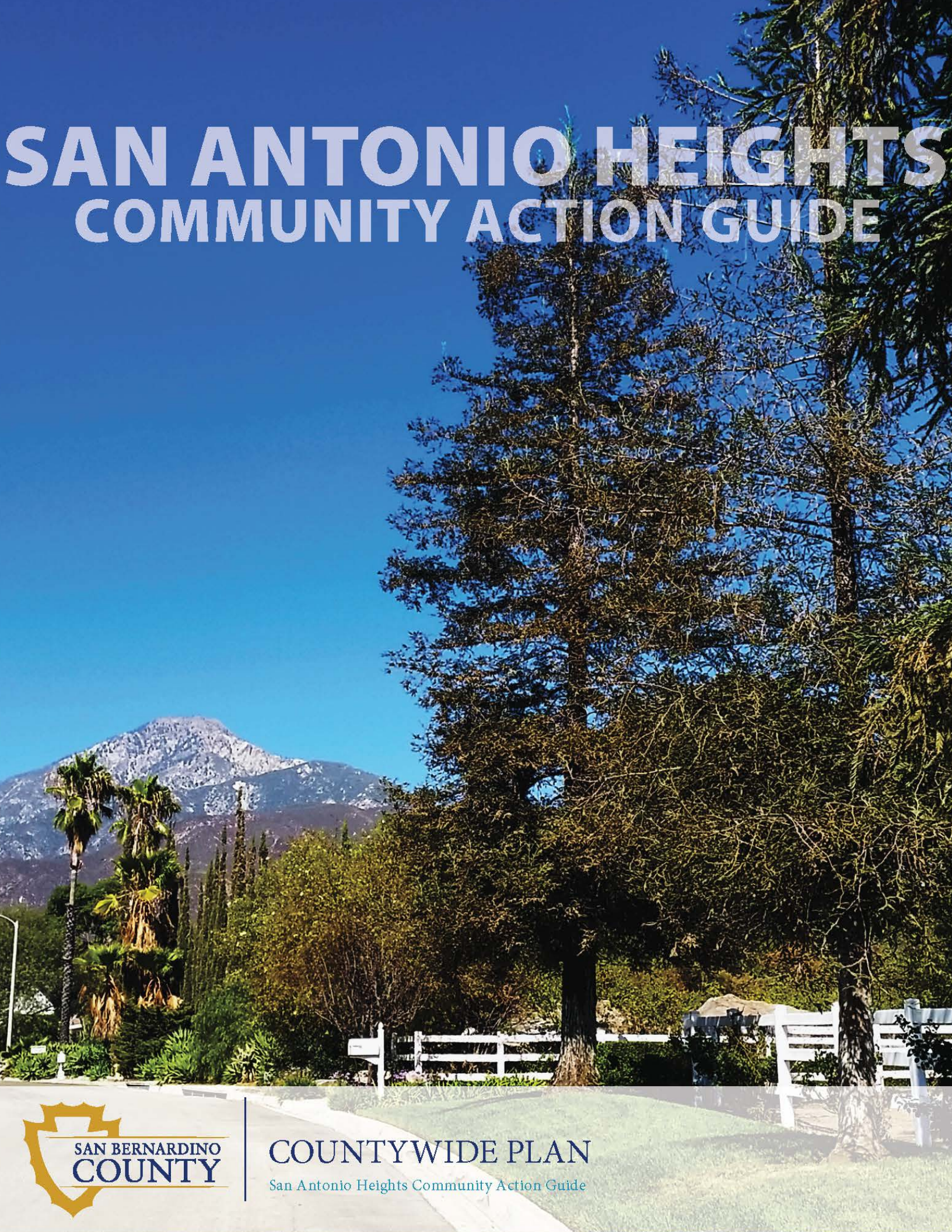


# SAN ANTONIO HEIGHTS COMMUNITY ACTION GUIDE



SAN BERNARDINO  
COUNTY

COUNTYWIDE PLAN

San Antonio Heights Community Action Guide



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## Introduction

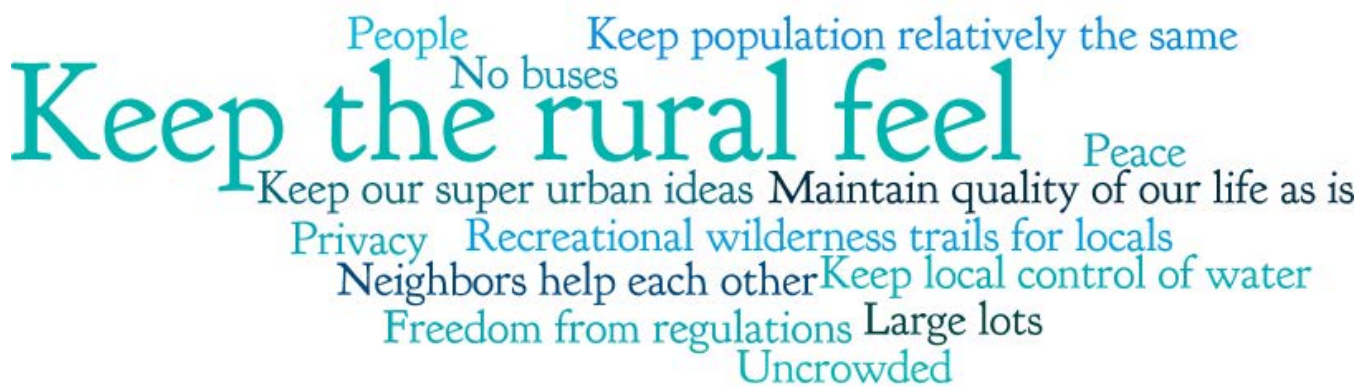
San Antonio Heights is a historic residential subdivision located north of the City of Upland adjacent to the Angeles National Forest. Residents value living in a rural, close knit community where they enjoy privacy, abundant trees, and feeling safe. Residents are passionate about social activities and take pride in the community. Driven by that passion, San Antonio Heights aspire to maintain control of and increasing local water supplies. Furthermore, the community aspires to strengthen community and external communications that inform residents and promote engagement in local decision-making processes.

In 2016, the community embarked on a planning process to develop a community plan. Two public workshops were held on September 15, and November 10, 2016. These workshops, open to any San Antonio Heights resident, business, or property owner addressed strengths and weaknesses of the community, the community's values, and what San Antonio Heights aspires to be in the future. Workshop 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, Policies and 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 allow 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 sub regions and communities.
- A County Business Plan, which contains governance policies and operational metrics that outline the County's approach to providing municipal and regional services.
- A Regional Issues Forum, which is an online resource for sharing information and resources related to issues confronting the entire county.
- A Community Plans Continuum of 35 Community Action Guides, which articulates what is important to each Community; sets out an Action Plan based on community input, and for the most part, would be implemented by the community; and provides a Community Profile. Links will also be provided for maps, goals, and policies in the Countywide Plan.

