



» COUNTYWIDE VISION



CREATING
a COUNTYWIDE
Vision
YOUR COUNTY... YOUR FUTURE



June 30, 2011

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

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

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

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

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

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

Supervisor Josie Gonzales
Chair, County Board of Supervisors

Supervisor Brad Mitzelfelt
President, SANBAG



VISION STATEMENT

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

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

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

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

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



TABLE OF CONTENTS

1. Welcome Letter	1
2. Vision Statement	2
3. Vision Introduction	5
4. Vision Elements	7
a. Jobs/Economy	
b. Education	
c. Housing	
d. Public Safety	
e. Infrastructure	
f. Quality of Life	
g. Environment	
h. Wellness	
i. Image	
5. Vision Great Examples	13
a. Alliance for Education	
b. Lewis Center for Educational Research Innovative Partnership Based Teaching	
c. Technical Employment Training, Inc.	
d. Healthy Communities/Cities	
e. Santa Ana River Trail and Pacific Electric Trail	
f. Children’s Fund	
g. Town of Apple Valley Multi-Species Habitat Conservation Plan	
h. The Ontario Plan	
i. Victoria Gardens – Urban Environment	
j. Santa Ana Watershed Project Authority	
k. Southern California Consensus Group	

- l. Inland Action
- m. Inland Empire Tourism Council – DiscoverIE

6. Explanation of Terms.....	18
a. Collaboration	
b. Community-wide Prosperity	
c. Complete Community	
d. Diversity	
e. Education (broadly defined)	
f. Foundation Investment	
g. Healthy Lifestyles	
h. Natural Environment	
i. Public Safety	
j. Quality Amenities	
k. Rural and Desert Lifestyle	
l. Sense of Place	
m. Social Infrastructure	
n. Sustainability	
o. Urban Environments	
7. Vision Process.....	22
a. Community meetings	
b. Focus Group meetings	
8. Online Survey Results	23
a. Survey Summary	
b. Survey Questions	
c. Definition of Regions	
9. Information Graphics.....	34
10. Letters from the Future	36



COUNTYWIDE VISION INTRODUCTION

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

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

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

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

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

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

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

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



VISION ELEMENTS

Jobs/Economy

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

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

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

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

Education

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

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

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

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

Housing

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

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

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

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

Public Safety

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

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

Tension: Unrealistic public expectations vs. Revenue reductions

Infrastructure

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

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

Examples of goals for aspects of our infrastructure could include:

Transportation

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

Water Supply*

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

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

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

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

Quality of Life

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

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

Tension: More code enforcement vs. Less code enforcement

Environment

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

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

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

Wellness

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

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

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

Image

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

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

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



COUNTYWIDE VISION GREAT EXAMPLES

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

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

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

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

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



EXPLANATION OF TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



VISION PROCESS

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

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

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

Single issue focus groups covered the following categories:

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



THE ONLINE SURVEY RESULTS

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

Respondents

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

Results

Likes

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

Dislikes

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

Change in County

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

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

Priorities

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

Suggestions for Improvement

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

Words to Describe Future County

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



SURVEY QUESTIONS

What's Your Vision for San Bernardino County?

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

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

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

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

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

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

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

Name of community/city:

Improvement 1:

Improvement 2:

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

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

The sum of the numbers entered must equal 6.

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

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

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

The sum of the numbers entered must equal 6.

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

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

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------
 - b. Level of public safety

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------
 - c. Employment opportunities

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------
 - d. Options for entertainment and nightlife

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------
 - e. Access to healthcare services

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------
 - f. Availability of restaurants and shopping

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------
 - g. Availability of housing options at affordable prices

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------
 - h. Quality of schools

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------
 - i. Quality of roads

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------
 - j. Availability of public transit (e.g. buses and trains)

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------
 - k. Availability of other transportation options (e.g. walking and biking pathways)

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------
 - l. Traffic congestion

Getting better	Getting worse	Remaining the same
----------------	---------------	--------------------
 - m. Air quality

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

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

o. Openness and honesty of government agencies
Getting better Getting worse Remaining the same

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

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

The sum of the numbers entered must equal 6.

