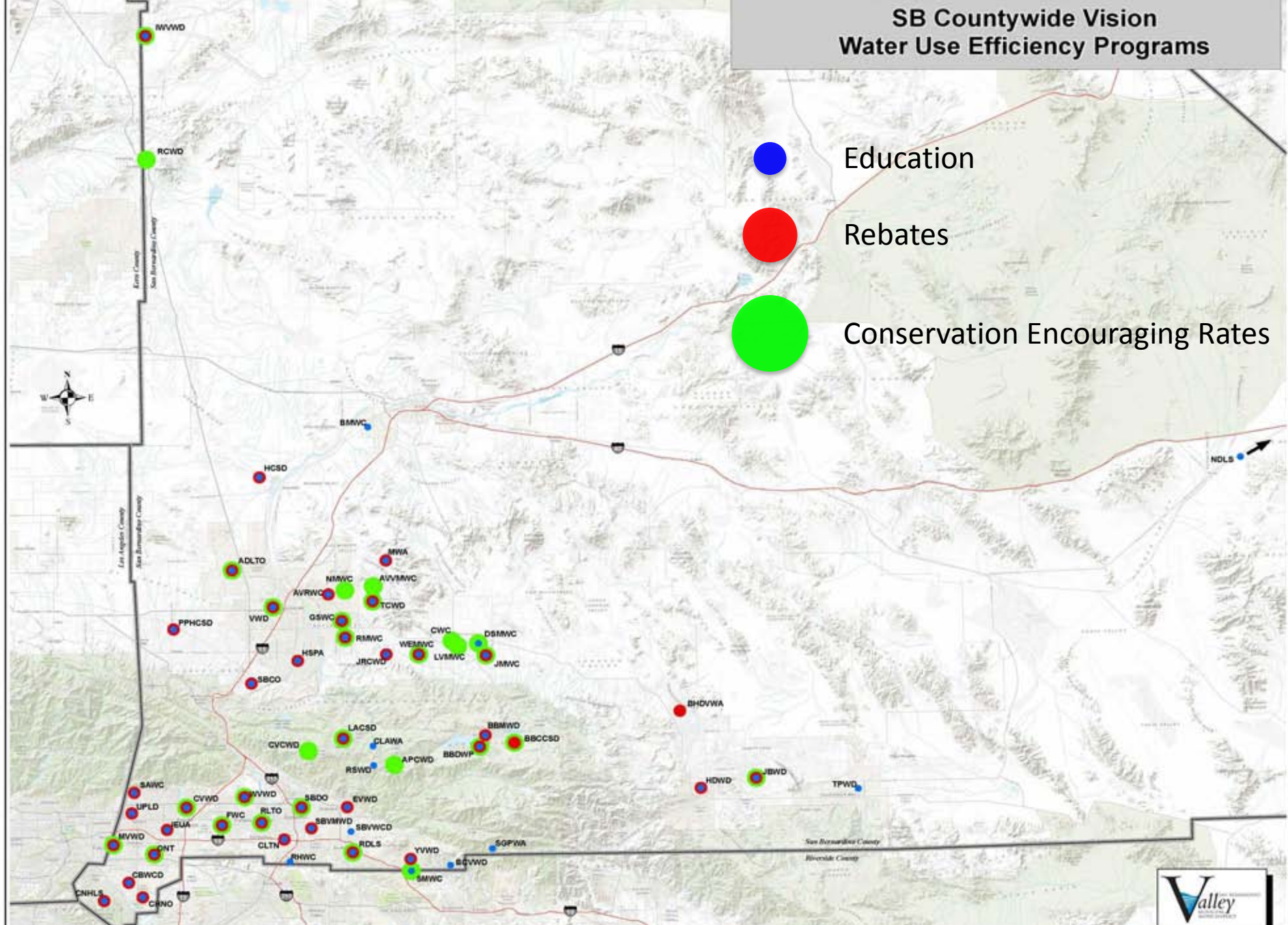
Education



Rebates



Conservation Encouraging Rates



Where *will* we live in the County?

Likely

- In water agency boundaries

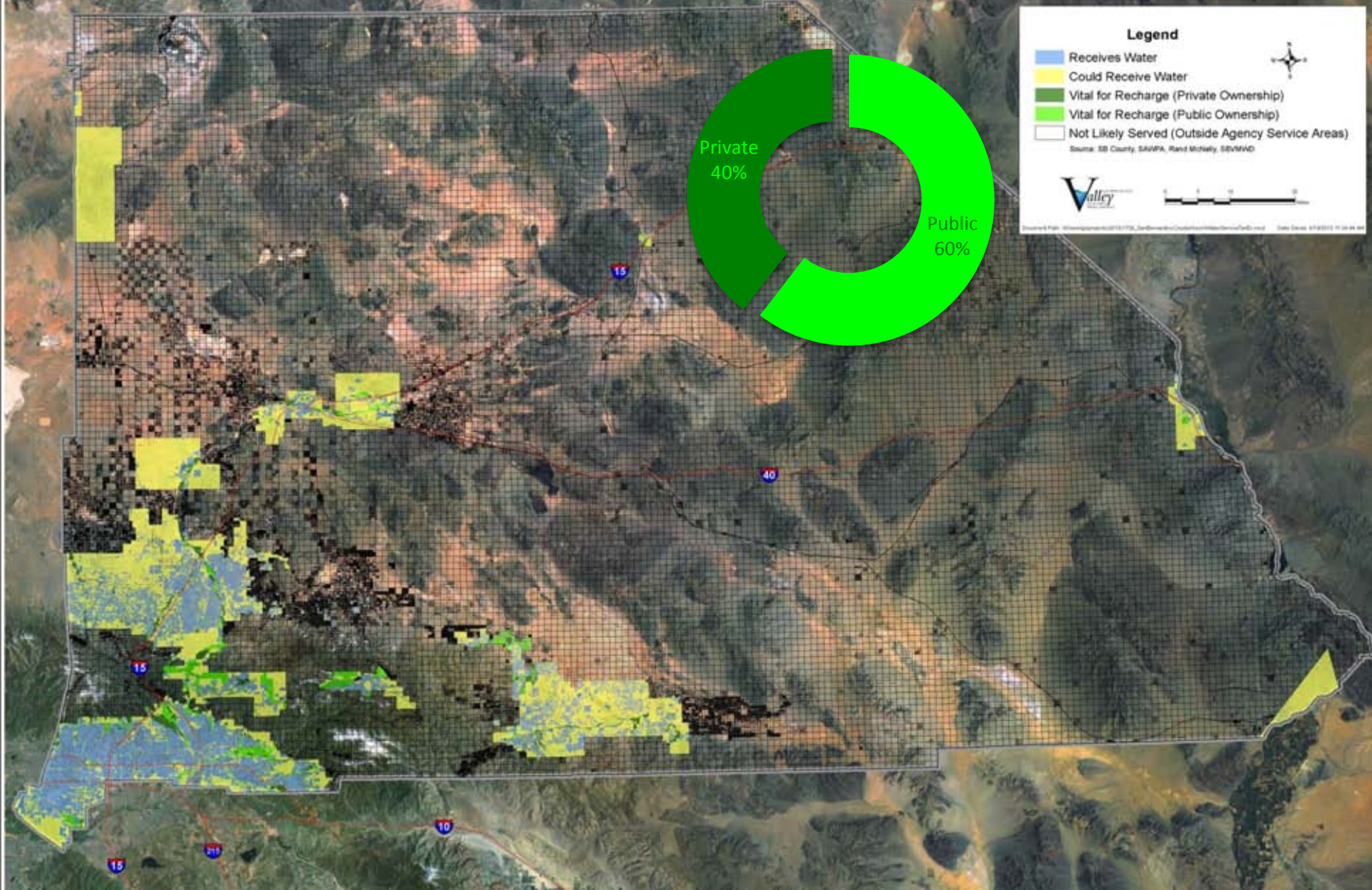
Not Likely

- Outside water agency boundaries

Protect

- Areas to recharge local rain [and imported water]

SB Countywide Vision Retail Water Service by Parcel



Water Element Next Steps

- Make county-wide water conservation program inventory available **online**
- Work with **land use** planning agencies to protect land for stormwater and imported water recharge and to review landscaping ordinances



We can make this a reality.
But, not without **your** help.



**We can make this a reality.
But, not without your help.**



» COUNTYWIDE VISION



CREATING
a COUNTYWIDE
Vision
YOUR COUNTY... YOUR FUTURE



June 30, 2011

Several months ago, the County of San Bernardino and San Bernardino Associated Governments set out to identify the Vision our community has for its future. This Vision is a destination established by our residents, employers, educators, and community and faith-based organizations. It is the place where the leaders of this county must take them.

Starting in November 2010, the Vision Project launched a series of more than two dozen roundtable discussions with experts in education, the economy, the environment, public safety, tourism, and community service to find out what they see as our county's strengths, weaknesses, and potential. We asked them what needs to be done to make our community a place where people are proud to live, where businesses want to locate, where tourists want to visit, and where our children will want to grow up, vested in their community and anxious to become a productive part of its strong, educated workforce.

In January and early February, we convened 18 community meetings throughout the county and asked hundreds of residents to paint a picture of the ideal place they want to see us become 20 years from now. From Chino Hills to Barstow, from Joshua Tree to Upland, and everywhere in between, residents were brutally honest about our successes and failures, and about our challenges and opportunities. They also wrote letters from the future sharing their dreams with grandchildren or friends. You'll find several of these letters at the end of this report.

Thousands of residents completed online surveys and told us they are pleased with our recreational opportunities and our affordable housing options, but concerned about the availability of good jobs and improving the county's image. They want an honest and open government that will focus on creating jobs and enhancing public safety. We also met with representatives of each of the 24 cities and towns, and digested each of their general plans.

The Vision Team spent many months crunching and minutely analyzing the data from all of these meetings, plans, and surveys. What we bring before you today is a Vision of a complete, sustainable community that creates and retains jobs by producing an educated workforce while making our communities safe and livable.

We thank everyone who participated in this process for your support and assistance, and for the leadership you will continue to provide as we make this Vision a reality.

Supervisor Josie Gonzales
Chair, County Board of Supervisors

Supervisor Brad Mitzelfelt
President, SANBAG



VISION STATEMENT

We envision a complete county that capitalizes on the diversity of its people, its geography, and its economy to create a broad range of choices for its residents in how they live, work, and play.

We envision a vibrant economy with a skilled workforce that attracts employers who seize the opportunities presented by the county's unique advantages and provide the jobs that create countywide prosperity.

We envision a sustainable system of high-quality education, community health, public safety, housing, retail, recreation, arts and culture, and infrastructure, in which development complements our natural resources and environment.

We envision a model community which is governed in an open and ethical manner, where great ideas are replicated and brought to scale, and all sectors work collaboratively to reach shared goals.

From our valleys, across our mountains, and into our deserts, we envision a county that is a destination for visitors and a home for anyone seeking a sense of community and the best life has to offer.



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COUNTYWIDE VISION INTRODUCTION

We believe in San Bernardino County. Our natural environment, people, heritage, location and spirit have always been our best assets and provide us an advantage for an exciting future.