## The Draft Community Action Guide for Public Review

The final format of the Community Action Guide will be web-based and provided online. This printed version of the Draft Community Action Guide is provided as a courtesy for simplifying community review, but may not be

available once the online version of the guide is finalized. A draft version of the web-based Community Action Guide can be found at [www.countywideplan.com/cp](http://www.countywideplan.com/cp). This printed version includes the information provided on the website under each tab except for the information included under the “Maps and Links” tab. A separate Community Profile can be printed from the website.

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

## How to Use This Community Action Guide

Overall, the Community Action Guides are a framework for communities to create the future character and independent identity, as identified in the workshops as community values and aspirations through completion of community actions. As stated at the community workshops, these Community Action Guides are focused on community self-reliance, grass-roots action, and local 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 organized into three sections – the community’s Values, Aspirations, and Plan Framework. The Community Action Guide outlines clear Values, Aspirations, Focus Statements and Action Statements identified by the community at community workshops or online surveys. 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, and in the judgment 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. They are written as if the community’s desired changes have already occurred (identified in Workshop #1 and reviewed and finalized in Workshop #2).

Plan Framework – Outlines clear Focus Statements and Action Statements identified by the community.

- The Focus Statement provides general direction toward realizing the community’s aspirations and helps organize the plan (Identified and finalized in Workshop #2).
- The Action Statement is a measurable statement providing critical information on the program, initiative, or project to complete (Identified and finalized in Workshop #2).

Through the identification of Focus Statements and Action Statements, the community can work toward creating Action Plans and eventually implementing the Community Action Guide.

