

HELENDALE

COMMUNITY ACTION GUIDE



SAN BERNARDINO
COUNTY

COUNTYWIDE PLAN

Helendale Community Action Guide



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Introduction

Helendale is an independent community with strong community pride. The community values neighborliness, local control, open space, and the unique rural desert lifestyle that only the Mojave Desert can offer. Helendale strives to promote responsible development that protects the natural environment, continue to be a safe and attractive community, expand recreational opportunities to its residents, while improving its commercial and industrial base.

In 2016, the community embarked on a planning process to develop a new community plan. Three public workshops were held over the course of the year (February 23, March 29 and July 19, 2016). These workshops, open to any Helendale residents, business or property owners, addressed strengths and weaknesses of the community, the community’s values, and what Helendale 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, as well as proposed land use changes discussed during the community workshops, were considered for inclusion in the County Policy Plan and Land Use Map. The Land Use Map will be adopted as part of the County Policy Plan. The content of the Community Action Guide focuses on those actions identified by the community that the community is willing to take to make desired changes to their community. The County Policy Plan and the Community Action 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. 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 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 C: Improve public and equestrian safety within Muscoy.

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

GO

Benchmark: Partner with the San Bernardino County Sheriff's Department to grow and develop a Citizen Patrol in Muscoy. Recruit qualified volunteers who meet regularly and provide at least eight volunteer hours per month.

Champion: Citizens Patrol volunteers

Estimated Cost: none

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

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

Residents of Muscoy should be encouraged to join the existing program, so there is a larger Citizen Patrol presence. Existing members of the Citizen Patrol should be visible in the community and make people aware that such a group exists to help keep Muscoy safe. The program can also be advertised to existing community organizations or neighborhood groups to encourage new participants who meet the qualifications to go through training. The Citizen Patrol could partner with neighborhood watch groups (Action Statement C.1) and other safety workshops hosted in the community (Action Statement 2.3). As the Citizen Patrol group grows, there will be an opportunity to create more specialized volunteer units to cater to a specific need in the community.

Case Study: City of Rancho Cucamonga Citizen Patrol Unit

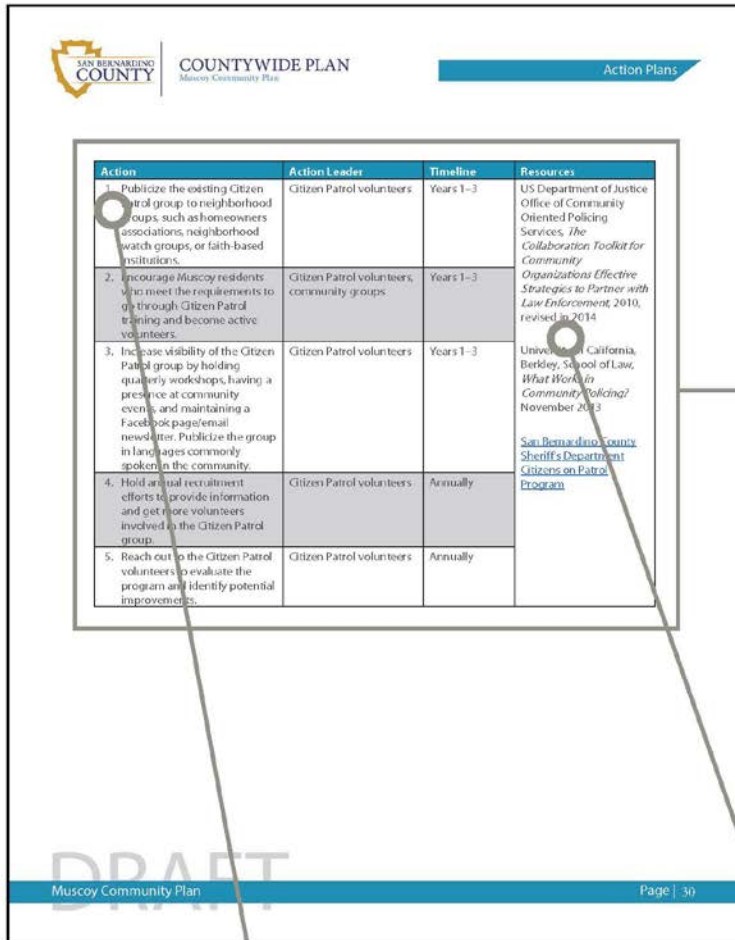
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The Action Statement is a measurable component used to accomplish the overall focus statement.*

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

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

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



Action	Action Leader	Timeline	Resources
1. Publicize the existing Citizen Patrol group to neighborhood groups, such as homeowners associations, neighborhood watch groups, or faith-based institutions.	Citizen Patrol volunteers	Years 1-3	US Department of Justice Office of Community Oriented Policing Services, <i>The Collaboration Toolkit for Community Organizations Effective Strategies to Partner with Law Enforcement</i> , 2010, revised in 2014
2. Encourage Muscovy residents who meet the requirements to go through Citizen Patrol training and become active volunteers.	Citizen Patrol volunteers, community groups	Years 1-3	University of California, Berkeley, School of Law, <i>What Works in Community Policing?</i> November 2013
3. Increase visibility of the Citizen Patrol group by holding quarterly workshops, having a presence at community events, and maintaining a Facebook page/email newsletter. Publicize the group in languages commonly spoken in the community.	Citizen Patrol volunteers	Years 1-3	San Bernardino County Sheriff's Department Citizens on Patrol Program
4. Hold annual recruitment efforts to provide information and get more volunteers involved in the Citizen Patrol group.	Citizen Patrol volunteers	Annually	
5. Reach out to the Citizen Patrol volunteers to evaluate the program and identify potential improvements.	Citizen Patrol volunteers	Annually	

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The action plan should be reviewed and modified by the Action Team and/or the community prior to implementation, including the addition of people and organizations involved. The Action Team can search the Internet to look for similar actions by other communities or groups.

Suggested steps to implement the Action Statement, along with potential leaders for each step and a timeline of when it should occur in the process. This can be modified to meet the current needs of the community.

Resources including stakeholders, human resources, and capital that may be required or provide assistance to implement the Action Statement. Action Team can also search the Internet to see if there are other resources available at the time of action implementation.

Values Statement

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

As a community we value:

Rural Desert Lifestyle. Helendale residents value a rural desert lifestyle with fresh air, a quiet and tranquil atmosphere, a slower pace of life, and a starry night sky.

Open Space. Helendale residents value the community's close proximity to wildlife and open space.

Community Pride. Helendale residents value a strong sense of community and residents' participation in matters impacting the community.

Friendly Neighborhood Atmosphere. Helendale residents value friendly neighbors and lending each other a hand.

Local Control. Helendale residents value local control over sewer, water, parks, trash, and streetlights through the Silver Lakes Association and the Helendale Community Services District (CSD).

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 Helendale Community, we aspire to have:

Responsible Development

We have achieved responsible development and living in balance with the natural environment. New development is designed to preserve our rural lifestyle and our values, including neighborliness. This development continues to preserve pristine vistas, the Mojave Desert ecosystem, and our highly valued starry night sky.

Safe and Attractive Access to Our Community

We embrace the community's location on historic Route 66 (National Trails Highway). Beautification of our gateway roads and development of secondary access points allow safe access in and out of the community, especially for emergency services, in the event that our at-grade railroad crossings are blocked.

Expanded Recreational Opportunities

Community residents, the Helendale Community Services District, and the Silver Lakes Homeowners Association cooperated to expand recreational opportunities. Helendale Park is complete and includes additional activities for all ages. We partner with our local schools to improve after-school programs, and we partner with local organizations to improve youth and adult activities. In addition, we enjoy expanded hiking, walking, and cycling paths that take advantage of the natural beauty of the wash and the Mojave River.

A Vibrant Commercial and Industrial Base

The commercial and industrial businesses within our community grew to provide jobs, additional tax base, and expanded shopping and professional services. The community's central commercial area has additional restaurants, stores, and professional services such as primary medical care and dental services.



Action Plans

Community Focus Statement A: Improve the overall safety of the community.

Action Statement A.1: Coordinate with the County to design walkable routes to local schools, Helendale Community Park, and Silver Lakes' parks to improve pedestrian safety.

A₁

Benchmark: Implement a community led Safe Routes to School (SRTS) program, and implement at least one project committed to increasing safety through expanded walking and bicycling to schools around the community.

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

Estimated Cost: Contingent upon level of improvements



Photo source: Flickr, Mayor McGinn

Helendale is served by three schools located in the community: Helendale Elementary School, ACE Charter School, and Independence Charter Academy. The community generally lacks adequate pedestrian and bicycle facilities along its roadways, so many children cannot safely walk or ride their bikes to the schools. The bridge over the Mojave River along Vista Road provides access between most of the residential areas and Independence Charter Academy; however, it only includes a narrow sidewalk on one side of the bridge and has limited Americans with Disabilities Act (ADA) accommodations. To aid in providing adequate pedestrian infrastructure and to encourage increased

mobility among the community's children, Helendale can develop and implement a Safe Routes to School (SRTS) Program.

A Safe Routes to School Program encourages children to walk or bike to school. Such a program funds projects that remove barriers which prevent children from walking or biking to school, as well as projects that actively promote the activity. Barriers may include a lack of or unsafe infrastructure and/or a lack of programs that promote walking and bicycling through educational programs for children, parents, and the community. In California, Caltrans administers two separate versions of the program, a State-legislated program, SR2S, and a federal program, SRTS. Per Caltrans, the following table summarizes the key differences between the programs.

Program Features	State-Legislated Program – SR2S	Federal Program – SRTS
Eligible Applicants	Cities and counties	State, local, and regional agencies and Native American tribes experienced in meeting federal transportation requirements. Nonprofit organizations, school districts, and public health departments must partner with a city, county, metropolitan planning organization (MPO), or regional transportation planning agency (RTPA) to serve as the responsible agency for their project.
Eligible Projects	Infrastructure projects	Stand-alone infrastructure or non-infrastructure projects
Local Match	10% minimum required	None
Project Completion Deadline	Within 4½ years after project funds are allocated to the agency	Within 4½ years after project is amended into the federal transportation improvement program (FTIP)
Restrictions on Infrastructure Projects	Must be located in the vicinity of a school	Infrastructure projects must be within 2 miles of a grade school or middle school
Targeted Beneficiaries	Children in grades K–12	Children in grades K–8
Funding	\$24.25M annual funding	\$21–25M annual funding

Caltrans identifies the following general steps for communities such as Helendale to follow when establishing a Safe Routes to School Program:

- Identify community stakeholders and form a multidisciplinary team of partners committed to working together in developing a community vision, developing project applications, and implementing those projects if selected for funding.
- Inventory and identify safety needs/hazards around schools; get information and seek out resources; and propose alternatives that would correct those needs/hazards.
- Prioritize alternatives and select the best alternative that proposes short-term and long-term safety solutions in the form of projects.
- Develop a plan for the project.
- Submit an application to compete for funding for the project when a call for projects cycle is under way.

Note: Focus Statements A.2, B.1, and B.2 are similar and could be addressed as part of one planning process. The community should consider all three objectives at once when considering implementation of these focus statements.

Action	Action Leader	Timeline	Objective Resources
1. Host a community meeting to identify stakeholders committed to working together in developing and implementing the project.	Champion	Months 1–3	San Bernardino County Transportation Authority (SBCTA) http://gobcta.com/index.html
2. Coordinate with SBCTA to determine any planned SRTS projects and whether Helendale can be included in the next round of studies. Engage SBCTA as a partner.	SRTS Team	Months 1–3	National Center for Safe Routes to School, Program Implementation Guidance http://www.saferoutesinfo.org/program-tools/build-sustain-program
3. Contact the Board of Supervisors to voice interest in developing a SRTS program and increasing safety in the community.	SRTS Team	Months 1–3	Caltrans – SRTS Program Local Assistance http://www.dot.ca.gov/hq/LocalPrograms/saferoutes/srts.htm
4. Identify appropriate assessment studies to be conducted as a way to inventory and identify safety needs and hazards around schools, get information and seek out resources, and propose alternatives that would correct those needs and hazards.	SRTS Team	Months 3–9	Riverside, California: SRTS Coalition sees success in Riverside (case study) http://www.saferoutesinfo.org/program-tools/success-stories/riverside-california-srts-coalition-sees-success-riverside Walk-Bike to School http://www.walkbiketoschool.org/
5. Once appropriate assessment studies are conducted and needs have been identified, prioritize alternatives and select the best alternative that proposes short-term and longer-term safety solutions in the form of projects.	SRTS Team	Months 9–12	Caltrans Local Assistance http://www.dot.ca.gov/hq/LocalPrograms/saferoutes/saferoutes.htm
6. Develop a plan for the implementation of the project.	SRTS Team with support from Community leaders, Helendale School District, San Bernardino County Transportation Authority	Months 12–15	Safe Routes to School National Partnership http://saferoutespartnership.org/healthy-communities/policy-change/federal Safe Routes to School Noteworthy Practices Guide - http://www.saferoutesinfo.org/sites/default/files/resources/SRTS%20Noteworthy%20Practices%20Guide%20FINAL.pdf
7. For Caltrans SR2S funding, submit an application to compete for funding for the project when a call for projects cycle is under way. Other non-state or federal funding opportunities can be sought out. The Safe Routes to School National Partnership offers resources and links to privately available funding sources.	SRTS Team with support from Community leaders, Helendale School District, San Bernardino County Transportation Authority	Months 15–18	California Active Transportation Resource Center: Tools - http://www.casaferoutestoschool.org/get-assistance/tools/ Safe Routes Info, SRTS Guide - http://guide.saferoutesinfo.org/steps/index.cfm http://www.saferoutesinfo.org/program-tools/funding http://www.dot.ca.gov/hq/LocalPrograms/saferoutes/srts_process.htm

Community Focus Statement A: Improve the overall safety of the community.

A2

Action Statement A.2: *Coordinate with the County to improve safety issues caused by Route 66 tourism on National Trails Highway by advocating for speed limit reductions, potential road improvements in high crash areas, targeted traffic enforcement, and an education program in conjunction with Route 66 tourism groups to educate tourists on road safety and high-risk behaviors caused by driver inattention or distraction.*

Benchmark: Creation of community group who coordinates with County Public Works and Sheriff's Departments to secure funding and implements safety improvements.

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

Estimated Cost: \$100,000–\$400,000 for safety study, additional costs for improvements dependent upon amount and extent



Photo source: California Department of Transportation 2016

Route 66 was one of the original federal highway routes, established on November 11, 1926. It extended 2,347 miles from Chicago through Illinois, Missouri, Kansas, Oklahoma, Texas, New Mexico, and Arizona before ending in Santa Monica, California. Route 66 served as a major migratory road west, especially during the Great Depression. Currently it exists as Historic Route 66, a National Scenic Byway, and is commemorated by various organizations along the way, including the California Historic Route 66 Association.

