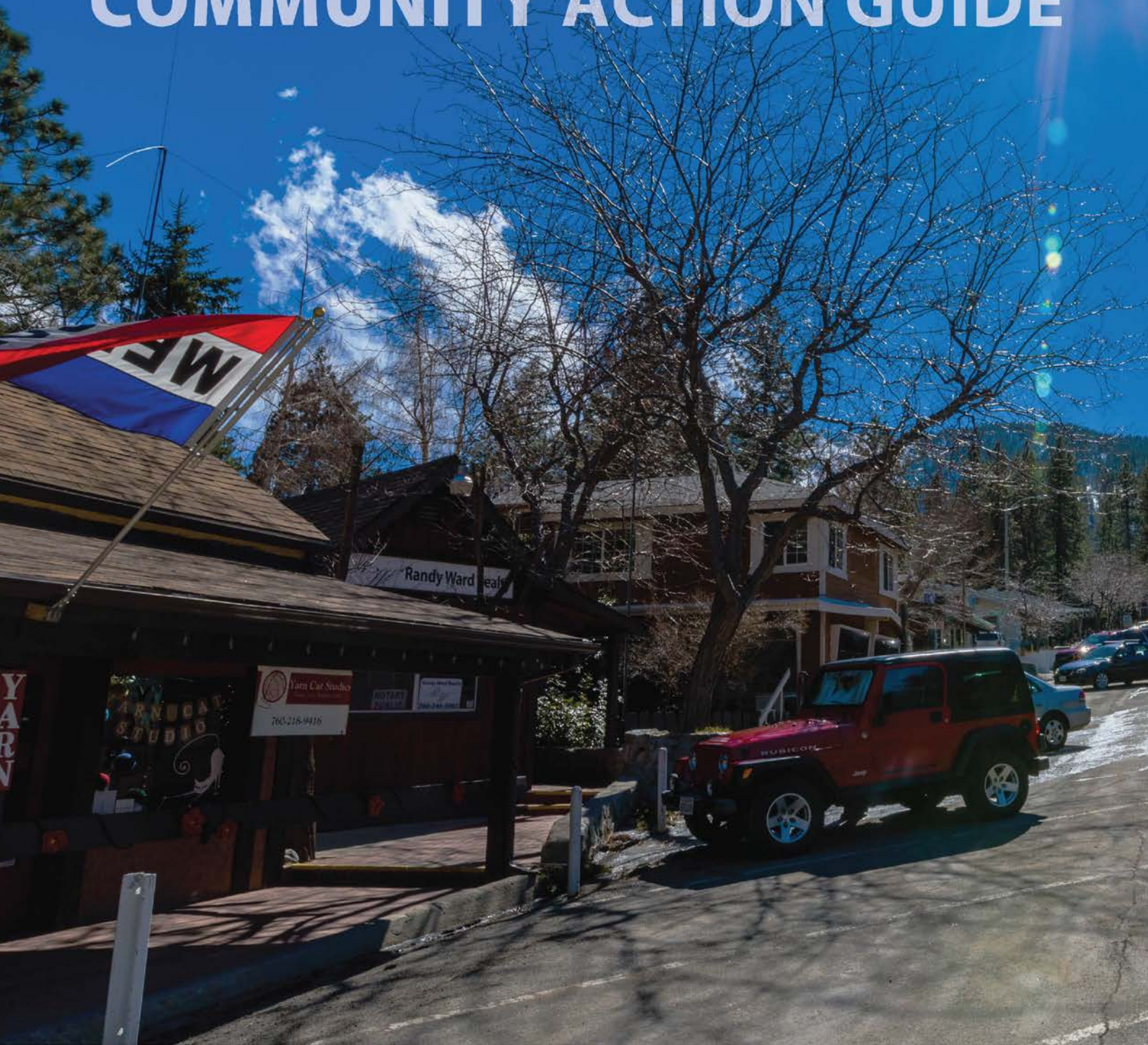


# WRIGHTWOOD

## COMMUNITY ACTION GUIDE



COUNTYWIDE PLAN  
Wrightwood Community Action Guide



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# Introduction

Wrightwood is a four-season community located in the San Gabriel Mountains. Community members value the neighborly spirit, small town atmosphere, and respect for nature generated by Wrightwood’s residents living in balance with its outdoor setting. The community endeavors to strengthen the role of locals in governance, civic involvement, and economic development. Stakeholders seek to balance the needs of locals and tourists, while promoting the economy and preserving the environment.

In 2016, the community embarked on a planning process to develop a community plan. Two public workshops were held on November 28, 2016 and February 22, 2017. These workshops, open to any Wrightwood resident, business, or property owner, addressed strengths and weaknesses of the community, the community’s value, and what Wrightwood aspires to be in the future. Plan participants brainstormed areas of focus and actions to help the community move forward to achieve its aspirations.

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

## Strengths and Opportunities

Community workshops were conducted in each community as part of the engagement process. In addition, input was gathered through the Countywide Plan website. As part of the process, participants defined the strengths of and opportunities for their community. The word cloud below was created using the input provided during the Strengths, Opportunities, Values and Aspirations exercises and served as part of the base information utilized to develop the Focus and Action Statements of the Community Action Guide. The word cloud quickly informed participants of key issues and focus areas that could be addressed in the guide. The more a word or phrase was articulated, the larger the word appears in the cloud. The full results of the strengths, weaknesses, opportunities and threats gathered as a part of the engagement process is found in the Community Profile located in the Appendix.



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

Goals and policies discussed during the community workshops will be considered for inclusion in the County Policy Plan. The Land Use Map will be adopted as part of the Countywide Plan. The content of the draft Community Action Guide focuses on those actions identified by the community that the community is willing to take to make desired changes to their community. The Countywide Plan and the Community Action Guide will be web-based, with adoption of the Countywide Plan in 2019.

## Relationship of the Community Action Guide to the Countywide Plan

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

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

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

The Countywide Plan includes:

- A County Policy Plan, which serves in part as the County's General Plan for the unincorporated areas and also provides guidance for regional county services. The Policy Plan establishes goals and policies for the entire county as well as specific subregions and communities.
- A County Business Plan, which contains governance policies and operational metrics that outline the County's approach to providing municipal and regional services.
- A Regional Issues Forum, which is an online resource for sharing information and resources related to issues confronting the entire county.
- A Community Plans Continuum of 35 Community Action Guides, which articulates what is important to each Community; sets out an Action Plan based on community input, and for the most part, would be implemented by the community; and provides a Community Profile. Links will also be provided for maps, goals, and policies in the Countywide Plan.

## The Draft Community Action Guide for Public Review

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

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

## How to Use This Community Action Guide

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

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

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

## The Community Action Guide Is Not Set in Stone

This is your Community Action Guide to be used to guide community actions and is not “set in stone”. Champions, Action Leaders and Action Teams should be identified by your community or created by organizations, community groups or community members who volunteer to champion, lead or participate. The Action Plan Matrix includes a general set of tasks that can be modified by the Champions, Action Leaders and/or Action Teams to best fit your community needs at the time of action implementation. The Action Teams could include people who were not at

the workshops and may have additional input to enhance the Action Statement or action steps. The community should feel free to make changes and find alternatives for completing actions. You may decide to expand the action, modify it or only select to complete a few tasks of the Action Plan.

### **Community Action Guide Organization**

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

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

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

Action Plans – The Action Plans consist of:

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

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

### **The Community Action Guide as a Living Document**

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

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

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

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

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

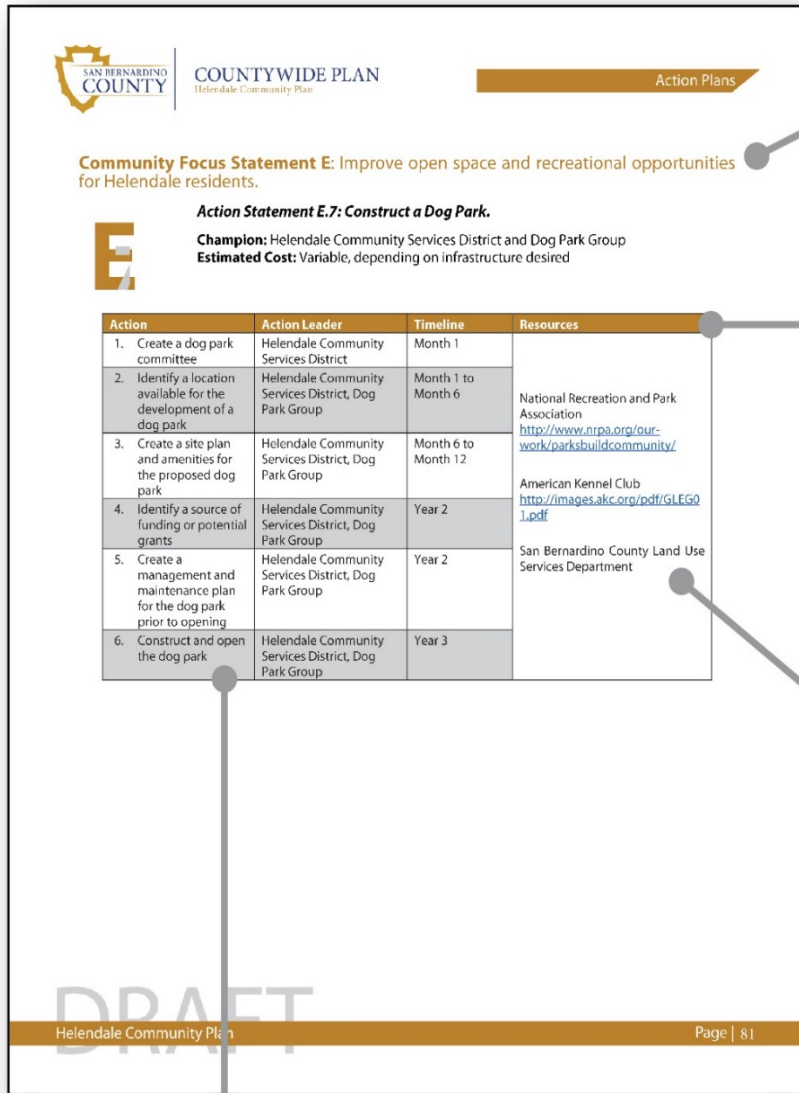
Once an Action Statement is selected for implementation, the community identifies a Champion for that Action Statement to initiate activities, identify those responsible for carrying out action steps, identify and secure resources that will be required, and develop a timeline. The champion is not responsible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

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

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



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



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

**Action Statement E.7: Construct a Dog Park.**

**Champion:** Helendale Community Services District and Dog Park Group  
**Estimated Cost:** Variable, depending on infrastructure desired

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

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

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

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

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

## Values Statement

The Values are those shared assets, principles, standards, mores, and in the judgment of the community, what is important in the lives of its residents and businesses. A community's values are an important consideration in shaping its aspirations, focus and actions.

As a community we value:

***Neighborly Spirit.*** Wrightwood residents value one another and working together to improve their community, generating a feeling of togetherness, respect, and close relationships.

***Small Town Atmosphere.*** Wrightwood residents value living in a rural setting where they enjoy sitting down together over coffee or delight in having space to be alone. They value patriotism expressed through public displays and appreciate local history.

***Respect for Nature.*** Wrightwood residents value the natural beauty of the forested mountains which produce clean air and offer trails for recreation.

## Aspirations Statement

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

In the Wrightwood Community, we aspire to have:

### *A Strong Community & Identity*

As responsible members of Wrightwood, we have strengthened our community and identity by advancing local self-control, eliminating dangerous activity, and preserving our culture. By coordinating with the Municipal Advisory Council and producing community-oriented social gatherings, we have increased involvement in local events and affairs. We have built a strong and safe environment by eliminating illegal drug use and advocating for increased police presence. Cultural assets are promoted and appreciated by locals and tourists alike. While tourism results in traffic, congestion has been replaced by well managed flows of vehicles, pedestrians, and bicyclists.

### *A Self-Sustaining Economy and Environment*

Tourism continues to be the bedrock of our economy and we have worked diligently to ensure that the needs of locals, tourists, and the environment are all met. For development of the tourist economy, we have supported Wrightwood-based business by encouraging community members to shop local and promoting off-season recreation to tourists. To balance the needs of second home owners, tourists, and full-time residents, we have advocated for short-term rental guidelines that reflect the values and mores of Wrightwood. To protect and preserve our natural setting, we have developed educational and regulatory signage that teaches people about the environment, promotes stewardship, and discourages abuses such as dumping of waste in the forest.

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# Action Plans

## Community Focus Statement A: Eliminate illegal drug use

**Action Statement A.1: Develop a community based drug awareness and prevention education program.**

**A**

**Benchmark:** Drug awareness and prevention education is available and accessible for a variety of age groups.

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

**Estimated Cost:** variable depending on content and programming activities.

Action	Action Leader	Timeline	Resources
1. Establish a committee to create content for a drug awareness and prevention educational materials. Engage local youth in content development.	Champion	Month 1 – 6	School-based Education for Drug Abuse Prevention <a href="https://www.unodc.org/pdf/youthnet/handbook_school_english.pdf">https://www.unodc.org/pdf/youthnet/handbook_school_english.pdf</a>
2. Contact the San Bernardino County Department of Public Health for materials and publications for drug use prevention.	Drug Prevention Committee	Month 6	Drug Free Workplace Toolkit <a href="https://www.samhsa.gov/workplace/toolkit">https://www.samhsa.gov/workplace/toolkit</a>
3. Use online resources, newsletters, and presentations at community meetings to distribute educational materials to community members.	Drug Prevention Committee	Month 6 – 12	D.A.R.E. America <a href="http://www.dare.com/">http://www.dare.com/</a>  Rural Health Information Hub <a href="https://www.ruralhealthinfo.org/topics/substance-abuse">https://www.ruralhealthinfo.org/topics/substance-abuse</a>
4. Establish a mechanism for on-going feedback from community members on landscape management materials.	Drug Prevention Committee	On-going	County of San Bernardino Department of Behavioral Health – Alcohol & Drug Services <a href="http://wp.sbcounty.gov/dh/ads/">http://wp.sbcounty.gov/dh/ads/</a>
5. Revise education materials to ensure that information is current and up to date.	Drug Prevention Committee	Annually	

## Community Focus Statement A: Eliminate illegal drug use

**Action Statement A.2:** *Advocate for increased police presence within the community at variable hours throughout the day.*

**A2**

**Benchmark:** Increased opportunities for community engagement with the Sheriff's department to collaborate to make the community safer.

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

**Estimated Cost:** Volunteer time.

Action	Action Leader	Timeline	Resources
1. Hold a meeting to create a committee of interesting people	Champion	Month 1	San Bernardino County Sheriff's Department, Phelan Substation
2. Schedule regular check-in meetings with the Sheriff's Department Phelan substation to express concerns, receive updates, and collaborate on community solutions that may advocate for increased patrols.	Committee	Quarterly	<a href="http://cms.sbcounty.gov/sheriff/patrolstations/morogobasin.aspx">http://cms.sbcounty.gov/sheriff/patrolstations/morogobasin.aspx</a>  San Bernardino County Sheriff's Department, Citizen Volunteer <a href="http://cms.sbcounty.gov/sheriff/Divisions/VolunteerForces/CitizenonPatrol.aspx">http://cms.sbcounty.gov/sheriff/Divisions/VolunteerForces/CitizenonPatrol.aspx</a>
3. Host regular Coffee with a Cop events where community members can express concerns to the Sheriff's Department and community relationships can be built.	Committee	Quarterly	Coffee with a Cop <a href="http://coffeewithacop.com/">http://coffeewithacop.com/</a>
4. Encourage communication between the Sheriff's Department, neighborhood watch groups, and citizen patrol.	Committee	On going	

## Community Focus Statement A: Eliminate illegal drug use

A<sub>3</sub>

**Action Statement A.3:** *Organize a local “think tank” committee, which would collaborate with local law enforcement to research and understand the existing drug-related issues and what can be done to resolve them.*

**Benchmark:** A community group is founded, meets with local police and health services staff, and hosts regular support programs designed to eliminate illegal drug use in Wrightwood.

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

**Estimated Cost:** Variable depending on programs offered.

Action	Action Leader	Timeline	Resources
1. Establish a community group focused to eliminate illegal drug use in Wrightwood. Ensure the community group includes a variety of community members, and involve youth in age appropriate activities.	Champion	Month 1	San Bernardino County Sheriff's Department <a href="http://cms.sbcounty.gov/sheriff/home.aspx">http://cms.sbcounty.gov/sheriff/home.aspx</a>  San Bernardino County Department of Behavioral Health <a href="http://wp.sbcounty.gov/dbh/">http://wp.sbcounty.gov/dbh/</a>
2. Coordinate with local law enforcement to understand issues relating to illegal drug use identified by the police.	Community Group	Month 2 – 6	
3. Coordinate with the San Bernardino County Department of Behavioral Health, to learn about mental health services and alcohol & drug services available in the community.	Community Group	Month 6 – 12	
4. Relay information to applicable community organizations (support groups, Alcoholics Anonymous, etc.). Provide program support where applicable.	Community Group	On-going	
5. Annually, survey program participants to identify strengths and areas of potential improvement.	Community Group	Annually	

## Community Focus Statement B: Preserve the local culture of the community

### *Action Statement B.1: Promote the local historical society.*



**Benchmark:** Every community member is aware of historical society events and programming, and is encouraged to participate.