In our present circumstances, the first priority is jobs. However, it is not sufficient to simply address our current unemployment. We must also lay a foundation for future community-wide prosperity with education as its cornerstone. We know our economy can be no better than the skills and abilities of our people, and in the fast-paced regional, national and global economy we must seize our opportunities to enhance our competitiveness. We recognize education (broadly defined) does not live in a vacuum, but rather thrives or dies in a community.

We must strive to build a countywide, complete community – one that affords all citizens an opportunity for healthy lifestyles, strong public safety and quality amenities. We must advance the design and development of diverse neighborhoods, each with a sense of place, that possess the services, facilities, culture and history valued by its residents. By improving our quality of life, we know we can have communities our citizens and businesses will be proud to call home.

Every issue facing the future of our region has a range of responses. In an era of limited and competing resources, we must prioritize those resources wisely and invest our energies in aligning priorities with our collective vision for the county. We believe that economic growth can complement – and does not have to compete with – our valued natural environment and the beauty and benefits it provides. We also know that a strong, balanced economy must be built on adequate physical and social infrastructure. Investment in our region is influenced by our image. What we think of ourselves and how others perceive us contributes to decisions about our future – in short, our image matters – and it can either be created by others or we can tell our own true story. One truth that should be told is that we already have a significant pool of educated and skilled workers living in San Bernardino County, such as those who commute to jobs in neighboring counties and those transitioning out of the military.

We have a growing body of work across multiple disciplines demonstrating innovative and collaborative solutions to critical issues. We need to find ways to celebrate our successes, be honest about our challenges, and take these great examples to scale throughout the region. Recognizing the constraints declining revenue has placed on governments, we must build new, and expand existing, partnerships among public agencies, businesses, and non-profit and faith-based organizations. We must set goals for the county and region that look beyond our individual interests. Addressing this necessity for collaboration will enable us to leverage the best ideas, talent and resources to tackle our most pressing needs and opportunities. We believe we will improve private foundation investment in our county, which is severely lacking at this time, by expanding our capacity to provide services through partnerships. Statewide, private grant awards total \$119 per capita; while in San Bernardino County, foundations only invest \$3 per capita.

Understanding our community as a system and the inter-connectedness of all facets, as well as understanding the larger regional, statewide, national and global context in which we exist, is key to knowing how to prioritize and allocate resources. By recognizing and embracing our cultural, economic, and geographic diversity, San Bernardino County can be greater than the sum of its parts.

To achieve a countywide vision to build a complete community, we must work together to improve each essential element of our society: jobs/economy, education, housing, public safety, infrastructure, quality of life, environment, wellness, and image. The following shared values drive how we address these elements. Our values are our identity, which is what sets us apart and makes us unique from other Southern California regions:

- | | | |
|-----------------|---------------------|------------------|
| • Charity | • Honesty | • People |
| • Collaboration | • Innovation | • Responsibility |
| • Commitment | • Integrity | • Self-reliance |
| • Culture | • Natural resources | • Sense of Place |
| • Diversity | • Opportunity | • Sustainability |
| • Efficiency | • Participation | • Transparency |
| • History | • Patience | • Volunteerism |



VISION ELEMENTS

Jobs/Economy

The San Bernardino County economy is an integral part of the overall Southern California economy - as the region goes, so do we. Our base of economic activity is as broad and diverse as our geographically vast and varied county – from mining to the military, from transportation to technology and from construction to recreation. We have a history of success upon which we can build our future.

Our twin priorities of improving the overall economic performance of the region and growing an economy that is in alignment with our workforce are highly complementary. Our charge is to produce an educated workforce leading to job development, taking advantage of career opportunities in a variety of professions, including green industries (environmental and alternative energy), transportation and logistics, technology, medicine, tourism, and our historic strength in construction. We will also highlight our institutions of higher education while pursuing other high-paying sectors, which will position San Bernardino County to compete nationally and internationally as the global economy recovers.

We also know that we must cultivate a consistent, business-centric culture to foster expansion and support small businesses. For business, how regulations are implemented is often more important than the challenges of the actual regulations. Our governmental institutions must strive to create an atmosphere of certainty and one that truly understands the value of a speedy process.

Tension: Regulations to address other priorities vs. Cost of doing business
Political influences and bureaucracy vs. Timeliness for decisions and approvals
Business incentives vs. Full-costing fee structure
State finances vs. Redevelopment areas
Waiting for the right development vs. Needing revenue right now

Education

Education is more than just job training; it is the foundation for an informed and participatory citizenry. We support an accessible life-long education system, from preschool through advanced college degrees and beyond.

We will strive to offer a breadth of innovative and effective curricula to encourage a variety of skills and capabilities that emphasize the real-world application of education through mentoring, internships and local work placements. We also have the opportunity to pursue research grants that will attract new businesses and aid in the expansion of our existing local industries.

We are fortunate to have the entire range of technical/trade education within our region — that can prepare students and produce skilled employees and entrepreneurs who reside in and contribute to the local economy.

Tension: High-earning jobs vs. Education and skill level of existing workforce
Goal to better educate workforce vs. Revenue restraints on enrollment

Housing

The affordability of our housing has long been a moving factor in the attraction of new residents to San Bernardino County. But, we are much more than a collection of communities of cookie-cutter tract homes. It is key that we continue to expand our housing choices through new construction and preservation of our existing residential buildings in order to provide all our residents an opportunity to find their homes.

We support the creation of urban environments and protection of rural lifestyles to design senses of place that reflect local community values and history. We should encourage a complete price range of housing from affordable to luxury and the improvement of livability and energy efficiency through smart planning, design and technology. We should address needs of special populations, including homeless, seniors and veterans.

When planning for growth in our communities, we should seek a better balance of jobs and housing within the county. And, we should protect against blight in our communities that might occur when existing housing remains vacant for extended periods or is purchased as rental investment property.

Tensions: Local control vs. Regional allocation/quotas
Enhanced amenities vs. No new taxes/fees

Public Safety

Preparation, prevention, intervention, responsiveness, effectiveness and efficiency are all vital to successful public safety.

We will increase the livability of our county by targeting and reducing criminal activity that imperils the safety of our neighborhoods. In support of this goal, we should encourage collaborative relationships with partner agencies that leverage resources and strengthen community involvement. And, we should promote consistent communication to support cross-trained personnel and ensure communities are educated and ready to respond to threats of any scale.

Tension: Unrealistic public expectations vs. Revenue reductions

Infrastructure

The success of our region will to a large extent correlate to our ability to provide adequate infrastructure for future growth. There are significant efforts underway to address all aspects of our infrastructure. We would not presume to micro manage or second guess the individual efforts of single purpose agencies; however, we should strive to make sure these efforts are coordinated and leveraged to the greatest extent possible.

The interrelationships of all aspects of transportation, energy, recreational trails, flood control, water supply, sewer, parks, telecommunications, and solid waste should be mapped out and to the extent possible coordinated for timing and the pursuit of the necessary funding.

Examples of goals for aspects of our infrastructure could include:

Transportation

Through innovative planning, we should improve access to and the quality and connectivity of the current transportation system; develop clean and advanced modes of transportation and infrastructure; synergize the growth of aviation, shipping, and rail industries to increase the county's appeal as both a travel destination and a logistical hub; and reduce noise, congestion and pollution.

Water Supply*

The mission is to create opportunities for collaboration to find sustainable watershed-wide solutions among diverse stakeholders from throughout the Watershed. The Plan will also provide a blueprint for water resources management in the Watershed for the next 30 years.

- * This mission statement for water supply was taken from the Santa Ana Watershed Project Authority's One Water, One Watershed Plan adopted November 16, 2010.

The same type of goals could be developed for all other aspects of infrastructure.

Tension: Goods movement/logistics vs. Local traffic
High-speed rail vs. High-speed autonomous vehicles vs. sub-500-mile passenger flights

Quality of Life

San Bernardino County offers a diverse menu of “live, work, play” lifestyle options including entertainment and retail; cultural and artistic; and natural and geographic as shown by quality trails, parks, recreation, and local culture. For example, we have six acres of park land for every 1,000 residents, which is twice the state standard.

We will work together to connect and beautify communities through shared open spaces, public art and architecture that foster opportunities for neighborhood, community and family relationships and create a culture of investment in quality of life resources.

Tension: More code enforcement vs. Less code enforcement

Environment

Our location and natural environment are two of our great strengths. We must protect and preserve the terrain and natural amenities with which we are blessed. We shall strive to intelligently manage our resources for habitat preservation, recreation opportunities, resource extraction, alternative energy, future growth, water quality, air quality all within a regulatory framework that does not impede the creation of a sustainable economy.

We have the opportunity to improve our regions self-reliance meeting the needs of our own population, utilizing alternative and renewable energy sources; enhancing water management; encouraging green manufacturing; rewarding sustainable building, and conserving natural resources – all leading to a healthy population with a high quality of life.

Tension: Regulation to protect the environment vs. Cost of doing business
 Housing needs vs. Natural resources and wide open spaces
 Regional energy efforts vs. Energy needs of our county population

Wellness

In support of a healthy county, we value both prevention programs and superior healthcare services. We should reduce chronic disease and socio-economic disparities through health education, promotion of healthy lifestyles and healthy city initiatives, development of outcome-based health services, and increasing the collaboration between and among providers and community-based organizations.

We should also employ a multifaceted approach to expand our capacity to provide quality healthcare services to all. We should invest in new facilities and technology and expand successful physician training programs at Arrowhead Regional Medical Center and Loma Linda University Medical Center. We should support the medical schools serving the county – Loma Linda University, Western University of Health Sciences and the proposed school at University of California, Riverside – and local institutions that produce non-physician medical professionals. And, we should aggressively recruit medical professionals – collaboratively addressing obstacles such as uninsured/underinsured patients, public health insurance reimbursement rates and business models for physicians

Tension: Preventative health care services vs. Reimbursable health care services

Image

Your image will usually correlate to your reality - at least in the long run. Our challenge in the Southern California media market is to have the true character of the county reflected as opposed to the sensational stories that attract the Los Angeles-based media's attention. We should intentionally, strategically and consistently tell the whole story of our region, highlighting the successes of our communities, businesses and families.

Some of our governmental institutions have been going through challenging times. We must deal with our problems without compromise and reinforce an environment of certainty where people and business can have confidence to invest for the long run. We should highlight the true historic character of San Bernardino County as a location that embraces opportunity, optimism and innovation. We should emphasize inter-agency cooperation and good governmental practices that best portray leadership devotion to enhancing the regional image as one in which businesses and residents thrive. We should share our steadfast commitment to the protection of the county's wealth of natural resources as a duty complementary and in balance with leadership devoted to establishing complete communities capable of sustaining prosperity for future generations.