A safe and effective transportation network is critical to the function of any community. Helendale community members anticipate an increase in safety concerns along the portion of Route 66 traversing the community. Community members often observe motorists driving in an unsafe manner, which is of concern to Helendale residents. An increase in traffic law enforcement in the area could potentially help reinforce existing safety regulations along Route 66, which would in turn improve the safety and well-being of both residents and tourists.

The San Bernardino County Public Works Department is responsible for maintaining Route 66. The San Bernardino County Sheriff's Department, Victor Valley Station, provides law enforcement services to Helendale and other communities in the area. The Victor Valley Station is located in Adelanto, with substations in Lucerne Valley and Phelan. A full-time deputy sheriff (40 hours per week) is allocated to serve the Helendale Community Services District and Spring Valley Lake.

In order to identify current and potential future performance and safety issues, a corridor study could be undertaken to evaluate Route 66 in Helendale. The study could provide recommendations for future infrastructure improvements to improve service and safety levels along the roadway. A corridor analysis for Route 66 could cost approximately \$100,000–\$400,000, depending on the length of the roadway segment to be studied.

The community should coordinate a meeting with County Public Works and local Sheriff's Departments staff where safety concerns are voiced in order to allow law enforcement to better allocate available personnel to areas of concern and possible traffic improvements can occur. Open and constant communication with the County Public Works and law enforcement is key to the increase in safety along Route 66.

Note: Focus Statements A.1, B.1, and B.2 are similar and could be addressed as part of one planning process. The community should consider all three objectives at once when considering implementation of these focus statements.

Action	Action Leader	Timeline	Objective Resources
1. Creation of community group to lead the actions.	Champion	Month 1	San Bernardino County Sheriff's Department http://cms.sbcounty.gov/sheriff/PatrolStations/VictorValley.aspx Helendale Community Services District http://www.helendalecsd.org/ California Historic Route 66 Association, Needles to Barstow Corridor Management http://route66ca.org/corridor-management-plan/ Federal Highway Administration Innovative Intersection Safety Improvement Strategies and Management Practices http://safety.fhwa.dot.gov/intersection/other_topics/fhwas06016/ Caltrans Scenic Highways http://www.dot.ca.gov/desig/lap/livability/scenic-highways/index.html Route 66 BLM Link http://route66ca.org/corridor-management-plan/
2. Define project study area and the desired project safety goals. Refer to the California Historic Route 66 Association efforts.	Community group	Months 1–3	
3. Conduct initial coordination with the County Department of Public Works and the Helendale Community Services District.	Community group	Months 4–5	
4. Conduct a meeting with the County Sheriff's Department to discuss specific safety concerns and locations, as well as opportunities to better allocate law enforcement resources in the area.	Community Group with support from local community leaders and CSD	Months 4–5	
5. Identify potential corridor Study funding options including grants and funding through the Community Services District. Prepare grant applications as needed.	Community Group with support from local community leaders and CSD	Months 6–12	
6. Conduct a corridor study to determine existing conditions, future needs, and potential improvements. The study should include conceptual cost estimates for improvements.	Community Group	Months 13–24	
7. Obtain community and stakeholder input on proposed improvements.	Community Group and CSD	Months 25–36	
8. Coordinate with the County Department of Public Works to implement recommended improvements.	Community Group and CSD	Month 37	
9. Procure final design plans for proposed improvements.	County Public Works Department	Months 38–60	
10. Construct/implement corridor improvements.	County Public Works Department	Months 61–78	

Community Focus Statement A: Improve the overall safety of the community.

Action Statement A.3: Install additional streetlights on residential streets.

A3

Benchmark: Community has completed Lighting Study, developed lighting plans, and installed streetlights.

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

Estimated Cost: \$10,000 for lighting study, \$6,000–\$7,000 per wired streetlight, \$5,000–\$6,000 per solar streetlight



Streetlights aimed downward decrease light pollution and spillover. Photo source: Pixabay, wildkatkca

Lighting is important because it increases safety in areas with pedestrian and bicyclist activity. Lighting also aids in geographic orientation, as people can use well-lit spaces as landmarks for their reference. However, it can be difficult to achieve a balance between providing adequate lighting and avoiding potential light pollution.

In many situations, particularly when there is a security concern, there is a tendency to over-illuminate a park, plaza, street, or other public spaces. But in fact, because it can obstruct potential nighttime visual resources, too much lighting can be just as detrimental as too little.

Although its primary purpose is nighttime visibility for security and safety, successful street lighting takes into account the human users of the street or other exterior spaces in order to improve the users’ experience. For instance, one way to emphasize pedestrians and bicyclists over automobile traffic is to use smaller-scale, more frequently spaced fixtures geared toward all users, in addition to the traditional standard overhead streetlights geared more toward vehicles. Additional lighting in Helendale would increase the health, safety, and welfare of the community.

While lighting costs vary, Table 1, Lighting Infrastructure Costs, lists a few potential options and possible typical costs per item. In order to best address future lighting needs, a feasibility study should be completed to evaluate the overall planning, design, and implementation of future lighting sources in Helendale. Additional costs that would need to be absorbed by the community would be related to operation and maintenance of the light fixtures.

Lighting Infrastructure Costs

Potential Improvement	Cost (typical per item)
Lighting Study	\$10,000
Wired Streetlight	\$6,000–\$7,000 per light
Solar Streetlight	\$5,000–\$6,000 per light
Low-Level Path Light	\$1,000–\$3,000 per light

Action	Action Leader	Timeline	Resources
1. Create a streetlights committee	Champion	Month 1	Helendale Community Services District http://www.helendalecsd.org/ San Bernardino County, County Maintained Road System (CMRS) http://sbcountydpw.maps.arcgis.com/home/index.html Night Sky Ordinance http://www.yuccavalley.org/pdf/ordinances/outdoorlighting_ord090.pdf
2. Develop a list of residential streets where streetlights are desired.	Streetlights committee	Months 1–6	
3. Conduct a community meeting to discuss the addition of streetlights and to obtain community support.	Streetlights committee	Months 1–6	
4. Contact the Silver Lakes Association for any concerns in the Silver Lakes community.	Streetlights committee	Months 1–6	
5. Contact the County Public Works Department for any concerns on County-maintained roadways.	Streetlights committee	Months 1–6	
6. For those locations not maintained by the Silver Lakes Association or County Public Works, coordinate with the Helendale Community Services District and County Special Districts to determine funding and implementation options.	Streetlights committee	Months 7–19	
7. Hold a public meeting to discuss community financing of streetlights.	Streetlights committee and CSD	Month 20	
8. Coordinate support and obtain concurrence of residents along impacted roadways.	Helendale Community Services District, County Special Districts Department	Months 21–28	
9. Procure street lighting design plans including utility coordination as needed.	Helendale Community Services District, County Special Districts Department	Months 28–36	
10. Construct/implement streetlight improvements.	Helendale Community Services District, Silver Lakes Association	Months 37–42	

Community Focus Statement A: Improve the overall safety of the community.

Action Statement A.4: Construct sidewalks along Helendale Road and Shadow Mountain Road.

A4

Benchmark: Sidewalk committee coordinates with CSD and County Public Works for funding and implementation of mobility plan projects.

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

Estimated Cost: Sidewalk (\$4,220,000 per mile) + Curb/Gutter (\$3,380,000 per mile) = \$7,600,000 per mile, additional cost dependent on the type and amount of improvements



Lack of sidewalks on Helendale Road does not provide safe pedestrian access to the school, equestrian facility or new community park. Photo source: Michael Baker International

The benefits of non-motorized infrastructure are many. This type of infrastructure offers another method of transportation for those without the ability to drive, improves the health and resiliency of a community, and can save money related to both infrastructure maintenance and individual transportation. For non-motorized transportation to be convenient and effective, adequate infrastructure and facilities (e.g., sidewalks) must be in place. Preparing a mobility plan to identify opportunities and needs gives the community of Helendale not only a solid plan to guide future development but also a mechanism for attaining funding for specific projects called out in the plan.

A mobility plan must be prepared and ultimately adopted by the County, but residents can accelerate and contribute to this process in a number of ways. A strong interest and request from the community, backed by local community groups and businesses, can show the importance and commitment to a plan, demonstrating that the County will have support and backing to create and implement the plan. Ongoing input from the community regarding the need for sidewalk facilities to increase accessibility, mobility, and safety on streets will be invaluable to the County for best serving the needs of the area.

The addition of sidewalks may call for safety features such as stop signs, traffic signals, and striping where necessary. Also, the mobility plan would consider the potential non-vehicular amenities in terms of a comprehensive list of improvements. For example, street lighting and marked crosswalks accompanying new sidewalks may be needed to create a safe and efficient pedestrian network. Also, Americans with Disabilities Act (ADA) accommodation would need to be considered during design and construction.

In the case of new development, the cost of sidewalks is often the financial responsibility of the project developer. In cases where sidewalks are desired after a corridor has been developed, the community is typically responsible for providing or identifying funding.

Helendale Road and Shadow Mountain Road are maintained by the County Department of Public Works; thus, coordination with Public Works will be critical.

Estimated Pedestrian Infrastructure Costs

Type	Typical Cost
Non-Vehicular Mobility Plan	\$50,000–\$100,000 depending the scope and area of the plan
Street Signs	\$800–1,000 per sign
Crosswalk Striping	\$1,000–\$5,000 per crosswalk
Traffic Signals	\$300,000–\$400,000 per signal
Wired Streetlights	\$6,000–\$7,000 per light
Solar Streetlights	\$5,000–\$6,000 per light
Sidewalk	\$20 per square foot

Action	Action Leader	Timeline	Objective Resources
1. Create a sidewalks committee	Champion	Month 1	Helendale Community Services District http://www.helendalecsd.org/ AASHTO Guide for the Planning, Design, and Operation of Pedestrian Facilities Caltrans Complete Streets Program http://www.dot.ca.gov/transplanning/ocp/complete-streets.html
2. Define the project study area and desired project goals. Consider the potential changes to the area context in terms of rural- and urban-looking characteristics.	Sidewalks committee with CSD	Months 1–6	
3. Conduct initial coordination with the County Department of Public Works and the Helendale Community Services District.	Sidewalks committee with CSD	Months 3–6	
4. Identify potential mobility plan funding options including grants and funding through the Community Services District. Prepare grant applications as needed.	Sidewalks committee with CSD	Months 6–7	
5. Develop a mobility plan to document existing and future needs, as well as potential improvements. The study should include ADA accommodations and conceptual cost estimates for improvements.	Helendale Community Services District	Months 13–24	
6. Obtain community and stakeholder input on priorities of proposed improvements.	Sidewalks committee, Community Services District	Months 22–25	
7. Procure final design plans for proposed improvements.	County Public Works Department	Months 26–38	
8. Construct/implement corridor improvements.	County Public Works Department	Months 39–50	

Community Focus Statement A: Improve the overall safety of the community.

Action Statement A.5: Develop a neighborhood watch program.

A5

Benchmark: Neighborhood watch programs exist in at least 75 percent of Helendale’s residential areas. Meet regularly (at least once a quarter) and meet with representatives from the Sheriff’s Department at least once annually for at least five years.

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

Estimated cost: \$300–\$4,000



Neighborhood watch sign installed in a neighborhood. Photo source: National Neighborhood Watch

A neighborhood watch program is a way to keep Helendale safe by involving local residents in crime prevention efforts. Participating residents keep watch on neighbors and the neighborhood, reducing crime by decreasing the situations where people are able to commit a crime without being observed. This type of program can be particularly effective in a mostly residential community such as Helendale, where there are residents in all parts of the community who can participate. Neighborhood watch participants also promptly report suspicious activities to law enforcement officials, who can intervene and potentially stop a crime

from occurring. The goal of a neighborhood watch program is not to catch criminals or to change their behavior, but to reduce the number of situations where a crime could happen. The programs only succeed if initiated and maintained by local community members.

Many strategies are available to help make a future neighborhood watch program in Helendale more effective. The San Bernardino County Sheriff’s Department can assist the community in starting and maintaining a program by providing critical resources and training for program participants. Existing community groups such as the Silver Lakes Association can provide a framework for neighbors to get together and communicate to organize and grow a neighborhood watch program. Signs posted around the community can deter potential lawbreakers and raise resident awareness of the program. Participants can host events such as cleanups, making areas nicer and more attractive, and less likely to be used for criminal purposes. Neighborhood watch programs can also act with a unified voice to encourage local governments to take action and make communities safer, such as through the installation of better outdoor lighting.

Studies show that neighborhood watch programs can be effective at reducing crime, but members from all segments of the community must be involved and willing to make long-term commitments to the effort. The Helendale neighborhood watch program should involve children and teenagers, adults, and elderly residents, creating a program that is more representative of the community and helps ensure that more of the neighborhoods are covered. Similarly, the community’s program should include participants speaking languages other than English,

such as Spanish, German, Chinese, and Korean. The inclusion of non-English-speaking members will help improve the program’s reach and facilitate communication with a wider range of residents.

Action	Leader	Timeline	Resources
1. Hold a Neighborhood Watch informational meeting with Sherriff’s department to educate the community members. Start signing up volunteers.	Champion with Sheriff’s Department	Month 1	National Crime Prevention Council: Starting a Neighborhood Watch http://www.ncpc.org/resources/files/pdf/neighborhood-safety/nwstart.pdf
2. Reach out to neighborhood residents and recruit them to serve on a neighborhood watch committee.	Community groups, Silver Lakes homeowners association	Months 1–3	US Department of Justice: Neighborhood Watch Manual https://www.bja.gov/Publications/NSA_NW_Manual.pdf
3. For each neighborhood where a program will be established, select a resident to serve as the neighborhood watch chair.	Neighborhood watch committees	Month 4	
4. Establish lines of communication between all neighborhood watch committees in the community.	Neighborhood watch committees	Month 5	San Bernardino County Sheriff’s Department
5. Solicit volunteers from the community to support neighborhood watch activities.	Neighborhood watch committees	Month 5	San Bernardino County Public Works (for sign installation)
6. Conduct a start-up meeting to determine interest, assign volunteers, identify areas of concern in the community, and other appropriate start-up activities.	Neighborhood watch committees	Month 6	Helendale Community Services District
7. Establish partnerships with the Sheriff’s Department for continued training, information sharing, and resources	Neighborhood watch committees	Month 6	
8. Post signs notifying people of a neighborhood watch program.	Neighborhood watch committees	Month 6	
9. Conduct regular training sessions, information sharing, and meetings.	Neighborhood watch committees	Ongoing	
10. Monitor the effectiveness of neighborhood watch programs, and make revisions to program operations as needed.	Neighborhood watch committees	Ongoing	

Community Focus Statement A: Improve the overall safety of the community.

Action Statement A.6: Enhance the bridge across the Mojave River on Vista Road to meet minimum ADA criteria for pedestrian access.

A6

Benchmark: Achieve community support and coordinate with appropriate agencies to study, fund and construct bridge improvements.

