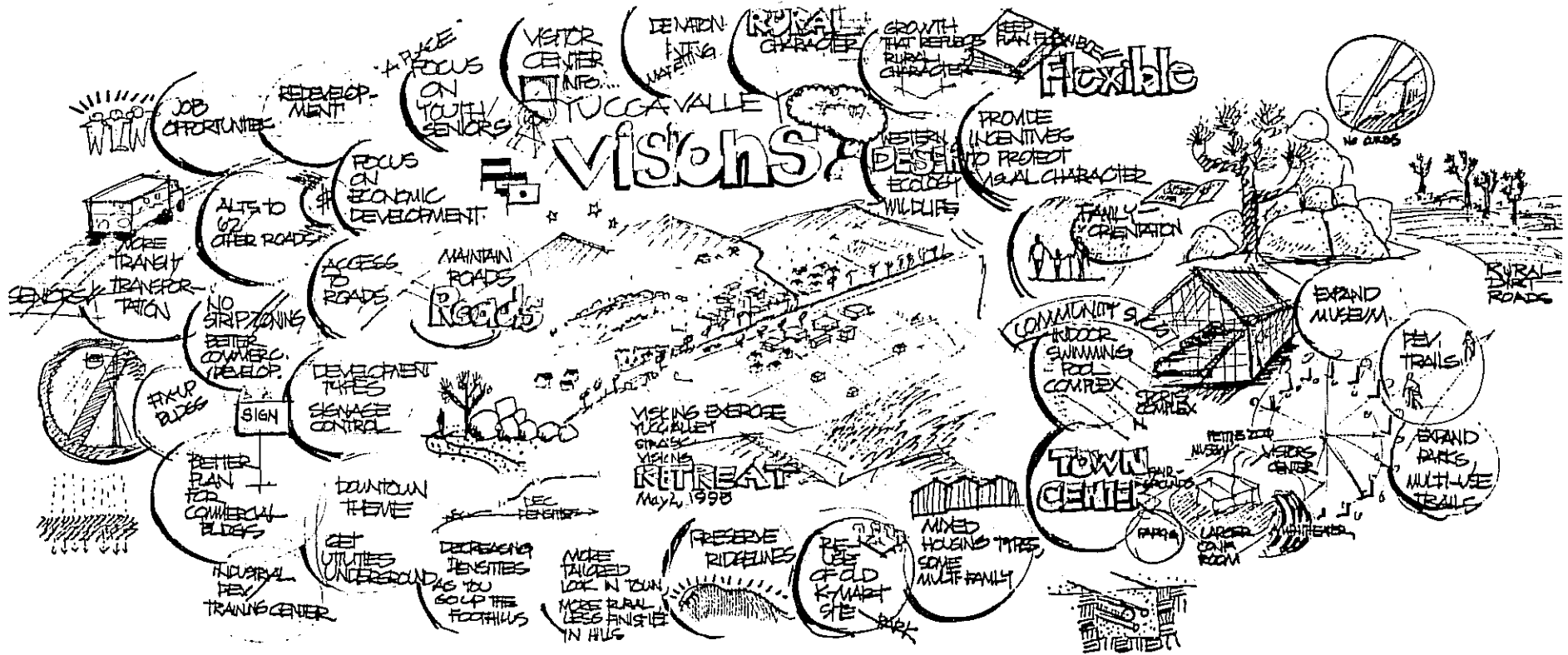


Shane R. Stueckle

YUCCA VALLEY STRATEGIC VISIONING PROGRAM



STRATEGIC VISIONING RETREAT SUMMARY

A Summary of Yucca Valley's Strategic Visioning Program and Retreat, May 12 - 13, 1995

Prepared for:
The Town of Yucca Valley

Prepared by:
Moore Iacofano Goltsman, Inc.

July, 1995

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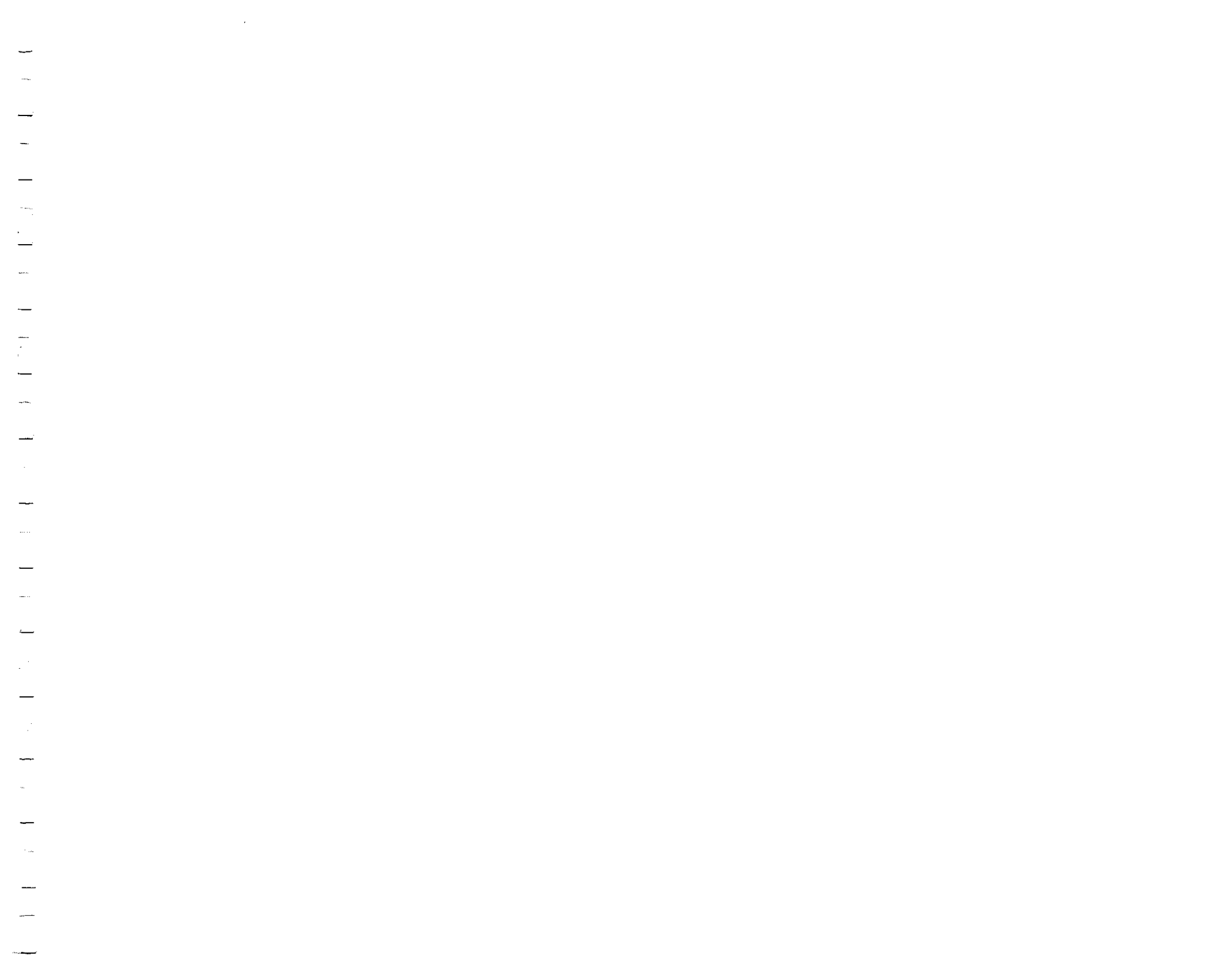


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Executive Summary



Top Ranked Strategies

Community Design and Appearance Group #1

1. Develop and Improve the Character of Highway 62
2. Improve and Maintain Existing Roads/Develop Multi-Use Trail System
3. Develop Master Planned Communities/Neighborhoods
4. Develop Alternative Commercial Areas and Routes

Community Design and Appearance Group #2

1. Improve Commercial Corridor
2. Provide Housing Options at Higher Densities
3. Protect Ridgelines from Development

Community Amenities

Parks and Recreation

1. Develop a Multi-Use Facility (i.e. Fairgrounds)
2. Encourage Recreational Vehicle (RV) Parks
3. Develop Trails to Create Linkages
4. Develop Community/Neighborhood Parks

Historic Resources/Identity

1. Create a Historical Society
2. Develop Historically Inspired Design Guidelines
3. Develop Educational Programs

Tourism

1. Create a Visitor's Center
2. Identify and Market Assets

Educational, Social, Arts

1. Develop a Business Resource Center
2. Expand the Museum and Performing Arts Activities.
3. Create Multi-Cultural Awareness Programs.
4. Develop a Multi-Use Community Center.