Tension: Preventing future scandals and regaining public trust vs. Ongoing investigations



COUNTYWIDE VISION GREAT EXAMPLES

PROGRAM	BRIEF DESCRIPTION	SUCCESS TO REPLICATE/EXPANSION OPPORTUNITY	AGENCIES	CONTACT
Alliance for Education	The Alliance represents an unprecedented, evolving commitment of influential leaders in the county who are committed to producing an educated and skilled community that provides a qualified workforce for the continued economic well being and improved quality of life for all residents. The Alliance focuses on contextual education, economic and workforce development and family involvement.	<p>The business leaders who helped to found the Alliance have stayed at the table to help guide and advise the program. Due to the expansive size of the county, the Alliance has divided into three regions. The regions communicate and learn from each other's successes.</p> <p>The Alliance is working to identify resources that will enable its programs into more districts, more schools.</p>	San Bernardino County Superintendent of Schools brought together more than 800 stakeholders from among business, labor, government, community, and education	Leslie Rodden Director of Higher Education and Workforce Development, San Bernardino County Superintendent of Schools (909) 386-2636
Lewis Center for Educational Research	Since 1990, the Lewis Center in Apple Valley has been redefining the way students learn and pioneering new teaching techniques, such as the Goldstone Apple Valley Radio Telescope (GAVRT) learning partnership with NASA/JPL/CALTECH.	The Lewis Center provides hands-on instructional programs to help its students understand the real world application of the concepts they are learning. The Center also tests and refines new teaching techniques. The Center opened its second charter school, Norton Space and Aeronautics Academy in San Bernardino, in August 2008.	Lewis Center for Educational Research, High Desert "Partnership in Academic Excellence" Foundation, and partners in private business, education and government sectors, including JPL and NASA	Rick Piercy Chief Executive Officer Lewis Center for Educational Research (760) 946-5414, Ext 215
Technical Employment Training, Inc.	TET is a machine trades program at San Bernardino International Airport that provides certified employment skills training and job placement assistance to enhance the employability of job seekers, facilitate career growth opportunities for employees and assist employers in acquiring an exceptionally qualified workforce	TET has developed close partnerships with private manufacturing companies, which have assisted the program with donations of equipment and the hiring of graduates. TET has a staff person who helps students get employed. TET also operates like a business to provide students with on-the-job training while creating products, such as fabricating tools that will create metal clips to be used on solar panels for the lighting systems in the airport parking lot.	Kelly Space & Technology, Inc., San Bernardino County Superintendent of Schools, San Bernardino County Workforce Investment Board, and private manufacturing companies	Erich Lewis Executive Director TET, Inc. (909) 382-4141

PROGRAM	BRIEF DESCRIPTION	SUCCESS TO REPLICATE/EXPANSION OPPORTUNITY	AGENCIES	CONTACT
Healthy Communities/Cities	The Healthy Communities Program promotes a positive physical, social, and economic environment that supports the well-being of its members. It includes healthy schools, walkable communities, transportation options, parks/open space, adequate housing, and access to health care. San Bernardino County provided seed money to assist cities and towns with the creation or expansion of city programs.	In addition to wellness and nutrition programs from residents and employees, some city leaders have added healthy policies into their general plans. The four cities of the Victor Valley have joined forces on a regional approach. Cities have also partnered with community-based health organizations to better assess the needs of residents.	County of San Bernardino; cities of Adelanto, Chino, Chino Hills, Colton, Fontana, Hesperia, Montclair, Ontario, Rancho Cucamonga, Redlands, Rialto, San Bernardino, Upland, Victorville, and Yucaipa; Town of Apple Valley; and community-based health organizations.	Evelyn Trevino Acting Program Coordinator San Bernardino County Department of Public Health (909) 387-4369
Santa Ana River Trail and Pacific Electric Trail	<p>SART: The 110-mile Santa Ana River Trail and Parkway provides a recreational and commuter link from the Pacific Coast to the San Bernardino Mountains for hikers, bicyclists, and equestrians.</p> <p>PET: The 21-mile Pacific Electric Trail provides recreational opportunities for cyclists, pedestrians, runners and equestrians from Montclair to Rialto along the route of the legendary Pacific Electric Railway.</p>	<p>SART: A Policy Advisory Group, which includes elected officials, monitors progress of the trail, discusses key issues, and helps coordinate decision making across jurisdictional boundaries to ensure speedy completion of the trail. Through a memorandum of understanding, a contract staff person was hired to assist the PAG and technical advisory committee.</p> <p>PET: The Friends of the Pacific Electric Trail Inland Empire is a community-based organization that was formed to promote, support, and enhance the Pacific Electric Trail.</p> <p>Both trails provide a regional trail backbone to which future local city trails can be connected.</p>	<p>SART: Counties and Flood Control Districts of San Bernardino, Riverside and Orange, 14 cities, Santa Ana Watershed Project Authority, Wildlands Conservancy, the Army Corps of Engineers, United States Forest Service, California State Parks, California Coastal Conservancy;</p> <p>PET: The City of Rancho Cucamonga (lead agency), San Bernardino Associated Governments, and the cities of Montclair, Upland, Fontana and Rialto.</p>	<p>SART: Patricia Lock-Dawson Principal PLD Consulting (951)544-3789</p> <p>PET: Paula Pachon Rancho Cucamonga Community Services Department (909) 477-2760, ext. 2105</p>
Children's Fund of San Bernardino County	The non-profit Children's Fund was created in 1986 to raise funds to improve the lives of at-risk children by providing the private resources needed to fill public service gaps. The Fund's mission is to prevent child abuse in our community; to ensure that at-risk children who are abused, neglected, impoverished, or abandoned receive adequate food, shelter, clothing, medical care and education; and to provide equal opportunity for social development for these children.	Children's Fund is refocusing its efforts to raise an increased amount of private donations for children's programs operated by others. The service area gaps to be funded by Children's Fund are prioritized by the Children's Policy Council of the Children's Network, which is comprised of community-based organizations and San Bernardino County. In addition to financing safety net program operations, Children's Fund also completed a successful capital campaign in 1999 to raise money for the purchase and remodeling of an expanded Children's Assessment Center where victims of child sexual abuse receive forensic interviews, evidentiary medical exams and referrals for treatment.	Children's Fund has brought together community and business leaders to help it achieve its fund-raising goals. Its founding was lead by Patrick J. Morris, who was then presiding judge of the Juvenile Court, and Jack Brown, chairman, president and chief executive officer of Stater Bros. Markets.	Erin Phillips President and Chief Executive Officer Children's Fund (909) 387-4949

PROGRAM	BRIEF DESCRIPTION	SUCCESS TO REPLICATE/EXPANSION OPPORTUNITY	AGENCIES	CONTACT
Town of Apple Valley Multi-Species Habitat Conservation Plan	As part of its General Plan Update now underway, Apple Valley is developing a Habitat Conservation Plan for the Town and the entire Sphere of Influence, covering over 200 square miles. The plan will address compliance issues related to the Endangered Species Act and the environmental review process required by state and federal agencies. Those wishing to develop vacant property will know up front what measures need to be taken to mitigate impacts to certain species, while still allowing development to occur.	Once the MSHCP is approved by federal and state agencies, the development project approval process will be streamlined by allowing the Town and County to administer the Endangered Species Act. Also, the Plan identifies where the protected habitat can be linked to habitat in neighboring jurisdictions.	Town of Apple Valley and consultant Solution Strategies	Lori Lamson Director of Economic and Community Development Town of Apple Valley (760) 240-7000 ext. 7208
The Ontario Plan	In 2009, the City of Ontario unveiled The Ontario Plan, the nation's first web-based general plan. The Plan was designed as a web-based system to allow it to evolve as externalities change and the city evolves.	The Plan utilizes cutting-edge technology such as interactive general plan maps, links to city agencies and reporting tools to track the City's progress. This allows Ontario's officials and staff to make more efficient, flexible and transparent decisions, as well as gain feedback on its planning and decision-making.	City of Ontario and The Planning Center	Jerry Blum Planning Director City of Ontario (909) 395-2036
Victoria Gardens – Urban Environment	Victoria Gardens provides a new downtown for the evolving community of Rancho Cucamonga. With a mix of upscale retail offerings, cultural and civic facilities, professional offices, and housing built on a traditional street grid system featuring a large town square, informal pocket parks, courtyards, sidewalks, and pedestrian paseos, Victoria Gardens has created a sense of place. It has become the heart of its community, as well as a regional shopping destination	<p>To create a sense of place, architectural firms designed buildings representing various historical periods. Some buildings were designed to look as if they had been converted from other uses to serve today's needs. The result is a tapestry of structures, streetscapes, and landscaping that reflects the history of Rancho Cucamonga.</p> <p>The development of Victoria Gardens would not have been possible without two critical public-private transactions. The first was for infrastructure financing. The creation of a community facilities district and the cooperation of the city and nearby landowners provided the financing. The second transaction involved the city's conveyance of the land to the developer for \$1 and participation in future profits.</p>	City of Rancho Cucamonga, Forest City and private donations to the Rancho Cucamonga Library Foundation and the Rancho Cucamonga Community Foundation's Promoting Arts and Literacy campaign	Linda Daniels Deputy City Manager City of Rancho Cucamonga (909) 477-2700, 2050

PROGRAM	BRIEF DESCRIPTION	SUCCESS TO REPLICATE/EXPANSION OPPORTUNITY	AGENCIES	CONTACT
Santa Ana Watershed Project Authority	SAWPA is a joint powers authority that was established in 1974 to manage water supply and water quality in the Santa Ana River watershed. The watershed covers 2,800 square miles, making it the largest urban watershed in Southern California. After many years of conflicts over changing demands for water quality and supply, the five large water districts that serve the watershed developed SAWPA. Initially, the goal was to deal with water supply and waste and stormwater treatment in an integrated fashion. Today, SAWPA's mission has expanded to include habitat restoration, invasive species management, and flood control, in recognition that these efforts are integral to the water supply and quality management missions.	SAWPA's approach – coordination, cooperation, and integration of water agencies to pool resources and manage water at the basin scale – is a best practice for integrated water management that Public Policy Institute of California in February 2011 proposed the state legislature require the other eight regional water quality regions in the state to implement. SAWPA utilizes collaborative task forces for its major initiatives, which has proven to maximize resources and reduce litigation.	SAWPA, San Bernardino Valley Municipal Water District, Inland Empire Utilities Agency, Western Municipal Water District, Eastern Municipal Water District, and Orange County Water District	Celeste Cantu General Manager SAWPA (951) 354-4220
Southern California Consensus Group	A consensus group that jointly advocated for a share of Proposition 1B transportation funding commensurate with the importance of the region's freight movement system. The group defined the region's funding priorities through internal negotiation amongst the partners.	By working together rather than competing against one another, the group was ultimately successful in focusing nearly two-thirds of the \$2.5 billion in statewide Trade Corridor Improvement Program funding on the Consensus Group's projects	Southern California county transportation commissions, the Southern California Association of Governments, and the Ports of Los Angeles, Long Beach, and Hueneme	Ty Schuiling Director of Planning San Bernardino Associated Governments (909) 884-8276
Inland Action	The objective of this business organization is to assist and encourage the economic well-being and betterment of the Inland Empire region of Southern California. It pursues its objectives in the capacity of a catalyst, rather than an operational organization. Upon the identification of a need, Inland Action shall encourage, with the resources at its disposal, an operative organization, be it political, regulatory, quasi public or private, to assume the responsibility for action.	Inland Action has dedicated staff who work to keep members engaged through learning and successful completion of objectives. Several members are Governor's appointees to state boards and commissions. Members also maintain relationships with leaders in Washington, D.C. and Sacramento.	Fifty-one member organizations, including large and small businesses, education institutions, hospitals, financial institutions, and independent professionals, such as attorneys and accountants	Carole Beswick President/CEO Inland Action (909) 382-4018

PROGRAM	BRIEF DESCRIPTION	SUCCESS TO REPLICATE/EXPANSION OPPORTUNITY	AGENCIES	CONTACT
Inland Empire Tourism Council – DiscoverIE	A Council of representatives of high-profile destinations and amenities in San Bernardino County that encourages tourism industry, job growth and economic opportunity	By joining the Inland Empire Destination Council with the Inland Empire Tourism Council, the collaborative council can provide even greater support, marketing strength, and collaborative focus on tourism in San Bernardino and Riverside counties. Council members have leveraged their existing relationships with their audiences, fans and communities to spread the word about the region’s destinations and amenities and the brand DiscoverIE.	Members include: Auto Club Speedway, Citizens Business Bank Arena, Los Angeles/Ontario International Airport, Victoria Gardens, Ontario Convention Center & Visitors Bureau, Ontario Mills, San Manuel Indian Bingo & Casino, Snow Valley Mountain Resort, Big Bear Lake Resorts Association, Lake Arrowhead Resort & Spa, Bass Pro Shops, and County of San Bernardino	Jessica Spaulding Thompson Spaulding Thompson & Associates, Inc. (949) 305-2780



EXPLANATION OF TERMS

Throughout this document there are terms used to describe our vision, this is an effort to clarify and elaborate on their meaning.