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

Estimated Cost: \$100,000–\$200,000 for bridge improvement study; \$2.5 million–\$10 million to widen/replace bridge; \$800,000–\$1,200,000 for dedicated bicycle/pedestrian bridge; additional costs may be incurred for the bridge approaches



Retrofit of an aluminum bridge to an existing highway bridge with inadequate pedestrian facilities. This is typically a less expensive option than widening of an existing bridge. Photo source: MAADI Group

The Americans with Disabilities Act (ADA) became law in 1990. The ADA is a civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation, and all public and private places that are open to the general public. The purpose of the law is to provide that people with disabilities have the same rights and opportunities as everyone else. The ADA gives civil rights protections to individuals with disabilities similar to those provided to individuals on the basis of race, color, sex, national origin, age, and religion. It guarantees equal opportunity for individuals with disabilities in public accommodations, employment, transportation, state and local government services, and telecommunications.

The community of Helendale has identified as a priority improved pedestrian access on the bridge along Vista Road crossing the Mojave River to meet minimum ADA criteria. The bridge along Vista Road is a two-way undivided roadway traveling in an east–west direction over the Mojave River. A narrow, slightly elevated sidewalk is provided on one side of the bridge with a metal railing separating the sidewalk from vehicular traffic. However, current conditions suggest that since there is only one way to cross the bridge, a conflict would arise if pedestrians, bicyclists, and a disabled person are all traveling on the relatively narrow sidewalk at the same time. In addition, there are no sidewalks and no clear protected pedestrian pathways along the roadway on either side of the bridge that could transition to a protected pedestrian path on the bridge itself. Currently, the Vista Road crossing of the Mojave River is the only river crossing in Helendale.

Vista Road and the existing bridge are currently maintained by the County Public Works Department. The current bridge appears to be too narrow to safely narrow the vehicle travel lanes and attempt to widen the current pedestrian walkway. To adequately provide for a protected and ADA-compliant pedestrian way on the bridge, it may be necessary to widen the entire bridge, if feasible, or replace it with a larger bridge, in addition to improving the bridge

approaches on both sides. An alternative to widening or replacing the existing bridge would be to provide a dedicated bicycle and pedestrian bridge crossing. A detailed study and analysis of the bridge and roadway would need to be performed to understand what may be feasible.

Estimated Infrastructure Costs

Type	Typical Cost
Bridge Improvement Study	\$100,000–\$200,000
Bridge Widening Reconstruction (if feasible)	\$2.5 million–\$5 million
Bridge Replacement Construction	\$5 million–\$10 million
Dedicated Bicycle/Pedestrian Bridge	\$800,000–\$1,200,000
Sidewalk	\$20 per square foot

Action	Action Leader	Timeline	Resources
1. Establish local support for potential ADA improvements and create Bridge Committee	Champion	Months 1–3	Helendale Community Services District http://www.helendalecsd.org/
2. Coordinate with the Helendale Community Services District and County Public Works regarding a bridge improvement study.	Bridge committee	Months 4–6	AASHTO Guide for the Planning, Design, and Operation of Pedestrian Facilities
3. Identify potential bridge improvement study funding options including grants and funding through the Community Services District. Prepare grant applications if available.	Bridge committee, Community Services District	Months 7–18	Caltrans Complete Streets Program http://www.dot.ca.gov/transplaning/ocp/complete-streets.html
4. Conduct a bridge improvement study to determine the feasibility of widening the bridge, or potentially replacing it, in order to satisfy ADA requirements. The study should consider pedestrian connections on either side of the bridge, a potential bicycle/pedestrian bridge, potential environmental impacts/studies, and conceptual cost estimates.	Helendale Community Services District	Months 19–30	United States Access Board, Public Rights-of-Way Proposed Guidelines https://www.access-board.gov/guidelines-and-standards/streets-sidewalks/public-rights-of-way
5. Coordinate among responsible groups to determine the level of community support and potential bridge widening/replacement funding opportunities.	Bridge committee with local leaders, Community Services District, County Public Works	Months 28–34	FHWA Bicycle and Pedestrian Program, Designing Sidewalks and Trails for Access https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/sidewalks/chap4b.cfm
6. Procure final design plans for proposed improvements.	County Public Works	Months 35–60	
7. Construct/implement corridor improvements.	County Public Works	Months 61–84	

Community Focus Statement A: Improve the overall safety of the community

A7

Action Statement A.7: *Promote the relationship between the County and the Community Services District by designating a community liaison that communicates the need and desires of Helendale residents to the Board of Supervisors and County agencies.*

Benchmark: A community liaison relays identified needs and desires of Helendale residents to the County on a quarterly basis.

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

Estimated Cost: Cost of hiring someone or a volunteer



The Helendale Community Services District (CSD) provides the following services to the community: water, sewer, park and recreation, solid waste management, and street lighting. Currently, the Helendale CSD Board meets regularly on the first and third Thursdays of every month, at 6:30 p.m. The Helendale CSD website serves as a portal for community members to report concerns and includes a list of board and committee members, updated yearly. As an existing organization that is familiar with the concerns and needs of Helendale citizens, the CSD is uniquely poised to serve as a liaison between Helendale and San Bernardino County.

To introduce and promote this relationship, the CSD could add a weekly agenda item to discuss issues that may need to be brought to County departments or the Board of Supervisors. This discussion could also ensure that all internal resources have been exhausted and that the CSD will be reaching out to the County for concise and feasible requests. The CSD may appoint a board member, staff member, or community volunteer to organize communication efforts, such as meetings or other coordination events. This person would be able to develop relationships and points of contact with County departments and the Board of Supervisors.

Improved communication between the CSD and the County will ensure that community issues are properly articulated. With the CSD serving as the liaison, Helendale will be able to efficiently express concerns without the potential redundancy of several community organizations relaying different or conflicting messages to the County. Thus, communication between Helendale and the County will become more meaningful as they collaborate to solve community issues.



Action	Action Leader	Timeline	Resources
1. Add item to the Community Services District board meeting agenda to discuss and appoint a community liaison, or designate existing staff to coordinate with the County.	Champion and Helendale Community Services District	Month 1	Career Igniter http://www.careerigniter.com/questions/what-does-a-community-liaison-do/
2. Develop a list of needs and desires of Helendale residents at the Community Services District board meeting for the community liaison to relay to the County.	Helendale Community Services District and Community liaison	Months 2–4 and ongoing	Helendale Community Services District, http://www.helendalecsd.org/
3. Community liaison communicates the needs and desires of the community to Board of Supervisors staff and request meeting with community leaders and CSD.	Helendale Community Services District and BOS staff.	Month 4 and ongoing	
4. Depending on community needs and desires, community liaison contacts appropriate County departments for staff contacts	Community liaison	Ongoing	

Community Focus Statement B: Improve the visibility and access to Helendale from Route 66 and Interstate 15

B

Action Statement B.1: *Coordinate with the County to design a corridor plan for National Trails Highway that improves aesthetics, provides wayfinding and addresses safety from Oro Grande through Helendale.*

Benchmark: Completion and adoption of a corridor management plan.

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

Estimate Cost: Staff time, \$150,000–\$250,000

Helendale is located just off the National Trails Highway (Historic Route 66) and has the potential to capture a greater number of passersby as they travel to other destinations. Currently there is very little indication of the services in Helendale available to travelers. A corridor plan is one tool that can be used to develop a comprehensive strategy to better capitalize on this local asset.

A corridor plan is a planning tool used to analyze local conditions, develop a future vision, and identify strategies to support positive change along a transportation corridor. The plan would address the Route 66 corridor from Oro Grande to Helendale and the Vista Road link to Silver Lakes. The plan's intent would be to better connect Helendale to this major corridor and promote local businesses and attractions located just off the highway in the community.

A corridor plan includes policy direction, design guidance, and implementable action items to clearly identify what, when, how, and by whom future improvements will take place. The plan for Helendale could address a range of issues important to the community, such as safety, tourism opportunities, aesthetics, wayfinding signage, gateway treatments, parking, and other improvements. The following are a few examples of details to include in the plan:

- A list of specific types of businesses to recruit in order to attract tourism
- A proposed land use plan
- The location and design of gateway signs at Route 66 off-ramps from both approaches to welcome highway travelers to Helendale and promote local attractions and amenities
- A street beautification and safety strategy that includes the location and design of new streetlight fixtures, street trees, directional and traffic signage, sidewalks, landscaping, benches, and other pedestrian facilities or traffic calming devices

SEATING + RECEPTACLES



DuMor Bench



DuMor Receptacle



Landscape Forms Bench



Landscape Forms Receptacle

LIGHTING



Sternburg-Milford



Sternburg-Recator



Epic



Sternburg Existing

BIKE RACK



Streetscape palette as part of a corridor plan showing implementation of lighting and furniture.

Note: Focus Statements A.2, B.1, and B.2 are very similar and could be addressed as part of one planning process. The community should consider all three objectives at once when considering implementation of these focus statements.

Action	Action Leader	Timeline	Resources
1. Form a Committee	Champion	Month 1	Route 66 BLM Link http://route66ca.org/corridor-management-plan/ Bloomington, San Bernardino County, Valley Corridor Plan http://www.sbcounty.gov/Uploads/lus/SpecificPlans/ValleyCorridorSPDraftOct2016web.pdf Albuquerque Route 66 Action Plan https://www.cabq.gov/planning/documents/rte66ActionPlanFinalNov2014F_lowresenacted.pdf Arizona Historic Route 66 Corridor Management Plan https://azdot.gov/docs/default-source/scenic-routes/cmp_route_66.pdf?sfvrsn=2
2. Seek funding.	Committee	Months 1–4	
3. Issue an RFP and secure a contract for professional services to prepare the corridor plan.	Committee	Months 5–9	
4. Consider creating a community-based design committee with key stakeholders from the community to help guide the process.	Committee	Months 10–12	
5. Engage the community and conduct meetings to gather input on land use, design guidelines, and streetscape furnishings.	Committee	Months 13–18	
6. Prepare the corridor plan and implement.	Committee	Months 13–24	

Community Focus Statement B: Improve the visibility and access to Helendale from Route 66 and Interstate 15.

Action Statement B.2: Establish a more visible gateway to Helendale on Vista Road and National Trails Highway to attract tourism traffic to local retail.

B₂

Benchmark: A welcome sign or gateway and directional signage to bring tourists to the community.

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

Estimated Cost: Staff time, volunteer hours; \$5,000–\$10,000 to conduct community engagement; \$40,000–\$100,000 to design, construct, and install welcome signs and public directional signage



Community welcome sign. Photo source: [Neutralhomer](#)

Special gateway features announce arrival into a community and are recommended to create an inviting entrance. Gateway features may include a welcome sign, archway, special landscaping, and/or public art features to mark entrances into the community and welcome people to Helendale. These features can be included at major approaches into the community, such as at the Route 66 off-ramps. Additional directional signs can be provided along major corridors within the limits of the community to direct visitors to local destinations, including parks, the country club, restaurants, and businesses.

The images below identify different types of welcome signs found in other communities. These signs reflect the local character of the community and reinforce the

sense of place. Gateway features give passersby a positive first impression of the community. Directional signs indicating that there are amenities and services in the community may encourage visitors to stop and linger at local shops and attractions. The support of visitors to local businesses will help sustain and grow the local economy.

Note: Focus Statements A.2, B.1, and B.2 are very similar and could be addressed as part of one planning process. The community should consider all three objectives at once when considering implementation of these focus statements.

Action	Action Leader	Timeline	Resources
1. Engage the community in establishing the components of a wayfinding strategy. Create a community-based design committee with key stakeholders from the community to help guide the process.	Champion	Months 1–2	San Bernardino County Transportation Permits http://cms.sbcounty.gov/dpw/Operations/PermitsOperationsSupportDivision/Transportation.aspx
2. Seek funding to support this project, including but not limited to benefit assessment districts and sponsorships.	Design committee,	Months 3–5	Wayfinding Strategy (See respective section in the Mesa Fiesta District Public Realm Guidelines)
3. Engage the community and conduct a meeting to gather input on preferences for public directional signage and welcome signage. Consideration should be given to branding and the incorporation of public art, and special landscaping.	Design committee,	Months 6–7	http://www.mesaaz.gov/home/showdocument?id=11173 Wayfinding Strategy in Tompkins County New York
4. Establish a wayfinding and branding strategy. Consider using any combination of the following approaches: <ul style="list-style-type: none"> • Staff time • Professional RFP process • College class or project internship 	Design Committee, Helendale Chamber of Commerce,	Months 8–12	http://www.tompkinschamber.org/wp-content/uploads/2014/07/TompkinsWayfinding_Ph1and2-final_sm-file-size.pdf
5. Obtain an encroachment permit from the County.	Design Committee with support of Silver Lakes Association, Helendale Community Services District	Month 13	Wayfinding Strategy in Fort Collins, Colorado http://www.fcgov.com/planning/pdf/downtown-sign-system-doc.pdf
6. Install gateway signs.	Design Committee with support of Silver Lakes Association, Helendale Community Services District	Months 14–19	
7. Install public directional signage.	Design Committee with support of Silver Lakes Association, Helendale Community Services District	Months 20–25	

Community Focus Statement B: Improve the visibility and access to Helendale from Route 66 and Interstate 15

Action Statement B.3: Coordinate with the County to re-evaluate an alternative access to Helendale from Wild Road or Shadow Mountain Road.

B3

Benchmark: Decision made if proposed project is feasible. If yes, Project is funded, designed, and completed.

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

Estimated Cost: \$200,000–\$400,000 for access study; \$8,000,000–\$12,000,000 for connecting roadway (costs exclude right-of-way)



Restored Polly Gas sign along Historic Route 66 (National Trails Highway) in Helendale. Photo source: [Shane Burkhardt](#)

Shadow Mountain Road is an east–west two-lane paved roadway between Helendale Road on the east (west of the Mojave River) and Highway 395 on the west. Shadow Mountain Road borders the south side of the Silver Lakes community and provides access to this community on the south side. Helendale Road connects with Vista Road, which crosses the Mojave River and connects with Route 66 (National Trails Highway) to the east. Connecting Shadow Mountain Road directly to Route 66 would require extending the roadway approximately 0.9–1 mile to the east, involving both a new bridge crossing at the Mojave River and crossing the railroad tracks (at grade or bridge over). County Public Works is currently completing the environmental review for this project, although no ...funding has been identified.

Wild Road is partially paved east–west two-lane road located approximately 0.5 mile northeast of the Silver Lakes community. The paved segment is approximately 0.5 mile long. Wild Road is unpaved and narrow between Mountain Springs Road and Helendale Road and between Helendale Road and Red Butte View/Smithson Road. The paved east end of Wild Road is approximately 1.5 miles from Route 66 and is separated by the Mojave River and railroad tracks.

County Public Works has determined it is not feasible to improve Wild Road.

An alternative access between Helendale and Route 66 via Shadow Mountain Road would have an impact on the traffic flow in the area. Prior to implementation of the new access connection, a traffic study should be conducted to determine whether other improvements may be needed to address the traffic pattern changes.

Given the similarities between Action Statements B.3, B.4, and B.5, it is recommended that the initial studies consider all of the issues associated with those statements in one study. Study cost savings could be achieved if all actions are studied together.