Other

1. Expand Youth Involvement and Participation Programs
2. Enhance Law Enforcement to Match Growth
3. Upgrade Medical Facilities

Top Ranked Strategies

Infrastructure

Circulation System

1. Use Highway 62 More Efficiently to Reduce Traffic
2. Look at Alternative East/West Routes to Improve Highway 62 Traffic Flow
3. Synchronize Existing Lights to Improve Traffic Flow

Road Improvements

1. Establish Roadway Maintenance Districts
2. Prioritize Future Road Improvements

Utilities

1. Recognize Linkage Between Water Supply and Sewer System and Address Them Together
2. Support City/District Cooperation to Ensure Adequate Water Supply
3. Conduct the Phase II Sewer System Study for the Downtown Core

Flood Control

1. Improve Yucca Mesa Road
2. Move Forward with Detention Basin Installation

Public Transportation

1. Provide Education about Existing Service to the Community
2. Increase the Frequency of Existing Service to Increase Ridership



Executive Summary

The purpose of the Yucca Valley Strategic Visioning Retreat was to:

Provide opportunities for community input and discussion regarding future strategies for Yucca Valley;

Encourage creative thinking and innovative approaches regarding potential development of the Town; and

Provide Town decision-makers with information on resident visions, ideas, concerns and opinions regarding the future of Yucca Valley.

-Three Purposes of the Retreat

The Retreat brought together a broad representation of Yucca Valley citizenry to: formulate common visions for Yucca Valley's future, especially relating to *Community Design and Appearance, Community Amenities, and Infrastructure Development*; identify issues, opportunities and constraints to achieving these visions; and develop strategies which address the issues and achieve the identified community visions.

Day One of the Retreat began on Friday evening with Mayor Kindred Pedersen welcoming fifty-eight (58) community members. Day One activities consisted of a series of introductory presentations. One such

presentation was the "State of the Town" slide show, which provided background information on the Town, such as its history, demographic composition, and Town revenue and expenditure information, as well as a review of existing conditions relating to the Retreat's three topic areas, *Community Design and Appearance, Community Amenities, and Infrastructure Development*. The presentation set the stage for small group discussions in which participants envisioned and discussed how they wanted Yucca Valley to look and function in the future, especially with regard to the three topic areas. Some of the key themes that emerged from the visioning session included:

Rural Desert Community

Rural Landscape

Density Ranges (low to moderate)

Focal Point/Town Center

Infrastructure: Functional and Aesthetic

Night Lighting to Protect the Night Sky

Rural Housing Villages (especially for seniors)

Cultural Center (e.g. arts, Town fair, etc.)

Visitor Center

Directional Information/Signage

Neighborhood/Community Parks

Multi-Use Trail System

Youth Involvement/Participation

- Key Themes that emerged from Retreat's Visioning Segment

Day Two of the Retreat focused participant's energies on identifying issues, opportunities and constraints surrounding each of the three topic areas. Participants concentrated on developing potential strategies and directions for addressing issues related to the topic areas and then ranked these strategies to indicate which strategies should be considered high priority strategies. The highest ranking strategies for each of the topic areas are listed on the following pages.

At the conclusion of the Retreat, Kindred Pederson thanked participants for their hard work and diligence in confronting difficult issues and developing visions and strategies for shaping the look and feel of future growth and development in Yucca Valley.

Readers of this document primarily interested in the strategies and directions developed for each of the topic areas should turn to Section 4, page 30. Readers interested in Retreat participants' working definition of *Rural Character* should refer to section 1, page 4 which describes the results of the Community Visioning exercise, and in particular to the table on page 5 entitled *Community Design and Appearance - Defining Rural Desert Character*. On the following page is a summary of each small group's top-ranked strategies.

ONE

**Report Overview and Retreat
Purpose and Format**

Report Overview

Strategic Visioning Retreat Purpose and Format

Media Coverage

Opening Presentation

State of the Town Presentation



1. Report Overview and Retreat Purpose and Format

Report Overview

The purpose of this report is to summarize the process and results of the Yucca Valley Strategic Vision Program, designed and conducted by Moore Iacofano Goltsman, Inc., (MIG) and assisted by Yucca Valley Town staff. The results summarized in this document, especially in subsection 4, should help guide Town decision-makers and staff as they consider plans and policies affecting the Town's future, particularly in relation to *Community Design and Appearance, Community Amenities and Infrastructure Development*.

Retreat Purpose and Format

The purpose of the Yucca Valley Strategic Visioning Retreat was to bring together a broad-based representation of Yucca Valley citizenry - representing the public and private sector, residents and business owners, seniors and youth, community and service organizations, schools and churches - to think strategically about the future of Yucca Valley. The Retreat provided the opportunity to: formulate common visions for Yucca Valley's future especially relating to *Community Design and Appearance, Community Amenities, and Infrastructure Development*; identify issues, opportunities and constraints to achieving these visions; and develop strategies which address the issues and achieve the identified community visions.

The Retreat was designed to:

- Provide opportunities for community input and discussion regarding priorities and future strategies for Yucca Valley;
- Encourage creative thinking and innovative approaches regarding potential development of the Town; and
- Provide Town decision-makers with information on residents' visions, ideas, concerns and opinions regarding the future of Yucca Valley.

MIG worked closely with Town staff to design the Retreat during a series of field visits to Yucca Valley. These field visits included data collection; on-site reconnaissance of Yucca Valley to analyze and photographically document the Town's existing character and development, building form, landmarks and gateways, natural features, views from key roadways and viewsheds; and discussions with Town staff to refine the Retreat's design and format.

Community members were solicited through an article placed in the *Hi-Desert Star* newspaper and by personal invitation letters mailed to a wide cross section of community members from the Yucca Valley Town Council (see Appendix A for invitation and Appendix B for news article).



Figure 1-1 Participants discuss their visions for Yucca Valley.

Fifty-eight (58) people participated in the Retreat, which took place May 12 -13, 1995 at the Yucca Valley Community Center Complex. All Town Council members including Kindred Pedersen, Joan Burnside, Bob Hockett, Marge Crouter, and Ellin Loveless attended the Retreat as observers. Daniel Iacofano, of MIG, served as the Retreat facilitator. (See Appendices C and D respectively for Retreat agendas and a list of community members who participated in the Retreat. See Appendix H for a listing of consultant and Town staff team members.)

Day One of the Retreat began on Friday evening with registration and dessert and coffee followed by a welcome from Yucca Valley Mayor Kindred Pedersen and a series of introductory presentations, including a

"State of the Town" slide presentation. Next, participants divided into small working groups to formulate their visions for Yucca Valley's *Design and Appearance, Community Amenities and Infrastructure Development*. Participants reconvened as a large group to present their results, which were graphically recorded on a large wallgraphic (see page 7). Following small group presentations, Day One was concluded.

On Day Two of the Retreat, participants divided into new small working groups, each focused on one of the three topic areas - *Community Design and Appearance, Community Amenities and Infrastructure Development*. They spent the first part of the morning discussing issues, opportunities and constraints related to their particular topic area and identifying preliminary strategies to address them. Participants reconvened as a large group to receive an update on the small groups' work in progress. After lunch, participants returned to their small working groups to prioritize and refine their strategies. The small groups reported the results of their work to the large group and Mr. Iacofano summarized the final results before the Mayor offered some closing comments and thanked participants for their hard work and dedication.

Media Coverage

The Retreat was covered by the *Hi-Desert Star* newspaper and articles appeared in the April 26 and May 12, 1995 editions. (These articles are included in Appendix B.)

Opening Presentation

Kindred Pedersen, Mayor of Yucca Valley, welcomed Retreat participants, led the group in the Pledge of Allegiance and introduced Dean Beyer, who delivered an opening prayer. Following the prayer, Mayor Pedersen reminded participants that the Town Council was committed to involving the community in upcoming "tough" decisions regarding the General Plan and the Development Code. She explained that the Retreat's purpose was to involve the community in building a vision for Yucca Valley that would guide the Town Council's actions.

Mayor Pedersen then introduced Daniel Iacofano, of MIG, who further emphasized that the Retreat presented an opportunity for the community to get directly involved in local government and to shape and influence the community's direction. Mr. Iacofano reviewed the Retreat agenda and introduced Sue Tsuda, Yucca Valley's Town Manager, who began the "State of the Town" presentation.

State of the Town Presentation

Using information and live-action slides prepared by MIG and Town staff, Sue Tsuda provided background information on the Town, including its history, size, demographic composition, community services, and Town revenue and expenditure information.

Mayor Pedersen helped focus Retreat participants on several key issues by asking the question, "How do we grow and change while retaining our rural character?"



Figure 1-2 Mayor asks participants to envision Town's future.

She proceeded to review the Town's existing conditions as they related to each of the three topic areas listed below.

Community Design and Appearance

Community Amenities

Infrastructure Development

During her discussion of the three topic areas, Mayor Pedersen highlighted issues such as building design, signs and landscaping, neighborhood densities, parks and open space, road types and road maintenance. For each item presented, she asked participants to envision how these items should look and function in the future. (See Appendix E for "State of the Town" presentation handout.)