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

**Estimated Cost:** \$5,000 - \$25,000; dependent on resources

Action	Action Leader	Timeline	Resources
1. Solicit a member of the Wrightwood Historical Society to head an outreach and marketing committee.	Champion	Month 1	Wrightwood Historical Society <a href="http://wwhistory.org/">http://wwhistory.org/</a>
2. Develop an outreach and marketing plan to increase promotion efforts.	Historical Marketing Committee	Month 2 – 6	Resources for History Organizations and Professionals <a href="https://www.thehistorylist.com/resources">https://www.thehistorylist.com/resources</a>
3. Conduct outreach to community youth at Wrightwood elementary school.	Historical Marketing Committee	Ongoing	Case Study- Shasta Research Assessment and Marketing Plan <a href="http://shastahistorical.org/wp-content/uploads/2012/04/D.03-Marketing-Plan-Final-Draft.pdf">http://shastahistorical.org/wp-content/uploads/2012/04/D.03-Marketing-Plan-Final-Draft.pdf</a>
4. Host booths or other pop-up events at annual community events to increase visibility in the community.	Historical Marketing Committee	Ongoing	
5. Consider expanding outreach to middle schools and high school.	Historical Marketing Committee	Ongoing	



## Community Focus Statement B: Preserve the local culture of the community

**Action Statement B.2:** *Encourage collaboration between the historical society, the Property-Owners Association (POA), and the Chamber of Commerce.*

**B**<sub>2</sub>

**Benchmark:** A Community Culture Coalition, consisting of representatives from existing Wrightwood organizations, collaborates and establishes a Community Cultural Plan.

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

**Estimated Cost:** \$5,000 - \$100,000, depending on resources or consultant needs

Action	Action Leader	Timeline	Resources
1. Gather representatives from major community groups, such as the historical society, Property-Owners Association other interested parties and Chamber of Commerce	Champion	Month 1 – 3	Developing a Strategic Cultural Plan: A Work Kit <a href="http://www.americansforthearts.org/by-program/reports-and-data/legislation-policy/naappd/developing-a-strategic-cultural-plan-a-work-kit">http://www.americansforthearts.org/by-program/reports-and-data/legislation-policy/naappd/developing-a-strategic-cultural-plan-a-work-kit</a>  CASE STUDY – Boulder, Colorado Community Cultural Plan <a href="https://boulderarts.org/about-us/community-cultural-plan/">https://boulderarts.org/about-us/community-cultural-plan/</a>  CASE STUDY – Morongo Valley Strategic Plan for Culture and the Arts <a href="https://www.cultureandartsmb.com/">https://www.cultureandartsmb.com/</a>
2. Identify the scope and purpose for the community cultural plan.	Community Culture Coalition	Month 3 – 6	
3. Develop a cultural statement to define the community.	Community Culture Coalition	Month 6 – 9	
4. Determine community vision, objectives, policies and actions. Partake in consensus building exercises.	Community Culture Coalition	Month 9 – 12	
5. Identify stakeholders and gather community comments and input	Community Culture Coalition	Month 12 – 18	
6. Identify funding for policies and actions determined in the community cultural plan.	Community Culture Coalition	Year 2	
7. Revisit the plan regularly, and update as necessary.	Community Culture Coalition	Annually	

## Community Focus Statement B: Preserve the local culture of the community

### *Action Statement B.3: Host welcome events for new community members.*

**B**  
**3**

**Benchmark:** Community events committee and local business partners identified and held events quarterly.

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

**Estimated Cost:** \$500 - \$2,000 per event.

Action	Action Leader	Timeline	Resources
1. Create a community events committee of interested adults and young adults to organize quarterly events.	Champion	Month 1	4 Tips to Welcome New Community Members <a href="http://blog.socialengine.com/2017/04/10/4-tips-to-welcome-new-community-members/">http://blog.socialengine.com/2017/04/10/4-tips-to-welcome-new-community-members/</a>  How to Host a Community Event <a href="https://represent.us/host-community-forum-event/">https://represent.us/host-community-forum-event/</a>  Guidelines for Planning a Public or Community Event <a href="https://www.thebalance.com/guidelines-for-planning-a-public-or-community-event-1223528">https://www.thebalance.com/guidelines-for-planning-a-public-or-community-event-1223528</a>
2. Nominate a chair for the committee to serve as a liaison between other community groups and the event planning committee.	Community events committee	Month 2	
3. Gather support from local businesses that would be interested in sponsoring different events or participating in the Dollar Stroll.	Community events committee	Month 2	
4. Decide on four annual events to host based on the wants/needs of the community and plan the details of each. This includes securing the event space, permits, and entertainment. If the event is going to be philanthropic, determine the cause.	Community events committee	Month 3	
5. Publicize events through email, newsletters, social media, newspapers, etc., to attract a variety of community members.	Community events committee	Quarterly	
6. Host the event and be sure to collect feedback about the success of the event and any possible improvements. Periodically thank volunteers and businesses that participate and support the event.	Community events committee	Quarterly	
7. Begin planning for the next event and ensure that businesses which participated in the first event are interested in participating in the next event.	Community events committee	Quarterly	

**Community Focus Statement B: Preserve the local culture of the community**

*Action Statement B.4: Collaborate with California Highway Patrol, San Bernardino County and Mountain High Resort to develop a traffic management plan to address traffic concerns on busy weekends.*

**B4**

**Benchmark:** Advocate for a seat at the table to discuss traffic management.

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

**Estimated Cost:** Volunteer time.

Action	Action Leader	Timeline	Resources
1. Create a community traffic group to act as a liaison between Wrightwood, and the California Highway Patrol (CHP), County, and Mountain High Resort.	Champion	Month 1	Traffic Management Plan Checklist <a href="http://ops.fhwa.dot.gov/publications/psechecklists/checklist_3.htm">http://ops.fhwa.dot.gov/publications/psechecklists/checklist_3.htm</a>
2. Work with the community to identify key traffic issues and contributions to traffic management on busy weekends.	Community traffic management organization	Month 2 – 6	10 Tips on How to Promote Public Participation <a href="http://metroquest.com/10-tips-on-how-to-promote-public-participation/">http://metroquest.com/10-tips-on-how-to-promote-public-participation/</a>
3. Advocate with CHP, San Bernardino County Sheriff's Department and Mountain High Resort to be included as a stakeholder in annual traffic management planning meetings that will effect traffic in Wrightwood.	Community traffic management organization	Month 6 – 12	Mountain High Resort <a href="http://www.mthigh.com/site">http://www.mthigh.com/site</a>  CHP Victorville <a href="https://www.chp.ca.gov/find-an-office/inland-division/offices/(850)-victorville">https://www.chp.ca.gov/find-an-office/inland-division/offices/(850)-victorville</a>
4. Relay information from the annual traffic management planning meeting to the Wrightwood community.	Community traffic management organization	Annually.	San Bernardino County Sheriff's Department <a href="http://cms.sbcounty.gov/sheriff/home.aspx">http://cms.sbcounty.gov/sheriff/home.aspx</a>
5. Gather feedback from the community about the success of parking and traffic management, and identify areas of improvement for the following year.	Community traffic management organization	Annually.	San Bernardino County Public Works <a href="http://cms.sbcounty.gov/dpw/Transportation/Traffic.aspx">http://cms.sbcounty.gov/dpw/Transportation/Traffic.aspx</a>

## Community Focus Statement B: Preserve the local culture of the community

**Action Statement B.5: Promote community events through newsletters and social media.**

**B5**

**Benchmark:** A paper and web-based catalog of events is developed and social media promotion for Wrightwood events is expanded.