Action	Action Leader	Timeline	Resources
1. Discuss project goals and what an alternative access would mean for the community. This action item may be closely tied to Action Statements B.4 and B.5, as the alternative access would likely be ideal to connect to Interstate 15.	Champion with Helendale Community Services District and Silver Lakes Association	Months 1-6	Helendale Community Services District http://www.helendalecsd.org/
2. Approach the County Public Works Department to discuss the project and next step.	Local community leaders	Months 7-8	San Bernardino County, County Standard Plans http://cms.sbcounty.gov/lus/LandDevelopment/CountyStandards.aspx
3. Obtain project funding for right of way purchase and project construction.	County Public Works	Year 1-3	
4. Conduct the appropriate environmental study, prepare preliminary design documents, and conduct the traffic study required for the project to proceed.	County Public Works	Year 3-4	
5. Conduct public outreach and required public meetings to obtain support for the project.	County Public Works	Year 4	
6. Obtain right-of-way.	County Public Works	Year 5-7	
7. Procure final design plans for proposed improvements.	County Public Works	Year 6-8	
8. Construct/implement corridor improvements.	County Public Works	Year 8-10	

Community Focus Statement B: Improve the visibility and access to Helendale from Route 66 and Interstate 15

Action Statement B.4: Advocate for the County to re-evaluate an access strategy from Helendale to Interstate 15.

B4

Benchmark: Decision made if proposed project is feasible. If yes, project is funded, designed, and constructed.

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

Estimated Cost: \$300,000–\$500,000 for feasibility study; \$8,000,000–\$12,000,000 for connecting roadway; \$50,000,000 for interchange (costs exclude right-of-way)



Freeway interchange construction in Seattle, Washington. Photo source: [Joe Mabel](#)

Interstate 15 (I-15) is a north–south roadway that currently does not provide direct access to Helendale. Access between Helendale and Interstate 15 currently involves travel to either Barstow or Victorville. In order to access I-15 to the north, individuals travel northeast along Route 66 and then along either Lenwood Road or Route 58 in order to access I-15, a distance of approximately 20 miles. In order to access I-15 to the south, individuals travel along Route 66/North D Street to Victorville, a distance of approximately 15 miles. At its nearest point, Helendale is approximately 7.5 miles from I-15. However, this distance does not account for significant changes

in terrain; thus, an access connection between Helendale and I-15 would likely require more travel distance.

Establishing a new interstate access point is a local, regional, state, and federal issue. As a result, significant coordination and study is required in order to construct new interchange access. The construction of a new interstate interchange can be a relatively long and involved study and design process, particularly in cases where the local roadway currently does not exist and potential roadway, bridge, and environmental issues may be present. Coordination among multiple agencies and divisions within each agency would be required. Additional access between Helendale would likely include a bridge or grade separation at the Mojave River and the railroad tracks.

A feasibility study would be required to determine various access strategies, including the viability of a connecting roadway and a potential I-15 interchange. Such a study would likely cost between \$300,000 and \$500,000. If the project moves forward and includes a new interchange, significant coordination, analysis, and study would be required including the involvement of the Federal Highway Administration (FHWA) through an Interchange Justification Report. Construction of a new roadway would likely cost \$1,000,000 per mile per lane, and construction

of a new interchange would likely cost \$50 million, in addition to right-of-way costs. Additional costs would likely be incurred if the project includes a complex crossing of the Mojave River and a railroad crossing.

Given the similarities between Action Statements B.3, B.4, and B.5, it is recommended that the initial feasibility study consider all of the issues associated with those statements under one study. Study cost savings could be achieved if all actions are studied together.

Action	Action Leader	Timeline	Resources
1. Discuss the potential impacts on the community, and organize community support for a new interstate access point. Involve local residents and business leaders to achieve strong support for the project. This action item may be closely tied to Action Statements B.3 and B.5, as the alternative access would likely be ideal to connect to Interstate 15.	Champion with local community leaders, Helendale Community Services District and Silver Lakes Association	Months 1–6	Helendale Community Services District http://www.helendalecsd.org/ Federal Highway Administration, Interstate Access Policy
2. Approach Caltrans, the San Bernardino County Transportation Authority, and the County of San Bernardino to discuss the project. Confirm whether this type of project has been studied or discussed in the past.	Champion and Local community leaders	Months 7–8	https://www.fhwa.dot.gov/programadmin/fraaccess.cfm San Bernardino County, County Standard Plans
3. Obtain support from the County Board of Supervisors.	Champion and Local community leaders	Month 9	http://cms.sbcounty.gov/lus/LandDevelopment/CountyStandards.aspx
4. Obtain funding for a feasibility study.	Local community leaders, CSD	Year 1–2	Caltrans Highway Design Manual http://www.dot.ca.gov/hq/oppd/hdm/hdmtoc.htm
5. Conduct the feasibility study to determine the potential corridors and interchange locations. The study should include a traffic analysis, conceptual design, environmental red flag analysis, and conceptual costs estimates.	County of San Bernardino	Year 2–3	
6. Obtain project funding for right-of-way purchase and project construction.	Local community leaders, CSD	Year 3–4	
7. Conduct the appropriate environmental study, interchange justification study, and preliminary design documents required for the project to proceed.	County of San Bernardino	Year 4–9	
8. Conduct public outreach and required public meetings to obtain support for the project.	County of San Bernardino	Year 6–9	
9. Obtain right-of-way.	County of San Bernardino	Year 6–9	
10. Procure final design plans for proposed improvements.	County of San Bernardino	Year 9–11	
11. Construct/implement corridor improvements.	County of San Bernardino	Year 11–13	

Community Focus Statement B: Improve visibility and access to Helendale from Route 66 and Interstate 15.

Action Statement B.5: Coordinate with the County to re-evaluate a grade separated crossing at Shadow Mountain Road.

B5

Benchmark: Decision made if proposed project is feasible. If yes, project is funded, designed, and constructed.

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

Estimated Cost: \$200,000–\$500,000 for feasibility study; \$8,000,000–\$12,000,000 for crossing (study, design, and construction) (costs exclude right-of-way)



Railroad grade separation from two-lane local highway in Peoria, IL.

Photo source: Tony Santiago

When designed and maintained properly, at-grade railroad crossings can function well. However, they sometimes pose a problem when blocked by train activity. Emergency vehicle response times can be impacted when they conflict with train activity since trains have priority at the crossing.

San Bernardino County Fire Station 4 is located near the intersection of Vista Road and Helendale Road; thus, access to the majority of residents and businesses can be achieved without having to cross the Vista Road railroad crossing. However, emergency services dispatched to the Route 66 corridor may be impacted if an emergency situation occurs when a train is in the area.

The San Bernardino County Sheriff's Department, Victor Valley Station, provides law enforcement services to Helendale and other communities in the area. The Victor Valley Station is located in Adelanto, with substations in Lucerne Valley and Phelan. A full-time deputy sheriff (40 hours per week) is allocated to serve the Helendale Community Services District and Spring Valley Lake. Response times may be impacted by train activity, depending on the location of the incident and the dispatch location of the officer.

Ambulances traveling to/from Helendale may be impacted by train activity since they likely originate from either Barstow or Victorville and would travel along Route 66 and cross into Helendale at the Vista Road crossing.

Vista Road is a County-maintained roadway. The ideal solution to creating unobstructed emergency service access to Helendale would involve a grade separation of the existing Vista Road crossing or a grade separation at another location nearby. A feasibility study to examine a potential grade separation for Vista Road and the railroad tracks or an alternative access strategy would likely cost \$200,000–\$500,000. Grade separation at Vista Road or a new location would likely cost \$8–\$12 million for the study, design, and construction of such a project.

Given the similarities between Action Statements B.3, B.4, and B.5, it is recommended that the initial studies consider all of the issues associated with those statements under one study. Study cost savings could be achieved if all actions are studied together.

Action	Action Leader	Timeline	Resources
1. Discuss project goals and what an unobstructed railroad crossing would mean for the community. This action item may be closely tied to Action Statements B.3 and B.4 due to the nature of the improvement.	Champion and Local community leaders	Months 1–6	Helendale Community Services District http://www.helendalecsd.org/
2. Approach the County Public Works Department to discuss the project. Confirm whether this type of project has been studied or discussed in the past. Discuss the Public Works steps needed to move forward with such a project. Discuss required coordination with the railroad staff.	Champion and Local community leaders	Months 7–8	San Bernardino County, County Standard Plans http://cms.sbcounty.gov/lus/LandDevelopment/CountyStandards.aspx
3. Obtain support from the County Board of Supervisors.	Local community leaders	Month 9	
4. Obtain funding for a feasibility study.	Local community leaders, Helendale Community Services District	Year 1–2	
5. Conduct initial coordination with railroad staff.	County of San Bernardino	Year 1–2	
6. Conduct the feasibility study to determine the potential crossing options.	County of San Bernardino	Year 3–4	
7. Obtain project funding for right-of-way purchased and project construction.	Local community leader and CSD	Year 4–5	
8. Conduct the appropriate environmental study and preliminary design documents required for the project to proceed.	County of San Bernardino	Year 6–8	
9. Conduct public outreach and required public meetings to obtain support for the project.	County of San Bernardino	Year 8 - onward	
10. Obtain right-of-way, if needed on the approaches to the crossing or at an alternative crossing location.	County of San Bernardino	Year 8 - onward	
11. Procure final design plans for proposed improvements.	County of San Bernardino	Year 8 - onward	
12. Construct/implement corridor improvements.	County of San Bernardino	Year 8 - onward	

Community Focus Statement C: Maintain and enhance Helendale’s aesthetic value

Action Statements C.1: Expand the desert cleanup program to at least 2 times a year to reduce the overall amount of refuse and litter on undeveloped and public lands within Helendale.

G

Benchmark: Two community clean-up days occur annually to create where developers and residents want to live.

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

Estimated Cost: \$1,000–\$3,000



Community cleanup program in Oakland CA. Photo source: Leo Romero

The Helendale Community Services District (CSD) could hold a desert cleanup program at least twice a year. The cleanup could be held at the community center, and the CSD and Burrtec Industries could collaborate to offer Helendale residents a free community cleanup day. Community members could be encouraged to bring electronic waste, metal recycling, green waste, tires, and general trash. In addition, the San Bernardino County Code Enforcement and Solid Waste Management Divisions organize community cleanups regularly in conjunction with County supervisors to offer convenient trash disposal option to residents. These County events could be part of a local community cleanup day.

In addition, San Bernardino County inmate workers clean up illegal dump sites while saving taxpayer money. For example, as of March 2016, inmate workers began cleaning up a 66-acre illegal dump site in Apple Valley, near Interstate 15 and Dale Evans Parkway. The effort is part of an initiative the County Supervisor kicked off last year to use county jail inmates to clean up trash and clear illegal dump sites across the high desert. County Code Enforcement has an online complaint form at <http://cms.sbcounty.gov/lus/CodeEnforcement/CodeEnforcementHome.aspx> in which complaints and reports of illegal dumping can be easily reported. Residents in the Helendale community can use this application to inform County Code Enforcement about dumping and graffiti in and adjacent to the community.



Action	Action Leader	Timeline	Resources
1. Organize and schedule two free community cleanup days at the Community Center.	Champion and Helendale Community Services District	Month 1	Helendale Community Services District Solid Waste Management Division- http://www.helendalecsd.org/
2. Contact residents to volunteer for community cleanup twice per year.	Champion and Helendale Community Services District	Twice a year	County Code Enforcement: http://cms.sbcounty.gov/lus/CodeEnforcement/CodeEnforcementHome.aspx
3. Encourage community members to bring electronic waste, metal recycling, green waste, tires, and general trash.	Champion and Helendale Community Services District, San Bernardino County Solid Waste Management Division	Twice a year	County Public Works- Solid Waste Division http://cms.sbcounty.gov/dpw/SolidWasteManagement.aspx

Community Focus Statement C: Maintain and enhance Helendale’s aesthetic value

Action Statement C.2: Design and promote education materials to help residents understand what constitutes potential code violations and how to report illegal dumping activities.

C2

Benchmark: Educational materials prepared and disseminated to property owners and businesses related to illegal dumping and recognizing code violations specific to Helendale so that information is easily accessible to all community members.

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

Estimated Cost: \$2,000–\$10,000



Piles of junk, particularly those visible from roadways or trails, constitute a code violation. Volunteers can help identify these violations and report them to County staff so they can be resolved. Photo source: Marlon Doss

Violations of property-related regulations intended to protect the health, safety, and welfare of a community are known as code violations. There are numerous code violations, which may include piles of junk on private property, abandoned cars, or unsafe buildings. In San Bernardino County, the County’s Land Use Services Department’s Code Enforcement section employs professional code enforcement staff to enforce these regulations and remove code violations. Community members can be involved to be on the lookout for code violations in Helendale and to report these violations to the Code Enforcement section.

The County’s Land Use Services Department would work together with community members to create a guide that educates volunteers on how to identify and document code violations and assist in gaining compliance in Helendale. This guide would allow the professional code enforcement staff who

work for the County to focus their efforts on addressing more serious and complex issues that go beyond the volunteers’ responsibilities.

Volunteers must be familiar with what constitutes a code enforcement violation in order to assist with these duties. It is important that volunteer code enforcers receive training on the primary code enforcement issues present in the Lake Arrowhead communities and other information pertinent to their volunteer activities, including how to document any suspected violations they may observe. Program organizers should also hold recurring training sessions to provide refreshed and updated information. It is not the responsibility of volunteers to directly confront property owners, as this more involved role is best left to professional staff. However, it is still important for volunteers to receive training on proper interaction with property owners, which can allow them to de-escalate any tensions that may inadvertently occur. In accordance with community policing ideals, volunteers should meet regularly with professional code enforcement staff and law enforcement officers, as this improved connection can help build enhanced trust and connections. Volunteers should also be visible members of the community, which

can include participating in community events and serving as liaisons between code enforcement staff and other members of the public.

When establishing a volunteer code enforcement program, it is important to consider how often to provide training and what material should be covered. It is important for volunteers to receive adequate resources, including equipment needed for documenting violations and any appropriate identification. As with other community policing efforts, it is critical that the volunteers are representative of Helendale. It is essential that efforts be made to secure volunteers who can participate for a reasonably long time (at least six months, ideally a year or more), as individuals with a longer-term presence may be viewed as more trustworthy. In addition, a process should be established for members of Helendale to provide feedback on the volunteer code enforcement participants so that any issues can be resolved quickly.