Collaboration: A rich history of working together gives our resource constrained region the ability to solve problems and create positive outcomes that we could not hope to accomplish in isolated silos. Building on this history of collaboration will be a critical aspect of our future success.

Community-wide Prosperity: We support *the creation of value and opportunity at all levels of the socio-economic spectrum* in an attractive and well-maintained amenity rich physical environment with a sufficiently-funded government to provide a consistently high level of service. This will also enable us to provide social services that meet the needs of those most vulnerable in our community.

We should maximize realistic opportunities and make sure that our education and training efforts align with market forces in order to provide employment ranging from entry level to high wage earners, from blue collar to white collar, from small business to fast growing entrepreneurs to large corporations – to use an over-used phrase: no one left behind!

Complete Community: We support *a community that meets all the life stages people travel through with access to services, amenities and lifestyle they desire*. Although we have the amazing benefit of access to the rest of Southern California and all that it provides, for our families and our guests we will strive to provide a quality of life that allows people to live out their lives from their first job to retirement in our region, from their first apartment through marriage, children, empty nests, retirement or whatever family structure and lifestyle choices are made.

Diversity: There are no easy ways to categorize the vast regions and range of terrain that is San Bernardino County. We also have a variety of communities, lifestyles and economies. We believe this unique and comprehensive mix is a great asset. Our population, private and public institutions all come together to create an incredibly strong foundation for any possible future.

Education (broadly defined): Education is a word loaded with meaning and everyone who hears it projects his or her own definition. We mean ***all aspects of life-long learning for all segments of the community*** – from preschool to post doctorate, from technical training to liberal studies and internships and mentoring to career reentry and continuing education. Our region will develop a matriculated web of educational opportunities necessary to be productive in today's economy.

Foundation Investment: The average amount of foundation giving in California is \$119 per capita. It's only \$3 per capita to all of the nonprofits in San Bernardino County! All aspects of county leadership will work with the nonprofit and philanthropic sectors in the region to remedy this disparity – working to better connect the generosity of individuals, funders, and businesses to improve quality of life in the county.

As public dollars dry up due to the economic recession, community and civic needs/projects are becoming increasingly dependent on private dollars. We should ***build stronger private, public, and nonprofit partnerships to leverage the best ideas, talent, and resources to address the county's most pressing needs, challenges, and opportunities.***

Healthy Lifestyles: We mean ***a range of preventative health choices, including opportunities for a balanced diet and access to our natural resources for exercise.*** We should promote a healthy environment including clean air and water and fight for top quality and accessible health care. We will be a region that identifies and addresses the systemic challenges of unhealthy choices – such as, the use of drugs and alcohol during pregnancy – to the special needs of the disabled and those with behavioral health challenges.

Natural Environment: Our ***air, water and natural terrain*** are critical elements to the future success of our region. In partnership with State and Federal agencies, our region will work to protect and enhance our natural setting. We should strive to successfully integrate the wide array of land uses critical to the overall success of our region into our natural setting.

Public Safety: *Holding the line on criminal activity and being ready to respond to man-made and natural disasters is a both a legacy of success in our region and a commitment to the future.* We will continue to work together as a region to deploy the most effective tools and forces. We will pursue collaboration within the region, with our surrounding counties and with State and Federal agencies. A big part of our future is making sure our general population is prepared to respond to any circumstances that arise and are educated as to the appropriate level of service to expect.

Quality Amenities: *As variable as the people in the region are the range of amenities desired.* In a balanced way and to the maximum level achievable based on our economic realities, we will strive to encourage community-based access to parks and recreation, retail and professional services, entertainment and sporting events for all ages. In addition, we will encourage the celebration of all the arts. From museums to symphonies, from theatre to concerts, from school-based to professional performances, we value the arts!

Rural and Desert Lifestyle: *Wide open spaces, plants and animals, often characterize the elements of a rural lifestyle.* Neighborhoods that provide the opportunity for horse property and other livestock are an important component of our heritage and an important future choice. The connectivity of rural property to a system of trails is a further critical element of a rural lifestyle.

Sense of Place: Strong family ties, culture, heritage, neighborhood cohesion and unique characteristics come together to create communities people care about. From the deserts to the mountains and the valleys people choose the communities that best meet their lifestyle choices and then often lay down multigenerational roots.

Social Infrastructure: *The fabric of a community is woven with the threads of organizations ranging from service clubs to athletic teams, from faith based organizations to political activists, from arts to historical preservationists.* All of these organizations in all their myriad of forms create the social infrastructure of the community. In addition to the value of the services and activities they provide in and of themselves, they create 5% of the county's jobs and raise millions of dollars for community programs and services.

Sustainability: We support *making decisions with a clear understanding of capacity*, meeting today's needs for resources and quality of life in ways that enable future generations to meet their needs as well. We will strive to pursue opportunities for investment in infrastructure, which expand capacity. And, we will embrace technological advances that further enable our region's growth and prosperity, living well without degrading the environment or depleting non-renewable resources.

Urban Environments: *Areas of increased housing density interspersed with retail and office uses* create what we mean by urban environments. Increased densities provide the opportunity for a number of community benefits. A critical mass of consumers is necessary to drive a variety of retail and entertainment experiences. The same is true for transit alternatives to be successful. In urban environments you also have a higher likelihood of opportunity to work and live in a 24/7 walk-able proximity. Note the Victoria Gardens example in the inventory of great examples chapter of this document.



VISION PROCESS

For the first time in the history of San Bernardino County, all 24 cities and towns and the County have worked together to create a vision for our future. We have solicited input from hundreds of citizens at community meetings throughout the county; questioned more than 25 groups of experts at specific subject area meetings ranging from the environment to home building, from the military to education and from water to health care; and received more than 3,600 responses to an online survey. After reviewing the general plans of all the cities and towns, we met with their representatives and officials from a number of community service districts to more fully understand their plans and priorities.

The information has been fascinating and valuable as a foundation for discussing the future of our county. This countywide vision document is the culmination of this effort to gather input from residents and other stakeholders. The data was summarized into the nine vision element statements above, which were reviewed and refined by the Plans and Programs Policy Committee of San Bernardino Associated Governments (SANBAG). Final comments will be solicited during the 27th Annual City County Conference. A final vision statement will be drafted and circulated for adoption by the County, SANBAG and all 24 cities and towns. The countywide vision will then be presented during SANBAG's first annual general assembly meeting in June.

Community meetings were held in Barstow, Big Bear Lake, Bloomington, Chino, Chino Hills, Colton, Fontana, Joshua Tree, Lake Arrowhead, Muscoy, Ontario, Phelan, Rancho Cucamonga, Redlands, Rialto, San Bernardino, Upland, and Victorville.

Single issue focus groups covered the following categories:

Arts & Culture	Firefighters	Real Estate	Utilities
Aviation	Healthcare	Residential	Veteran's Issues
CBOs/Non-profits	Higher Education	Development	Water
Children's Policy	Industrial	Retail	Workforce
Education (K-12)	Development	Development	Investment
Environment	Mental Health	Seniors Affairs	
Faith Community	Public Safety	Tourism	



THE ONLINE SURVEY RESULTS

An online survey ran from December 29, 2010 to February 6, 2011 and resulted in 3,656 completed surveys. Below are a description of survey respondents and a summary of results.

Respondents

- Most (66%) respondents are long-time residents of the County, having lived in San Bernardino County for over 15 years.
- Age of respondents range from 17 to 99 with a median age of 49.
- The majority of respondents were female (62.5%) and only 37.5% are male.

Results

Likes

- The following three things are what respondents like most about the County of San Bernardino (in rank order):
 1. Availability of recreation areas and facilities.
 2. Availability of housing options at affordable prices.
 3. Availability of restaurants and shopping.
- Respondents in the Central Valley and Eastern Valley indicated the same three items as their top three Likes, although in a slightly different order.
- The High Desert, Morongo Basin/South Desert and Mountain Communities also included *housing at affordable prices* and *recreation areas and facilities* in their top three. However, these regions did not list *availability of restaurants and shopping* in their top three; instead, respondents in these regions like that *roads and freeways have less congestion*.
- Respondents in the Western Valley had *restaurants and shopping* and *recreation and facilities* in their top two. *Level of public safety* was #3 for this region.

Dislikes

- The following are the top three things respondents don't like about the county (in rank order):
 1. Lack of employment opportunities
 2. San Bernardino County's overall image
 3. Quality of roads
- Respondents across all regions agree that *lack of employment opportunities* is a problem.
- Most regions (Eastern Valley, High Desert, Morongo Basin/South Desert and Mountain Communities) also agree that *quality of roads* is an issue.
- Central Valley, Eastern Valley, Mountain Communities and Western Valley indicated they don't like the *County's overall image*. In fact, this item was ranked #1 by respondents in these regions. However, this item did not make the top three in the desert regions.
- Dislikes that are unique to regions:
 1. Quality of schools (Central Valley and High Desert)
 2. Lack of transportation options (Morongo Basin/South Desert)
 3. Traffic congestion (Western Valley)

Change in County

- Overall, the majority of respondents believe things are either getting worse or are remaining the same within the County.
- Most respondents believe the following things are getting *worse*:
 1. Employment opportunities
 2. Quality of schools
 3. Quality of roads
 4. Traffic congestion
 5. County's overall image
 6. Openness and honesty of government services
- Nearly half or more than half of respondents believe the following are remaining the same:
 1. Availability of recreation areas and facilities
 2. Level of public safety
 3. Options for entertainment and nightlife
 4. Access to healthcare services
 5. Availability of restaurants and shopping

6. Availability of housing options at affordable prices
7. Availability of public transit
8. Availability of other transportation options
9. Air quality

Priorities

- According to respondents, the top three priorities for the County should be:
 1. Higher quantity and quality of jobs
 2. More open and honest government
 3. Improve public safety
- Again, all regions agree that *jobs* should be the top priority. Jobs was ranked #1 in all regions except the Morongo Basin/South Desert (ranked #2).
- Every region also believes that *more open and honest government* should be a priority.
- Respondents in Central Valley, High Desert, Mountain Communities, and Western Valley also ranked *improve public safety* as a priority.
- Priorities unique to regions are:
 - San Bernardino County's image (Eastern Valley)
 - Rural living (Morongo Basin/South Desert)

Suggestions for Improvement

- The top three suggestions for improvements in the County are related to:
 1. Transportation infrastructure
 2. Recreation opportunities/facilities
 3. Public Safety
- While most believe jobs should be a top priority, the most common suggestion for improvement (across all regions) was to fix or improve the County's transportation infrastructure (e.g., potholes, quality of roads, bridges, trails, traffic lights). It should be noted that "quality of roads" was not an option in the question about County priorities. Perhaps given the opportunity, respondents may have selected "quality of roads" as a top priority.
- The East Valley and the High Desert were the only regions that had the same top three suggestions. Other suggestions unique to regions were:
 - Community upkeep (Central Valley, Mountains, West Valley)
 - Utility infrastructure/services (Morongo Basin/South Desert)

Words to Describe Future County

- Respondents would like the following three words/ideas to describe the County in the future:
 1. Safe
 2. Clean/beautiful/sustainable/environmental
 3. Prosperous/employed/productive/successful
- The only region with the same top three priorities is Central Valley.
- Other priorities unique to regions are:
 - Government: honest/open/respected/public-serving (East Valley, High Desert, Mountains, West Valley)
 - Undeveloped/rural/serene/peaceful/uncongested/historical (Morongo Basin/South Desert)



SURVEY QUESTIONS

What's Your Vision for San Bernardino County?