TWO

Creating a Vision for Yucca Valley

Community Visioning Process

Community Visioning Results



2. Creating a Vision for Yucca Valley

The purpose of the Retreat's Community Vision segment was to give participants an opportunity to describe their future vision for Yucca Valley with a special focus on three topic areas: *Community Design and Appearance*, *Community Amenities*, and *Infrastructure Development*.

Community Visioning Process

Retreat participants were randomly assigned to four small working groups, which were facilitated by MIG staff and recorded by MIG and town staff. Small group participants were asked to consider the following questions.

- How would you like Yucca Valley's residential areas to look and feel?
- How would you like Yucca Valley's highway commercial and other commercial areas to look and feel?
- What amenities and activities would you like to see in Yucca Valley?
- What types of infrastructure improvements would you like to see in Yucca Valley?
- What other elements, qualities or activities would you like to see or not see in Yucca Valley?"

These discussions were graphically recorded on flipchart sheets or large wallgraphics by MIG/Yucca Valley Town staff facilitator/recorder teams. A reduced small group



Figure 1-2 Referring to a handout to bring vision into focus.

discussion wallgraphic (*figure 2-4*) can be found on page 7 of this report.

Community Visioning Results

Following approximately one hour of discussion, participants reconvened as a large group and a representative from each small group reported his/her group's visions for Yucca Valley. These visions were recorded on a large wallgraphic. The following is a summary, by topic area, of the key themes that emerged. The feature boxes on the following pages highlight some of the comments participants wrote on their comment sheets. (A sample comment sheet can be found in Appendix F.)

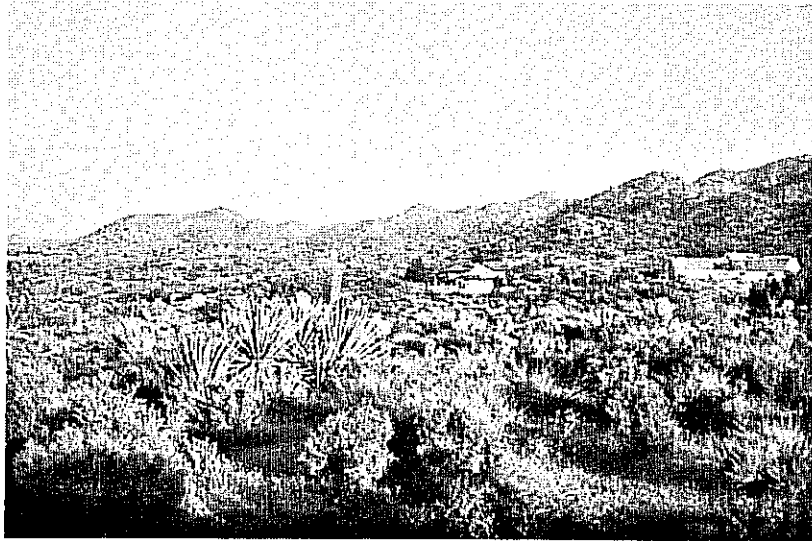


Figure 2-2 Participants favor a rural, desert character.

Community Design and Appearance

Rural Desert Community

Participants emphasized that Yucca Valley was special because it provided residents with a "rural desert lifestyle experience" in which to raise a family, work, and live. They voiced a strong desire for Yucca Valley to retain its rural desert character, small town atmosphere, and family orientation as it grows in the future. They used words like "western," "rancho," "dry," "open," "diverse" and "uncluttered" to describe the physical attributes of the Town's rural character. Wide, expansive views and open spaces were also part of what makes Yucca Valley feel "rural." (See box at right for a list of words used to describe rural desert character.)

Community Design and Appearance Defining Rural Desert Character

Highway Commercial	Residential
Theme	No Street Lights
Clean	Some Strategic Lights
Open	Ballard Lighting
Dry	1/2 Acre Minimum Lot Size
Uncluttered	Low to Moderate Density
Spruced-up	Clean
Space	Street Trees
Variety	No Scraped Vacant Lots
Rustic	Replace Trees at 2:1 Ratio
Warm Tones	Earth Tone Colors
Plants	No Curbs
No High Signs	Berms or No Berms
Old Signs Removed	Dirt Roads/Paved Roads
Western/Adobe	No Street Parking
Ranch Style	No Prominent Houses
Color as a Unifying Element	Visible on Ridgeline
Common Landscape as a Unifying Element	Sensitive Hillside Development
Compatible Buildings	Revegetated Scars
Good Design	Contoured Grading
Benches/Landscaping at Intersections	Stemwalls/Raised Found'ns
Meandering Sidewalks	Clustered Houses/Open Space
Continuous Sidewalks	Preserved Desert Ecology
Pedestrian Orientation	Preserved Night Sky
Off-highway Parking	Drought Tolerant and Desert Landscaping
No Chain-link Fences	
No Outdoor Merchandise Displays	
Screened Yard Storage	

Source: Community Design and Appearance small group discussions and participant comment sheets.

Participants emphasized that planned growth is not contrary to a rural lifestyle, as long as plans are flexibly designed to "respect the individual" and "people can live by them." In many instances, more flexible guidelines were preferred over less restrictive regulations.

In general, participants favored a more "tailored," "systematic" look for downtown development and a more rural, "less finished" look for out-of-downtown and hillside area development. Some participants also felt that out-of-downtown areas should also continue to permit accessory structures (such as garden sheds, barns, etc.) and livestock to help retain the Town's rural character.

Rural Landscape

Participants wanted to see Yucca Valley's unique western desert ecology incorporated into residential and commercial areas. Their vision included preserving both the natural habitat and the wildlife that together contribute to the unique desert ecology. To accomplish this in the commercial areas, participants favored utilizing drought-resistant, desert-style landscaping along median strips and in front of stores and offices. They also favored seeing a commercial area free of abandoned materials, outdoor displays of merchandise, billboards, weeds, and graffiti.

In the residential areas, participants did not want to see over-grading. They preferred developers to only grade land for streets and infrastructure. Additionally, they wanted single family lot owners to minimize grading at

the time of construction. Participants favored an appropriate level of landscape irrigation and maintenance in both the commercial and residential areas.

Density Ranges (Low to Moderate)

Participants preferred densities in the low to moderate range. Moderate densities should be allowed in the town center and near main highways and should gradually decrease with distance from these areas. Participants were opposed to Yucca Valley becoming "suburbanized" by large numbers of small lots or tract development. They also felt that since ridgelines are very sensitive and highly visible, they should be preserved and protected from encroaching development.

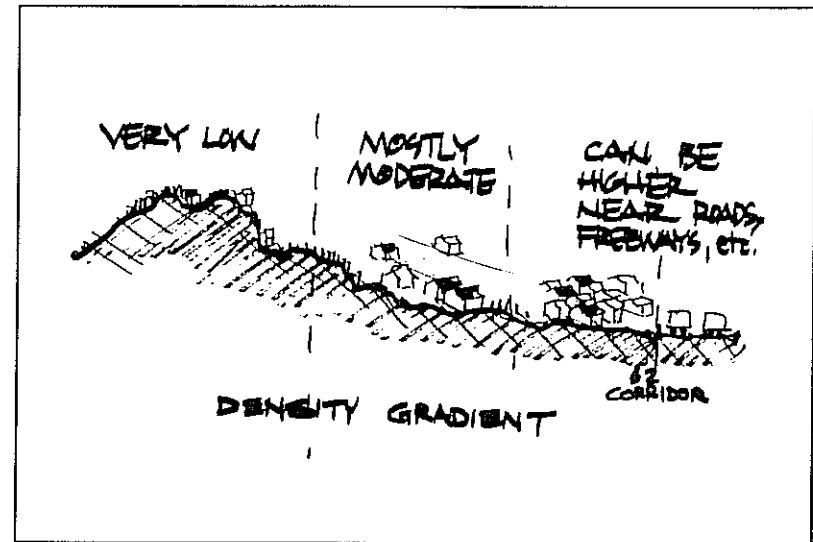


Figure 2-3 Rendering of preferred density gradient.