## How to Implement the Community Action Guide

### Community's Next Steps

The Community Action Guide identifies the Focus Statements and Action Statements. 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.

To initiate Action Statements in the community, the Champion should gather community volunteers, groups and organizations to develop Action Plans and identify the specific steps required to accomplish the Action Statement. 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.) can change for each Action Plan or some groups could work on more than one related Action Plans.

Creating an Action Plan helps better prepare the community by identifying the steps to be accomplished, the resources needed, and who will be responsible for each action step. Some action steps may require guidance by a County department, but the community must take the lead in moving the action forward, scheduling meetings, or requesting information from specific County departments.

The Action Plans should be used to guide community actions and should not be “set in stone”. Each Action Plan is a general set of tasks that can be modified if necessary. If needed, the community can find alternatives and make changes as they progress.

### How to Create an Action Plan

Appendix B contains the Action Plan template that can be used to create the Action Plan. You may request a Word version of the document from [CommunityPlans@lus.sbcounty.gov](mailto:CommunityPlans@lus.sbcounty.gov). The community should first identify a champion for the Action Statement. The action champion can be an individual or organization that will help oversee the execution of the Action Plan and ensure steps are completed. It is important to note that the champion is not responsible for carrying out each action step, but is responsible for coordinating communications and ensuring the steps are completed.

After the champion is identified, the community or group can develop action steps. The focus should be on what action steps will occur, who will carry out each action step, when it will take place, and an approximate duration. Again, these are guidelines, and may change, but this planning helps identify resources needed, people or



organizations that must be engaged or will lead each action step, and manage expectations on how long it will take to implement each Action Statement.

After completing the action steps, resources should be identified. Resources may include governmental agencies needed to help carry out the action, community and external funding sources, and potential assistance from other communities who implemented similar programs.

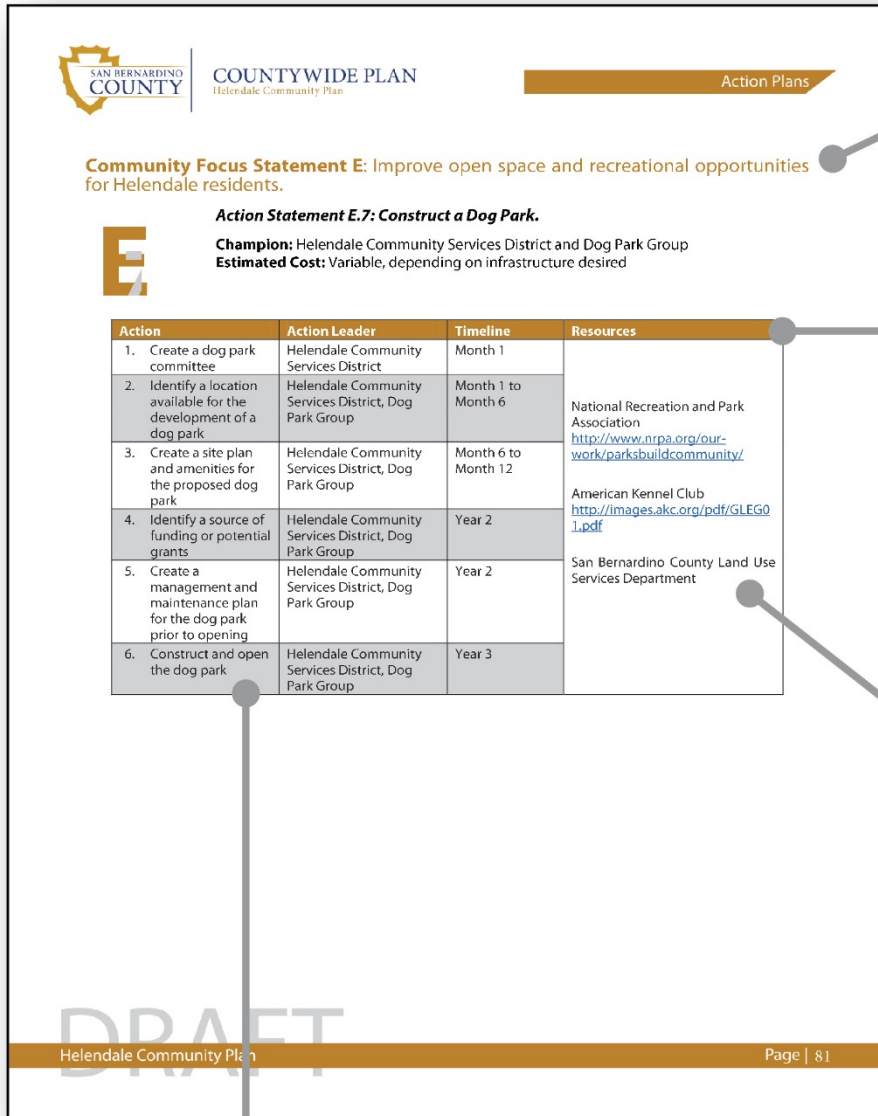
Reviewing a Detailed or Framework Plan can assist in providing examples of Action Plans and may have similar actions that can be used or modified to meet identified Foundation Plan actions. In addition, the San Bernardino County Land Use Services Planning Division is preparing a Community Development Toolkit with tools on several topics to help local groups make positive changes in their community. When complete, the Community Development Toolkit will be available at [www.countywideplan.com](http://www.countywideplan.com). Other resources and contacts will be provided on the same website.