- More health care options (service availability, hospitals, medical/dental offices, pharmacies)
- More urban lifestyle communities/areas
- Rural living
- Physical appearance of County as a whole
- Higher quality and quantity of jobs
- More recreation opportunities
- More open and honest government
- Improve public safety (police, fire)
- Air quality
- More arts and cultural choices
- More transportation options (public transit, bicycle paths, pedestrian walkways)
- Reduce traffic congestion within the County's borders
- San Bernardino County's overall image (what comes to mind when people think of the area)

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

- 1.
- 2.
- 3.

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

- Less than 1 year
- 1 to 5 years
- 6 to 10 years
- 11 to 15 years
- 16 or more years

Don't live in San Bernardino County

9. What is your age? (in years)

10. What is your gender?

Male

Female

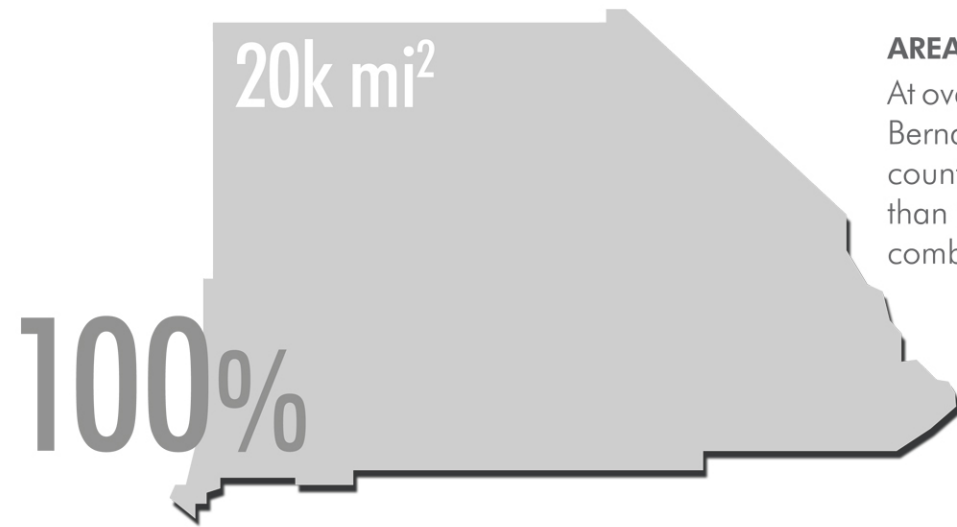


SURVEY DEFINITION OF REGIONS

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

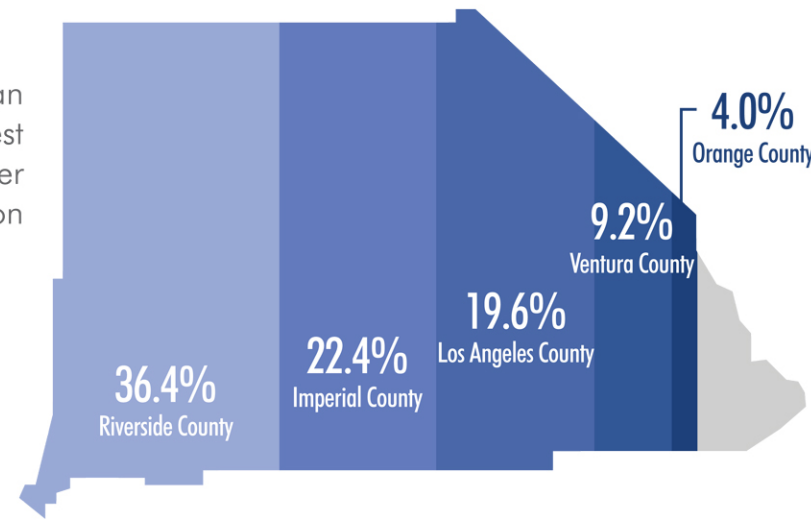
REGION	COMMUNITIES	REGION	COMMUNITIES
<p style="text-align: center;">High Desert</p>	<p style="text-align: center;"> Adelanto Amboy Apple Valley Baker Barstow Cima Daggett Earp Edwards Essex Fort Irwin Helendale Hesperia Hinkley Lucerne Valley Ludlow Mountain Pass Needles Newberry Springs Nipton Oro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