The purpose of this survey is to learn what you want San Bernardino County to work toward and become. This is your chance to be heard, and more importantly, to determine the future course of our County community.

The survey should take approximately 10 minutes to complete. Your participation in this survey is voluntary and you may exit at any time. Be assured that your responses will remain anonymous and IP addresses will not be collected or used for any purpose.

Thank you for taking the time to share your thoughts on what the future of San Bernardino County should look like! Click the Next button to begin.

If you have any questions about the survey, please contact us at VisionProject@sbcounty.gov.

By clicking the Next button below, I verify that if I am under 18 I have my parents'/guardians' consent to complete this survey.

1. What is your current 5-digit zip code?
2. Thinking about the San Bernardino County community in which you live, work or visit; name two things you would like to see improved in that community.

Please provide name of community. If you do not know name of community, provide city name.

Name of community/city:

Improvement 1:

Improvement 2:

3. Select the top three things that you LIKE about San Bernardino County and rank them 1, 2, and 3 with 1 being what you like most. Please read all choices before ranking.

Enter 1, 2, and 3 into the boxes next to your TOP THREE ITEMS. Please leave the rest of the items blank.

The sum of the numbers entered must equal 6.

Availability of recreation areas and facilities
Level of public safety provided
Employment opportunities
Availability of arts and cultural activities
Availability of restaurants and shopping
Availability of professional services (e.g. medical/dental offices, attorney, CPA, barber/beauty)
Availability of housing options at affordable prices
Quality of schools
Quality of roads
Transportation options (e.g. public transit, bikeable/walkable pathways)
Roads and freeways have less congestion (as compared to rest of Southern California)
San Bernardino County's overall image (what comes to mind when people think of the area)
The physical appearance of the County

4. Select the top three things that you DON'T LIKE about San Bernardino County and rank them 1, 2, and 3 with 1 being what you like least. Please read all choices before ranking.

Enter 1, 2, and 3 into the boxes next to your TOP THREE ITEMS. Please leave the rest of the items blank.

The sum of the numbers entered must equal 6.

Lack of recreation areas and facilities
Level of public safety provided
Lack of employment opportunities
Lack of arts and cultural activities
Lack of restaurants and shopping
Lack of professional services (e.g. medical/dental offices, attorney, CPA, barber/beauty)
Lack of housing options at affordable prices
Quality of schools
Quality of roads
Lack of transportation options (e.g. public transit, bikeable/walkable pathways)
Traffic congestion
San Bernardino County's overall image (what comes to mind when people think of the area)
The physical appearance of the County

5. Thinking about San Bernardino County as a whole, indicate whether you think the topics listed below are *getting better*, *getting worse*, or are *remaining the same* within the County. Remember, we are looking for your opinions and there are no right or wrong answers.

a. Availability of recreation areas and facilities

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------

b. Level of public safety

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------

c. Employment opportunities

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------

d. Options for entertainment and nightlife

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------

e. Access to healthcare services

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------

f. Availability of restaurants and shopping

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------

g. Availability of housing options at affordable prices

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------

h. Quality of schools

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------

i. Quality of roads

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------

j. Availability of public transit (e.g. buses and trains)

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------

k. Availability of other transportation options (e.g. walking and biking pathways)

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------

l. Traffic congestion

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------

m. Air quality

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------

n. San Bernardino County's overall image (what comes to mind when people think of the area)

Getting better

Getting worse

Remaining the same

o. Openness and honesty of government agencies

Getting better

Getting worse

Remaining the same

6. Which of the following do you believe should be the top three countywide priorities? Please read through all the options first and then select three items and rank order them 1, 2, and 3 with 1 being the most important priority.

Enter 1, 2, and 3 into the boxes next to your TOP THREE PRIORITIES.

Please leave the rest of the items blank.

The sum of the numbers entered must equal 6.

More health care options (service availability, hospitals, medical/dental offices, pharmacies)

More urban lifestyle communities/areas

Rural living

Physical appearance of County as a whole

Higher quality and quantity of jobs

More recreation opportunities

More open and honest government

Improve public safety (police, fire)

Air quality

More arts and cultural choices

More transportation options (public transit, bicycle paths, pedestrian walkways)

Reduce traffic congestion within the County's borders

San Bernardino County's overall image (what comes to mind when people think of the area)

7. In the future, what are three words that you hope will best describe San Bernardino County?

1.

2.

3.

8. How long have you lived in San Bernardino County?

Less than 1 year

1 to 5 years

6 to 10 years

11 to 15 years

16 or more years

Don't live in San Bernardino County

9. What is your age? (in years)

10. What is your gender?

Male

Female

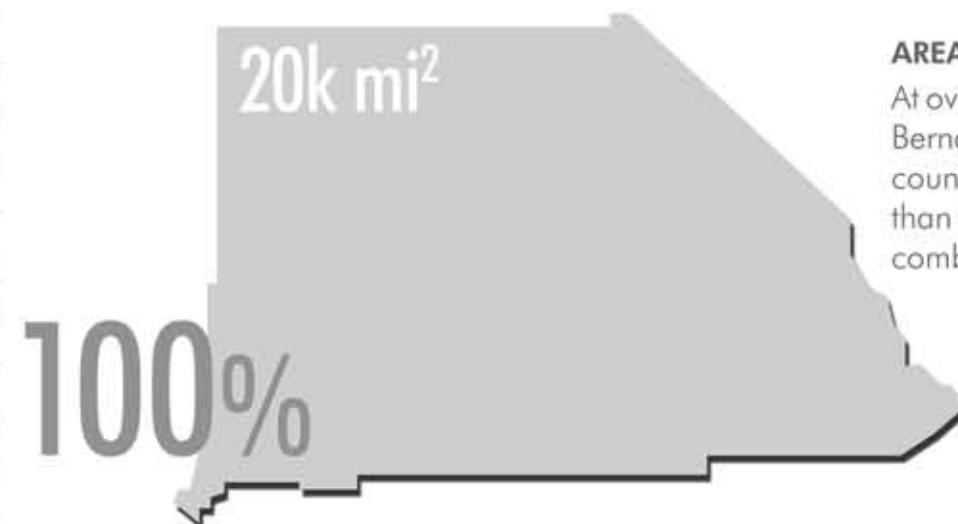


SURVEY DEFINITION OF REGIONS

REGION	COMMUNITIES	REGION	COMMUNITIES
Western Valley	Chino Chino Hills Guasti Lytle Creek Montclair Mt Baldy Ontario Rancho Cucamonga Upland	Central Valley	Bloomington Colton Fontana Grand Terrace Rialto San Bernardino
Eastern Valley	Bryn Mawr Forest Falls Highland Loma Linda Mentone Patton Redlands Rim Forest Twin Peaks Yucaipa	Mountain Communities	Angelus Oaks Big Bear City Big Bear Lake Blue Jay Cedar Glen Cedarpines Park Crest Park Crestline Fawnskin Green Valley Lake Lake Arrowhead Running Springs Skyforest Sugarloaf

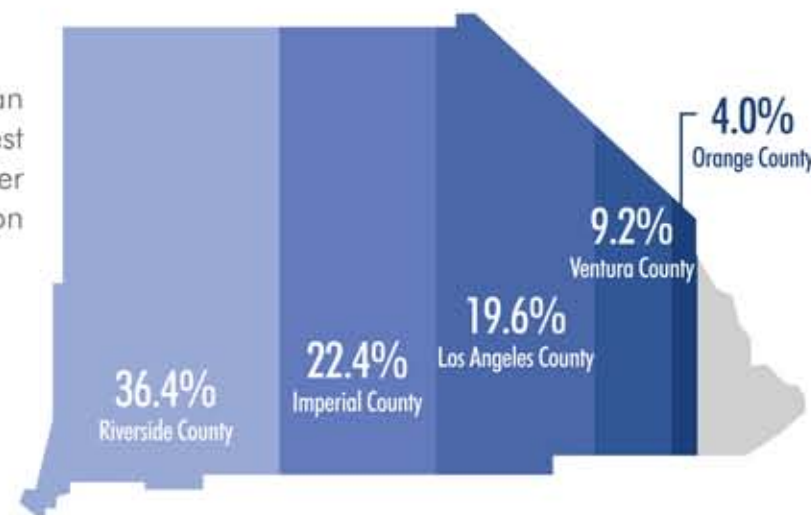
REGION	COMMUNITIES	REGION	COMMUNITIES
High Desert	Adelanto Amboy Apple Valley Baker Barstow Cima Daggett Earp Edwards Essex Fort Irwin Helendale Hesperia Hinkley Lucerne Valley Ludlow Mountain Pass Needles Newberry Springs Nipton Oro Grande Parker Dam Phelan Pinon Hills Red Mountain Ridgecrest Trona Victorville Vidal Wrightwood Yermo	Morongo Basin/South Desert	Joshua Tree Landers Morongo Valley Pioneertown Twentynine Palms Yucca Valley

Growth *evolution of the county.*



AREA

At over 20,000 square miles, San Bernardino County is the largest county in the U.S. and larger than the rest of the SCAG region combined (18,000 mi²).



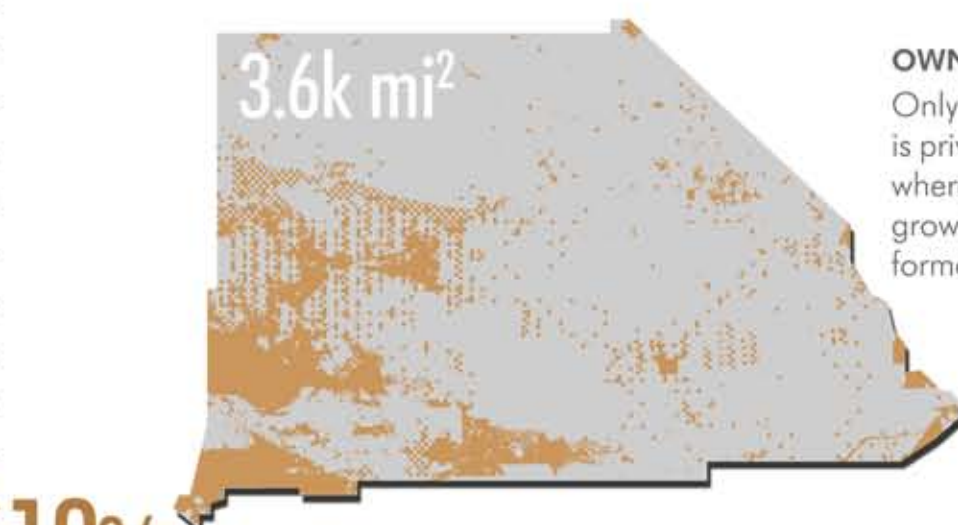
FUTURE GROWTH

The existing San Bernardino countywide figures for 2010 are 2 million people, 600K households, and 700K jobs.