### **Placing your Action Plan in the Community Action Guide**

Any modifications of the Community Action Guide or Action Plans can be sent to San Bernardino County Land Use Services Planning Division for future updates to your Community Action Guide. The County will provide information on specific contacts for Community Planning assistance. It will be the responsibility of the community to provide requested updates and modifications to the County.

*The following page is an example of an Action Plan from the Helendale Community Action Guide.*

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



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

**Action Statement E.7: Construct a Dog Park.**  
**Champion:** Helendale Community Services District and Dog Park Group  
**Estimated Cost:** Variable, depending on infrastructure desired

Action	Action Leader	Timeline	Resources
1. Create a dog park committee	Helendale Community Services District	Month 1	National Recreation and Park Association <a href="http://www.nrpa.org/our-work/parksbuildcommunity/">http://www.nrpa.org/our-work/parksbuildcommunity/</a>  American Kennel Club <a href="http://images.akc.org/pdf/GLEG01.pdf">http://images.akc.org/pdf/GLEG01.pdf</a>  San Bernardino County Land Use Services Department
2. Identify a location available for the development of a dog park	Helendale Community Services District, Dog Park Group	Month 1 to Month 6	
3. Create a site plan and amenities for the proposed dog park	Helendale Community Services District, Dog Park Group	Month 6 to Month 12	
4. Identify a source of funding or potential grants	Helendale Community Services District, Dog Park Group	Year 2	
5. Create a management and maintenance plan for the dog park prior to opening	Helendale Community Services District, Dog Park Group	Year 2	
6. Construct and open the dog park	Helendale Community Services District, Dog Park Group	Year 3	

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

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

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

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





## Values Statement

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

As a community we value:

***Strong Close Knit Community.*** San Antonio Heights residents value the strength of locally run organizations such as the San Antonio Heights Association, the San Antonio Water Company, and the produce exchange. They also value locally available County services including Sheriff and Fire. They take pride in being self-sufficient, maintaining community assets and offering social activities.

***Quiet, Country Feel.*** San Antonio Heights residents value the quality of life resulting from the privacy of large lots, unique homes, and quiet streets, which are complemented by the natural beauty of trees and the rural landscape.

## 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 San Antonio Heights Community, we aspire to have:

### *Preserved Our Rural, Country Feel*

Motivated by our passion for the community's longstanding semi-rural history, we have worked to maintain narrower streets, decrease speeds of traffic, and discourage pass through vehicular travel. In addition, we have focused attention on decreasing mail theft, which was once a threat to community safety. As a result, we enjoy public spaces where residents of all ages feel safe and comfortable on our streets and in our homes. Residents also appreciate living relaxed, quiet, private lifestyles because we have identified ways to maintain large lots by restricting lot splits.

### *Communicative and Independent Residents*

San Antonio Heights is a community of proactive people where strong internal communication leads to well-informed individuals. Leaders have used tools such as the San Antonio Heights Gazette and community events to educate residents about key issues. We have earned respect from the County of San Bernardino because we are involved with decision-making and we have worked to ensure that all residents receive notifications from the County. Residents are most autonomous with regard to water. We have constructed infrastructure to recharge groundwater for use by the San Antonio Water Company and we have identified ways for local property owners to control our water resources.