Growth evolution of the county.



AREA

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



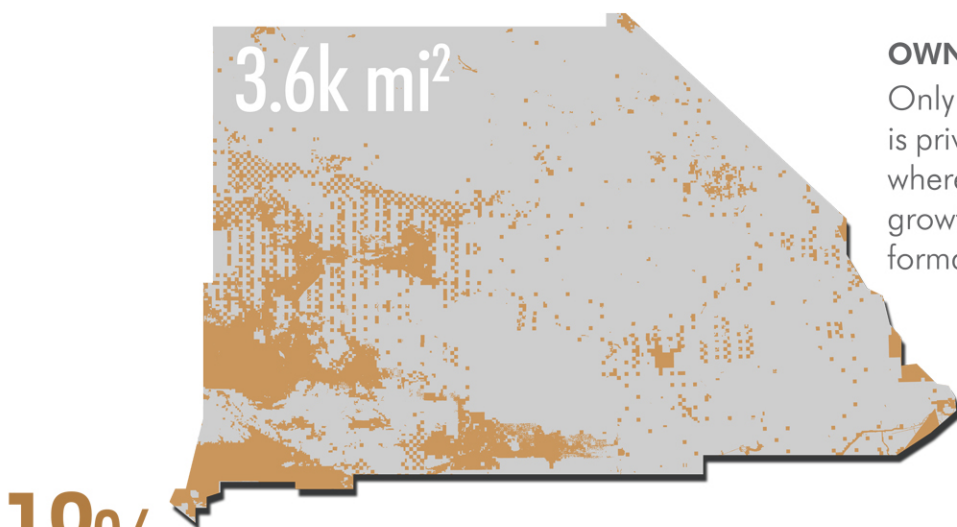
FUTURE GROWTH

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

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