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

**Estimated Cost:** \$1,000 - \$5,000, dependent on format and frequency

Action	Action Leader	Timeline	Resources
1. Organize a committee of residents, local business owners, and other stakeholders, to form a Wrightwood Event Marketing Committee.	Champion	Month 1	Wrightwood Chamber of Commerce <a href="http://www.wrightwoodchamber.org/">http://www.wrightwoodchamber.org/</a>
2. Gather input from the community on local events, businesses, tourist attractions, and other community highlights.	Wrightwood Event Marketing Committee	Months 2–3	Marketing Strategy Help Sheet <a href="https://www.ourcommunity.com.au/marketing/marketing_article.jsp?articleId=1510">https://www.ourcommunity.com.au/marketing/marketing_article.jsp?articleId=1510</a>
3. Develop a web-based annual catalog of events for use by residents and tourists.	Wrightwood Event Marketing Committee	Months 3–12	How to Create a Neighborhood Newsletter <a href="http://www.grassrootsgrantmakers.org/wp-content/uploads/Create_a_Nhood_Newsletter.pdf">http://www.grassrootsgrantmakers.org/wp-content/uploads/Create_a_Nhood_Newsletter.pdf</a>
4. Create and increase social media exposure for the community by promoting events through different platforms.	Wrightwood Event Marketing Committee	Month 3	Homeowner Newsletter <a href="http://www.useful-community-development.org/homeowner-newsletter.html">http://www.useful-community-development.org/homeowner-newsletter.html</a>
5. Meet with and share marketing materials with area realtors to use with potential home buyers.	Wrightwood Event Marketing Committee	On-going	
6. Continue to revise the catalog on an annual basis or as needed.	Wrightwood Event Marketing Committee	On-going	

## Community Focus Statement C: Promote respect for nature and the surrounding environment

**Action Statement C.1:** *Develop educational signage that promotes the environment and discourages dumping of trash and unused items.*



**Benchmark:** Create educational materials specific to Wrightwood, that are available and easily accessible by all community members

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

**Estimated Cost:** \$300–\$20,000

Action	Action Leader	Timeline	Resources
1. Establish a committee to create code enforcement pamphlets and other education materials.	Champion	Month 1	Community Cleanup Guide <a href="http://library.oregonmetro.gov/files/neighborhood_cleanup_guide_2012.pdf">http://library.oregonmetro.gov/files/neighborhood_cleanup_guide_2012.pdf</a>
2. Coordinate with the County Land Use Services Department to ensure code enforcement materials regarding the environment and illegal dumping are consistent with regulations.	Waste Management Advisory Committee	Month 2	Conducting a cleanup campaign <a href="http://www.bookstore.ksre.ksu.edu/pubs/MF931.pdf">http://www.bookstore.ksre.ksu.edu/pubs/MF931.pdf</a>  San Bernardino County, Code Enforcement
3. Post signage in high traffic areas; use online resources, newsletters, and other community events to distribute educational materials to community members and visitors.	Waste Management Advisory Committee, in coordination with County of San Bernardino Public Works Department and Caltrans	Months 2–3	<a href="http://cms.sbcounty.gov/lus/CodeEnforcement/CodeEnforcementHome.aspx">http://cms.sbcounty.gov/lus/CodeEnforcement/CodeEnforcementHome.aspx</a>  San Bernardino County, Public Works- Solid Waste Division
4. Establish a mechanism for ongoing feedback from community members on code enforcement materials.	Waste Management Advisory Committee	Month 4–on-going	<a href="http://cms.sbcounty.gov/dpw/SolidWasteManagement.aspx">http://cms.sbcounty.gov/dpw/SolidWasteManagement.aspx</a>  Center for Community Progress: Community Code Enforcement Partnerships
5. Revise the code enforcement educational materials to ensure that information is current and up to date.	Waste Management Advisory Committee	Annually	<a href="http://www.communityprogress.net/tool-3--community-code-enforcement-partnerships-pages-269.php">http://www.communityprogress.net/tool-3--community-code-enforcement-partnerships-pages-269.php</a>

## Community Focus Statement C: Promote respect for nature and the surrounding environment

**Action Statement C.2: Encourage environmental-focused education in the local schools.**



**Benchmark:** Partnerships exist between the Snowline Joint Unified School District to develop educational programs that focus on protecting the natural environment and how to become better stewards of natural resources. Programs incorporated into the environmental science curriculum at local schools, and tools and ideas available to begin green practices at school, home, or work.

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

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

Action	Action Leader	Timeline	Resources
1. Create a committee of community members with specific interests/ expertise in the environment and environmental education.	Champion	Month 1	Snowline Joint Unified School District <a href="http://www.snowlineschools.com/">http://www.snowlineschools.com/</a>
2. Work with the school district and school organizations to determine environmental learning opportunities.	Environmental Education Committee	Month 2	National Environmental Education Advisory Council <a href="https://www.epa.gov/education/national-environmental-education-advisory-council">https://www.epa.gov/education/national-environmental-education-advisory-council</a>
3. Appoint a green ambassador such as an administrator or a teacher to start an educational program, lead school efforts, and get students involved in making schools and the community more environmentally friendly.	Environmental Education Committee in coordination with School District	Months 2 - 4	Why is Environmental Education Important? <a href="http://www.fundee.org/campaigns/nclb/brief2b.htm">http://www.fundee.org/campaigns/nclb/brief2b.htm</a>
4. Brainstorm with students, administrators, and the school district on a list of organizations and government agencies that could serve as resources to school programs.	Environmental Education Committee in coordination with School District	Months 5 - 6	
5. Help build a community of environmentally conscious citizens through classroom activities, field studies, community gardens, recycling, composting, eco-literacy, and green practice.	Environmental Education Committee	Months 6 - 8	
6. Encourage green ambassadors and students to attend leadership training provided by the Alliance for Climate Education and related training opportunities.	Environmental Education Committee in coordination with School District	On-going	
7. Continue to get community members engaged, active, and involved in efforts to save energy in their schools, homes, businesses, and the broader community.	Environmental Education Committee	On-going	

## Community Focus Statement C: Promote respect for nature and the surrounding environment

**Action Statement C.3: Advocate to San Bernardino County Public Works to provide more regulatory and informational signage within the community.**



**Benchmark:** Information and educational signage are installed and maintained in Wrightwood.

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

**Estimated Cost:** variable depending on signs proposed.

Action	Action Leader	Timeline	Resources
1. Contact residents and organize volunteers to establish a key group to advocate for more regulatory and informational signage.	Champion	Month 1	Wrightwood Chamber of Commerce <a href="http://www.wrightwoodchamber.org/">http://www.wrightwoodchamber.org/</a>
2. Select a leader to serve as chair who will provide leadership. This person will also be the main contact with the County of San Bernardino and Caltrans.	Wrightwood Sign Committee	Month 2	California Office of Traffic Safety (for transportation related signs) <a href="http://www.ots.ca.gov/AboutUs/">http://www.ots.ca.gov/About Us/</a>
3. Inventory and identify locations where informational signage would be most beneficial to the visitors and the community.	Wrightwood Sign Committee	Month 3 - 6	San Bernardino County Regional Parks, Parks Advisory Commission <a href="http://cms.sbcounty.gov/parks/aboutus/parksadvisorycommission.aspx">http://cms.sbcounty.gov/parks/aboutus/parksadvisorycommission.aspx</a>
4. Develop informational and educational materials that address topical areas designated above, such as applicable laws, regulations, or safety rules.	Wrightwood Sign Committee	Month 7 – 9	
5. Meet with San Bernardino County Public Works and Caltrans to share locations and materials for desired signs. Advocate for importance of signs, and gain concurrence.	Wrightwood Sign Committee, San Bernardino County Public Works, and Caltrans	Month 10 – 12	Caltrans <a href="http://www.dot.ca.gov/">http://www.dot.ca.gov/</a>  San Bernardino County Department of Public Works <a href="http://cms.sbcounty.gov/dpw/home.aspx">http://cms.sbcounty.gov/dpw/home.aspx</a>
6. Identify funds to design, manufacture and install signs, considering grant funding or community assessments.	Wrightwood Sign Committee	Year 2	
7. Install and maintain Wrightwood informational signage.	Wrightwood Sign Committee	Year 3	

## Community Focus Statement C: Promote respect for nature and the surrounding environment

**Action Statement C.4: Expand the “Welcome Packet” from the Chamber of Commerce to educate people about the local environment.**

C4

**Benchmark:** All new residents of Wrightwood are greeted with information and education regarding the community and new residents are introduced to long-term residents who can serve as resources.