# Plan Framework

## Community Focus Statement A: Strengthen communication through the community.

A

**Action Statement A.1:** Encourage residents to read the San Antonio Heights Gazette, published by the San Antonio Heights Association to increase awareness about local events/news.

**Action Statement A.2:** Enhance notification efforts on local issues.

**Action Statement A.3:** Host more community events to allow opportunities for education on key issues.

## Community Focus Statement B: Maintain local control of water.

B

**Action Statement B.1:** Construct water capture infrastructure in the Rancho Cucamonga Channel.

**Action Statement B.2:** Review state laws and San Antonio Water Company bylaws.

**Action Statement B.3:** Investigate a variety of ways local property owners may control water, such as maintaining minimum shares at  $\frac{1}{4}$ , limiting sale of water to nonlocal property owners, allowing shareholders to sell or lease excess water shares as available.

## Community Focus Statement C: Improve communications between San Antonio Heights and the County.

C

**Action Statement C.1:** Identify ways to promote community member involvement with County decision-making processes.

**Action Statement C.2:** Encourage the County to mail all communications to all residents of San Antonio Heights, which may be accomplished by coordinating distribution of notifications with water bill.

## Community Focus Statement D: Address roadway and community safety concerns.

D

**Action Statement D.1:** Advocate to San Bernardino County to allow on-street parking at the Oakmont Residence.

**Action Statement D.2:** Encourage the County to limit through streets that allow drivers to pass through the community uninhibited.

**Action Statement D.3:** Advocate to San Bernardino County to reduce the speed of traffic on the 2600 block of N. Mountain Ave.

**Action Statement D.4:** Investigate ways to discourage mail theft.

**Action Statement D.5:** Advocate to San Bernardino County to construct speed bumps or other traffic calming measures on 25th Street.

**Action Statement D.6:** Discourage the widening of streets within the community.

## Community Focus Statement E: Maintain rural country feel.

E

**Action Statement E.1:** Promote self-sufficiency.

**Action Statement E.2:** Encourage San Bernardino County to expand lot split notifications to 300 feet.

**Action Statement E.3:** Investigate lot split requirements and make recommendations for stricter guidelines.



# APPENDIX A

## San Antonio Heights Community Profile

San Antonio Heights, San Bernardino County

# Community Profile

## Overview

The community profile is a summary of the social, cultural, economic and historic dimensions of the community. It is a gathering of objective data collected through secondary sources meant to inform and help facilitate discussion during the community meetings. The profile, together with future studies and information gathered from residents during the community meetings, will highlight essential facets and “tell the story” of the San Antonio Heights community.

## History

**Late 1800's:** Ontario Land Company recognized San Antonio Heights as an appealing location for a resort town

**1950s:** A private residence displayed a large illuminated star during each holiday season



In the late 1800s, The Ontario Land Company recognized the San Antonio Heights area as an appealing location for a resort town, where water was easily available from sources already being developed. The original plans called for a five-star resort hotel at the center of the mesa and an electric railway from the Southern Pacific line at the foot of Euclid Avenue up the center to the mountains. Neither of these plans ever came to fruition, but the mesa area was laid out with the well-known curvilinear street system in 1886. Subdivision and land sales began that year, and continued into the following years.

Beginning in the 1950's, a private residence directly north of Euclid Avenue in San Antonio Heights displayed an enormous five-point star strung with lights during each holiday season. The San Antonio Heights Association made sure the star was lit when the property went into foreclosure. The Star also shone bright following the September 11, 2001 attacks and was lit as the Grand Prix fire burnt the Star and residence. The residents of San Antonio heights joined together to purchase a better and brighter star to feature in December 2003 that shines every holiday season.

Source(s): [coopermuseum.org](http://coopermuseum.org), [insidesocal.com](http://insidesocal.com), [latimes.com](http://latimes.com), [Wikipedia.org](http://Wikipedia.org)

Source: ESRI

## Location & Geography

San Antonio Heights is located in the southeast corner of San Bernardino County along the border between Los Angeles County and San Bernardino County. The community is situated in the foothills of Angeles National Forest north of Upland.