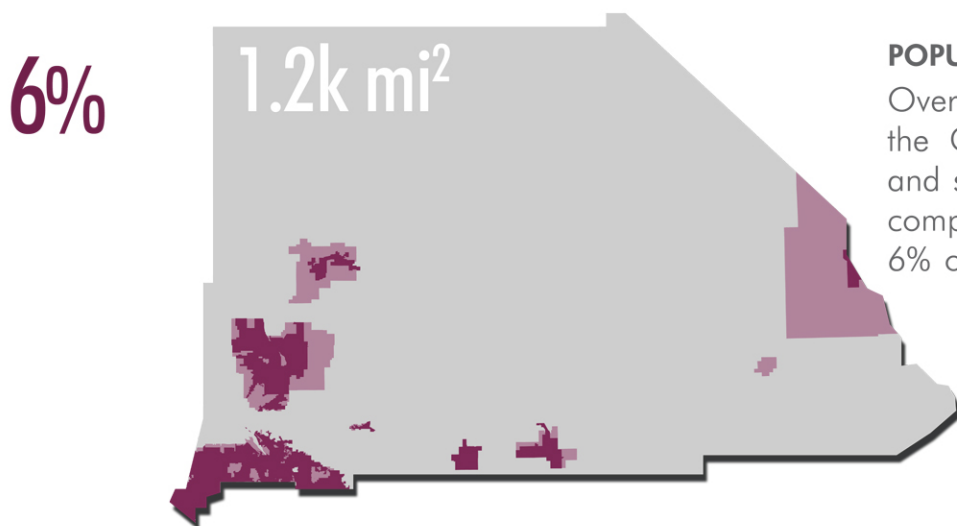
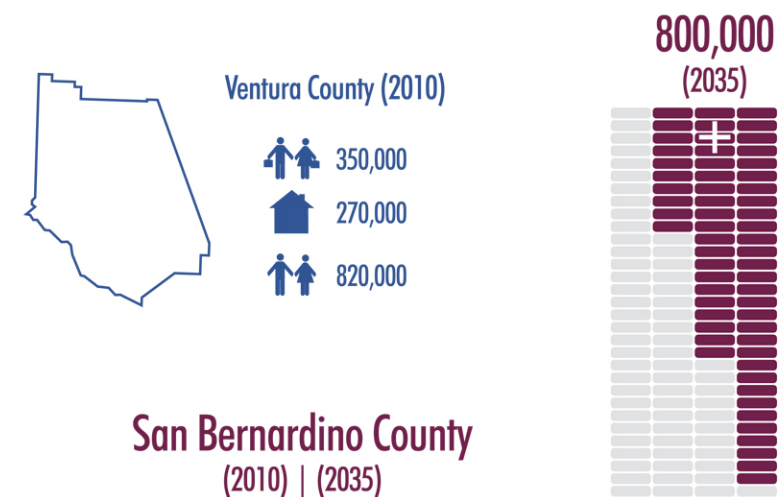
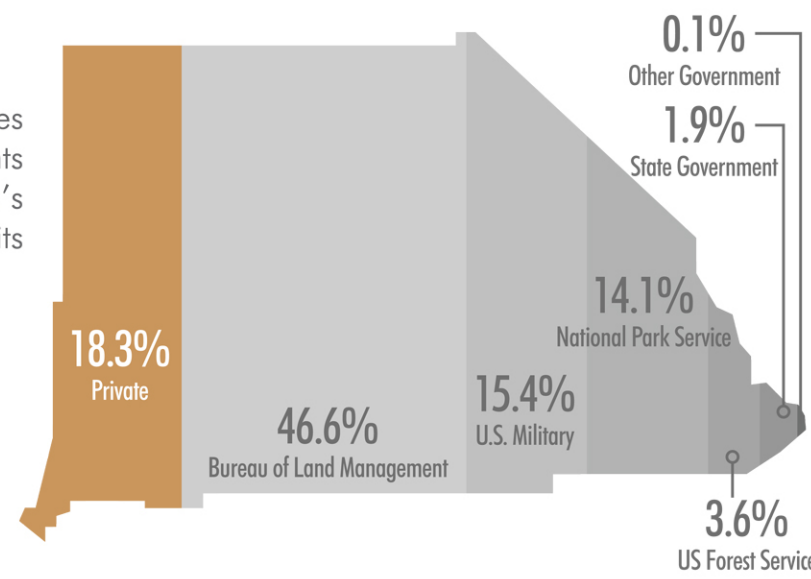
This is roughly the equivalent of adding the County of Ventura's totals for 2010 to the existing incorporated areas and SOIs of San Bernardino County.