SCAG RTP projections show that an additional 800K people, 250K households, and 400K jobs could be added in the next 25 years.

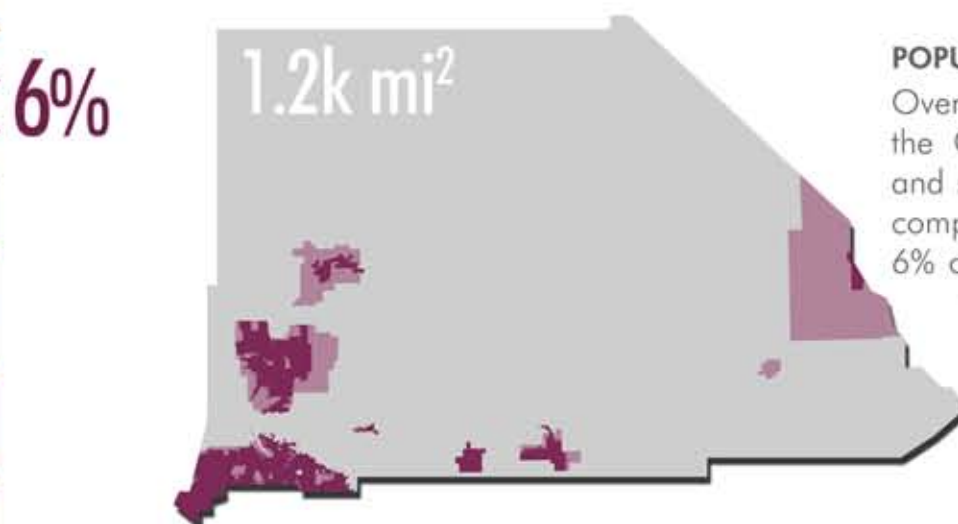
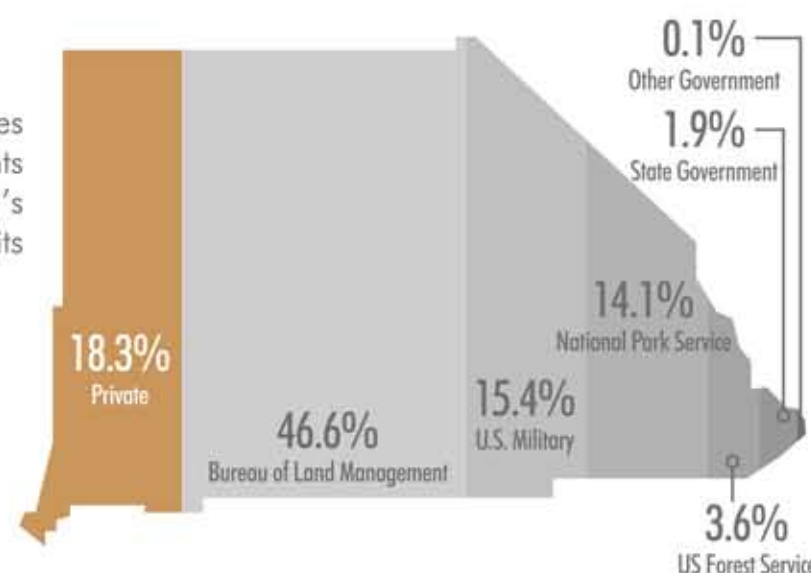
This is roughly the equivalent of adding the County of Ventura's totals for 2010 to the existing incorporated areas and SOIs of San Bernardino County.

Source: 2012 RTP year 2008 and 2035, and 2010 Census figures.
Note: Households, not housing units; and jobs, not employees.



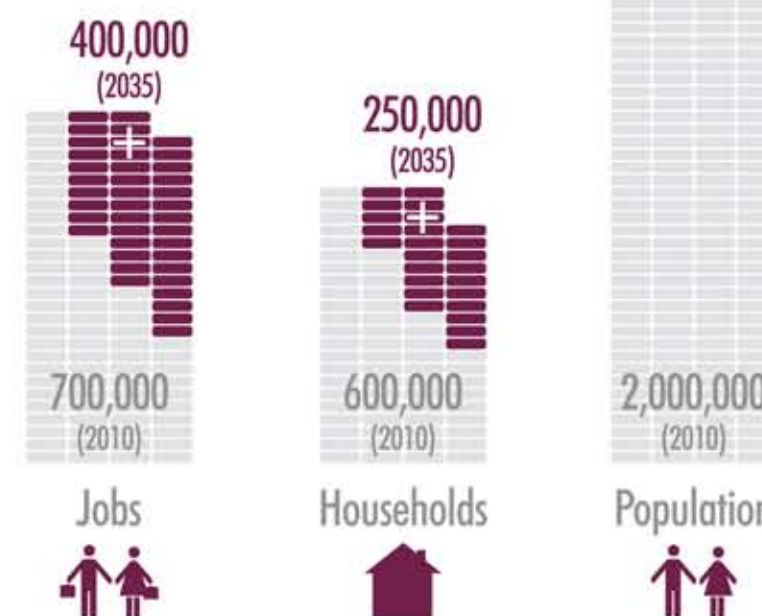
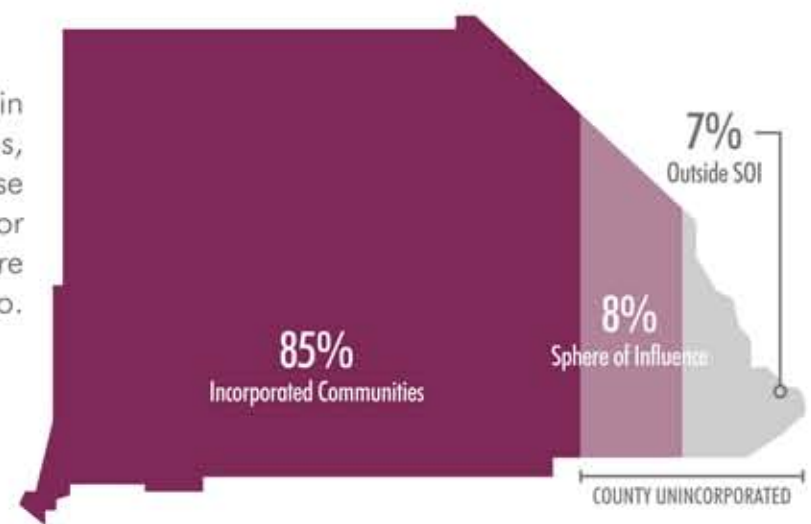
OWNERSHIP

Only 18% or 3,600 square miles is privately owned and represents where almost all of the County's growth has occurred since its formation in 1853.



POPULATION

Over 90% of the people live in the County's 24 cities, towns, and spheres of influence. These comprise 1,200 square miles or 6% of the county—areas where future growth will likely go.



Recreation *as close as your backyard.*



3 5 6

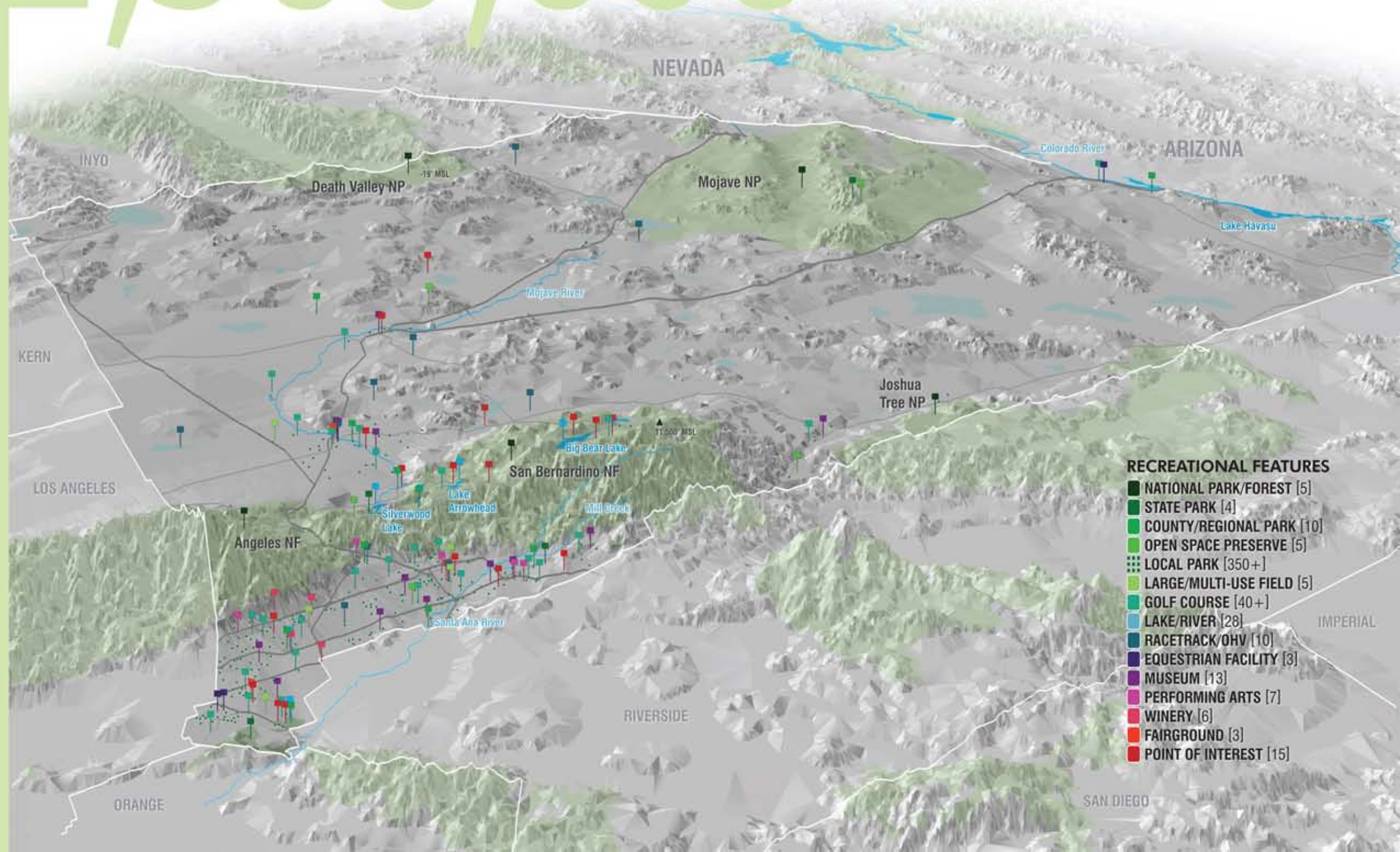
PARK AC.
PER 1,000
RESIDENTS

While the state standard is 3 acres of park land per 1K people, and a gold standard is 5 acres, San Bernardino County residents enjoy 6 acres per 1K people.