Action	Action Leader	Timeline	Resources
1. Establish a committee to create code enforcement pamphlets and other education materials.	Champion	Month 1	San Bernardino County, Code Enforcement http://cms.sbcounty.gov/lus/CodeEnforcement/CodeEnforcementHome.aspx
2. Coordinate with the County Land Use Services Department to ensure code enforcement materials are consistent with regulations.	Code enforcement committee	Months 2–6	Center for Community Progress: Community Code Enforcement Partnerships http://www.communityprogress.net/tool-3--community-code-enforcement-partnerships-pages-269.php
3. Use online resources, newsletters, and presentations at association and district meetings and community events to distribute educational materials to community members. Educate community of phone app to report dumping and graffiti.	Code enforcement committee	Months 6–12	Helendale Community Service District https://helendalecsd.org/
4. Establish a mechanism to obtain ongoing dialogue with community members on code enforcement issues.	Code enforcement committee	Ongoing	
5. Revise the code enforcement education materials to ensure that information is current and up to date.	Code enforcement committee	Annually	

Community Focus Statement C: Maintain and enhance Helendale’s aesthetic value.

Action Statement C.3: Design a recycled water system for irrigation and landscaping.

C3

Benchmark: Community support and funding for implementation of recycled water system and construction complete.

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

Estimated Cost: \$50,000–\$150,000 for preliminary study (design and construction dependent on size and complexity of system)



Recycled water informational sign. Photo source: Flickr, Kat

Recycled water falls into two categories: highly treated wastewater that has been filtered and disinfected; and greywater, which is less filtered, but can still be used for landscape irrigation. Recycled water is especially useful for turf grasses, annuals, and deciduous trees, as they are more tolerant of the slightly higher salt content common in recycled water. Using recycled water for landscaping can conserve water, reduce diversion of water from the environment, decrease wastewater pollution, and create a local, dependable water supply.

Like most communities in California, Helendale could greatly benefit from using recycled water for non-potable uses. One of the most impactful ways is for the Helendale Community

Services District (CSD) to use recycled water or greywater in local parks and other landscaped areas. The County will first need to ensure no regulatory obstacles exist to using recycled water such as zoning restrictions or health concerns, then can work with the CSD in obtaining grant funding, locating resources, and ensuring all federal, state, and county requirements are followed.

An example of a water purveyor aiding in converting water usage to recycled water occurred in San Diego County. The San Diego Water Authority issued grants that could be used to pay for irrigation hardware upgrades and repairs to upgrade large landscaped areas such as commercial and multifamily residential areas, schools, and parks. Private sites were given \$2,500 per acre, and public sites were given \$5,000 per acre. The average water savings for participants in the program was 13.7 percent.

Action	Action Leader	Timeline	Resources
1. Establish community support and team for potential project through informal and formal community meetings.	Champion	Months 1–3	UC Davis, Landscape Plant Selection Guide for Recycled Water Irrigation http://slosson.ucdavis.edu/Landscape_Plant_Selection_Guide_for_Recycled_Water_Irrigation/ US Environmental Protection Agency, Guidelines for Water Reuse https://nepis.epa.gov/Adobe/PDF/P100FS7K.pdf Greywater Action http://greywateraction.org/content/about-greywater-reuse/ US Environmental Protection Agency Water & Energy Efficiency in Water and Wastewater Facilities https://www3.epa.gov/region9/waterinfrastructure/
2. Coordinate with Helendale Community Services District to identify potential implementation.	Team	Months 4–6	
3. Secure funding for preliminary study.	Team and Helendale Community Services District	Months 6–12	
4. Conduct a preliminary study documenting community support and preliminary analysis of recycled water system plans and costs. The study should identify the appropriate location of the system, such as local parks and landscaped areas.	Helendale Community Services District	Year 2–3	
5. Secure project funding.	Team and Helendale Community Services District	Year 3–4	
6. Design recycled water system.	Helendale Community Services District	Year 5–6	
7. Construct recycled water system.	Helendale Community Services District	Year 6–7	

Community Focus Statement D: Attract new development to Helendale while maintaining the existing community character and rural desert lifestyle.

Action Statement D.1: Coordinate with the San Bernardino County Economic Development Agency (EDA) to market available properties for industrial and commercial development.

D₁

Benchmark: Regular conference calls occur between the Helendale Chamber of Commerce and the San Bernardino County EDA to discuss local available properties and create quarterly reports on the local real estate conditions in Helendale.

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

Estimated Cost: Volunteer time.



Vacant property in Helendale. Photo source: Michael Baker International

Creating opportunities for new commercial and industrial development is part of a larger strategy for growing the community's economic base. Economic development depends on the three main factors of land, labor, and capital. Having available sites and/or existing structures suitable for development is one of the three necessary for new business growth. A good strategy for identifying and marketing opportunity sites includes the following:

- Assessing available sites
 - Assessing vacant buildings that can support targeted businesses
 - Understanding infrastructure needs and deficiencies
 - Assessing environmental barriers and concerns
- Understanding the market
 - Ensuring a marketing strategy that gets key strategic information to the market and business location decision-makers

Assessing Available Sites and Structures

When a business or site selector calls a local community, they often already have that community on their short list. They are looking for fast information on available sites that may meet their specific needs in terms of size, zoning, access, and utilities. Local chambers of commerce and economic developers keep a running inventory of available sites, both publicly and privately known. To maintain this list, communities often coordinate with local commercial real estate agents, interact with local landowners, and work with property managers and owners to track vacant

office and industrial structures. Information collected should include the site location and size, available utilities, any environmental issues that could be barriers for development, zoning, incentives available, and the asking selling price or rent.

Infrastructure Needs, Development Regulations, and Environmental Concerns

The term “shovel-ready” is often used in the economic development community and means that a site is ready for immediate development. The time between a business’s selection of a site and the time they are fully operational is important in terms of the impact on their bottom line and operations. Protracted delays or lack of information will often result in sites or communities being removed from a business’s short list of potential candidates. Communities should ensure that:

- Sites are adequately served by vital infrastructure and utilities such as roads that can accommodate the traffic and vehicles of a target business, adequate electrical supply, gas supply, broadband availability, sewer, and water.
- Zoning and development regulations allow the types of businesses and their corresponding structures that a community wants to attract.
- And, especially for sites that have had previous uses or are in environmentally sensitive areas, sites are investigated for potential environmental concerns such as contamination or sensitive habitats. The mere suspicion that a site is potentially contaminated or has other environmental issues that may slow or halt development will often make the site uncompetitive.

Understanding the Market

Business attraction is a highly competitive market. Communities in close proximity to major freeways and customers will often fare better than those that are harder to access. Working with regional economic development agencies is helpful in ensuring good cooperation and maximizing marketing potential for local opportunity sites. In addition, a real estate market analysis can help determine what the local market will bear in terms of land prices and rents for commercial and industrial uses. This type of analysis can help educate local property owners to ensure that asking prices reflect market realities and reduce property over speculation.

One agency that has programs and a database in place to assist with business attraction is the San Bernardino Economic Development Agency (EDA). The EDA keeps an online database on its website of available properties reported to the agency by either individual property owners or local community chambers of commerce. This program does a lot of the initial work and is a larger-scale marketing tool for communities to take advantage of in marketing their community. Publicizing the existence and services provided by the EDA is an important step in filling local available properties.



Action	Action Leader	Timeline	Resources
1. Approach Chamber to request Designation of a county liaison on the Chamber board to work directly with a representative from the County EDA.	Champion with Helendale Chamber of Commerce	Month 1	San Bernardino Economic Development Agency (EDA) http://www.sbcountyadvantage.com/home.aspx Helendale Chamber of Commerce http://helendalechamber.com/
2. Discuss criteria needed for posting on the County EDA website, and create a community template.	Champion and Helendale Chamber of Commerce	Month 2	
3. Publicize the County EDA program to community members.	Champion and Helendale Chamber of Commerce	Month 3	
4. Organize quarterly conference calls between the county liaison and a San Bernardino County EDA representative.	Champion Helendale Chamber of Commerce	Ongoing	
5. Create a quarterly report of the real estate market in Helendale for the County EDA.	Champion Helendale Chamber of Commerce	Ongoing	

Community Focus Statement D: Attract new development to Helendale while maintaining the existing community character and rural desert lifestyle.

Action Statement D.2: Promote the San Bernardino County EDA Business Services website and the California Businesses Portal to business prospects and existing businesses for potential incentives and programs available.



Benchmark: A one-stop spot through the Helendale Chamber of Commerce for information on resources regarding potential incentives and programs available for local businesses.

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

Estimated Cost: None to \$100,000 dependent upon staffing or volunteer needs.

The San Bernardino County Economic Development Agency (EDA) offers a number of business programs and incentive programs for business attraction. More specifically, the agency offers assistance to businesses and communities for the following:

- Site selection
- Market analysis
- Project facilitation
- Labor market assistance
- Regulatory and tax assistance
- Permitting assistance
- Negotiating incentives on a case-by-case basis

There are a number of existing incentives in place through the federal government, the State of California, and the County that can help decrease the cost of business and influence business location decisions, including:

- California Competes Tax Credit – competitive income tax credit for companies moving to or staying in California
- Sales and Use Tax Exemption – exemption on some sales tax for most manufacturing and some research and development and engineering industries
- Sales and Use Tax Exclusion – specific exemption of taxes for advanced manufacturing, energy, and alternative transportation products
- Job recruitment, federal hiring incentives, on-the-job training credits, and free human resources hotline provided by the San Bernardino County EDA
- USDA Rural Development Business Programs – provide loan guarantees, loans and grants for capital, equipment, space, job training, and entrepreneurial skills to stimulate business creation in rural areas

The San Bernardino County EDA can supply additional guidance regarding incentive programs that are geared toward business attraction efforts. Another resource is the California Business Portal, a state resource that provides information on business assistance, incentives, registration and permits, and workforce statistics. Particularly

relevant are the Business Assistance resources on starting a new business or relocating or expanding an existing business.

One incentive not available in California is the property tax abatement. Surrounding states, where localities have control over local property taxes, can often discount taxes for a certain period of time to assist with business attraction or major expansion decisions. California’s Proposition 13 shifted control of taxation to the state level, so local governments are dependent on the legislature for special allocations.

Debate about Incentives

There is debate among economists and the economic development community on the impact of financial incentives on a business location decision. Most often, access to needed transportation routes, community quality of life, and the skill set of local workers are the primary factors when deciding on a business location. Incentives can have a much greater impact in providing needed capital to small businesses and start-ups.

The



California Business Portal includes detailed information on topics such as business structure and potential financing options. Photo source: California Business Portal

Action	Action Leader	Timeline	Resources
1. Approach Chamber to request designation of a county liaison on the Helendale Chamber board (can be the same position as for Action Statement D.1).	Champion and Helendale Chamber of Commerce	Month 1	San Bernardino Economic Development Agency (EDA) http://www.sbcountyadvantage.com/home.aspx
2. Research and reach out to agencies such as the County EDA and the California Business Portal to discover what is relevant to Helendale.	Champion and Helendale Chamber of Commerce	Months 2-6	Helendale Chamber of Commerce http://helendalechamber.com/ California Business Portal http://www.businessportal.ca.gov/
3. Compile resources and contact information in a location on the Helendale Chamber website and have information available at the Helendale Community Services District (CSD) office.	Champion with Helendale Chamber of Commerce	Month 6-12	
4. Promote service to local residents, business owners, and community members.	Champion with Helendale Chamber of Commerce	Ongoing	

Community Focus Statement D: Attract new development to Helendale while maintaining the existing community character and rural desert lifestyle

Action Statement D.3: Establish a local Design Committee to provide advisory input to the County on land development matters.

D3

Benchmark: Design committee's draft design guidelines for the community, property owners, and future developers to follow in the Helendale community are adopted by the County.

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

Estimated Cost: None



Committee meeting at a local residence. Photo source: Frank Schulenberg

Design review is a milestone in the land development process where a design is evaluated against requirements and regulations. In San Bernardino County, the County's Land Use Services Department performs plan reviews for new construction, residential and commercial additions, grading, and erosion control projects. Any applicant must follow County guidelines when developing projects in Helendale.

In order for Helendale to provide meaningful input to the County on land development matters, an advisory Design Committee could be formed. The Helendale committee could consist of members from the Helendale Community Services District, the Silver Lakes Association, or other community volunteers with real estate, planning, or architectural experience. To ensure consistency, the committee could create draft guidelines to evaluate projects proposed in the community for review and adoption by the County. Once precise design guidelines are created, property owners and future developers will understand the community's expectations. New development would be held to a higher standard of design, and community cohesiveness would be encouraged.

The advisory Design Committee could operate as part of Action Statement A.7, which promotes communication between the County and the Helendale Community Services District.

Case Study: Community committee of business owners in Crestline created draft sign guidelines adopted by the County.

Action	Action Leader	Timeline	Resources
1. Contact residents and organize volunteers to serve on a design committee.	Champion	Month 1	SB County Planning Department http://cms.sbcounty.gov/lus/Planning/PlanningHome.aspx Crest Forest Sign Program – San Bernardino County Development Code 83.13.035 http://www.sbcounty.gov/Uploads/lus/DevelopmentCode/DCWebsite.pdf
2. Select a leader to serve as chair who will provide leadership and champion the committee	Design committee	Month 2	
3. Establish design guidelines and expectations for the Helendale community.	Design committee	Months 3–6	
4. Submit the design guidelines to the Silver Lakes Association and the Helendale Community Services District for their review.	Silver Lakes Association, Helendale Community Services District	Months 7–8	
5. Incorporate the Silver Lakes Association’s and the Helendale Community Services District’s comments into the design guidelines.	Design committee	Month 9	
6. Work with San Bernardino County to review and adopt the design guidelines for projects future development projects within the community.	Design committee, San Bernardino County Planning Department	Month 10–16	

Community Focus Statement D: Attract new development to Helendale while maintaining the existing community character and rural desert lifestyle

Action Statement D.4: Develop stronger coordination on planning between the Silver Lakes HOA, Helendale Community Services District and the County.

D4

Benchmark: The Silver Lakes Association and the Helendale Community Services District coordinate to provide initial comments at the preliminary application review phase of the project process, to ensure projects are consistent with community design guidelines.

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

Estimated Cost: Volunteer time.

The County's Land Use Services Department preliminary application review process consists of routing new projects for comments to the subsequent reviewing agencies such as fire, police, and utilities. Reviewing agencies then provide comments on the project within a timeframe dictated by the County. The Helendale Community Services District and the Silver Lakes Association could benefit from being able to provide comments at the pre-application phase of development projects. Both the Helendale Community Services District and the Silver Lakes HOA have been placed on San Bernardino County Land Use Services notice sheet and will receive notices of all projects within Helendale.

The CSD and the association could create a task force specifically designed to provide meaningful comments on projects within a delineated boundary of the Helendale community. This task force would ensure that proposed development would be consistent with community character or offer suggestions and solutions for projects that could result in undesirable development. Additionally, representatives from the association, the CSD, and the County Land Use Services Department could meet annually to discuss land use issues and solutions in Helendale.

This coordination could operate as a part of Action Statement A.7, which promotes communication between the County and the Helendale Community Services District. Additionally, stronger coordination on planning would also include establishing a Design Committee, as part of Action Statement D.3. By having a larger presence and active voice in the County planning process, Helendale can ensure that the existing community character and rural desert lifestyle are maintained.