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

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

Action	Action Leader	Timeline	Resources
1. Contact residents and organize volunteers to serve on a Welcome Committee.	Champion	Month 1	How to Start a Personal Greeting Service in your Neighborhood <a href="http://www.womenhomebusiness.com/blog/welcoming-new-neighbors.htm">http://www.womenhomebusiness.com/blog/welcoming-new-neighbors.htm</a>
2. Select a leader to serve as chair of the Welcome Committee.	Wrightwood Welcome Committee	Month 1	
3. Review Community Values and Aspirations in the Community Action Guide from community workshops to develop community core values to convey to new residents; provide information regarding community activities, programs, facilities, utilities, etc.	Wrightwood Welcome Committee	Month 2	Welcoming New Homeowners to the HOA Community <a href="https://kuester.com/welcoming-new-homeowners-to-the-hoa-community/">https://kuester.com/welcoming-new-homeowners-to-the-hoa-community/</a>
4. Develop a welcome program around the community core values.	Wrightwood Welcome Committee	Years 3 – 5	Winter Driving Tips from California Highway Patrol <a href="https://www.chp.ca.gov/programs-services/services-information/winter-driving-tips">https://www.chp.ca.gov/programs-services/services-information/winter-driving-tips</a>
5. Engage new residents in the welcome program Wrightwood.	Wrightwood Welcome Committee	On-going	
6. Seek feedback from new residents on the welcome program.	Wrightwood Welcome Committee	Annually	San Geronio Wilderness Association <a href="http://sgwa.org/faq/">http://sgwa.org/faq/</a>
7. Revisit the welcome program to refresh and update with relevant information and feedback from new residents who participated in the program.	Wrightwood Welcome Committee	Annually	Fire Prevention <a href="http://www.sbcounty.gov/cal-mast/sbc/html/fire_prevention.asp">http://www.sbcounty.gov/cal-mast/sbc/html/fire_prevention.asp</a>



## Community Focus Statement D: Increase local control

**Action Statement D.1: Coordinate with the local Municipal Advisory Council (MAC) to increase involvement in community events and affairs.**

**D**<sub>1</sub>

**Benchmark:** Establish a group of regular attendees at the Wrightwood MAC meetings to engage in active discussion and coordination with the Board of Supervisors.

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

**Estimated Cost:** Volunteer Resources.

Action	Action Leader	Timeline	Resources
1. Establish a group of community members interested in regularly attending Wrightwood MAC meetings and coordinating with council members.	Champion	Month 1-2	MAC of San Bernardino County <a href="http://www.morongobasinombudsman.com/government/municipal-advisory-council/2005machandbook.pdf">http://www.morongobasinombudsman.com/government/municipal-advisory-council/2005machandbook.pdf</a>
2. Communicate with County Supervisorial staff prior to MAC meetings, to collaborate on topics to be discussed at the MAC meeting. Coordinate to place these topics on meeting agendas for discussion.	Community Committee	Month 2-3	San Bernardino County Board of Supervisors <a href="http://www.sbcounty.gov/main/pages/bos.aspx">http://www.sbcounty.gov/main/pages/bos.aspx</a>
3. Attend MAC meetings on the 3 <sup>rd</sup> Monday of every month at the Wrightwood community center.	Community Committee	Monthly	
4. Encourage the MAC to advise the Board of Supervisors on all matters specifically referred to the MAC by the Board of Supervisors and authorized by Government Code Section 31010, which may include, but is limited to, matters of public health, safety, welfare, public works, and planning.	Community Committee	Ongoing	
5. Meet annually to discuss effectiveness of MAC communications to Board of Supervisors, and revise program as needed.	Community Committee	Annually	

## Community Focus Statement D: Increase local control

*Action Statement D.2: Organize community meetings paired with social activities to increase attendance and community input.*

D<sub>2</sub>

**Benchmark:** Regularly planned social events associated with community meetings results in increased involvement.

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

**Estimated Cost:** Variable depending on events proposed

Action	Action Leader	Timeline	Resources
1. Create an Event Planning Committee.	Champion	Month 1	Top tips for planning a successful community event
2. Collaborate with representatives of all Wrightwood community groups, and brainstorm cost effective social activities to pair with community meetings.	Wrightwood Event Planning Committee	Month 2 – 3	<a href="https://www.theguardian.com/voluntary-sector-network/2013/feb/05/tips-planning-successful-community-event">https://www.theguardian.com/voluntary-sector-network/2013/feb/05/tips-planning-successful-community-event</a>
3. Publicize events through email, newsletters, social media, newspapers, websites, etc. to attract a variety of community members to attend.	Wrightwood Event Planning Committee	On-going	10 tips on how to promote public participation <a href="http://metroquest.com/10-tips-on-how-to-promote-public-participation/">http://metroquest.com/10-tips-on-how-to-promote-public-participation/</a>
4. After each event, solicit input from event attendees, volunteers, sponsors, etc., and adjust future events based on community feedback.	Wrightwood Event Planning Committee	On-going	
5. Use community events or fairs to encourage participation in community meetings with pop-up workshops and booths.	Wrightwood Event Planning Committee	On-going	

## Community Focus Statement E: Increase and support economic development

**Action Statement E.1: Advocate for the bed tax to be again allocated to the community for the Chamber of Commerce.**



**Benchmark:** San Bernardino County re-allocates the bed tax to the Wrightwood Chamber of Commerce, and coordinates using any avenue of communication available.

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

**Estimated Cost:** Volunteer time

Action	Action Leader	Timeline	Resources
1. Form a committee	Champion	Month 1	San Bernardino County Board of Supervisors <a href="http://www.sbcounty.gov/main/pages/bos.aspx">http://www.sbcounty.gov/main/pages/bos.aspx</a>  San Bernardino County Economic Development Agency <a href="http://www.sbcountyadvantage.com/home.aspx">http://www.sbcountyadvantage.com/home.aspx</a>
2. Coordinate with short term rental owners and other stakeholders regarding the bed tax.	Bed Tax Committee	Month 2 – 4	
3. Identify allocation targets that would allow Wrightwood Chamber of Commerce to meet community needs.	Bed Tax Committee	Month 3 – 6	
4. Meet with the San Bernardino County Board of Supervisors and EDA, or others as applicable, to advocate for reallocating the bed tax to the Chamber of Commerce	Bed Tax Committee	On-going	
5. Monitor decisions regarding the bed tax closely. When bed tax items are discussed, work with the County to provide input, feedback, and suggestions using any available avenue of communication. Include case studies and best practices to support desired bed tax allocations.	Bed Tax Committee	On-going	
6. Work together to determine the best solutions for Wrightwood, while encouraging the reallocation of bed tax fees.	Bed Tax Committee	On-going	

## Community Focus Statement E: Increase and support economic development

**Action Statement E.2: Advocate for re-evaluation of business-related permit fees.**

**E.2**

**Benchmark:** Business-related permit fees are minimized.

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

**Estimated Cost:** Volunteer time

Action	Action Leader	Timeline	Resources
1. Establish a committee to evaluate and work toward lowering business-related permit fees.	Champion	Month 1	San Bernardino County Economic Development Agency
2. Coordinate with local business owners and other stakeholders regarding business-related permit fees. Identify specific fees that are barriers to business development.	Business Permit Committee	Month 2 – 4	<a href="http://www.sbcountyadvantage.com/home.aspx">http://www.sbcountyadvantage.com/home.aspx</a>  San Bernardino County Land Use Services
3. Provide targets for appropriate permit fees that would not place undue burden on business owners.	Business Permit Committee	Month 3 – 6	<a href="http://cms.sbcounty.gov/us/Home.aspx">http://cms.sbcounty.gov/us/Home.aspx</a>  San Bernardino County Board of Supervisors
4. Meet with the San Bernardino County Economic Development Agency, San Bernardino County Land Use Services, Board of Supervisors, or others as applicable, to advocate re-evaluation of business-related permit fees.	Business Permit Committee	Month 7 – 9	<a href="http://www.sbcounty.gov/main/pages/bos.aspx">http://www.sbcounty.gov/main/pages/bos.aspx</a>
5. Monitor decisions regarding business fees closely. When business fees are discussed, work with the County to provide input, feedback, and suggestions using any available avenue of communication. Include case studies and best practices to support desired business fees.	Business Permit Committee	On-going	
6. Work together to determine the best solutions for Wrightwood, while encouraging the minimization of business permit fees.	Business Permit Committee	On-going	

## Community Focus Statement E: Increase and support economic development

**Action Statement E.3: Advocate for short-term rental guidelines specific to Wrightwood.**



**Benchmark:** Creation of a direct regulatory process for short-term rental properties, taking into consideration the unique Wrightwood community.