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



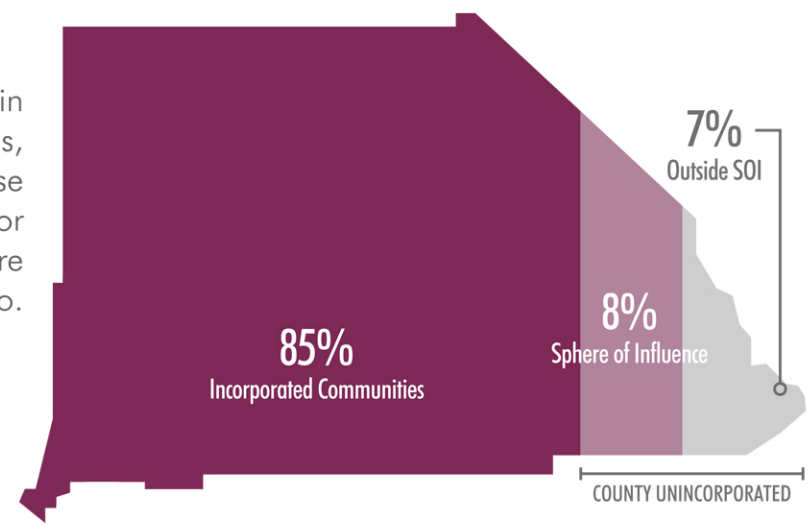
OWNERSHIP

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



POPULATION

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