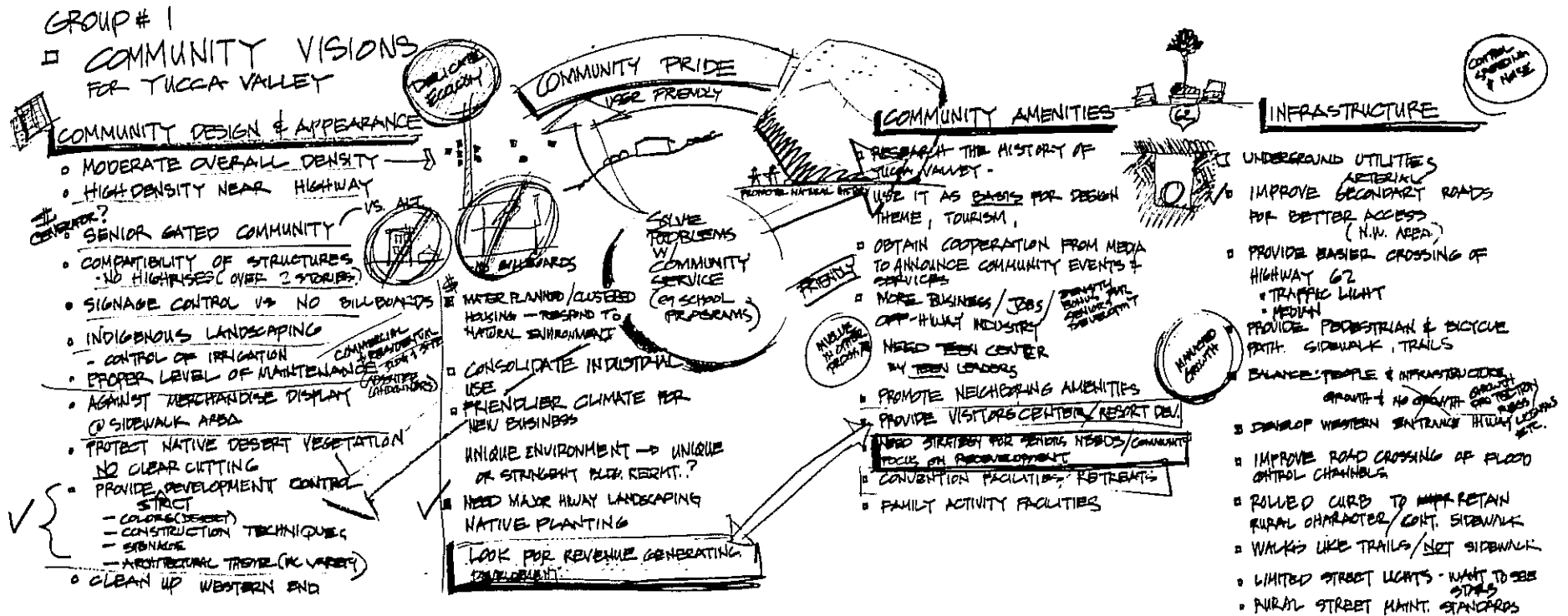


Figure 2-4 Visioning wallgraphic from one of the small group discussions.

In environmentally sensitive areas, participants wanted development to utilize appropriate color, style and construction techniques to help development "blend in" with the desert landscape.

Focal Point/Town Center

Participants wanted to discourage conventional strip zoning in favor of a downtown theme and focus. They spoke of a town center with a "western, desert feel" composed of "a palette of warm tones." They thought this could be achieved through a combination of building design, signage, and landscaping.

Participants felt strongly that the highway commercial area should be more cohesive and visually attractive. Some participants favored restricting building heights to two stories. Many participants thought that the development code, ordinances, guidelines and incentives could be used to encourage better signage, commercial building design, landscaping, and an overall architectural theme for Highway 62.

Participants also spoke of permitting commercial activity on some streets adjacent to the Highway. Many wanted to see an enhanced pedestrian orientation achieved through landscaped medians and crosswalks on Highway 62 as well as walkways and equestrian trails. They also voiced a desire for more creative ways to accommodate parking along the Highway, with a preference for locating parking behind buildings, where possible, and eventually moving parking off of the Highway all together.

Participants favored "fixing up" and preserving existing buildings in need of repair. Participants suggested using the redevelopment agency as a vehicle for upgrading the western end of downtown.

(Note: Specific community-focused land uses and activities were envisioned for the Town Center and are included in the Community Amenities section on pages 9-10)

Infrastructure: Functional and Aesthetic

Participants felt that infrastructure should be both functional and aesthetically consistent with the rural character of the area. Participants agreed that infrastructure improvements can significantly impact the "rural" character of Yucca Valley. Therefore, they favored undergrounding overhead utility wires, especially along the commercial corridor, and utilizing rolled-asphalt berms along paved roads in the outer areas rather than formal curbing and gutters. In addition, participants felt that dirt roads contributed to Yucca Valley's rural character, and believed that efforts should be made to properly maintain them.

Night Lighting to Protect Night Sky

Participants felt that the beautiful night sky was an important contributor to Yucca Valley's rural character. They felt that both street and private outdoor lighting should be kept to a minimum in order to preserve the night sky.

Rural Housing Villages (especially for seniors)

In addition to providing a mix of housing types surrounding the downtown area, participants also saw an opportunity to provide higher density housing outside of the downtown area in the form of clustered village-like housing developments surrounded by "greenbelts" of open space. They noted that these should be master planned and designed in a fashion that responds to the natural environment. Participants noted that this style of development might be particularly ideal for Yucca Valley seniors.

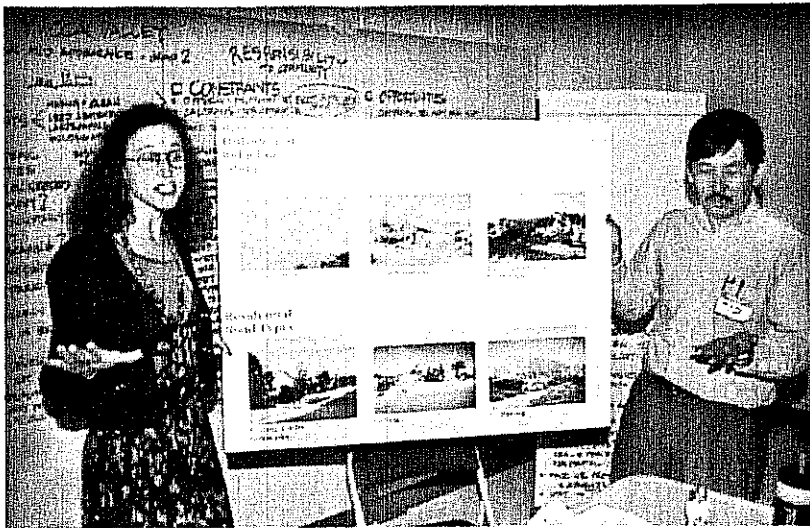


Figure 2-5 Visual examples help focus discussion.

Community Amenities

Cultural Center (e.g., arts, Town fair, etc.)

First and foremost, participants were proud of what Yucca Valley had accomplished thus far in the way of providing community amenities. Looking to the future, participants envisioned a "Town Center" that would serve as a "Cultural Center" for Yucca Valley. They spoke of a complex of facilities with accessible peripheral parking. Potential complex uses included a fairgrounds; an equestrian center; an amphitheater within walking distance; a large conference room/auditorium that could be used both for outside conferences/retreats and community events; an expanded Museum with a desert theme and petting zoo; art galleries; and a Visitor's Center to market and promote the complex as a destination point. Participants also favored a youth and senior-friendly atmosphere, and a pedestrian orientation.

Visitor Center

Participants overwhelmingly agreed that Yucca Valley needed a Visitor's Center to help guide visitors to the many amenities that Yucca Valley already has to offer, such as the Museum, parks, and recreational opportunities, and to develop the Town's image as a tourist destination. Some participants thought that revenue generated from new development could help pay for the Visitor's Center.

Directional Information/Signage

Participants agreed that Yucca Valley needs better signage to direct visitors and residents alike to Town

assets like the Museum, entrances to the National Park and associated campgrounds. They also mentioned the need for visible street addresses on commercial buildings and a promotional brochure that includes a map and directions to the Town's various assets. The previously identified Visitor's Center was seen as an ideal place from which to distribute this brochure.

Neighborhood/Community Parks

Participants were in favor of a large community park with a sports complex, including an indoor swimming pool and organized sports activities. Participants mentioned the old K-Mart site as a possible location for the complex. While in favor of a larger community-wide park, participants also noted the importance of accessible smaller-sized neighborhood parks to accommodate less-structured activities. Participants did not want to see an overemphasis on green grass lawns, but did acknowledge that kids should have the opportunity to experience grassy play areas.

Participants also noted that open space is "a must" for both residents and tourists. They wanted to see more passive, natural parks and campgrounds in which people could explore and experience the desert landscape. Some thought that the Town should consider purchasing open space for these types of uses.

Participants felt that the Town could work with the Boys and Girls Club and the schools to provide some of these park and recreational amenities.

Multi-Use Trail System

Participants favored a system of multi-use trails for walking, biking, and horseback riding both within and outside of the Town Center. They felt that these trails should run through natural park settings and be linked to schools, neighborhoods, parks and campgrounds. They also favored walking paths linking businesses within the Town Center to improve pedestrian access and to reduce traffic.

Youth Involvement/Participation

Participants noted that since young people would be using many of these parks and park facilities, Yucca Valley's youth should be involved in the parks planning process. They noted that school programs and community service could be used to help implement many of the visions. In particular, participants thought that students could research the community's history and natural environment. Their research could inform the development of tourist-related amenities and design guidelines for the Town.