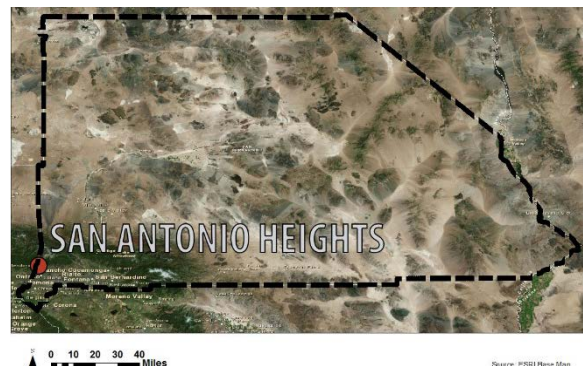


Figure 1: Area Map



Key Census Data

Category	San Antonio Heights		San Bernardino County		California		United States	
	Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
<b>Population</b>								
Total Population	3,396		2,078,586		38,066,920		314,107,084	
2020 Population Forecast	3,454 (+1.7%)		2,227,066 (+7.1%)		40,619,346 (+6.7%)		334,503,000 (+6.5%)	
Total Households	1,208		607,604		12,617,280		116,211,092	
Average Household Size	2.8		3.34		2.95		2.63	
Median Age	47.4		32.2		35.6		37.4	
<b>Education</b>								
High School Diploma	387	15.7%	330,613	26.3%	5,153,257	20.7%	58,440,600	27.95%
Education Past High School	824	33.4%	417,953	33.3%	7,400,714	29.8%	60,821,634	29.1%
Bachelor Degree or Higher	890	36.0%	336,315	26.8%	7,708,909	31.0%	61,206,147	29.3%
<b>Housing</b>								
Total Dwelling Units	1,249	n/a	703,737	n/a	13,781,929	n/a	132,741,033	n/a
Homeowner Occupied Units	985	78.9%	370,032	52.58%	6,908,925	50.1%	74,787,460	56.3%
Renter Occupied Units	224	17.9%	237,572	33.76%	5,708,355	41.4%	41,423,632	32.2%
Vacancy*	41	3.3%	96,133	13.7%	1,164,649	8.5%	16,529,941	12.5%
Median Year Structure Built	1970	n/a	1976	n/a	1974	n/a	1976	n/a
<b>Income</b>								
Median Household Income	\$100,725	n/a	\$54,100	n/a	\$61,489	n/a	\$53,482	n/a
Persons Below Poverty Level	27	1.1%	199,451	12.7%	3,354,518	11.2%	26,235,361	10.6%
Employed	1,602	94.6%	812,707	86.1%	16,890,442	89.0%	143,435,233	90.2%
Unemployed	91	5.4%	131,293	13.9%	2,084,564	12.3%	14,504,781	9.2%
Note: N/A indicates that the data is not available; n/a indicates that the category is not applicable								
*This figure may include seasonal households								

Table 1: Key Census Data

Sources: 2014 American Community Survey 5-Year Estimates and ESRI

Community Structure (Physical Characteristics)

**Housing:** The San Antonio Heights community consists primarily of large one to two story homes on small lots that typically range from 10,000 square feet minimum to 14,000 square foot minimum. The homes are set back from the street with driveways leading up to them. The community follows a traditional suburban form and has many cul-de-sacs and dead end streets. Near the north of the community there are two small districts of larger residential lots.

**Commercial:** There is limited commercial near the intersection of Euclid Ave and 24<sup>th</sup> Street. This commercial area consists of a senior living facility

that is a wide two-story building, a few churches, a 2-story office building and some other minor uses.

**Transportation:** The major roadways in this community are 24<sup>th</sup> Street and N Mountain Ave. Both are paved two-lane roads when they run through the community. Both 24<sup>th</sup> Street and N Mountain Ave has some pedestrian facilities along one side of the road. Neither have bicycle facilities. All roads within this community are county maintained. Local roads are paved with limited pedestrian facilities. Average Daily Trips (ADT) were measured at different intersections throughout the community, with the results ranging from 1,098 to 2,753 cars per day. This



falls well below the threshold for these areas, which range from 14,600 to 31,100 cards per day.