Source: 2008 data from the County of San Bernardino and SANBAG.

Recreation as close as your backyard.



3 5 6

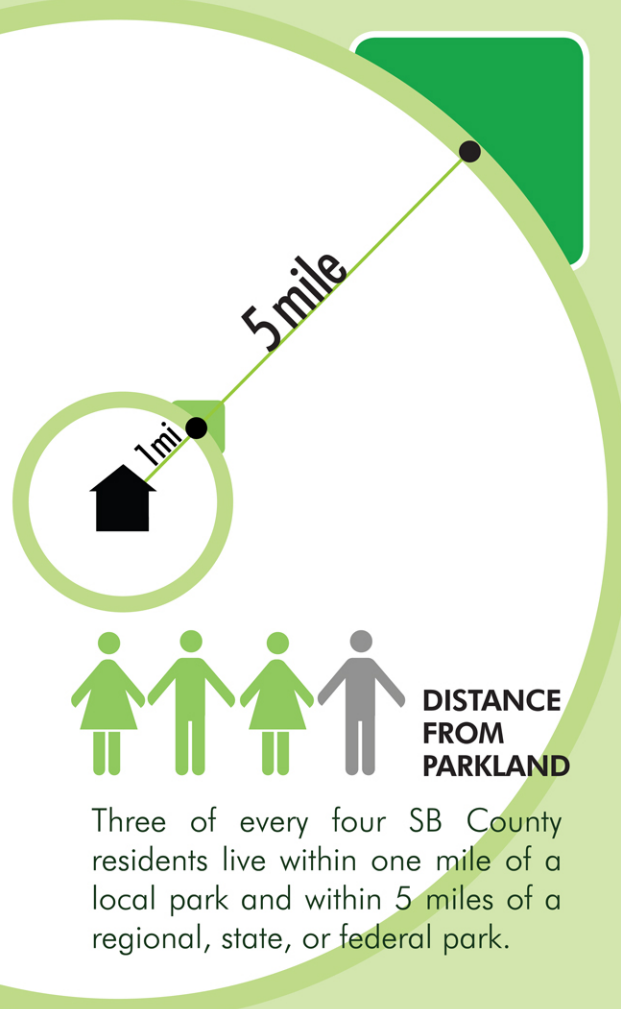
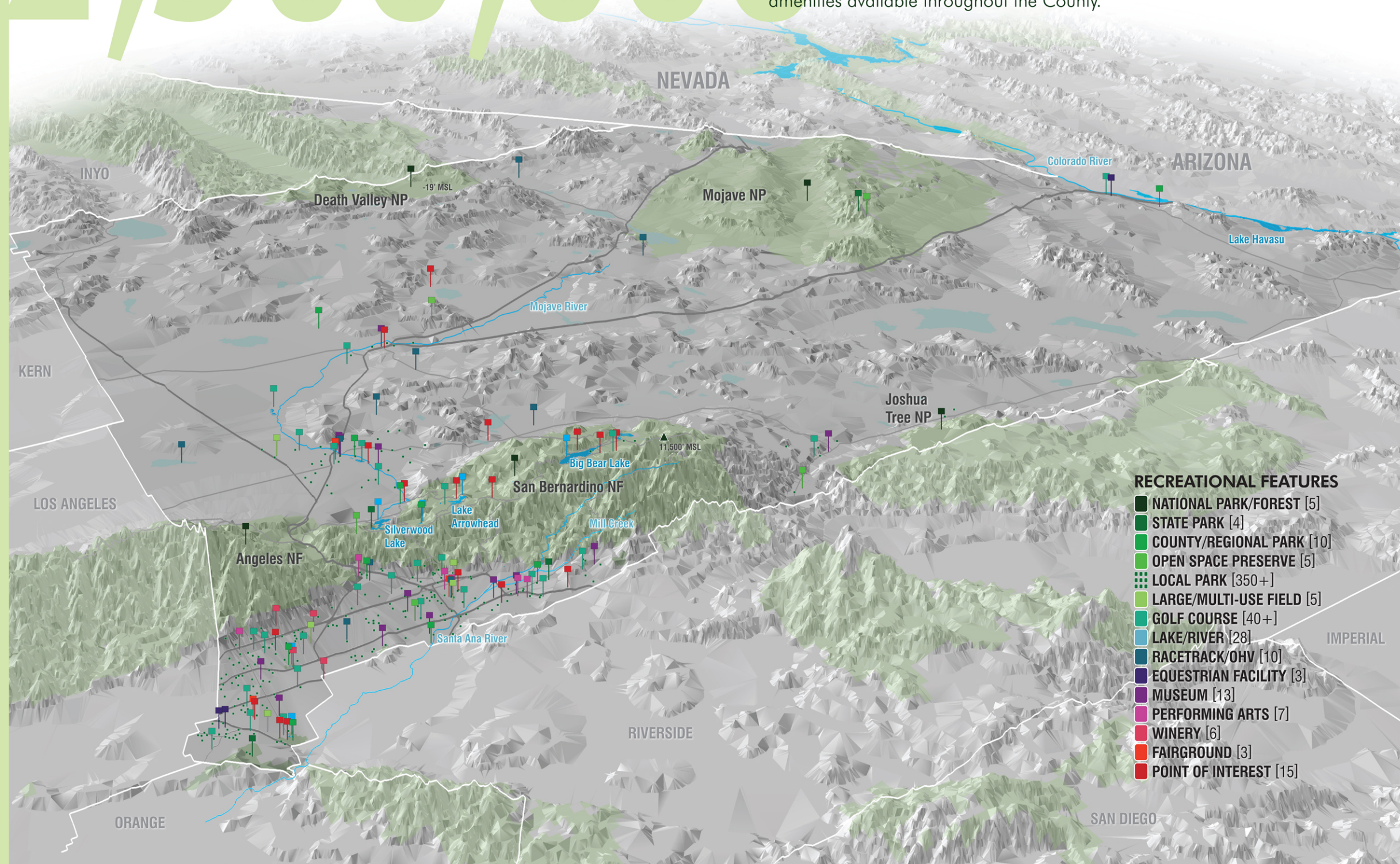
PARK AC. PER 1,000 RESIDENTS