Other

Participants wanted to see a teen center and an independent living facility for seniors which would include some supervision and transportation services. Recreational vehicle parks, hotels, and fine dining establishments were also suggested, as were a sister city exchange program and cultural amenities such as public art, music festivals, and concerts.

Infrastructure Development

Secondary Circulation

Participants felt that as Yucca Valley continued to grow, secondary circulation roads would inevitably become necessary. They felt that arterial roads other than Highway 62 should be improved to function as alternative routes. Participants also wanted to see improved travel across Highway 62, perhaps through using traffic lights and medians.

Criteria for Road Classification

Participants overwhelmingly agreed that developing a road classification system which includes road maintenance requirements for both paved and unpaved roads was a priority for Yucca Valley. They stressed that not all roads needed to be paved, nor do they all need to have cement washes. Keeping vehicle speeds down and making roads safe were mentioned as important considerations. Improving roads that lead to Joshua Tree National Park and local parks was also viewed as important. In general, participants felt that paving, curbs, and sidewalks were appropriate in higher density areas in town and that less formal roadway treatments were more appropriate for lower density, out-of-town areas.

Flood Control

Participants favored more all-weather road crossings for better access and safety. Many also preferred minimizing the use of concrete storm drains by using more natural and attractive drainage systems (using boulders, etc.). Some participants suggested maintaining

permeable surfaces for on-site erosion control in residential areas. Again, participants stressed that rules should not be hard and fast, but rather flexible and adaptable.

Underground Utilities

Participants generally favored removing overhead utility wires from Highway 62. Many participants favored undergrounding utilities both in the commercial and residential areas.

Design

Participants felt that approaching infrastructure development from a purely "functional" perspective could negatively impact Yucca Valley's rural desert character. Participants favored using infrastructure improvements that are both functional and attractive.

Vision Statements

"A town center where people could find visitor information, shopping, food, artwork and a friendly atmosphere."

"I would like to see an "Old Town" look or theme especially along the Highway's west end."

"Residential areas should try staying rural. Curbs and gutters and sidewalks are not always necessary. Have minimum street lights, or none at all."

"Tourist-related facilities should promote natural environment."

"Family activities, seniors and young people sharing, working together."

- Paraphrased written comments from Retreat Participants

In general, unpaved roads and some paved roads with rolled asphalt curbs and informal trails for walking were favored in low density and outlying areas. Paved roads with sidewalks and biketrails were preferred for the downtown and the higher density residential areas close to downtown.

Multi-Use Facilities

Participants felt that the Town should leverage its finances by providing multi-use facilities. For example, they suggested that by working with the schools and the Boys and Girls Club, facilities could be developed to serve a variety of purposes and costs could be shared. This philosophy also extended to the sports complex and the cultural center.

Other

Participants voiced a desire for expanded transportation opportunities, including better service for seniors. They suggested a system of mini-vans that might travel further into the residential areas. Airport expansion was also mentioned.

Some participants thought there should be mandatory septic system cleaning for the next decade to protect the underground water aquifer.

Vision Statements

"I don't want it to look like Orange County - everything looking the same. I like the variety of residential looks and styles."

"Emphasize desert plants, landscaping - keep desert climate, desert feel."

"It is important to have the Town procure open space for future use - trails are very important."

"Preserve our vistas - no or minimal hilltop and ridgeline development."

"Yucca is nothing more or nothing less than a great place to live."

– Paraphrased written comments from Retreat Participants

Other Visions

Participants wanted more job opportunities and economic development in Yucca Valley. Suggestions included providing incentives to attract businesses, developing an industrial park with a training center, and making town government more "user friendly."

Some participants said they did not want to see any adult uses or additional bars in Yucca Valley.

A reduction of the Vision wallgraphic created during the small group reports to the large group can be found on the following page.

THREE

**Community Issues, Opportunities
and Constraints**

Small Group Discussion Process

Small Group Discussion Results

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3. Community Issues, Opportunities and Constraints

The purpose of the Retreat's Community Issues, Opportunities and Constraints segment was to find out what issues and constraints participants thought were associated with each of the three topic areas and what were some of the opportunities.

Small Group Discussion Process

Retreat participants were assigned to small groups which focused on one of the three topic areas: *Community Design and Appearance*, *Community Amenities*, and *Infrastructure Development*. Assignments were based on preference sheets that participants filled out and handed in at the conclusion of Day One. Because of the large number of participants requesting to focus on Community Design and Appearance, two smaller groups were formed to discuss this topic area. One small group discussed Community Amenities and another discussed Infrastructure Development.

Participants convened in their small groups to consider issues, opportunities and constraints associated with their topic area. These topic areas are listed below and are further divided into sub-categories.

Community Design and Appearance

Residential Areas
Highway and other Commercial Areas
Other

Community Amenities

Open Space, Parks, and Trails
Educational, Social, and Arts
Tourism
Other

Infrastructure Development

Circulation System
Road Improvements
Utilities
Flood Control
Public Transportation
Other

Following approximately three hours of discussion, a volunteer reporter from each small group presented a work-in-progress summary to the large group. Progress reports included not only a summary of issues, opportunities and constraints, but also some preliminary strategies identified by their group. Strategies are included in Section 4 of this report. The feature boxes on the following pages highlight some of the comments participants wrote on their comment sheets. (Sample comment sheets can be found in Appendix E.)

Small Group Discussion Results

The following pages provide the results of each small group discussion. For each group, a brief summary of the main points discussed is provided, followed by a listing of issues, opportunities, and constraints divided into sub-categories.

Community Design and Appearance Group #1

Participants in the first Community Design and Appearance Group highlighted several key issues during their discussion. They felt that more senior housing should be developed, perhaps in master planned communities that provided clustered housing, community services, and open space. They also thought that shops and services located within walking distance to Yucca Valley's neighborhoods should be provided. While participants liked the logic behind this land use pattern, they also acknowledged that most people would not want these stores "in their backyard."

They favored development of a "theme" for the highway which included better landscaping and signage. They also saw potential in developing the outer highway areas and improving the main intersections of Town with landscaping. They agreed that poorly maintained roads contribute to a negative image of the Town. A more detailed summary of the points discussed is provided on the following pages. (See figure 3-1 on the following page for a reduced version of this small group's discussion wallgraphic.)

Residential Areas

Clustered Housing

- Scattered higher density senior housing needs to be developed in a manner that is consistent with Yucca Valley's image as a single family community.
- Clustered housing (i.e., smaller units, close together) may be well-suited for senior's housing needs.

- Master planned communities that cluster housing, provide community facilities and include open space are preferred over conventional tract development. Pioneertown is one example.
- "Village style" housing can help maintain Yucca Valley's rural/small town character.

Roads and Utilities

- Water supply is less of a constraint than it used to be.
- Utilities need to be undergrounded.
- Use asphalt berms in lieu of concrete curbs and gutters in residential areas.
- Development fees for schools, water, etc. make it more expensive to develop here.
- Poorly constructed and maintained roads are a constraint.

Issues, Opportunities and Constraints

"Stop clearing all land for construction."

"Encourage rustic rural design- do not legislate it."

"Well maintained roads, suitably designed for specific areas."

"Build homes to blend in with environment."

"Because of the fragile desert environment, hillsides are in special need of protection."

-Paraphrased participant comments from small group discussions

GROUP 1 / BLUE 5/13/95

YUCCA VALLEY VISION RETREAT COMMUNITY DESIGN & APPEARANCE

ISSUES

KEEP COMMUNITY INPUT

INDIVIDUAL RIGHTS VS COMMUNITY DESIRES

UNDERGROUND UTILITIES

BETTER USE OF NATIVE/INDIGENOUS PLANTS (OR ADAPTED TO CLIMATE)

(NEED CAREFUL SELECTION) APPROPRIATE PLANTINGS

NEED TO DEVELOP HOUSING TO MEET SR NEEDS
SAFE FAMILY COMMUNITY

NEED MASTER PLANNED COMMUNITIES -
- CLUSTERED HSG
- COMMUNITY FACILITIES
- (GREEN) OPEN SPACE
- PIONEER TOWN EXAMPLE

SDP # DRIVES NEEDED BUT NOT WANTED

NIMBY

THIS IS BASIC TO TOWN IMAGE

ROAD CONDITIONS

- DIFF STDS FOR DIFF ROADS
- MAINTAIN DIRT ROADS (LIABILITY ISSUE)
- EVALUATE TRAFFIC FLOW
- PEOPLE NEED TO BUY INTO DIRT ROADS & ACCEPT AS PERMANENT