View of Helendale. Photo Source: Michael Baker International



Action	Action Leader	Timeline	Resources
1. Request County Land Use Services places the Silver Lakes Association and Helendale CSD on the County LUS notification sheet for all projects occurring within Helendale.	Champion	Completed.	San Bernardino County Land Development Division http://cms.sbcounty.gov/us/LandDevelopment/LandDevelopmentHome.aspx
2. Ensure that during the County’s preliminary application review process, the County routes new projects proposed in the community for review and comment by the Silver Lakes Association and the Helendale Community Services District.	Champion	Whenever a new project is submitted for preliminary application review	San Bernardino County Planning Division http://cms.sbcounty.gov/us/Planning/PlanningHome.aspx
3. Make certain that the Silver Lakes Association and the Helendale Community Services District use adopted design guidelines (see Action Statement D.4) developed by the design committee (see Action Statement D.3) in order to provide accurate comments.	Champion and Silver Lakes Association, Helendale Community Services District, design committee	On-going	
4. Ensure that the Silver Lakes Association and the Helendale Community Services District respond within the time given by the County for their comments to be properly processed.	Champion and Silver Lakes Association, Helendale Community Services District, design committee	On-going	

Community Focus Statement D: Attract new development to Helendale while maintaining the existing community character and rural desert lifestyle

Action Statement D.5: Coordinate with the CSD and incumbent utilities, such as Frontier, to provide higher speed internet access for Helendale residents including broadband internet (20Mbps or higher) and public hotspots.

D5

Benchmark: Faster, reliable Internet access is available creating a community where people want to work and live.

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

Estimated Cost: \$2,000–\$8,000 per outdoor hotspot, plus ongoing maintenance costs



Access to a reliable Internet connection has become not just a benefit but a necessity in modern society. Internet is essentially required for basic communication, work and education, and searching and applying for jobs. The definition of high-speed Internet as a utility was recently upheld in federal court, declaring the Internet to be as essential as electricity and gas. For those who have limited access to the Internet at home, or who need access when traveling or attending events and meetings, offering Internet access in key public locations can both increase use of those areas and provide a much-

needed resource to residents and visitors. People will often seek out places with Internet access specifically when deciding where to spend time, and that access can provide a crucial service to those who are unable to connect in any other way. Currently the local incumbent utilities do not offer adequate broadband access in Helendale.

Public Wi-Fi at community locations such as parks and other community spaces can be offered by working with the local independent service provider (ISP). A business-class router or access point (AP) may be needed, with either a location to protect the router from weather or a router that is able to withstand it. Routers can be mounted in utility sheds, in maintenance buildings, or on top of poles to ensure their safety and to ensure even Wi-Fi coverage in the area. The ISP can aid in setting up all necessary equipment and ongoing maintenance, and may be able to work out discounted pricing plans. Grants such as the EPA Cool & Connected grant can also be used to fund the installation and technical assistance in using Wi-Fi services to their full potential.

Many cities and communities now offer free public hotspot or citywide Wi-Fi. Through the Vermont Digital Economy Project and e-Vermont, free Wi-Fi zones and hotspots were implemented in 33 Vermont Towns.

Case Study: [Vermont Council on Rural Development, Planning and Implementing a Wi-Fi zone for your Town](#)

Action	Action Leader	Timeline	Resources
1. Establish community support for public Internet hotspots and create a committee.	Champion	Months 1–6	Frontier Communications local contact http://west.frontier.com/
2. Determine specific locations where hotspots are desired, such as Helendale Park.	Committee	Months 1–6	PCWorld, How to Set up Public Wi-Fi at your Business http://www.pcworld.com/article/2031443/how-to-set-up-public-wi-fi-at-your-business.html
3. Coordinate with the Helendale Community Services District.	Committee	Months 1–6	
4. Coordinate with the service provider and develop a funding plan.	Committee, Helendale Community Services District	Months 7–12	TurboFuture, How to Build a Large Citywide WiFi Hotspot/Zone https://turbofuture.com/computers/How-to-Build-a-Large-Citywide-WiFi-HotspotZone
5. Oversee ISP hotspot installation.	Helendale Community Services District	Months 13–18	
6. Establish contract for ongoing maintenance of the system.	Helendale Community Services District	Months 19–24	
7. Conduct public outreach to inform the community and visitors of the hotspot program.	Committee and Helendale Community Services District	Months 25–0	San Francisco WiFi http://sfgov.org/sfc/sanfranciscowifi Vermont Council on Rural Development http://vtrural.org/programs/digital-economy/services/wifi/toolkit

Community Focus Statement D: Attract new development to Helendale while maintaining the existing community character and rural desert lifestyle

Action Statement D.6: Collaborate with the U.S. Postal Service to improve service at the local post office.

D6

Benchmark: Improved postal service for the community.

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

Estimated Cost: Volunteer time.



U.S. Post Office in Helendale. Photo source: Panoramio, Scott Vee

To improve service by the US Postal Service (USPS) in Helendale, the community can collaborate to create solutions at the local post office. The Helendale Community Services District (CSD) or the Silver Lakes Association could take the lead as a liaison between the community and the USPS, and request a formal meeting to discuss issues at hand in a constructive manner. It should be clear that the community wishes to support and improve the local USPS and assist in creating solutions where possible.

If necessary, the CSD or the association could forward feedback to other parts of the USPS (such as the Office of Inspector General or the Office of Consumer Affairs) for more serious issues such as crime, misconduct, or fraud. Anonymity is honored if requested, except when the feedback describes

conditions that warrant notifying other authorities.

Action	Action Leader	Timeline	Resources
1. Set up a comment/suggestion box for residents to provide feedback at the local Post Office.	Champion	Month 1	US Postal Service, Office of the Inspector General https://www.uspsoig.gov/form/new-complaint-form/
2. Set up an email address for residents to provide feedback on local Post Office.	Champion and Community Services District	Month 1	
3. Gather feedback and respond appropriately. Some feedback may need to be forwarded to the appropriate division of USPS.	Champion and Community Services District	Ongoing	
4. Educate residents on where to contact the US Postal Service directly.	Champion and Community Services District	Month 2	

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

E

Action Statement E.1: Continue the development of, and expand upon, a parks and recreation program that is for all Helendale residents, including completing development of Helendale Community Park.

Benchmark: Complete development of Helendale Community Park.

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

Estimated Cost: Staff time and grant funding



Helendale Community Park. Photo source: Michael Baker International

Funding and aid from the community can ensure timely and attractive upgrades and maintenance in the future. The Helendale CSD can use the community's support to seek out funding and maintenance for all Helendale parks by working with local businesses, organizations, and schools.

Access to natural spaces has significant benefits to physical health, mental well-being, and community connectivity. Maintaining dedicated spaces for residents and visitors to gather, relax, and play will provide innumerable benefits to the community and its quality of life.

Parks and recreation in Helendale is managed by the Helendale Community Services District (CSD), which provides park maintenance, water and waste services, and classes for residents. The Helendale CSD recently opened Helendale Community Park in part with donations from local agencies and businesses, and the CSD has future amenities planned for the park, including shaded areas and restrooms.



Action	Action Leader	Timeline	Resources
1. Seek funding from local donors/sponsors and grant programs to provide the planned amenities for the park.	Champion with support from Community Services District	Month 1–Year 3	National Recreation and Park Association, Fund Your Park www.fundyourpark.org
2. Complete development of Helendale Community Park.	Community Services District, with support from community	Month 12	Community Toolbox, Improving Parks and Other Community Facilities
3. Continue to monitor grant programs at the federal, state, and local levels for opportunities to further upgrade and maintain Community Park and Dog Park.	Community Services District	On-going	http://ctb.ku.edu/en/table-of-contents/physical-social-environment/parks-community-facilities/main
4. Maintain partnerships with private organizations such as schools and Silver Lakes Association to identify opportunities for additional parks and recreation services.	Helendale Community Services District, with support from community	On-going	

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

Action Statement E.2: Establish more walking and multi-use trails within the community including areas such as the wash and the Mojave River.

E2

Benchmark: Trail advocacy group formed to coordinate with the Helendale Community Services District joint agreement for recreational use of the river and wash with the San Bernardino Flood Control District and a plan that outlines planned walking path and trail construction.

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

Estimated Cost: Multi-use trail cost:

ADA-compliant asphalt for bicycle and pedestrian facility = \$30 per linear foot

decomposed granite material suitable for pedestrians/equestrians = \$20 per linear foot



Multi-use trail built on river levee in St. Louis, MO. Photo source: LittleT889

The Mojave River and Buckthorn Wash traverse Helendale, between the Silver Lakes community and Helendale’s commercial and industrial areas. Many rural living and residential properties are located adjacent to the river, and large expanses of vacant property abut the river, but most of the area is not accessible for recreation. An access road follows much of the Mojave River, but it is fenced off to the public.

The Mojave River and Buckthorn Wash offer tremendous opportunities for use in their natural state for both passive and active recreational purposes such as trails. A Class I pathway, often referred to as a multi-use trail, is a completely separated right-of-way for the exclusive use of bicyclists, pedestrians, and in some

cases, equestrians, and for other non-motorized forms of travel such as roller skating and skateboarding. Multi-use trails offer public health, economic, and transportation benefits in communities, such as attractive, safe, and accessible places to cycle, walk, hike, or ride, opportunities for exercise and mental respite, and habitat conservation. The Mojave River could provide connectivity for Helendale residents to travel to Victorville and access its recreational amenities, including Rockview Nature Park, Mojave Narrows Regional Park, and the planned Mojave Riverwalk. The City of Victorville has already proposed a Class I multi-use trail running north along National Trails Highway toward Helendale as part of the San Bernardino County Non-Motorized Transportation Plan. These trails would be ideal for equestrian purposes as well as for hiking, giving Helendale residents the opportunity to venture into a more natural setting while remaining close to home. In addition, the river offers opportunities for groundwater recharge, scenic views, and habitat preservation. Estimated costs for multi-use trails typically range between \$40 - \$60 per linear square foot, but can vary greatly depending on existing conditions, size, and other factors.



It is recommended that the Helendale Community Services District, similar to the Hesperia Recreation and Park District, work with the San Bernardino County Flood Control District to open access to the river and the wash for recreational uses. A joint agreement for recreational use of the river and the wash will allow CSD staff to access flood-prone areas, provide recreational amenities and an alternate transportation corridor, and aid in the preservation and future restoration of this important riparian area.

Action	Action Leader	Timeline	Resources
1. Engage with the community to establish a citizens trail advocacy group	Champion	Months 1–2	Helendale Community Services District https://helendalecsd.org/
2. Work with the San Bernardino Flood Control District to establish a joint agreement for public access and recreational use of the river and the wash.	Trail advocacy group and Community Services District, with support from San Bernardino Flood Control District,	Months 2–4	San Bernardino County Flood Control District https://helendalecsd.org/ Rails-to-Trails Conservancy - How to build a “Friends of the Trail” group and promote community support http://www.railstotrails.org/build-trails/trail-building-toolbox/outreach/building-community-support/
3. Work with the community to identify community-supported trail alignments and access points along the river and the wash.	Trail advocacy group	Months 4–6	Development of trails along canals, flood channels, and other waterways https://www.parks.ca.gov/pages/795/files/canal%20waterway%20trails%20study.pdf
4. Draft and adopt a plan that outlines proposed walkways and multi-use trail projects.	Trail advocacy group, Support from Community Services District	Months 6–10	
5. Apply for grant funding for trail construction.	Community Services District, Trail advocacy group	Month 10–onward	Park, trail, and recreation grant funding http://www.thegranthelpers.com/municipal-grants/parks---recreation-grants http://www.americantrails.org/resources/fedfund/
6. Incorporate proposed trail projects into the 5-year CIP.	Helendale Community Services District	Months 12–18	http://www.fhwa.dot.gov/environment/recreational_trails/
7. Start construction on community trails.	Community Services District	Month 18–Year 5	
8. Continue ongoing operation and maintenance of community trails.	Community Services District and advocacy group with support from community organizations, schools, churches, volunteers	Years 1–5	http://www.railstotrails.org/build-trails/trail-building-toolbox/acquisition/financing-and-funding/ http://www.parks.ca.gov/?page_id=24324

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

Action Statement E.3: Enhance recreation programs for youth as well as programs for life-long learning

E3

Benchmark: Information disseminated to all community members in Helendale about community recreation programs so that all residents have the opportunity to participate.

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

Estimated Cost: variable depending on types of programs initiated and developed



Family Fun Fest croquet activity at Biscayne National Park Florida. Photo source: National Park Service

In order to develop and improve parks and recreational facilities and services for all ages, residents in Helendale should be actively engaged in identifying interests and needs to expand recreational and lifelong learning programs in the community. Their involvement would allow for the identification and provision of recreational opportunities and facilities specifically geared toward community residents.

In partnership with the Helendale Community Services District, interested residents and community members could be involved in creating an asset database, identifying existing recreational programming, and identifying needs. Resources can then be directed toward facilities or programs that local youth and adults alike want to use, instead of investing time and resources on facilities that are underutilized.

Expanding recreational and lifelong learning programs for youth and adults will improve the health and wellness of Helendale residents. Lifelong learning is the ongoing, voluntary, and self-motivated pursuit of knowledge for both personal and professional reasons. It enhances social inclusion, active citizenship, and personal development.

Recreational programs can be developed to appeal to a wide range of community members, inclusive of all ages and all abilities. Engaging all walks of life in recreational activities will have long-term health benefits, as community members can learn new activities or practice new skills. Providing recreational activities close to home brings community members together and creates opportunities for fun, fitness, and relaxation. Community cohesiveness will also be improved, as these programs offer opportunities to make new friends and establish connections with neighbors.

Action	Action Leader	Timeline	Resources
1. Reach out to community members who would be interested in serving on a committee to enhance recreation programs for community youth and adults.	Champion	Years 1–3	Helendale Community Services District Helendale School District
2. Create a committee and identify a chair.	Helendale Recreation Committee	Years 1–3	Funding Sources Fender Music Foundation, http://www.fendermusicfoundation.org/
3. Complete a community inventory to identify existing after-school programs, nonprofits, and development agencies currently offering recreation programs for youth and adults in Helendale.	Helendale Recreation Committee	Years 1–3	Walmart Foundation, http://giving.walmart.com/foundation
4. Identify popular programs to expand and struggling programs to improve, strengthen, and eventually grow.	Helendale Recreation Committee	Years 1–3	Bank of the West Charitable Grants, https://www.bankofthewest.com/about-us/community-support/charitable-investments.html
5. Identify any needs/wants of community youth that are not met by existing programs. Expand existing programs to meet this need, or create new programs if merging activities is infeasible.	Helendale Recreation Committee	Years 1–3	Cognizant's making the Future Grants, https://www.cognizant.com/company-overview/sustainability/educational-opportunity
6. Ensure the recreational programs are held at convenient locations, are affordable, and attract a variety of residents from the community.	Helendale Recreation Committee	Years 1–3	
7. Solicit input from program participants, instructors, and volunteers to evaluate what is working and what could be improved upon.	Helendale Recreation Committee	Annually	The Awesome Foundation, http://www.awesomefoundation.org/en

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

Action Statement E.4: Create a little league park and practice fields

E4

Benchmark: Acquire land for a little league park by the end of 2017.