2,500,000

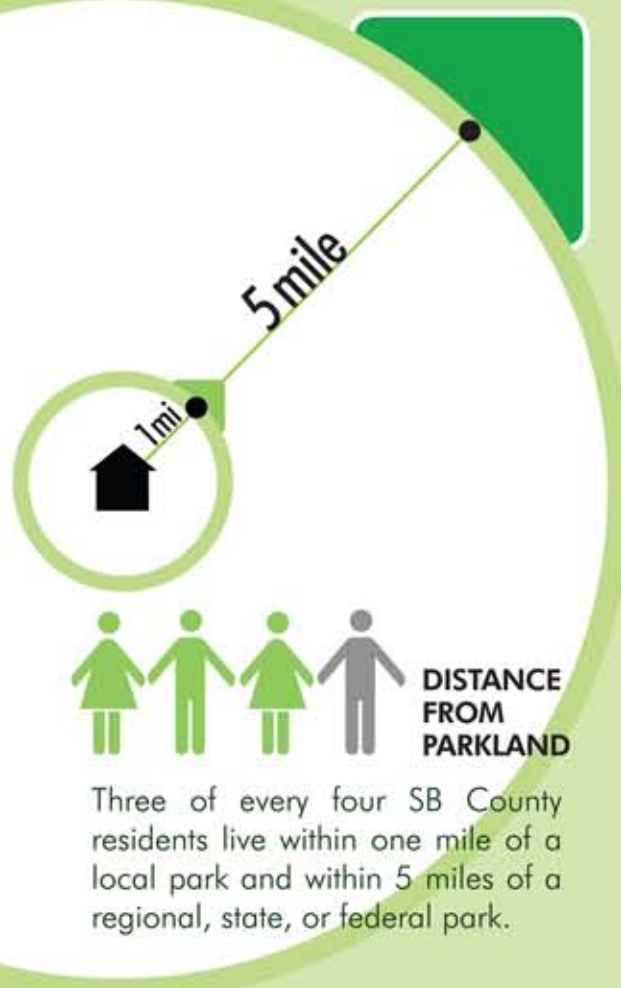
2.5 MIL ACRES OF RECREATIONAL LAND IN SAN BERNARDINO COUNTY

Those who live, work, and learn in San Bernardino County enjoy access to hundreds of local parks and recreational features. Moreover, the County hosts the widest range of recreational categories and environmental settings in California. The map below depicts just a sampling of the recreational amenities available throughout the County.

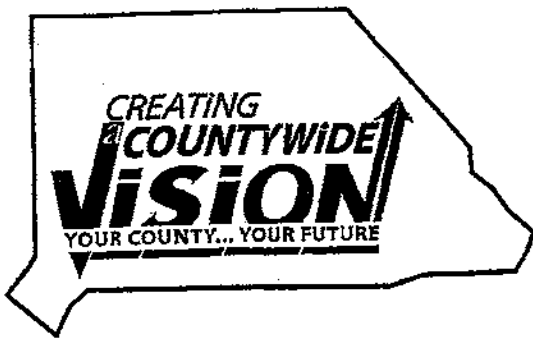


RECREATIONAL FEATURES

- NATIONAL PARK/FOREST [5]
- STATE PARK [4]
- COUNTY/REGIONAL PARK [10]
- OPEN SPACE PRESERVE [5]
- LOCAL PARK [350+]
- LARGE/MULTI-USE FIELD [5]
- GOLF COURSE [40+]
- LAKE/RIVER [28]
- RACETRACK/OHV [10]
- EQUESTRIAN FACILITY [3]
- MUSEUM [13]
- PERFORMING ARTS [7]
- WINERY [6]
- FAIRGROUND [3]
- POINT OF INTEREST [15]



Three of every four SB County residents live within one mile of a local park and within 5 miles of a regional, state, or federal park.



Dear Don,

I'm so excited that we were able to preserve our forested land while providing adequate housing.

We were able to build a new road from the Hill to SB. We preserved the lakes & wildlife, we cleaned up the ugly parts of the County, got rid of the gang problem and brought commerce to our area.

We did a great job because people cared enough to be involved in local government, fix what was broken and preserve what worked well.

♥ Mom





Today we rode through the park and it was a beautiful day! The horses were really glad to get out. I'm so glad that Bloomington has stayed a nice combination of Rural & Light Business!

The Local 4-H and F.F.A put on a wonderful community education day and it was fun to watch the kids interact and share their knowledge with the community.

It is really nice to see how the local community has developed into a nice "Small Town", where everyone works together to make it such a nice place to live. It is great to see Agriculture is still alive in Bloomington and that it has become such a beautiful place to live.

Our County Supervisor and her staff has been very good at coming out and listening to our people.

Thank You





Brie,

Thanks to the foresight that our County government had 20 yrs ago you are now able to ride public transportation both local & high speed rail across town and across the state.

I'm happy to be able to you our family's green home. I couldn't have made all of the upgrades needed for the "greening" had it not been for the incredible incentives offered by San Bernardino County when you were just a toddler.

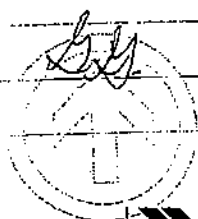
I'm relieved that I can send you to our local schools without fearing for your well being. S.B. County was able to secure several large grants & allowed them to partner with S.B. City to refurbish all of our County schools.

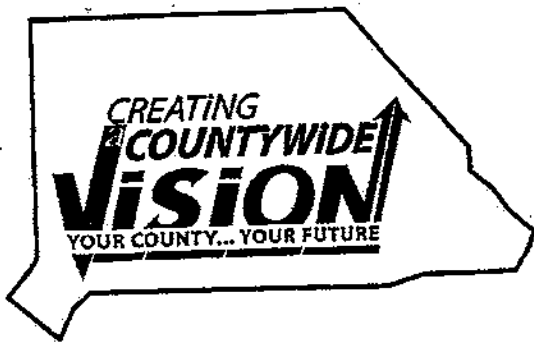
Brie, as a result of the excellent leadership in our County government I've been able to maintain a standard of living that keeps me healthy and able to do all of the things I dreamt of when I retired.

I leave you with my love, devotion, and the spirit of hope as you enter this second decade of life. You've been sustained in S.B. County for 22 years from elementary to high school & are now in college.

I'm proud of you and I'm thankful that I've been able to provide you with amenities that have kept you safe from harm.

I love you baby girl - for now and always!





2030

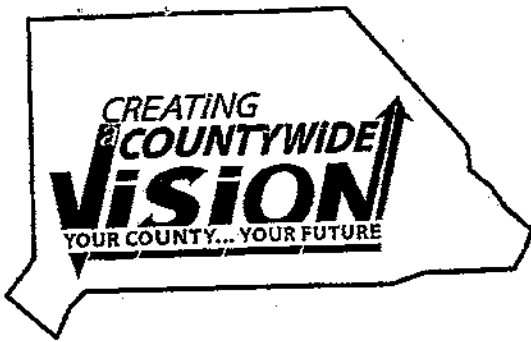
Dear Zoë,

I am so happy to be living in S.B. County because our County government changed 20 years ago and became honest, open and transparent. The gov't became responsive to the mountain character and natural resources. The Planning Dept. protected our air, water, Forest & wildlife. Good zoning was put in place for these reasons and for protection of the public in case of emergency, like fire. So lots were enlarged for defensible space around homes. The Planning Dept & the Supervisors followed the General Plan and regional plans like the Lake Arrowhead plan. The County Gov't by its actions became a model county gov't. by preparing for Climate Change.

S.B. County needed to build its nonprofit agencies. The County was able to bring in more philanthropic funding to improve nonprofit capacity, so it can meet the needs of the public.

The County realized the importance of the quality of life and the character of the mountain.

P. 1 of 2



Zoe p. 2 of 2

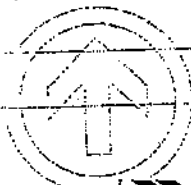
S.B. County improved its mass transit and the infrastructure like roads to the Mts.

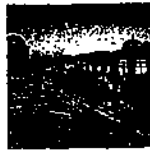
The County became in the forefront on renewable energy which lowered energy costs and created jobs.

The County realized the importance of diversifying its economy. To do this they knew they needed a more educated work force, so the education system was improved. Community colleges & 4 yr institutions improved.

This educated workforce demanded more cultural activities & clean natural resources & pleasant recreational activities.

[Signature]





Dear Mr. Devereaux,

It is amazing to reflect on a County Visioning meeting we had over 20 yrs ago and how much the County has changed.

Today, I woke up early to do yoga in the clean, fresh air in my back yard in San Bernardino. The new zoning ordinances have really added a ton of green space to my neighborhood and the amount of car emissions has virtually declined to zero since the incentives passed to buy ^{100%} electric vehicles. I walked to the corner market to buy some locally grown produce for my daily smoothie and to stop for a scone @ the corner bakery. The wine tasting bar owner and I have gotten really close chatting as we pass each other each morning and especially at the town hall meetings where we discuss the huge growth of "green collar" jobs in the region.

Later, I am taking the light rail from SB to Loma Linda before I take the high-speed rail into LA. I love not having to drive long distances any more.

It takes so little time these days to get to and from LA that I am meeting my grandkids for dinner in SB later @ the new organic restaurant that opened just down the street. Later, we are going to the art exhibit opening to support our mutual artist friends. So excited that the exhibit is attracting people from all over Southern California!

Tomorrow, we are going to hike the trails in the →

new nature preserve before we head over to the newly developed mall in Redlands. Can you believe they put a Neiman Marcus in right next to the Banana Republic? Makes shopping so much easier!

So, I am excited to see you on Monday @ the Regional Healthcare collaboration meeting! I am excited to see how the implementation of regional health data exchange is going to better serve our patients!

Anyway, thanks for all the work you did in making our "vision" come true! It's amazing the power of people working together for a singular goal!

Many Blessings!

Signed

Cynthia

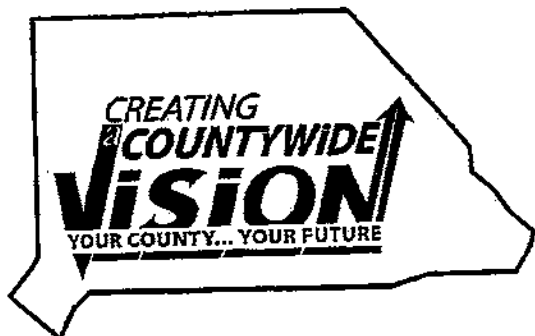


Dear President,

I'm so excited to be in San Bernardino County!
We have created a county that is kid friendly
& safe, respectful of the elderly & their dignity,
and a well run government that supports local
growth & cares about keeping families healthy &
active, and productive. Our County^{gov} represents
top of the line efficiency & productivity, cutting
waste & welcoming creative ways to keep a
financially strong & connected group of towns &
cities within the county. We've been fortunate
to enjoy the new sports complexes and training
centers to keep our population fit & healthy, keeping
our medical expenses down. We have bike paths
& nature trails in all our local communities,
& culture centers & museums that depict the
essence of each region of the county. Transportation
has streamlined to provide public systems running
economically throughout the county & into other
highly trafficked areas of So. Cal. Manufacturing
& businesses flourish in SB County because of
the ongoing incentive programs developed to grow
corporate & private industry here. Families love raising
their ^{generations of} families here & all are happy.