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

2,500,000

2.5 MIL ACRES OF RECREATIONAL LAND IN SAN BERNARDINO COUNTY

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



DISTANCE FROM PARKLAND

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

RECREATIONAL FEATURES

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



Dear Don,

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

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

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

♡ Mom





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

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

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

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

Thank You





Brie,

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

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

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

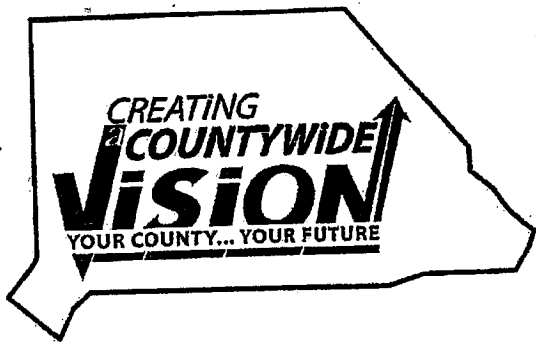
Brie, as a result of the excellent leadership in our County government I've been able to maintain a standard of living that keeps me healthy and able to do all of the things I dreamt of when I retired.

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

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

I love you baby girl - for now and always!





2030

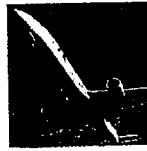
Dear Zoë,

I am so happy to be living in S.B. County because our County government changed 30 years ago and became honest, open and transparent. The gov't became responsive to the mountain character and natural resources. The Planning Dept. protected our air, water, forest & wildlife. Good zoning was put in place for these reasons and for protection of the public in case of emergency, like fire. So lots were enlarged for defensible space around homes. The Planning Dept & the Supervisors followed the General Plan and regional plans like the Lake Arrowhead plan. The County Gov't by its actions became a model county gov't. by preparing for Climate Change.

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

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

P. 1 of 2



Zoe p. 2 of 2

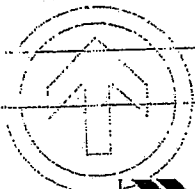
S.B. County improved its mass transit and the infrastructure like roads to the Mts,

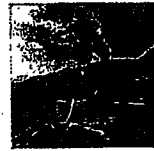
The County became in the forefront on renewable energy which lowered energy costs and created jobs.

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

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

Jessie





Dear Mr. Devereaux,

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

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

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

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

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

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

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

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

Many Blessings!

Signed

Cynthia



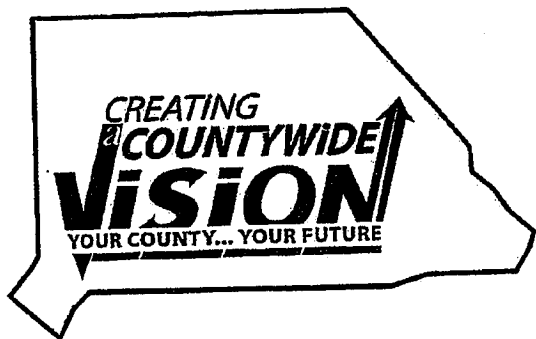
Dear President,

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

Thanks for listening!

Donnetto





2030

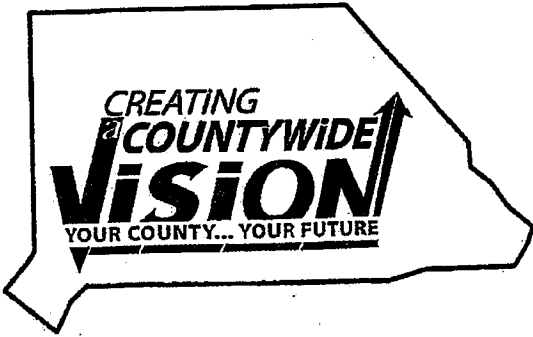
San Bernardino County:

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



Regards

Tehel

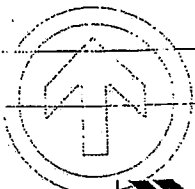


Dear Joe,

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

Yours brother,

Carlos





Dear Aunt Gertrude,

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

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

2. We live in a Crime Free and Pollution Free environment.

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

4. The Socio-Economic Climate is wonderful.

5. And our Transportation System is unparalleled.

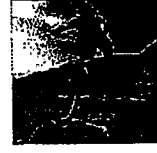
I won't take any more of your time, but please come visit us soon. I will pick you up at Ontario Airport, and we'll shop Victoria Gardens, attend the Races at Auto Club Speedway and take the Bullet train to

Las Vegas.