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

Estimated Cost: \$350,000



Little League baseball players with Navy sailors during a game ceremony. Photo source: U.S. Navy

A Little League park and practice fields will provide greater opportunities for youth to exercise and engage in group sports. The benefits of youth sports are many, including learning to socialize and play well with others, meeting new people, feeling connected to the community, and improving physical fitness. Team sports also teach youth about attention, focus, and communication. Little League baseball parks also offer mentoring and coaching opportunities for parents and adults. Programs require umpires, equipment managers, and scorekeepers, for a variety of opportunities for community involvement.

Helendale. A location adjacent to a school should be considered to encourage joint use of the facility. It is recommended that the community work with local community groups, businesses, property owners, the County, and Helendale Community Service District (CSD) to seek funding for the acquisition of parkland and associated amenities for the ball fields. Additionally, a management and maintenance plan should be put into place once the park opens.

The community should look for a central location to site this new facility that is easy to access from all neighborhoods in

Action	Action Leader	Timeline	Resources
1. Create a committee to work with the Community Services District	Champion with support from Helendale Community Services District	Months 1–3	Change Lab Solutions, Local Agency Strategies for Funding the Development and Maintenance of Parks and Recreation Facilities in California http://www.changelabsolutions.org/sites/default/files/Parks-Financing_White-Paper_FINAL_20151007.pdf Arlington Little League http://arlingtonlittleleague.org/Page.asp?n=109716 http://www.livestrong.com/article/546884-what-are-the-health-benefits-of-baseball/
2. Identify potential sites for a Little League park and practice fields	Committee with support from Helendale Community Services District	Months 1–3	
3. Secure grants and seek funding mechanisms for acquisition of parkland and park amenities. Funding sources may include grants, donations, sponsorships, and the Helendale Community Services District’s Parks and Recreation Assessment.	Committee with support from Helendale Community Services District	Months 4–8	
4. Identify land appropriate for park development.	Committee Helendale Community Services District	Months 9–12	
5. Draft a plan for the establishment, maintenance, and provision of amenities to the area.	Helendale Community Services District	Months 12–18	
6. Install amenities and access improvements.	Helendale Community Services District	Months 18–24	
7. Partner with local youth and volunteer groups to help with maintenance.	Committee with support from Helendale Community Services District	Years 3–5	

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

Action Statement E.5: Establish more family-friendly programming such as “Movies in the Park”.

E.5

Benchmark: Ongoing and successful event program in Helendale for families and residents of all ages and abilities.

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

Estimated Cost: Unknown



Family movies in the park. Photo source: Flickr, Waferboard

Community events and programs are a way for residents to connect with neighbors, facilitate a sense of belonging and investment, and provide youth and families with safe and positive entertainment. Helendale currently has few family events held locally, and such entertainment would greatly benefit the community. Public events are generally hosted and organized either by local jurisdictions such as a county recreation department or by organizations and residents of the community. Local organizations can form partnerships to organize low-cost recurring events such as movie or music nights, family festivals, or local fairs. These events can be held at a park, school, or

community center. The events may be subject to permitting requirements by the County and should be coordinated with the appropriate department.

The Helendale Community Services District (CSD) can work with the community, including local schools, churches, and community groups, to organize and host recurring programs that benefit residents and visitors of all ages and abilities. These events would allow people to be engaged in the community, provide schools and churches with community involvement opportunities, and could even generate some revenue for the Helendale CSD. The CSD can work with these partners to create an event program, identify volunteers and resources, and conduct outreach and marketing on a community-wide scale.

Action	Action Leader	Timeline	Resources
1. Create a Recreation Committee made up of local volunteers.	Champion	Month 1	Active Network, Sample Event Planning Checklist http://www.activenetwork.sg/event-management-resources/articles/sample-event-planning-checklist.htm Wild Apricot, Event Planning Guide http://www.wildapricot.com/articles/eg-how-to-plan-an-event
2. Survey the residents of Helendale on activities they would like to see in a community event program.	Recreation Committee	Months 1–3	
3. Identify and meet with potential partners for events, such as local churches, schools, and community groups.	Recreation Committee	Months 1–3	
4. Establish an event plan for each finalized event that includes locations, dates and times, funding mechanisms, safety, and event organization and management.	Recreation Committee	Months 3–6	
5. Conduct extensive outreach and marketing for each event using social media, local businesses and organizations, and media ads.	Recreation Committee with support from Helendale Community Services District	Month 6–ongoing	
6. Evaluate each event to determine the rate of success and additional needs.	Recreation Committee	Ongoing	

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

Action Statement E.6: Construct a community gym with workout facilities and an indoor pool.

E6

Benchmark: Community funded, purchased land, designed facility, and constructed a community fitness center with established operating and maintenance procedures and costs.

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

Estimated Cost: \$1.5–\$2.5 million for construction (excludes right-of-way and design costs)



Community gym example. Photo source: Snehal Kanodia

The availability of public recreation and health facilities can improve a community in both immeasurable and measurable ways. Such activity centers provide not only physical health opportunities but also a place for social gathering, a sense of community, and mental and emotional benefits. The centers also offer recreational activities for children and encourage interaction and education for residents. While such facilities can be in the form of a community center that is constructed, maintained, and run by a public agency such as the Helendale Community Services District (CSD), another avenue could be to form a public-private partnership that allows a private or nonprofit group to help fund and maintain the facility with help from the CSD.

The construction of a community gym and accompanying pool would be approximately \$165 to \$175 per square foot. A decent-sized facility would cost between \$1.5 and \$2.5 million, with the final price dependent on size and amenities. The design, maintenance, and operation of the facility would be additional costs. By partnering with a private organization and taking advantage of fundraising and grant opportunities, much of the cost can be covered without public funds. Being flexible in design inclusions can help with obtaining grants by matching what the grant requires to the facility design. Similarly, a significant amount of community outreach and input on what residents' desire can get them interested and excited in the project and improve private fundraising abilities.

A well-publicized example of a public-private sports facility is the Boise Aquatic Center in Idaho. Both the Boise Family YMCA and the City of Boise were interested in constructing a world-class facility with an Olympic-size indoor pool, but the YMCA was unable to raise the necessary funds, and the City of Boise was also unable to fund the facility it wanted as part of the City's recreational services. As a result, the City and the YMCA forged a

partnership in which the City aided in funding and building the facility, while the YMCA assumed responsibility for continued maintenance and operations. The combined facility was built with over \$8 million from private donations and fundraising, and \$5 million in City funding. It opened January 8, 1996, and continues to be successful.

Action	Action Leader	Timeline	Resources
1. Establish community support and committee for a community fitness center.	Champion	Months 1–12	United States Conference of Mayors, Public-Private Partnership Makes Boise's Aquatic Center Possible - and Successful https://www.usmayors.org/bestpractices/bp98/Boise11_16_98.html The National Council for Public-Private Partnerships http://www.ncppp.org/ Urban Land Institute, Ten Principles for Successful Public/Private Partnerships http://uli.org/wp-content/uploads/2005/01/TP_Partnerships.pdf
2. Approach potential large donors such as established businesses in the area to discuss funding opportunities.	Committee	Months 6–18	
3. Establish funding for a feasibility study.	Committee with support from Helendale Community Services District	Months 13–24	
4. Conduct a feasibility study to determine potential locations, capital costs, and maintenance and operating costs.	Helendale Community Services District	Months 25–36	
5. Conduct a community meeting to determine local support of the feasibility study results.	Committee and Helendale Community Services District	Month 36	
6. Identify funding for the community fitness center through private donations and fundraising opportunities.	Committee and Helendale Community Services District	Months 37– 61	
7. Purchase land parcel, if needed.	Helendale Community Services District	Months 62–68	
8. Procure building design plans.	Helendale Community Services District	Months 69–92	
9. Develop an operating and maintenance plan.	Helendale Community Services District	Months 82–92	
10. Construct the community fitness center.	Helendale Community Services District	Months 93–122	

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

Action Statement E.7: Enhance the existing Dog Park.

E7

Benchmark: Existing Dog Park is enhanced.

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

Estimated Cost: variable, depending on infrastructure desired



Dog Park in Albuquerque, NM. Photo source: Jon Hurd

Fenced-in dog parks are a safe place for dogs to get physical and mental exercise, which can lessen destructive or annoying behaviors stemming from boredom. Both dogs and people can benefit from the social interaction element. Dog parks can also provide educational opportunities for owners to learn about dogs and learn from more experienced owners. Community events could serve as central meeting locations for clubs or activities, or volunteers could teach obedience classes.

Physical design for the dog park should make safety a top priority. Creating a separate space for small dogs (perhaps dogs under 20 pounds) can help prevent rough play. Additionally, there should be a written and posted set of rules, so all visitors can self-monitor and

police the park. Dogs should not be left unattended, treats and toys should not be allowed, and children must be accompanied by an adult.

A plan for maintenance should be created when the dog park opens. Groups of regular park goers can set up committees to care for and maintain the dog park. For example, this group could help discourage digging and assist in filling in holes that are created. This group could also regularly check the fencing to ensure safety or host quarterly cleanups to gather trash.

Action	Action Leader	Timeline	Resources
1. Hold a meeting to create a Dog Park Group	Champion	Month 1	National Recreation and Park Association http://www.nrpa.org/our-work/parksbuildcommunity/
2. Create a site plan and amenities for the existing dog park.	Champion with Community Services District	Years 1–3	American Kennel Club http://images.akc.org/pdf/GLEG01.pdf
3. Identify a source of funding or potential grants.	Dog Park Group Community Services District	Years 1–3	https://apdt.com/pet-owners/dog-park/pros-and-cons/
4. Create a management and maintenance plan for the dog park prior to opening.	Dog Park Group Community Services District,	Years 1–3	http://www.pedigree.com/all-things-dog/article-library/pros-cons-of-dog-parks.aspx
5. Enhance amenities at the dog park.	Community Services District	Years 1–3	

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

Action Statement E.8: Coordinate with the Helendale School District on a joint use agreement in order to expand before and after school activities for youth.

E.8

Benchmark: A joint use field and classrooms agreement in place offering an increase of open space and recreational opportunities for Helendale residents.

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

Estimated Cost: \$10,000



It is often difficult for communities to effectively share the use of their recreational facilities, which may include but are not limited to libraries, gymnasiums and other athletic facilities, playgrounds, classrooms, multipurpose rooms, and childcare facilities. In order to provide recreational facilities that are in the best interest for the community, its residents of all ages, and the environment, the creation of a joint-use program or agreement is ideal.

An agreement between the school district and the community will allow land, utilities, or other common elements to be shared on one site. This program would allow community organizations and any sports teams or clubs to enter into a partnership with the school district and other organizations that own facilities. This partnership would require the creation of a board that would oversee the joint use of facilities and the administration of joint-use agreements. In order to ensure that the facilities are properly maintained, this board of individuals from the various interested associations would determine a fair cost-sharing program in which each organization would pay into a maintenance fund based on their respective usage rates. The board would also be responsible for creating a scheduling system based on equity of use and would determine when new groups could enter into the partnership.

Ultimately, this joint-use board would play a role similar to that of a parks and recreation district in an incorporated city—unlocking and locking the facility, inspecting for damage after use, and maintaining the schedule. This board and the creation of a joint-use program would allow the community to fully understand their recreational facility demand and ultimately allow the community to assess the need to construct new facilities. If the construction of a new facility is needed, the joint-use board could serve as a review entity to guide the placement and design of the facility.



Action	Action Leader	Timeline	Resources
1. Hold a meeting to create a committee	Champion	Month 1	San Diego Joint Unified School District, Joint Use https://www.sandiegounified.org/joint-use
2. Meet to discuss a joint use agreement for facilities and maintenance.	Committee, Helendale Community Services District, Helendale School District	Month 1	
3. Identify assets of both organizations.	Committee Helendale Community Services District, Helendale School District	Month 1-2	
4. Decide facilities to include in agreement and use times.	Helendale Community Services District, Helendale School District with committee	Month 3	
5. Draft and sign joint-use agreements.	Helendale Community Services District, Helendale School District	Month 4	
6. Create board to oversee the agreement and maintenance as required by the agreement.	Helendale Community Services District, Helendale School District	Ongoing	

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

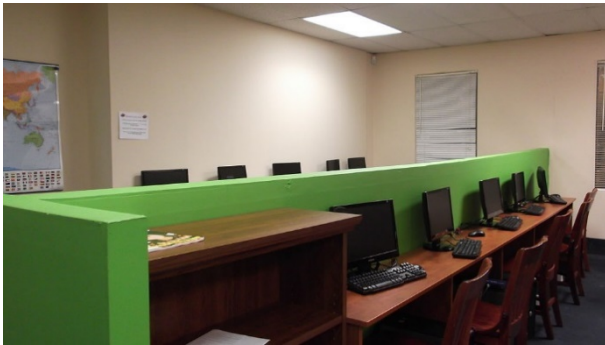
Action Statement E.9: Establish a public access computer center with internet access.

E.9

Benchmark: All members of the community have access to the Internet at a public access computer center.

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

Estimated Cost: \$5,000–\$35,000, plus the cost of procuring available space



Public computer lab. Photo source: HazelGHC

A public-access computer center could include a minimum of two computer stations and a printer with free Wi-Fi. The printer station could charge for printing and the computer stations could have a time limit. Options for the location of a computer center could be at the Helendale Community Services District Community Center, the Helendale Chamber of Commerce or the local school.

Alternatively, the San Bernardino County Library is located in Apple Valley, which is approximately 20 minutes from Helendale. The library provides free access to computer workstations that are connected to the library's information network. In addition to providing Internet access, these workstations enable the public to search the library's many electronic resources including the online catalog, subscription databases, word processing, language learning, literacy, and a large historic document and photograph collection.

The County Library's close proximity is ideal for a free or discounted shuttle service from Helendale to the library and back. A shuttle service would also be a means of transportation for those individuals who cannot drive. A shuttle service would require a driver and a van. The cost of a shuttle service would be insignificant in comparison to constructing a local public-access computer center with Internet access.