MAIN HWAY DEVELOPMENT THEME

- TARGET INTERSECTIONS
- SIGNAGE (WORST IN THE TOWN)
- ENFORCE CURRENT ORDINANCE
- INCENTIVES → THEMES

CASINO / GAMBLING COULD BE \$ MAKER, BUT ALSO PROBLEMS PART OF TOURIST ISSUE

CONSTRAINTS

TOWN ALREADY SUBDIVIDED: SMALL PLATS

CALTRANS

LIMITED FUNDING/ ECONOMIC ENVIRONMENT

ABSENTEE OWNERS

\$ IS CONSTRAINT, BUT NOT IMPOSSIBLE

INADEQUATE TOURISTS FACILITIES

STRIP COMMERCIAL

Worst END BLIGHT

LOW ECON. BASE

NO MAILBOXES

CALTRANS / OTHER REGS AFFECTING FLOOD CONTROL

WATER IS EXPENSIVE (AFFECTS INDUSTRY & DEVELOPMENT)

OPPORTUNITIES

HOUSING/ LAND IS CHEAP

OPPORTUNITY HERE FOR BUSINESS STARTUP

WATER USED TO BE CONSTRAINT - NOW AVAIL. & OPPORTUNITY

S.B. COUNTY AGRICULTURE BASE

CAN RIDE IN TOWN EQUESTRIAN OPPS
LOTS OF HORSES IN TOWN

MANY LARGE LOTS (3/4 - (COMPARED TO CITY) 1 ACRE)

VIEW OF MILKY WAY

1.2 M. VISITORS - OPP. FOR RESORT/RETREAT DEVELOPMENT

JOSHUA TREE PARK IS BIGGEST ASSET

OLD TOWN / NEW TOWN DEVELOPMENT



COMMUNITY VILLAGES MAY ALLOW MAINTENANCE OF RURAL / SMALL TOWN CHARACTER

DEVELOP "OUTER HWAY" AREAS

AIRPORT IS ECON. RESOURCE

INCENTIVES TO RE-ORIENT PARKING

Figure 3-1 Community Design and Appearance Small Group Number One's issues, constraints and opportunities discussion.

- Maintain dirt roads but be sure to address associated liability issues.
- Realize that people need to "buy into" dirt roads and realize that they are appropriate in certain areas.

Grading and Landscaping

- Landscaping should incorporate native/indigenous plants and other plants that are adapted to the local climate.
- Discourage people from clearing all their land for construction.
- Reduce water use by landscaping with native plants.

Design

- Encourage more rustic and rural design without excessive requirements.
- Consider height limits (not number of stories) for new construction.
- Discourage a continual street grid in favor of more meandering streets.
- Recognize that limited improvements can be made to existing subdivisions.

Other

- Balance individual rights with community desires when making decisions.
- Neighborhood convenience stores are needed but are considered undesirable.
- Mailboxes are needed.

- Trash clean-up efforts are needed.
- The beautiful night sky and view of the Milky Way are assets.
- Capitalize on Yucca Valley's inexpensive land and larger sized lots.

Highway and Other Commercial Areas

Design/Theme

- Existing strip commercial, west end blight, vacancies and low economic base all contribute to the Highway's run-down appearance.
- As part of a strategy to develop a theme for Highway 62, consider targeting intersections and the western entrance to Town.
- Existing ordinances need to be enforced.
- The existing signage is unattractive. Eliminate tall signs and limit the number of signs allowed.
- Many property owners may be unable to afford remodeling or changing their facades. Involving absentee owners may be difficult.
- Incentives are needed to encourage the development of a highway theme.
- Outer highway areas have landscaping development potential.
- The highway corridor has potential for both "old town" and "new town" development.
- Horseback riding downtown and other equestrian opportunities should be encouraged.

- While casino and gambling establishments could be encouraged along the Highway to generate revenues and increase the tourist trade, these uses can also adversely impact the community.
- While improving the Highway's appearance may be difficult due to limited funding and the weak economic environment, this goal is achievable.

Parking

- Put off-street parking behind landscaped buffers.
- Provide incentives to encourage business owners to provide off-street parking.

Roads and Utilities

- Addressing road conditions is critical. There should be different standards for different types of roads. Consider traffic flow as one criterion for evaluation.
- Caltrans standards and other regulations affecting flood control may impede more aesthetically pleasing solutions from being implemented.
- Improve and create new, non-continuous landscaped median strips.
- Caltrans may not be receptive to community-desired Highway improvements.
- There is already too much daytime traffic on the Highway.
- Expensive water affects the community's ability to attract industry and other development.
- Water supply is less of a constraint than it used to be.

Other

- Yucca Valley offers many business start-up opportunities.
- The 1.2 million visitors who pass through Yucca Valley present a great opportunity for resort, retreat, and retirement developments.
- Joshua Tree National Park is a major asset.
- The airport is an economic resource.
- Tourist facilities are inadequate.
- Many people feel that crime and change is "out of control."

Community Design and Appearance Group #2

Participants in the second Community Design and Appearance Group highlighted several key issues during their discussion. Participants could not agree on the extent to which efforts should be made to guide the design or appearance of Yucca Valley's commercial and residential areas. Lack of agreement was primarily due to a difference in philosophy regarding property ownership. Some felt that property ownership was a right and that people who owned property should be able to develop it as they saw fit. Others felt that property ownership was a privilege, and that owners should develop their property in a manner consistent with the collective community's needs and desires. They agreed that this difference of opinion existed in the community at large as well and constituted a major constraint to improving the design and appearance of

Yucca Valley. Most agreed, however, that if there were to be rules or regulations, they should be flexible.

Participants generally favored defining and encouraging a "desert community look and feel" for the commercial area. They discussed improving the Highway's appearance through clean-up efforts, landscaping and improving the appearance of existing and new buildings. In residential areas, they wanted to protect the night sky from lighting, protect ridgelines from development, encourage less formal roads in rural areas, and consider clustered development in outlying areas to provide options for high quality, higher density living. A complete summary of the points discussed is provided on the following pages. (See figure 3-2 on the page 20 for a reduced version of this small group's discussion wallgraphic.)

Residential Areas

Clustered Housing

- Provide a variety of living options for different lifestyles. Consider clusters of higher density housing.
- High density housing should be of a high quality and should be compatible with existing neighborhoods.
- Higher density housing should not compromise the low density character and feel of Yucca Valley.
- Yucca Valley should become a model of well planned desert living.

Roads and Utilities

- Street design should be consistent with an area's character. Rolled asphalt curbs are more appropriate in lower density areas outside of downtown.
- Proper drainage, consistency with surrounding area and cost should be considered when determining appropriate road type.
- Rules regarding road construction should not be dictated; rather, decisions should be made on a case by case basis.
- Consider undergrounding utilities.
- Undergrounding utilities would be a major expense for residents.
- Water supply may be a constraint.

Ridgeline Development

- Protect ridgelines from development by first, defining the ridgeline and second, determining which viewsheds need to be protected.
- Develop sensitive building and siting standards for ridgeline areas.
- When considering restrictions or limits on ridgeline building, consider the rights of existing lot owners.

Landscaping

- Maintain and promote the unique desert ecology by encouraging the use of drought resistant, indigenous plants.

TOWN OF YUCCA VALLEY

COMMUNITY DESIGN AND APPEARANCE - GROUP 2

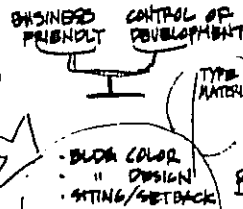
RESPONSIBILITY TO COMMUNITY

ISSUES

COMMERCIAL AREAS

- NEEDS IMPROVEMENTS
- TOO MANY SIGNS
 - VISIBLE BUT TASTEFUL
- UNDERGROUND UTILITIES
- HOW MUCH REGULATION NEEDED TO CONTROL DEVELOPMENT?
 - CREATE THEME/CONSTANT
 - PROVIDE FLEXIBILITY
- WHAT'S GOOD LANDSCAPING?
 - MINIMUM = CLEAN NEED ABATEMENT LANDSCAPING BUILDING APPEARANCE

- DEFINE DESERT COMMUNITY COMMERCIAL LOOK
 - MINIMIZE IMPACT OF PARKING?
 - OPEN
 - POSTLOCKS
 - TRAFFIC SAFETY / ACCESS
 - HOW TO TREAT NEW VS EXIST DEVELOPMENT
 - LARGE VS. SMALL DEVELOPMENT
 - CALTRANS LAND - NOT COOPERATIVE
 - DO WE WANT SIDEWALKS? WHERE?
 - PEDESTRIAN ACCESS FOR NEW DEV.
 - HOW DO WE DEAL W/ CURBS SECTIONS



CONSTRAINTS

- DIFFERING PHILOSOPHY RE: RIGHT VS PRIVILEGE OF PROP. OWNERS
- CALTRANS - NON COOPERATIVE
- HARD TO GET COMMUNITY BUY IN
- DEALING W/ ABSENTEE LANDLORDS
- EXPENSE OF UNDERGROUNDING UTILITIES FOR RESID.