Sources: Google Earth, County of San Bernardino Zoning Map, Fehr & Peers, San Bernardino Countywide Plan Transportation Existing Conditions Report, January 2016

### Community Amenities

**Hospitals:** There are no hospitals located within the plan area. The closest hospital is the San Antonio Regional Hospital (approximately 4.8 miles away) located in Upland, CA. There is also a Dignity Health Urgent Care in Fontana, CA (approximately 11.6 miles away). There are various other medical services and centers located once you leave the mountainous areas via Lytle Creek Road. There are also several medical centers, including the Pomona Valley Hospital Medical Center and the Rancho San Antonio Medical Center located within 10 miles from San Antonio Heights.

**Schools:** There are no schools located within the San Antonio Heights Community Plan area. There are numerous schools of all different levels located in the incorporated cities directly adjacent to the community plan area, including ones located in Upland and Rancho Cucamonga. These are less than five miles from San Antonio Heights.

**Fire Protection:** San Antonio Heights is served by the San Bernardino County Fire Station #12 located at 2413 Euclid Ave in Upland, CA. Response times from this station to the San Antonio Heights community plan area are approximately 4-6 minutes.

**Police Protection:** The plan area is served by the Fontana Branch of the San Bernardino County Sheriff's Department. The station is located approximately 17.6 miles from San Antonio Heights (approximately 30 minutes).

Source: Google Maps, CAL FIRE and Sheriff Department, Wikipedia

### Community Development Organizations

San Antonio Heights has several recognized community groups that are available to residents, as well as numerous other options in adjacent cities. Community groups within San Antonio Heights include:

- San Antonio Heights Community Emergency Response Team and Fire Safety Council
- First Baptist Church of San Antonio Heights

Source: <http://www.guidestar.org/SearchResults.aspx>

### Code Enforcement

Common issues that are noted within the community include:

**Residential Issues:** Construction without permits, non-permitted redirection of rain water resulting in drainage related complaint cases.

**Commercial Issues:** Illegal land uses- wedding/event venues.

Source: San Bernardino County Sheriff's Department

### Retail Services

The 2016 ESRI Community Analyst Report showed that San Antonio Heights has approximately 69 businesses, in ten business categories. The majority of businesses are oriented toward services (36%) and construction (25%).

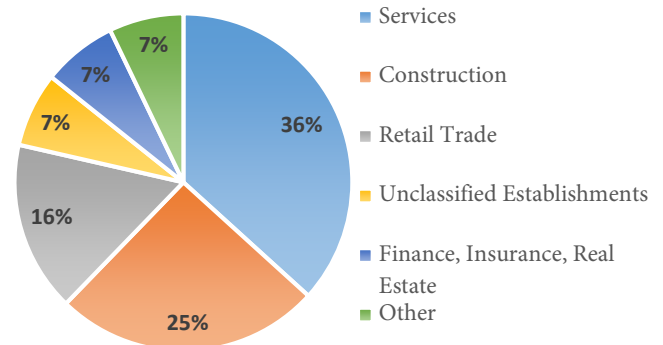


Figure 2: Retail Services

Source: ESRI

## Community Events

The community of San Antonio Heights is mostly made up of residential uses and is directly adjacent to the cities of Upland and Rancho Cucamonga. As it is fairly small, there are only a few publicized events put on by the San Antonio Heights Association, though residents have plenty of other events in neighboring cities. Examples of the types of events put on by the San Antonio Heights Association include:

- Community Pancake Breakfast (May)
- Steakfest (September)
- Holiday Sing-a-long (Christmas Eve)
- Produce Exchange
- SAHA Board Meeting

Source: *sanantonioheights.tripod.com, Wikipedia*

## Public Health

**Chronic Disease:** Due to the size of the San Antonio Heights community, there is insufficient data available to determine the rate of chronic disease hospitalization and rate of emergency room visits. The leading causes of death in 2012 was heart disease and cancer.

Source(s): *Healthy San Bernardino County*

**Air Quality:** Table 2 below shows the air quality near San Antonio Heights, measured at the Upland 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 San Antonio Heights had fewer exceedance days for each pollutant than that of the overall South Coast Air Basin, in which San Antonio Heights 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.