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

**Estimated Cost:** Volunteer Time

Action	Action Leader	Timeline	Resources
1. Establish a task force (including owners of short term rentals, campsites, and hotel/motel owners) to collaborate with the County on short-term rental regulations	Champion	Months 1 – 2	Airbnb & Zoning: A Planner & Lawyer’s Guide to Short-Term Rentals [Webinar] <a href="https://www.planning.org/events/eventsingle/9102266/">https://www.planning.org/events/eventsingle/9102266/</a>
2. Coordinate with San Bernardino County Land Use Services Department Code Enforcement on the status of the short-term rental ordinance.	Short Term Rental Task Force	Month 3 - 6	How to Effectively Regulate Airbnb-Style Short-Term Rentals [webinar] <a href="http://www.icompasstech.com/webinars">http://www.icompasstech.com/webinars</a>
3. Review the short-term rental ordinance.	Short Term Rental Task Force	Month 6 – 9	The Definitive Guide to Crafting Short-Term Rental Ordinances [webinar]
4. Make recommendations and suggestions for the ordinance, as needed.	Short Term Rental Task Force	Month 9 – 12	<a href="http://www.icompasstech.com/webinars">http://www.icompasstech.com/webinars</a> .
5. Lobby the Board of Supervisors to adopt the short-term rental ordinance.	Short Term Rental Task Force	As needed	San Bernardino County Land Use Services Code Enforcement <a href="http://cms.sbcounty.gov/lus/Home.aspx">http://cms.sbcounty.gov/lus/Home.aspx</a>  San Bernardino County Land Use Services Code Enforcement Short Term Rental Information <a href="http://cms.sbcounty.gov/lus/CodeEnforcement/ShortTermRentals.aspx">http://cms.sbcounty.gov/lus/CodeEnforcement/ShortTermRentals.aspx</a>

## Community Focus Statement E: Increase and support economic development

**Action Statement E.4: Encourage community members to support local businesses through a "Shop Local" type campaign.**

**E**  
**4**

**Benchmark:** Marketing materials promoting shops and services in the community are shared with community members and visitors.

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

**Estimated Cost:** \$2,000 - \$10,000; dependent on advertising.

Action	Action Leader	Timeline	Resources
1. Establish a committee of business owners and community members to work toward developing a "Shop Local" campaign.	Champion	Month 1	San Bernardino County Economic Development Agency <a href="http://www.sbcountyadvantage.com/home.aspx">http://www.sbcountyadvantage.com/home.aspx</a>
2. Organize a meeting of business owners with the Wrightwood Chamber of Commerce to discuss investment opportunities in the community.	Shop Local Committee	Month 2	Buy Local Initiatives <a href="https://secure.acce.org/wiki/buy-local-initiatives/">https://secure.acce.org/wiki/buy-local-initiatives/</a>
3. Appoint a Wrightwood coordinating committee to discuss improvements and coordinate events.	Shop Local Committee	Months 3-4	Buy Local Santa Monica (Example) <a href="http://www.buylocalsantamonica.com/">http://www.buylocalsantamonica.com/</a>
4. Look at the feasibility and potential support from local business owners for creating a Business Improvement District for funding small beautification and maintenance projects.	Shop Local Committee	Months 4-12	Wrightwood Chamber of Commerce <a href="http://www.wrightwoodchamber.org/">http://www.wrightwoodchamber.org/</a>
5. Organize two new events in the next calendar year to promote shopping local.	Shop Local Committee	Months 4-16	
6. Coordinate with the Chamber of Commerce, County EDA and community to create an expedited way to advertise vacant spaces to potential businesses to avoid long-term vacancies.	Shop Local Committee	On-going	

## Community Focus Statement F: Manage tourism within the community

*Action Statement F.1: Promote resident involvement in community events, such as concerts, festivals, and bicycle races.*



**Benchmark:** Community members are aware and involved in all community events.

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

**Estimated Cost:** variable depending on promotion materials proposed.

Action	Action Leader	Timeline	Resources
1. Create an Event Planning Committee	Champion	Month 1 – 2	Organizing a Fair, Festival or Event <a href="http://festivalsandevents.com/festival-planning/Organizing.shtml">http://festivalsandevents.com/festival-planning/Organizing.shtml</a>
2. Collaborate with representatives of all Wrightwood community groups, and brainstorm ways to better promote community events.	Wrightwood Event Planning Committee	Month 1	
3. Publicize events through email, newsletters, social media, newspapers, websites, etc., to attract a variety of community members to attend.	Wrightwood Event Planning Committee	On-going	
4. Utilize event sponsorships to improve event publicity.	Wrightwood Event Planning Committee	On-going	
5. After each event, solicit input from event attendees, volunteers, sponsors, etc., and adjust future promotion efforts based on community feedback. Periodically thank volunteers and sponsoring businesses.	Wrightwood Event Planning Committee	On-going	

## Community Focus Statement F: Manage tourism within the community

**Action Statement F.2: Promote off-season activities such as hiking and the local zip line to attract tourists during the fall and summer months.**

F2

**Benchmark:** An effective marketing strategy is centered on Wrightwood summer tourism.

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

**Estimated Cost:** approximately \$20,000; dependent on programs proposed

Action	Action Leader	Timeline	Resources
1. Form an off-season tourism marketing committee to promote off-season activities.	Champion	Month 1	Practical Steps for Marketing Tourism Certification, Center for Ecotourism and Sustainable Development <a href="http://www.ecotourism.org/sites/ecotourism.org/files/document/Certification/Ecotourism%20Handbook%20III%20-%20Practical%20steps%20for%20Marketing%20Tourism%20Certification.pdf">http://www.ecotourism.org/sites/ecotourism.org/files/document/Certification/Ecotourism%20Handbook%20III%20-%20Practical%20steps%20for%20Marketing%20Tourism%20Certification.pdf</a>  Mountain High Resort <a href="http://www.mthigh.com/site">http://www.mthigh.com/site</a>  San Bernardino County Economic Development Agency <a href="http://www.sbcountyadvantage.com/home.aspx">http://www.sbcountyadvantage.com/home.aspx</a>  Wrightwood Chamber of Commerce <a href="http://www.wrightwoodchamber.org/">http://www.wrightwoodchamber.org/</a>
2. Conduct a market analysis of existing off-season tourism conditions, including a study of opportunities for local growth in ecotourism and marketing potential for summer activities.	Off-Season Marketing Committee	Months 1 – 6	
3. Create resources to assist new and expanding local businesses in growing off-season tourism.	Off-Season Marketing Committee	Months 1 – 6	
4. Gather community input on areas to designate as off-summer tourism hotspots and compile information.	Off-Season Marketing Committee	Month 7 – On-going	
5. Monitor the effectiveness of marketing and tourism growth during the off-season, and revise the campaigns as needed.	Off-Season Marketing Committee	Month 13 – On-going	
6. Compile and make available information on existing spaces, tourism statistics (visitors, activities), permitting processes, and a market analysis report if available.	Off-Season Marketing Committee	Month 13 – On-going	



## Community Focus Statement F: Manage tourism within the community

**Action Statement F.3: Promote the Grassy Hollow Visitor Center as a resource for tourists.**

**F3**

**Benchmark:** Grassy Hollow Visitor Center is advertised and supported by the Wrightwood community.

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

**Estimated Cost:** Variable depending on proposed projects.

Action	Action Leader	Timeline	Resources
1. Create a committee of interested residents	Champion	Month 1	United States Department of Agriculture, Forest Service <a href="https://www.fs.usda.gov/detail/angeles/about-forest/?cid=stelprdb5162085">https://www.fs.usda.gov/detail/angeles/about-forest/?cid=stelprdb5162085</a>  Wrightwood Chamber of Commerce <a href="http://www.wrightwoodchamber.org/">http://www.wrightwoodchamber.org/</a>
2. Reach out to Angeles National Forest staff, to understand how the visitor center is currently promoted and utilized.	Wrightwood Marketing Committee	Month 2	
3. Include the Grassy Hollow Visitor Center on Wrightwood tourism marketing information.	Wrightwood Marketing Committee	Month 3, ongoing	
4. Coordinate with Angeles National Forest to identify additional resources that could be offered at the visitor center.	Wrightwood Marketing Committee	Month 4, ongoing	
5. Connect Wrightwood community groups to the visitor center, to assist in offering additional resources as necessary.	Wrightwood Marketing Committee	Month 5, ongoing	



# APPENDIX A

## Wrightwood Community Profile

## Wrightwood Community, San Bernardino County

# Community Profile

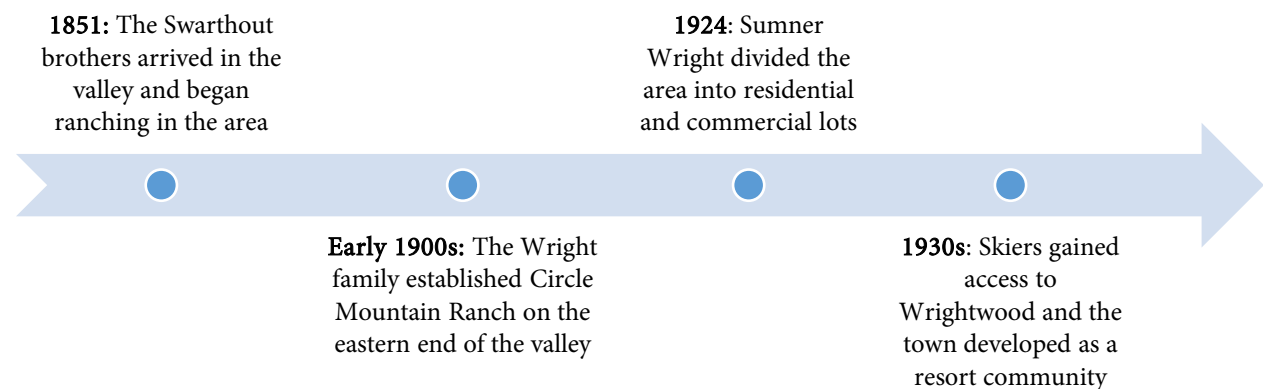
## Purpose

The community profile is a summary of the social, cultural, economic, and historic dimensions of Wrightwood. It presents data collected through secondary sources to inform future actions. The profile, together with future studies and information gathered from residents, highlights essential facets and “tells the story” of the Wrightwood Community.