RESIDENTIAL AREAS

- LIGHTING
 - EXIST. VS. NEW
 - SAFETY (e.g. INTERSECTIONS)
 - WHERE LIGHTS? WHERE NOT?
- STREET CHARACTER
 - APPROPRIATE CURBS, i.e. ROLLED
 - NOT TO BE DICTATED
 - REVIEW BY CASE BY CASE
 - DRAINAGE AS MAJOR CRITERIA
 - CONSISTENCY
 - COST OF IMPROVEMENTS
- NO CURBS + GUTTER UNLESS NECESSARY
- RIDGE LINE - DRIVE
 - WHAT ABOUT PRE-EXIST. LOTS?
 - HOW DO YOU DEVELOP RIDGE LOTS
 - VIEW SHED

OPPORTUNITIES

- COMMERCIAL DEV. AWAY FROM HWY?
- LOTS OF ROOM FOR IMPROVEMENTS
- PROTECT NIGHT SKY
 - L-

- TO DICTATE OR NOT TO DICTATE
- RULES & GUIDELINES
- HARD CHOICES NEEDED FOR FUTURE CONTROL
- UNDERGROUND UTILITIES

DENSITY

- NEED OPTIONS FOR DIFFERENT LIFESTYLE CLUSTERS (DRIVE)
- HIGH DENSITY ≠ CHEAP
- COMPATIBILITY W/ EXIST NEIGHBORHOOD

Figure 3-2 Community Design and Appearance Small Group Number Two's issues, constraints and opportunities discussion.

Night Sky

- Protect the night sky. Consider the following lighting-related issues: safety, new versus existing lighting, appropriate design, and lighting placement .

Other

- The community will need to vigilantly protect its desert character from insensitive developers and real estate speculators.
- In order to achieve the community's development goals, some regulations may be necessary to supplement guidelines.
- Staff and decision makers should be well-trained and have sufficient background information available to make good decisions.

Highway and Commercial Areas

Design/Theme

- Create a design theme to guide building color, design, siting and setbacks without creating a monotonous environment.
- Define what is meant by "desert community commercial look" and "desert landscaping." A sense of openness and dryness were offered as starting points.
- Encourage more attractive signage.
- Start improving the commercial area by removing trash, abandoned materials and weeds and painting building facades.

- There should be different standards for new and existing development.
- Involving absentee landlords may be difficult.
- Balance the desire to control development with the need to remain business-friendly.
- It may be difficult to get the community to "buy into" design guidelines and requirements.

Parking

- Minimize parking impacts.

Roads and Utilities

- Utilities should be undergrounded.
- Maintain traffic safety and good access.

Issues, Opportunities and Constraints

"No curbs and sidewalks."

"Maintain the desert ecology and desert look to promote our uniqueness."

"Use drought resistant desert indigenous plants."

"Protect the night sky!"

". . . to live with the desert, not a suburb on a paved-over desert."

-Paraphrased participant comments from small group discussions

- Caltrans may not be supportive of Town-desired modifications to the Highway.

Other

- Consider allowing commercial development off the Highway.
- Balance commercial and residential growth.
- The differing philosophies regarding what is a property owner's right and what is a property owner's privilege will make establishing standards for design and appearance difficult. There needs to be respect for the individual, but there also needs to be a sense of responsibility to the community.
- Stress a streamlined review and permitting process. Rules and guidelines should be clearly written and easy to follow.

Community Amenities

Participants in the Community Amenities Group highlighted several key issues during their discussion. First, they strongly favored developing a historic theme in Yucca Valley to highlight the area's tradition of cattle herding and pioneer spirit. They wanted to research the Town's history in order to educate visitors and residents alike. The Chamber, a future Visitor's Center, and the Hi-Desert Nature Museum could highlight and promote this theme in their literature and overall approach. Historical research could also inform the development of a unifying design and identity for Yucca Valley.

Participants also felt that Yucca Valley should have a Visitor's Center (perhaps developed in partnership with the Chamber) to promote and market the Town and provide information to visitors. They wanted to see a signage system which linked the Visitor's Center, the Museum, the National Park, historic features, and other key community amenities.

Participants also wanted small neighborhood parks for passive recreation, a large, centrally-located complex with a variety of diverse recreational facilities, and a fairgrounds facility that could serve as an equestrian center. They also felt that there should be privately owned and managed short-term and long-term recreational vehicle (RV) parks. A more detailed summary of the points discussed is provided on the pages to follow.

Open Space, Parks and Trails Fairgrounds

- Consider converting North Park, which is blighted and lacks access, into a fairgrounds.
- Consider locating a fairgrounds in the Western Hills Rancho area.
- Securing adequate funding for amenities development and administration is a constraint.
- Help reduce vandalism by instilling a sense of pride in community amenities.

Open Space

- There should be large open space areas for residents and visitors to enjoy. The Town should be acquiring open space for this purpose before property values significantly increase.
- Restore and preserve historic features in outlying areas. Use signage and promotional materials to highlight them.
- Market the back road to Big Bear.
- Permit and attract more RV parks and other accommodations for tourists so they can take advantage of Yucca Valley's open spaces.
- Enforce the night sky ordinance and retain larger lot sizes in outlying areas to protect the character of adjacent open spaces.

Parks

- Provide small, passive, neighborhood parks, especially in moderate and lower income areas.

Participants identified the Mesa area and portions of Pioneertown Road as specific locations for neighborhood parks.

- Some parks should have covered spaces that can be rented for day use, parties, etc. (i.e., those in Morongo Valley).
- Consider using the K-Mart site for a parcourse, daycare center, and area for benches.
- Design parks that do not attract trash-dumping and unsupervised parties.
- Retain the natural desert character of parks but also offer some parks that have grass for children.



Figure 3-3 Discussing issues related to Community Amenities.

Trails

- Provide bikepaths and jogging trails, especially near parks and schools.
- Consider using flood control channels as part of a trail system.
- Prohibit motorized vehicles from using trails.
- Maintenance, water and funding are all issues that will need to be considered.

Education, Social, and Arts

Education

- Use the resources we have, such as students and the Museum, to research our history.
- Provide an adult ESL (English as a Second Language) class at Yucca Valley High School.
- Develop drug and gang awareness programs to help prevent these problems from occurring in the community.
- Hold Junior College courses at Yucca Valley High School.
- Develop educational programs that provide more "real world" experiences, such as paid internships with local business.
- Promote full-time use of the high school. It should be open from 7:00 am to 10:00 pm, Monday through Friday.
- Develop a business resource center to provide small business assistance, etc.

Social/Sense of Community

- Develop a Cultural Awareness program for both adults and children to help bring the Hispanic and Anglo communities together.
- Encourage more communication within the community. Use the high schools and senior center as points of interaction for increased communication.
- Develop a community bulletin board to provide information about public open spaces, restaurants, grocery stores, etc.
- Provide family-oriented activities.
- Offer a safe, social climate for residents and visitors.
- Provide more activities for junior high and teen-aged children.
- Hold events to dispel ignorance and fear of change and to encourage community members to come together and get involved.
- Continue to involve the community in "implementing the vision" to help build a sense of community.

Arts

- Expand the Museum or create a Living Desert Museum II.
- Develop a short and long range plan for the development of arts and culture in Yucca Valley.
- Combine efforts and learn from 29 Palms, which is promoting local arts through murals, art galleries, art shows, etc.

Issues, Opportunities and Constraints

"We do not capture the economic value of those who visit our community."

"We need facilities that will attract persons of all ages."

"We have a wonderful history which could inform a theme."

"Yucca Valley would be a nicer community if we had more arts."

"We need to bring our children and seniors together."

"Not enough parks for family, for teens, for seniors."

-Paraphrased participant comments from small group discussions

Tourism

Historic Theme

- Develop a historic theme for Yucca Valley which highlights the Town's western heritage including cattle herding, mining, and pioneering.
- Educate residents and visitors on the history of Yucca Valley.
- Research the Town's past to inform tourist amenity development and to help create a unifying design for the Town's image and identity.

Visitor's Center

- Develop a Visitor's Center/informational kiosk.
- Form partnerships with organizations like the Chamber to develop and run the center.

- Use the Visitor's Center to both provide information to visitors and market and promote the Town as a tourist and recreational destination.
- Develop signage and maps to direct visitors and residents to the various amenities and assets in and adjacent to Yucca Valley.
- Highlight historic assets through the use of historical markers.
- Use the Visitor's Center to promote trails, open space, parks and other places of interest, including Joshua Tree National Park, Pioneertown, Giant Rock, the back road to Big Bear, UFO sightings, and 4x4 recreational activities in the Landers and Johnson Valley Off-Road Vehicle areas.

Other

- The Town is not taking advantage of the economic benefits of capitalizing on visitors. Provide more in the way of accommodations, restaurants, and hospitality services to draw visitors to come and spend money in Yucca Valley.
- Consider finding a developer who can build and operate a resort "ranch" with camping, motel, equestrian facilities and a pool.
- Provide more activities during the holiday season to draw visitors to the Town.
- Use the unique desert feel of Yucca Valley to attract tourists.