Love ya Aunt Gertrude

Your favorite nephew Joey

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



January 13, 2011

Dear Justin @ Scarlett,

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

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

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

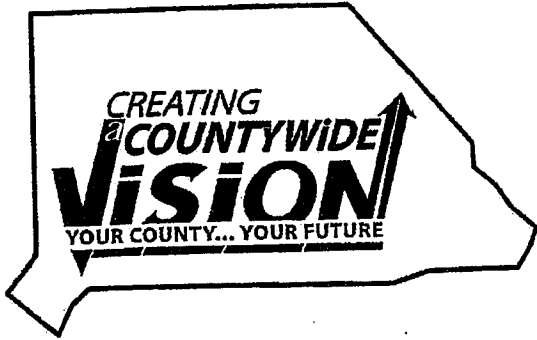


gather and enjoy the businesses
and environments of the City.

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

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

Love,
Lynne M. Mace



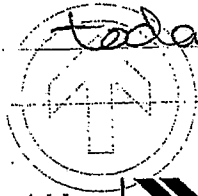
SB County is the place of energy, where people want to live, work, build, vacation. From anywhere in the county you are minutes away from unique experience ^{of culture, art, activities} specifically targeted for families, teens, ^{single & couples}. This county provides an environment that encourages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

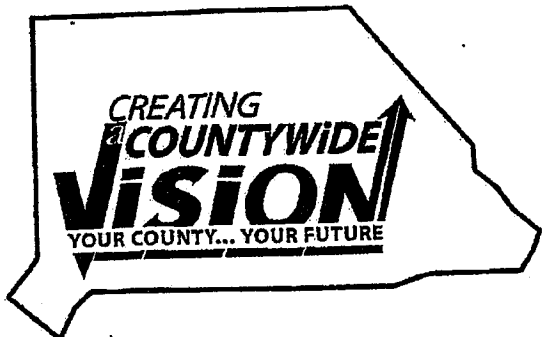


Health & activity is a way of life and encouraged & made readily available outside the doorstep of your home & business.

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

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



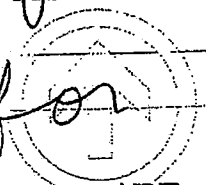


page 1

Dear So & So,

I'm so glad I live
 in San Bernardino County
 because our community
 has made it a great
 place to live. We
 offer an excellent arts
 and entertainment life style.

We have plenty of
 safe trails and paths
 for walking and bike



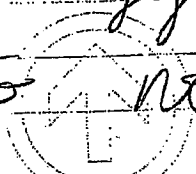


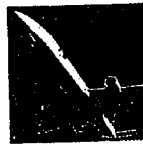
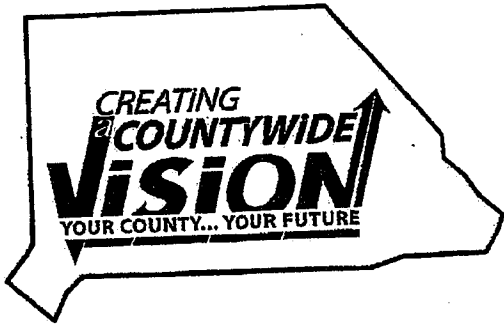
page 2

riding, We offer affordable housing with great air quality and views of night skys and mountains

We also make it easy for new businesses to develop, and there is always job opportunities.

We also pride ourselves in our green and alternative energy use and our low to no water landscaping





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

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

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

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

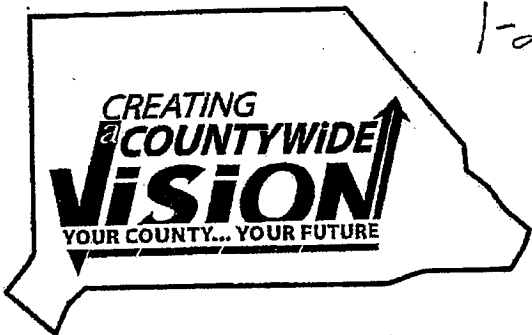
When the county was faced with over building they chose to provide open space, parks, orange groves, ~~and~~ views all the things that make this area so special.

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

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



1-26-11 Bloomington



Letter To The Future

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





2030

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