The initial objective research prepared for the community profile was provided to participants as a handout at each community workshop to provide a basis for discussion during the SWOT (Strengths, Weaknesses, Opportunities and Threats), values, and aspirations exercises. Workshop participants were asked to review the information and provide comments as a way to infuse local knowledge into the community plans process. Their feedback was used to finalize the community profile, which includes objective research and issue identification by community workshop participants.

The objective information, community stories, and public’s participation in the community profile, SWOT, values, and aspirations exercises were all used when developing the framework for the focus and action statements that make up the community plan.

## History



The Serrano tribe were the original inhabitants of the Wrightwood area. In 1851, the Swarthout brothers came to San Bernardino from Salt Lake City, Utah and began ranching the area currently known as Swarthout Valley. In the early 1900s, the Wright family eventually obtained two thirds of the land in the valley, and established the 1,000 head Circle Mountain Ranch at the eastern end of the community. The family established an apple orchard and raised cattle.

Sumner Wright broke up residential and commercial lots beginning in 1924, and a community took roots as Wrightwood. During the 1930’s, skiers could easily access Wrightwood and the town grew as a resort community. During the last 60 years, Wrightwood has evolved from a vacation community to a bedroom community.

Source(s): [wwhistory.org](http://wwhistory.org), [wrightwoodcalifornia.com](http://wrightwoodcalifornia.com), [Wikipedia.org](http://Wikipedia.org)

## Location & Geography

Wrightwood is a mountain community located in the southwestern portion of San Bernardino County near the border with Los Angeles County. It is situated in the mountain area north of Mt. Baldy and south of Pinon Hills.

Source(s): Big Bear City General Plan, ESRI

Figure 1: Wrightwood location.

Source(s): ESRI, San Bernardino County LUS



## Key Census Data

Category	Wrightwood		San Bernardino County		California		United States	
	Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
<b>Population</b>								
Total Population	4,563		2,078,586		38,066,920		314,107,084	
2020 Population Forecast	4,646 (+1.8%)		2,227,066 (+7.1%)		40,619,346 (+6.7%)		334,503,000 (+6.5%)	
Total Households	1,866		607,604		12,617,280		116,211,092	
Average Household Size	2.45		3.34		2.95		2.63	
Median Age	45.9		32.2		35.6		37.4	
<b>Education</b>								
High School Diploma	614	18.8%	330,613	26.3%	5,153,257	20.7%	58,440,600	27.95%
Education Past High School	1,165	35.7%	417,953	33.3%	7,400,714	29.8%	60,821,634	29.1%
Bachelor Degree or Higher	1,050	32.2%	336,315	26.8%	7,708,909	31.0%	61,206,147	29.3%
<b>Housing</b>								
Total Dwelling Units	2,679	n/a	703,737	n/a	13,781,929	n/a	132,741,033	n/a
Homeowner Occupied Units	1,352	50.5%	370,032	52.58%	6,908,925	50.1%	74,787,460	56.3%
Renter Occupied Units	514	19.2%	237,572	33.76%	5,708,355	41.4%	41,423,632	32.2%
Vacancy*	813	30.3%	96,133	13.7%	1,164,649	8.5%	16,529,941	12.5%
Median Year Structure Built	1976	n/a	1976	n/a	1974	n/a	1976	n/a
<b>Income</b>								
Median Household Income	\$50,303	n/a	\$54,100	n/a	\$61,489	n/a	\$53,482	n/a
Persons Below Poverty Level	275	8.4%	199,451	12.7%	3,354,518	11.2%	26,235,361	10.6%
Employed	1,890	92.9%	812,707	86.1%	16,890,442	89.0%	143,435,233	90.2%
Unemployed	144	7.1%	131,293	13.9%	2,084,564	12.3%	14,504,781	9.2%
Note: N/A indicates that the data is not available; n/a indicates that the category is not applicable								
*This figure may include seasonal households								

Table 1: Key Census Data

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

## Community Structure (Physical Characteristics)

The Wrightwood community consists primarily of single and multiple family residential uses on small lots with a minimum lot size of 10,000 square feet. The homes in this community are typically one to two stories set not far from the street. The commercial district, which is center along Angeles Crest Hwy, consists of one to two one-story buildings with parking in front of or surrounding the business.

The major arterial through the community is Angeles Crest Highway (Highway 2) which is a two-lane, paved road that bisects the community and runs from the eastern border to the western. The local roads are paved and do not have pedestrian or bicycle facilities. All of the roads in the community are county maintained.

The WalkScore (walkscore.com) for the community ranges from 0 to 50, indicating that most errands need to be completed by car. The Victor Valley Transit Authority (vvta.org) Bus Route “20” runs through the community and connects it with Phelan and Pinon Hills. *Source(s): Google Earth, County of San Bernardino Zoning Map, Walkscore.com, VVTA.org*

## Quality of Life Concerns

Common issues noted within the communities include:

- **Residential Issues:** junk and trash, excessive outside storage, inoperative vehicles, group homes, construction without permit
- **Commercial Issues:** excessive signs and banners, outside displays of products, original land use changing without approvals, land use and zoning
- **Business Concerns:** traffic flow and congestion during snow season for residents

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

## Community Amenities

The Wrightwood community has a large number of outdoor amenities available to the public. These are important assets to the community as they draw in tourism to the area. They include:

- The **Big Pines Recreation Area** offers a variety of recreational opportunities and facilities year-round, including ten campgrounds and give picnic areas.
- A section of the **Pacific Crest Trail** and other trails offer hiking opportunities.
- **Jackson Lake** provides fishing opportunities
- **Grassy Hollow Visitor Center** is just a few miles west of Big Pines.
- **Mountain High Resort** is located less than five miles from the community.

In terms of services, Wrightwood has no hospitals within the planning area. San Bernardino County Fire Station #14 is the only fire station located in the Wrightwood community plan area and has a response time of about 4-6 minutes. The nearest San Bernardino County Sheriff’s Department station is approximately 8 miles away in Phelan, CA.

There are several schools located in Wrightwood. They are a combination of public and private and include extension programs from nearby areas looking to take advantage of the mountain setting. The following schools and programs are located in the Wrightwood community plan area:

- Wrightwood Elementary School
- Wrightwood Montessori School
- Wrightwood Outdoor Science School

*Source(s): Google Maps, CAL FIRE, San Bernardino County Fire Department, San Bernardino County Sheriff’s Department*

## Community Groups

Wrightwood residents are involved in a number of nonprofit organizations, most of which fall into the following interest areas:

Outdoor recreation activities and facilities	Service clubs
Health, wellness, and education	History, arts, religion and culture

Table 2: Community Development Organizations

## Community Economics

A 2016 ESRI Community Analyst report showed that Wrightwood has approximately 642 jobs and 120 businesses. The chart below shows the major business types. Approximately 32% of the Wrightwood labor force is employed within Wrightwood.

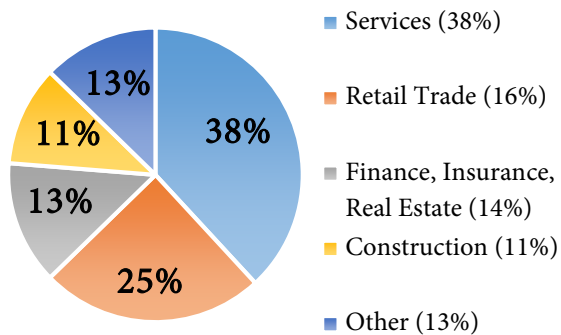


Figure 2: Major Business Industries

Source(s): 2016 ESRI Community Analyst

## Public Health

**Chronic Disease:** There is relatively little available health data for Wrightwood, CA. The leading causes of death in 2012 were cancer and chronic lower respiratory disease, which differs from San Bernardino County as a whole where heart disease was the leading cause of deaths.