Thanks for listening!

Annetta



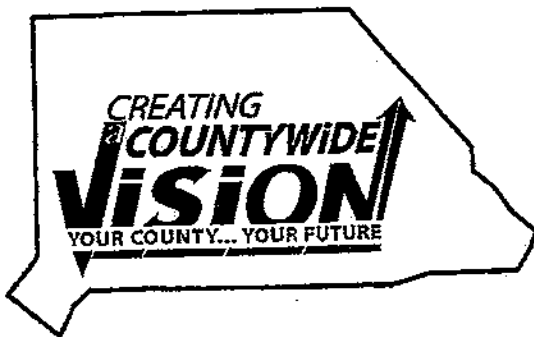
2030

San Bernardino County:

- ▣ Has developed east-west infrastructure - freeway and high-speed rail between the High Desert (Victor Valley) and Antelope Valley.
- ▣ The High Desert has a 4-yr university
- ▣ There is a safe, paved road from Nesperia to Lake Arrowhead (Nug 173) and improved road up to Big Bear from Lucerne Valley.
- ▣ There is a high speed rail link from Las Vegas to Ontario with stops in Barstow & Victorville
- ▣ There are concentrated urban centers in Apple Valley, Victorville, & Nesperia and fewer big box stores, each with 20 acres of parking.
- ▣ We have found out how to make water out of air
- ▣ There are hundreds of small truck garden farms along the Mojave River between Victorville & Newberry Springs

Regards

Techtel

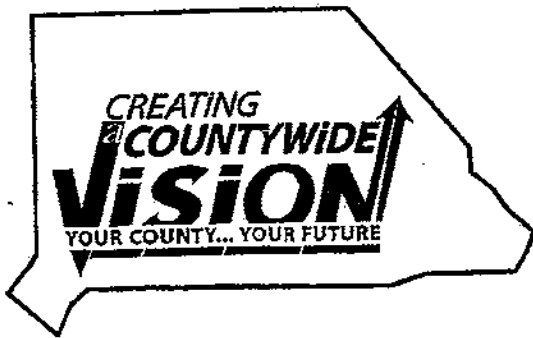


Dear Joe,

It is the year 2030 and I am writing this to let you know how wonderful my life is in San Bernardino County and Fontana. I was able to attend college in the county and I was able to settle down and have my family here because of the great schools and such great family friendly environment and amenities. I was also able to secure a job in the public service industry. I am able to give back to my community because of all of the volunteer and government involvement opportunities. I am very happy that I am able to keep my business here also and I plan to retire here happily.

Yours brother,

Carlos



Dear aunt Gertrude,

I am the lucky member of our family because I live in the most beautiful valley in America The San Bernardino Valley, which is the heart of The Inland Empire. We have a great Natural resources, Great Climate and the proper civic minded officials to take advantage of them. Just a few things that make me proud to be a resident of San Bernardino County

1. Access to the mountains, The Desert and the City and some wonderful Amenities that our family can enjoy

2. We live in a crime free and Pollution free environment.

3. There are wonderful Education opportunities here and great employment potential for our students upon completion of their Education.

4. The Socio-Economic Climate is wonderful.

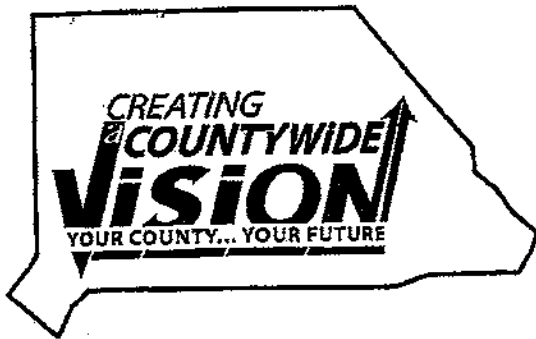
5. And our Transportation system is unparalleled.

I won't take any more of your time, but please come visit us soon. I will pick you up at Ontario Airport, and we'll shop in Victoria Gardens, attend the Races at a race Club, Speedway and take the Bullet train to Las Vegas.

Love ya Aunt Gertrude

Your favorite nephew Doc

P.S. We can have a beer at our beautiful new Veterans Club



January 13, 2021

Dear Justin @ Scarlett,

Twenty years ago I was of an afraid. I was worried about how we would address the issues of violence in our communities and in our schools. I wondered if our streets would become beautiful and safe again and if there would be jobs for mommies and daddies and schools rich in academic achievements and an appreciation and exploration of art and culture.

Twenty years ago a group of people came together with a vision. There is great power in a vision. A vision can turn from an idea into a plan and then into action. Now, that vision is a reality. With programs like "Challenge Day" brought into our schools we began to change our culture from one of violence to understanding. Now your children have safe schools. Many other youth programs have given kids a chance to become all they dreamed of.

Our cities, once blighted, are rich in beauty and there are safe places to

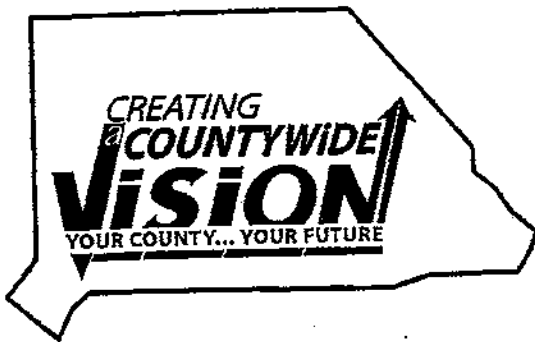


gather and enjoy the businesses
and environments of the City.

I'm so proud of what we
have achieved. So glad that I shared
their vision in 2011.

Enjoy your lives, love your
communities and keep the vision
alive.

Love,
Lorena Marcella

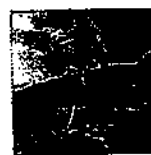
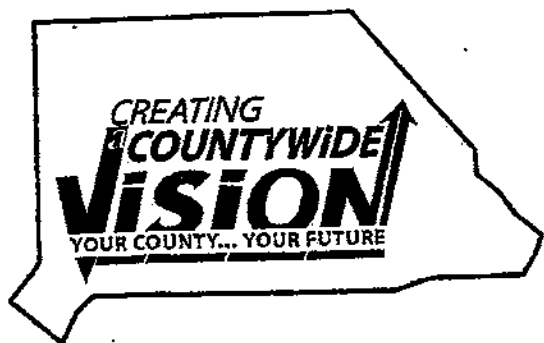


SB County is the place of energy
where people want to live, work, build,
raise family & vacation. From anywhere in the
county you are minutes away from
unique experience of culture, art, activities
specifically targeted for families, teens
single & couples. This county provides
an environment that encourages
family & community. Those who
live & work take personal responsibility
for the county & pride themselves in
their surrounding

Health & activity is a way of
life and encouragement & made readily
available outside the doorstep of your
home & business.

Family & friends get more time
together because they spend less
time commuting.

Our vision in 2011 provide
the fulfilling life we all live
today.



Page 1

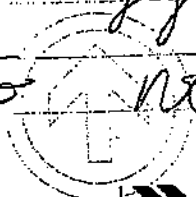
Dear So & So,
I'm so glad I live
in San Bernardino County
because our community
has made it a great
place to live. We
offer an excellent arts
and entertainment life style.
We have plenty of
safe trails and paths
for walking and bike.

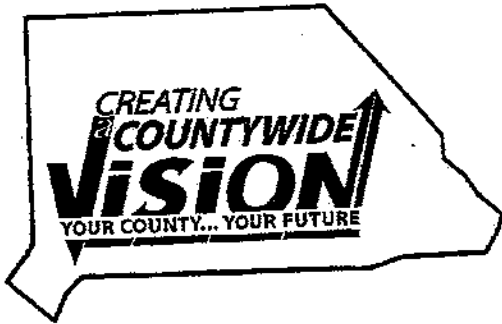




Page 2

riding. We offer affordable housing with great air quality and views of night skys and mountains. We also make it easy for new businesses to develop, and there is always job opportunities. We also pride ourselves in our green and alternative energy use and our low to no water landscaping.





I am so excited to be in San Bernardino Co. because it is still such a beautiful place to live. ~~It~~ It is actually more beautiful now than it was 20 yrs. ago.

I appreciate the opportunities given to the youth who have had many opportunities to learn & grow & become productive citizens.

The Master Plan for our communities have provided areas for entertainment, cultural activities and plenty of places to be active and enjoy the outdoors.

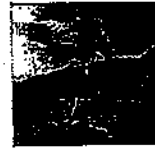
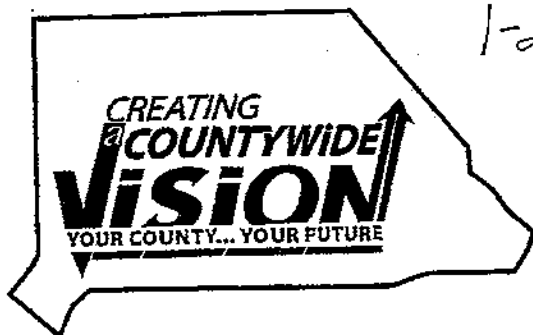
I think our citizens of this Co. feel it is a wonderful place to live and raise a family because there is a place for everyone and jobs are available.

When the county was faced with over building they chose to provide open space, parks, orange groves, ~~and~~ views all the things that make this area so special.

Our schools have improved so that kids today have more opportunities to reach their potential.

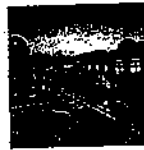
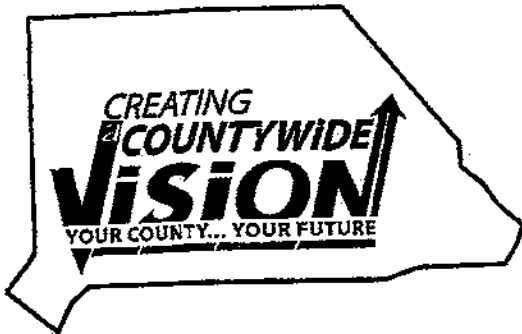
Thanks for making the most of our communities and making this a safe place to live w/out the fear of gangs, crime & violence.

1-26-11 Bloomington



Letter To The Future

My first hope is that someone takes the time to read all these letters. I have a dream where all sectors of the community come together to resolve issues related to their specific needs. You can't bring change to a community if you don't walk with the community. In the future I see effective collaboration between agencies of school districts, youth, parents... success stories across the board, an environment that is safe for all of us, stories of good leadership that can be told over & over to inspire future generations, a story that tells us "How... Once upon a time change came to a county because everything got very quiet and people started listening to each other and found that they had things in common and the most important one was the love for their community...
Ran out of time



2030

... because it is a thriving hub of economic development for the state and the country. We have a solid manufacturing industry and the technology industry is growing. We're on track to become the new Silicon Valley. Our infrastructure supports all our residents. We have adequate healthcare, social services, roads, utilities. Everyone, in all sectors, regularly as part of our culture, works together to ensure the success of the region and individuals.