Action	Action Leader	Timeline	Resources
1. Contact business volunteers to create a computer center (example: Community Services District building or within one of the community buildings).	Champion with Helendale Community Services District	Month 1	Connecting for Good, Community Computer Centers http://www.connectingforgood.org/community-technology-centers/
2. When a business volunteer steps forward, develop ways to raise money in order to purchase computers (sponsors, etc.).	Champion with Helendale Community Services District	Month 2	
3. Contact residents for computer donations and to serve on a computer center volunteer committee.	Champion with Helendale Community Services District	Month 2	



APPENDIX A

Helendale Community Profile

Helendale, San Bernardino County

Community Profile

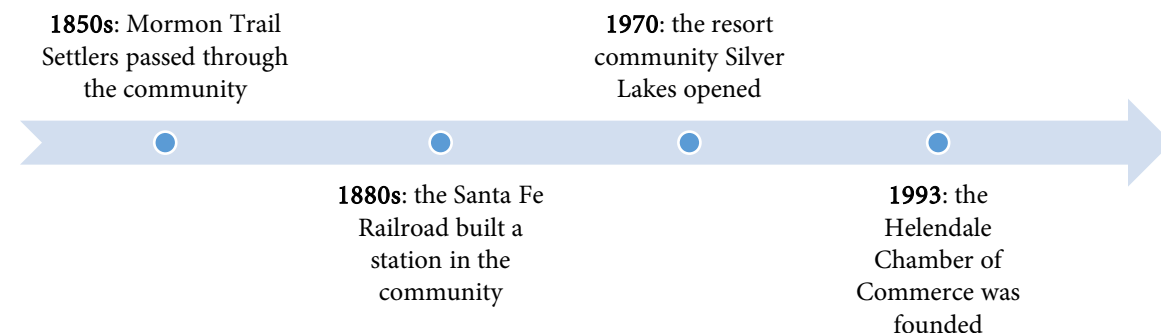
Purpose

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



On September 22, 1918, the community was officially named Helendale in honor of Arthur G. Wells’s daughter. Route 66 was paved and officially opened in Helendale in 1926. Into the 1940s and 1950s, the popularity of Las Vegas drew many visitors through Helendale. In 1969, construction began on two man-made lakes, North Lake and South Lake, covering approximately 277 acres. The resort called Silver Lakes was opened in the early 1970s. The community includes a golf course, a clubhouse, an equestrian center, an inn, and three schools. Numerous activities are enjoyed on the lakes, including boating, sailing, swimming, and fishing. The Helendale Chamber of Commerce was founded in 1993.

Source(s): Wikipedia; <http://helendalechamber.com>; www.silverlakesassociation.com

Location & Geography

Helendale is located in the western portion of San Bernardino County, just north of Victorville and southwest of Barstow. Helendale primarily comprises the Silver Lakes community.

Source(s): Google Maps



Figure 1: Helendale Area Map

Source(s): ESRI, San Bernardino County LUS

Key Census Data

Category	Helendale		San Bernardino County		California		United States	
	Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
Population								
Total Population	5,794		2,078,586		38,066,920		116,211,092	
2020 Population Forecast	N/A		2,227,066 (+7.1%)		40,619,346 (+6.7%)		334,503,000 (+6.5%)	
Total Households	2,082		607,604		12,617,280		116,211,092	
Average Household Size	2.74		3.34		2.95		2.63	
Median Age	46.4		32.2		35.6		37.4	
Education								
High School Diploma	1,008	92.6%	330,613	26.3%	5,153,257	20.7%	58,440,600	27.95%
Education Past High School	2,762	67.9%	417,953	33.3%	7,400,714	29.8%	60,821,634	29.1%
Bachelor Degree of Higher	1,089	26.7%	336,315	26.8%	7,708,909	31.0%	61,206,147	29.3%
Housing								
Total Households	2,841	n/a	703,737	n/a	13,781,929	n/a	132,741,033	n/a
Vacancy	528	18.6%	96,133	13.7%	1,164,649	8.5%	16,529,941	12.5%
Average Household Size	2.5	n/a	3.34	n/a	2.95	n/a	2.63	n/a
Homeowners	1,673	59%	370,032	52.58%	6,908,925	50.1%	74,787,460	56.3%
Renters	640	22.5%	237,572	33.76%	5,708,355	41.4%	41,423,632	32.2%
Median Year Structure Built	1993	N/A	1976	n/a	1974	n/a	1976	n/a
Income								
Median Household Income	\$56,729	n/a	\$54,100	n/a	\$61,489	n/a	\$53,482	n/a
Persons Below Poverty Level	N/A	N/A	199,451	12.7%	3,354,518	11.2%	26,235,361	10.6%
Employed	N/A	N/A	812,707	86.1%	16,890,442	89.0%	143,435,233	90.2%
Unemployed	N/A	N/A	131,293	13.9%	2,084,564	12.3%	14,504,781	9.2%
Note: N/A indicates that the data is not available; n/a indicates that the category is not applicable								
*This figure may include seasonal households								

Table 1: Key Census Data

Note: N/A indicates that the data is not available; n/a indicates that the category is not applicable.

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

Community Structure (Physical Characteristics)

The community is built around two bodies of water and one large golf course. Lots range from 20,000 square feet to 20 acres and are occupied by single- and multiple-family dwellings. Commercial uses are extremely limited with a few neighborhood commercial districts serving the area. Buildings in the area are single-story, strip-mall types. The major roadways are National Trails Highway, Vista Road, and Shadow Mountain Road. The community has one water purveyor, the Helendale Community Services District, which also provides wastewater service.

Source(s): Google Earth, County of San Bernardino Zoning Map, www.vvta.org, Fehr & Peers, San Bernardino Countywide Plan Transportation Existing Conditions Report, Dudek, County of San Bernardino General Plan Existing Conditions Report

Community Amenities

Parks and Trails

- 264 acres of parkland
 - 74-acre community park
 - Two lakes (190 total acres)

Schools (Helendale School District)

- Helendale Elementary School
- ACE Charter School/Riverview Middle School

Fire Protection

- San Bernardino County Fire Department-Station 4

Police

- San Bernardino County Sheriff's Department – Victor Valley Station

Community Gardens

- Harvest to Home Community Garden
- The Green Maven's Community Garden

Source(s): Google Maps; San Bernardino County Sheriff's Department; Municipal and Regional Services and Amenities Inventory, County of San Bernardino 2012; American Community Garden Association

Helendale, San Bernardino County Community Profile

Community Organizations

Silver Lakes Association (760) 245-1606

www.silverlakesassociation.com

Helendale Community Services District

(760) 951-0006

<https://www.helendalecsd.org/>

Quality of Life Concerns

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

- Community Services District
- Solar – issues from residents with solar facilities
- Route 66

Source(s): County of San Bernardino General Plan, 2007

Community Economics

The 2016 ESRI Community Analyst Report showed that Helendale is home to 657 jobs and 87 businesses. These include a variety of business types. The most common are eating and drinking places, real estate, construction, and banks. Approximately 27% of the Helendale labor force is employed within Helendale.

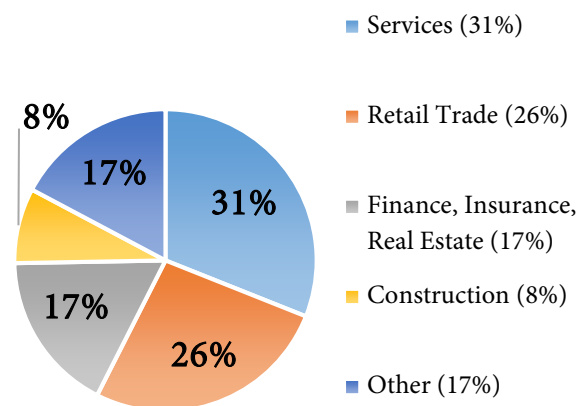


Figure 3: Business Types in Helendale
Source: ESRI Community Analyst

Community Events

- Community Services District (CSD) Board Meeting:** first and third Thursday of the month, 6:30 to 7:30 p.m. (Helendale CSD Office)
- Silver Lakes Association (SLA) Board Meeting:** last Wednesday of the month, 7 to 9 p.m. (SLA Recreation Room/Library)
- Open Gym Night:** every Sunday, 1 to 4 p.m. (ACE Charter School Gymnasium)

Source(s): helendalechamber.com; helendalecsd.org

Public Health

Chronic Disease: The chronic illnesses of concern are heart failure, diabetes, and hypertension, as residents of Helendale have higher rates of those illnesses than the state median. Figure 4 shows the emergency room and hospitalization rates for individuals age 18 and older.

	Diabetes Hosp./E.R.	COPD Hosp./E.R.	Asthma Hosp./E.R.	Heart Failure Hosp./E.R.	Hypertension Hosp./E.R.
Helendale	* /23.6	* /*	* /*	26.7/ *	* /36.6
San Bernardino County	23.3/42.4	16.0/19.9	9.6/52.6	32.3/10.6	5.6/46.9

Table 5: Rate of Hospitalization/Emergency Room Visits per 10,000 People

Source(s): Healthy San Bernardino

* Indicates insufficient data

Air Quality: Table 3 below shows the air quality near Helendale, measured at the Victorville – 14306 Park Avenue 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 Helendale had fewer exceedance days for each pollutant than that of the overall South Coast Air Basin, in which Helendale 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.

	Victorville – 14306 Park Avenue			Mojave Air Basin		
	2012	2013	2014	2012	2013	2014
Ozone Federal 8-hour standard	28	31	18	81	66	86
Course Particulate Matter (PM ₁₀) Federal 24-hour standard	0	*	1.0	1	1	1
Fine Particulate Matter (PM _{2.5}) Federal 24-hour standard	*	*	*	2	6	2

Table 3: 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 Helendale ranks little to moderate for food access, meaning that there is access to between 15 and 30 healthy food outlets within that area. Lower scores indicate that these areas contain many convenience stores and fast food restaurants compared to the number of healthy food markets.

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

Public/Active Transportation: The community is served by the Victor Valley Transit Authority. However, there are no dedicated bike lanes or bike trails. Parts of the National Trails Highway are identified as a bike-friendly road with a connection to Victorville.

Source(s): Healthysanbernardinocounty.org; Arb.ca.gov; Google Maps; Victor Valley Transit Authority

Community Engagement Summary

As a part of the Community Plans Continuum process, community members from Helendale were invited to participate in three community workshops. The first workshop, titled “What We Value”, took place on February 23rd, 2016 from 6:30 – 8:30pm at the Helendale Community Services District. This workshop was attended by 21 community members. Workshop participants performed a SWOT analysis to identify strengths, weaknesses, opportunities, and threats within the community. Following that exercise, participants used that information to share what they valued about the community (Values) and what they want to see the community become in the future (Aspirations).

The second workshop, titled “Our Roadmap”, took place on March 29th, 2016 from 6:30 – 8:30pm at the Helendale Community Services District. This workshop was attended by 31 community members. The purpose of this workshop was to develop preliminary focus and action statements. The project team provided word for word summaries of the SWOT and Values and Aspirations exercises to use during the goal setting process. Additionally, an existing land use map was provided for each of the Detailed Plan Communities for participants to comment on and recommend changes. Participants made comments on where they would and would not like to see certain uses in the future, as well as what they saw as the true boundary of their community.

The third workshop, titled “Making it Happen”, took place on July 19th, 2016 from 6:30 – 8:30pm at the Helendale Community Services District. This workshop was attended by 89 community members. The workshop was used to help prioritize the focus statements developed in the previous workshop while also identifying possible champions for each effort.

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

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

Community Identified Issues

SWOT Analysis

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

Strengths

- Home-owners association (HOA)
- Community services district (CSD)
- Rural-suburban lifestyle
- Sense of community and neighbors lending a helping hand
- Variety of backgrounds and cohesiveness
- Variety of recreational and outdoor/social activities within Silver Lakes
- Well-maintained amenities, such as lakes and parks within Silver Lakes
- Involvement with youth through schools and community programs
- Well-governed by the HOA and CSD
- Remote location and small community
- Equal distance to Los Angeles, Orange County, and Las Vegas
- Great neighbors
- Great views of the night sky
- Low-density development with plenty of open space
- Remote location, quiet, safe
- Desirable weather for most of the year
- Self-contained community
- Close proximity to shopping in Victorville and Barstow
- Community character with no cookie-cutter appearance
- Academics at the high school and ACE high school athletics
- Varied demographic make-up of the residents
- The community contains a total of 264 acres of park land. This total acreage includes the 74-acre community park planned by the Helendale Community Services District and two fishing and boating lakes (190 total acres) operated by the Silver Lakes Association
- Silver Lakes Golf Course is located within the community
- Silver Lakes Community Center is located within the community
- Over 50s' club is located within the community
- Sun Hill Ranch Airport is located within the community
- The community is served by Silver Lakes-Helendale Fire Station, which is located within the community

Strengths (continued)

- There is an expansive local road network that runs throughout the community. The local roads are paved with some pedestrian facilities, including marked crosswalks and sidewalks.
- The Victorville Valley Transit Authority (<http://vvta.org/bus>) “22” bus line connects the Helendale community with Northgate Village, Oro Grande, Silver Lakes, and Spring Valley Lake. The NTC Commuter also provides service from Helendale to Fort Irwin’s national training center, with stops in Hesperia, Victorville, and Barstow.
- The Helendale community has one water purveyor, the Helendale Community Services District
 - Supply is anticipated to continue to meet future demand based on population growth projections for this plan area
- Victor Valley Sheriff Station serves Helendale and has a 40-hour liaison deputy assigned to the community

Weaknesses

- Not enough police support or presence in the community
- Poor road conditions
- Railroad—blocked access to the community
- Lack of advanced -placement classes at the local high school
- Interaction with the county planning and decision-making process
- Limited funding from the county or outside sources
- Route 66 traffic, speeds, and dangerous conditions
- Outdated gym
- Lack of commercial structures
- Bugs, coyotes, snakes

- Wind and dust
- Bad cell phone service
- Nothing for youth to do
- At-grade blocks
- Lack of water in the community and water rationing
- Poor industrial base to bring jobs and money into the area
- Lack of services and commercial shopping (banks, restaurants)
- Low level of intellectual stimulation and cultural opportunities
- Lack of independent land-use authority and lack of commercially zoned land
- There are no dedicated bicycle lanes or bicycle and multiuse trails or paths.

Opportunities

- County-funded daycare
- Room for businesses (restaurants and shops)
- Appropriate development
- Wi-Fi and Internet access
- Additional parks and recreational services and spaces
- New resident orientation to explain amenities, activities, and community guidelines
- Access to medical services
- Land development; a lot of available land
- Expand freeway access
- Trade schools and higher education opportunities for adults and youth
- Community classes; recreational, safety, business, and educational
- Stimulate growth while maintaining tranquility
- Things for youth to do and more community activities
- Use knowledge of experienced residents
- Low density

Opportunities (continued)

- Use of the lakes for boating, swimming, and fishing
- Expand recreational activities, such as Helendale Park
- Golf cart infrastructure
- Water reclamation plant as a potable water source
- Local-access television show
- For Helendale to go from an unincorporated community to a city
- Adding a connection to the Wild Road interchange

Threats

- Drugs and crime
- Access to the community due to potential for trains to block main access
- Low-income Section 8 housing
- Not enough for the youth to do
- Lack of police presence in the area

- Infrastructure and services
- Homeless population increasing with removal from Victorville area
- Lack of commercial uses
- High-density housing
- Tapestry-type project
- Distance from emergency services during natural disasters, such as earthquakes, El Nino, and other weather-related issues)
- Poor economic conditions and recession
- Inadequate infrastructure to support future growth, including services, utilities, water, cable, and roads
- Rents increasing and pushing out commercial stores and restaurants
- Mail thefts are a perpetual problem. They are mainly occurring at rural cluster boxes where multiple boxes are hit during the night