Source(s): 2016 Healthy San Bernardino County Report, 2016 Centers for Disease Control and Prevention Report

	Diabetes Hosp./E.R.	COPD Hosp./E.R.	Asthma Hosp./E.R.	Heart Failure Hosp./E.R.	Hypertension Hosp./E.R.
Wrightwood	* / *	* / *	* / 33.0	* / *	* / *
San Bernardino County	23.3/42.4	16.0/19.9	9.6/52.6	32.3/10.6	5.6/46.9

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

Source(s): Healthy San Bernardino \* Indicates insufficient data

## Community Events

Wrightwood is host to a number of annual events. The following examples show the diversity of events held within the community.

- Easter Egg Hunt/Taste of the Village
- Mountaineer Days
- Wrightwood Classic Car Show
- Chili Cook-Off and Salsa Contest
- Wrightwood Mountain Holiday Celebration

Source(s): Wrightwood Chamber of Commerce, [wrightwoodcalif.com](http://wrightwoodcalif.com)

**Air Quality:** Table 4 below shows the air quality near Wrightwood, measured at the Phelan – Beekley Road and Phelan Road monitoring site, in terms of the number of days that area exceeded the federal standards for pollutants (exceedance days). The table shows that the monitoring site near Wrightwood had fewer exceedance days for ozone than that of the overall Mojave Air Basin, in which Wrightwood is located.

Air pollution is one of the contributing factors linked to the development of chronic diseases such as stroke, heart disease, lung cancer, and respiratory diseases. By reducing levels of ambient pollution (outdoor air pollution), communities can lessen the impact that it has on resident’s health.

	Phelan – Beekley Road and Phelan Road Monitoring Site			Mojave Air Basin		
	2012	2013	2014	2012	2013	2014
Ozone Federal 8-hour standard	47	31	36	81	66	86
Course Particulate Matter (PM <sub>10</sub> ) Federal 24-hour standard	*	*	*	1	1	1
Fine Particulate Matter (PM <sub>2.5</sub> ) Federal 24-hour standard	*	*	*	2	6	2

*Table 4: Air Quality Exceedance Days*

*Source: California Air Resources Board*

*\* Indicates insufficient data*

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

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

## Community Engagement Summary

As a part of the Community Plans Continuum process, community members from Wrightwood were invited to participate in two community workshops. The first workshop, titled “What We Value”, took place on November 28<sup>th</sup>, 2016 from 6:00 – 8:30pm at the Wrightwood Community Center. 16 community members attended this workshop. Workshop participants performed a SWOT analysis to identify strengths, weaknesses, opportunities, and threats within the community. Following that exercise, participants used that information to share what they valued about the community (Values) and what they want to see the community become in the future (Aspirations). Lastly, workshop participants worked on forming the draft focus and action statements that form the backbone of the community plan.

The second workshop, titled “Our Roadmap to Making it Happen”, took place on January 23<sup>rd</sup>, 2017 from 6:00 – 8:30pm at the Wrightwood Community Center. This workshop was attended by 9 community members. The purpose of this workshop was to continue to develop the draft focus and action statements created in workshop #1. The project



team provided word for word summaries of the SWOT and Values and Aspirations exercises to use during the goal setting process. The workshop helped prioritize the focus statements developed in the previous workshop while also identifying possible champions for each effort.

Information was made available on project websites made specifically for each community. This information included:

- Background materials on the project
- Materials developed for each workshop
- Summaries of the information collected from past workshops
- Surveys developed to follow the process of each meeting and allow for further input

## Community Identified Issues

### SWOT Analysis

This section contains the results of the SWOT analysis conducted during the first workshop. A SWOT exercise stands for strengths, weaknesses, opportunities, and threats and is used to help gain insight into the community through local knowledge. In the first part, participants identify their communities' biggest strengths, such as community assets like a library or community center, along with their biggest weaknesses, which could be a lack of open space or high rates of internal crime. Next, workshop participants looked at opportunities that the community could take advantage of as part of the community plans process. This builds off of what was identified in the strengths and weaknesses portion. Lastly, participants identify external threats to the community. These are generally concerns that are outside of the control of community members, such as natural disasters or changes in economic conditions. This information was then compiled and used throughout the rest of the community plans process to inform the values and aspirations exercises conducted at workshop #1, as well as the focus and actions statements.

#### Strengths

- Village trail
- Community activities: music in the pines, Mountaineer days, home tour, etc.
- Community involvement in activities
- Bigger numbers (people). We have more now than we had prior.
- Friendliness throughout the community
- Community activities
- Walking bus
- Volunteerism
- Teamwork in stores
- Affordable housing
- Neighborhood elementary school
- Regular Sheriff in town 4 days a week
- Skate park
- Outdoor adventures: ski, hike, bike, etc.
- Close to major population areas
- Tourist \$\$
- Not losing money
- Animal friendly community
- No stop lights
- Pacific Crest Trail goes through community
- Interesting biosphere
- Natural beauty (part of Angeles National Forest)
- Clean air
- Oasis/sanctuary in the sky
- Stores are friendly to the population
- Interesting geology
- Quietness
- 4 seasons
- Low light pollution
- Wrightwood Museum Historical Society
- Excellent fire and emergency response



- Excellent hardware and grocery facilities
- Adequate snow removal
- Friendly people
- Friendly family area for a person with children
- No institutional fast food establishment
- Holiday environment, very amazing town circle
- Great for seniors
- No McMansions
- Small town atmosphere
- Communication: Wrightwood Forum, Facebook, to convey community activities, lost pets, people needing help
- Close knit community
- Low traffic
- Friendliness “strangers greeting each other, becoming friends”
- No traffic lights
- Intimate community feel
- Inaccessible doctor offices
- Distance from medical services
- No medical
- Not enough good restaurants
- Lack of law enforcement that is our own
- No central gathering space
- Over taxation of bed and breakfast
- We’re not a City of our own
- Lack of traffic control in winter
- Stop sign at Willow and Hwy 2 impedes traffic
- Winter gridlock during snow events
- No aesthetics in downtown area
- No benches
- Housing so affordable that people have homes but don’t live here
- Community overrun with local tourists on weekend
- More weather-proofed restrooms
- Personal cleanup care of cleaning yards for fire prevention must be enforced

#### *Weaknesses*

- Community has trouble with huge holiday influx of visitors
- Trash from holiday tourists
- Lack of restrooms when people come from southland on weekends of snow, etc.
- Not enough personal relief locations and no ability for expansion
- Too much traffic concentration on special weekends
- Inadequate recreational play areas in snow
- People come up and play on private property without permission
- Snow traffic, back up on Highway 2
- Traffic goes by Wrightwood as an intermodal segment
- Heavy snow plays with snow fall
- Forest fire exposure
- Botanical failure without replacement for the changing environs
- Scarcity of medical services
- Isolated in certain types of events disasters
- Robberies
- WiFi is poor, which limits ability to access pages that help with needed services (i.e. insurance), need better internet connection
- Internet problems
- No agency to help with snow players trash and debris
- Tri community meaning we don’t have a mayor for each town and we are made up of three communities Wrightwood, Phelan and Pinon Hills
- Resources we cannot control: ski lift, Jackson Lake (has gone downhill) Grassy Hollow all in L.A. County
- Gripping on social media, but not getting involved in civic municipal advisory council/etc.
- Shops shutting down
- Lack of ethnic/racial diversity

- Tourist infrastructures and opportunities

#### *Opportunities*

- Continue pine needle collection day in summer
- More aggressive with homeowners who don't clean up yard
- Better traffic control in winter
- Community youth programs
- Village trail
- More restaurants
- Another zipline store
- Another movie store
- A large park for kids and adults
- Off leash dog walkers
- Parking area for snow players
- A sledding place to sled (fake snow)
- Dog park
- Public restrooms/rest stop east of town – Highway 2
- Very safe environment to raise family
- Seasonal employment in the winter
- Tourist housing
- Veterans park with unlimited potential to show respect and build on what has already begun
- Entertainment and recreation spread over time rather than small timeframes
- Summer and winter area for wounded warriors – hiking, zip line and snow
- Build a community art center for after school gathering
- Community theme
- Connecting diverse community skills for projects

#### *Threats*

- Bark beetle
- Remote: Drug pushing (heroin)
- Gridlock prevents emergency vehicle passage during snow events
- Earthquakes
- Limited water supply
- Fires
- Wild fire
- Fire
- Floods
- Vulnerable to earthquake
- Vulnerable to wildfires
- Tree demise from drought beetles, etc.
- Drought
- Drought without ability for transportation of water to Wrightwood
- Crime and drugs
- Lack of local law enforcement on-site at all times to deter outsiders, well known we don't have local police
- Lack of community involvement
- Tourist abusing private homes and property, not enough law enforcement to help
- Heroin
- Massive housing increase with associated populations (teens come up from below)