Source(s): *California Air Resources Board*

	Upland Monitoring Site			South Coast Air Basin		
	2012	2013	2014	2012	2013	2014
Ozone Federal 8-hour standard	45	27	42	111	88	92
Course Particulate Matter (PM <sub>10</sub> ) Federal 24-hour standard	0	*	1.0	0	2	1
Fine Particulate Matter (PM <sub>2.5</sub> ) Federal 24-hour standard	*	*	*	17	13	15

Table 2: *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 San Antonio Heights ranks within the lowest category for food access, meaning that there is access to less than 5 healthy food outlets within that area. Lower scores indicate that these areas contain many convenience stores and fast food restaurants compared to the number of healthy food markets.

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

## Community Engagement Summary

As a part of the Community Plans Continuum process, community members from San Antonio Heights were invited to participate in two community workshops. The first workshop, titled “What We Value”, took place on September 15<sup>th</sup>, 2016 from 6:00 – 8:30pm at the Life Bible Fellowship Church. This workshop was attended by 14 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). Lastly, workshop participants worked on forming the draft focus and action statements that form the backbone of the community plan.

The second workshop, titled “Our Roadmap to Making it Happen”, took place on November 10<sup>th</sup>, 2016 from 6:00 – 8:30pm at the Life Bible Fellowship Church. This workshop was attended by 27 community members. The purpose of this workshop was to continue to develop the draft focus and action statements created in workshop #1. The project team provided word for word summaries of the SWOT and Values and Aspirations exercises to use during the goal setting process. The workshop was primarily 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

- Community association for governance
- Close knit community
- Good support, Sheriff and Fire
- Rural Environment
- No sidewalks
- Eclectic individual character
- The People
- Not lots of cars or traffic – more causal lifestyle
- Sense of community
- Remote feel
- Feel of community
- Quiet
- Close to rural area
- Lack of development
- Self-governing
- Produce exchange
- The people
- Privacy
- Produce exchange
- Caring community
- Large lots
- Walkable
- Fire Department and EMT's in Heights
- Trees
- Wildlife
- Feeling of country
- Community is maintained by residence
- Unique homes
- Citizens on patrol
- Own water company
- Quiet on the streets
- Natural beauty of San Antonio Heights
- More of an opportunity to associate with neighbors
- Smaller – non incorporated community
- Excellent social activities for multiple generations
- More 'rural' than the areas around the Heights
- Privacy
- Most people love to live here – take pride in our community

- Large lots
- Safe
- Strong community
- It's quiet here
- We communicate with our residents involved

### Weaknesses

- Transient population
- graffiti
- In emergencies have our fires personnel / No assistance during last fire
- Traffic control
- Water
- I am again(st) San Bern vision
- Indirect/remove representation [sic]
- Lack of police and fire protection
- San Bern needs to become fiscal responsible
- Streets
- Robberies – mail theft
- No more grant \$
- Number of children
- Older community
- Lack of sidewalks
- Police response
- We need more law enforcement
- Fire ever present danger
- Lack of participation/involvement in community events
- Crime has been up

### Opportunities

- Walking
- Hiking
- Animals are ok horses, etc.
- Minimum lot sizes
- Grocery store
- Hiking or walking group
- Children's play area
- Community park
- Community garden
- To enlarge our law enforcement coverage well needed substation to cover Mt. Baldy and Heights. 24 hour coverage
- Do nothing, no plan needed



*Opportunities (continued)*

- Open canyon to trails access
- Remain single-family housing

*Threats*

- Flood/fire
- City control
- City changes and rules in County
- Water company control by others
- Water control
- External threat = County
- Conservation
- Changing character of San Antonio Heights
- Bikes/walkable communities
- Transit oriented development
- Smart growth
- Sustainability
- Upland wanting to annexation
- Flooding
- Wildfires
- Increased costs
- External control

- Development
- Fire
- Lot splits
- Higher density
- County CEO
- Break ins
- Mail theft
- Youth using some of the streets as lover's lane
- Not becoming part of Upland
- Annexation so that Upland can accrue our property taxes
- Large, noisy parties unpermitted
- Federal, State, County, Regional Plans for San Antonio Heights
- Over development
- People up here trying to make money from the land instead of appreciating it
- Reduced water allotment
- Freeway bring more crime



## APPENDIX B

### Action Plan Template



**Community Focus Statement:** \_\_\_\_\_

**Action Statement:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Champion:**

**Estimated Cost:**

\_\_\_\_\_

\_\_\_\_\_

Action	Action Leader	Timeline	Resources
1.			
2.			
3.			
4.			
5.			