Infrastructure Development

Participants in the Infrastructure Development Group highlighted several key issues during their discussion. Since Highway 62 is the Town's "economic vein," participants agreed that Highway traffic reduction was critical. Alternative east/west routes and traffic signal synchronization were both suggested to reduce and improve the flow of traffic along the Highway. Protecting residential areas from additional traffic and noise was a concern.

While the group felt that more "all-weather" road crossings should be provided, they recognized that cost was a major constraint. Participants also felt that good access should be provided to important nearby destinations.

Utility issues discussed included the need for a backbone sewer system and adequate water supply, as well as the expense involved in undergrounding utility lines.

Participants agreed that public education was needed to increase ridership on public transportation, but also recognized that more frequent service was needed to make rapid transit more convenient.

A more detailed summary of the points discussed is provided on the following pages. See figure 3-4 on the following page for a reduced version of this group's map graphic illustrating issues, opportunities and concerns.

Issues, Opportunities and Constraints

"Flood Control - opportunity to use materials that will suit both the control purpose and harmonize with desert aesthetics."

"Avoid Highway 62 becoming overwhelmed with traffic."

"Road maintenance does not mean paving everywhere - roads that are unpaved should be maintained."

"We need sidewalks so people can walk through town without running an obstacle course."

"Curbs and gutters- some are appropriate but most are not."

-Paraphrased participant comments from small group discussions

Circulation System

Alternative Routes to Highway 62

- Consider alternative routes that can function as secondary roadways through Town.
- Provide alternative east/west routes to supplement Onaga Trail. Consider using Joshua Drive to Kickapoo Trail.
- Prevent increased truck traffic from negatively impacting the residential areas' rural character.

Highway 62 Traffic Control

- Reduce traffic on Highway 62.
- Facilitate smooth traffic flow on Highway 62. The Highway must continue to function as the community's economic "vein" or "lifeline".

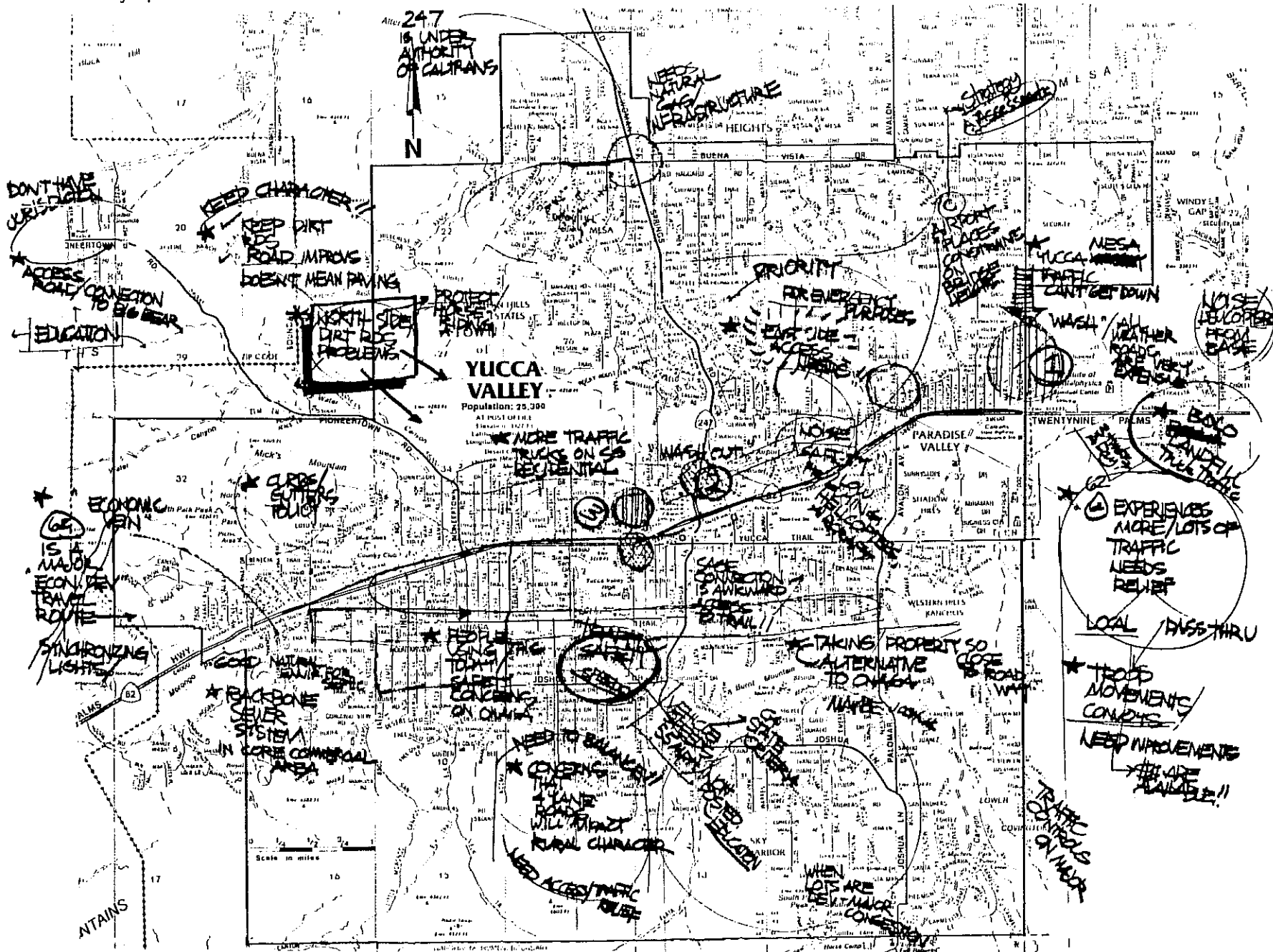


Figure 3-4 Infrastructure Small Group uses a map to indicate noteworthy locations and issues.

- Consider widening some roads to four lanes in a manner which preserves rural character. Balance the desire to retain rural character with the need to provide safe roads and traffic relief.
- Address high speeds and other safety issues on Highway 62 and arterials. (Un-posted streets have a 55 mile per hour speed limit.)
- Consider installing a separated bike lane on Highway 62.
- Consider synchronized traffic signals and other methods to control traffic on the Highway and other major roadways.
- Consider installing Highway storm drains.

Other Access Roads

- Consider providing an access road connecting to Big Bear, perhaps by extending Pioneertown Road. Note that access would extend beyond local jurisdiction.
- Address increasing traffic to the Bolo Dump/Landfill.
- Improve access road to Joshua Tree National Park (i.e., Joshua Lane).

Road Improvements

All-Weather Crossings

- Address road "washouts" that pose safety and access problems throughout the community.

- All-weather crossings for the east side (beyond 247) are particularly important for seniors and those dependent on others for transportation.
- Building all-weather roads is very expensive.
- Bridge height is constrained by Airport safety requirements.

Road Improvement Standards

- Develop dirt road maintenance methods as an alternative to road paving.
- Limit the use of curbs and gutters in certain areas.

Utilities

Overhead Utility Lines

- The expense of undergrounding utilities is a constraint.
- Work with Southern California Edison to remove overhead utility lines from the Highway.
- Look into alternative methods such as relocating utility poles to alleyways.

Sewer and Water

- Develop a "backbone" sewer system to serve commercial establishments in the core area.
- Take steps to ensure an adequate, quality water supply.
- Consider reclaiming/re-using sewer water to address long term water supply issues.
- Develop on-going water conservation guidelines.

- The Town and the Hi-Desert Water District should work together to ensure adequate water supply for the community.

Other

- Natural gas should be made available to more areas of the community.
- The community may have to absorb some of the costs of development.

Flood Control

- People "forget" the importance of flood control.
- Flood control crossings are expensive.
- Balance the need to provide crossings for access and safety with the community's limited ability to pay for them.

Public Transportation

Education and Visibility

- The community needs to be educated about alternatives to the car.
- Bus schedules need to be better publicized on radio and television.
- Schedules should be easy to read and have larger print.
- Bus stops should be more recognizable with advertising permitted to help defray costs.

Service

- Cost, convenience, and frequency of service are key factors affecting ridership.
- While ridership is increasing, frequency of service is still an issue.
- Daily and weekend service to Palm Springs has been beneficial.
- Consider commercial strip "Park and Ride" service to provide access to the Community Center, Museum and Library.
- Consider using distinctive "jitney" buses to serve local businesses.
- Decide how much transit service is really needed.
- Take into account the additional pollution that would result from increased bus service.

Other

- Higher densities near the core and mixed use development, which integrates housing with commercial, will help reduce the number of auto trips and traffic.
- Increased use of public transportation can help offset the need to construct the cost of building additional highways.
- Safety and noise caused by helicopters and low flying aircraft are a concern.

FOUR

Strategies and Directions

Small Group Discussion Process

Small Group Discussion Results



4. Strategies and Directions

The purpose of the Retreat's two segments, *Strategies and Directions* and *Prioritize and Refine Strategies and Directions*, was to identify strategies to address the various issues, opportunities and constraints related to each of the three topic areas and to prioritize and refine those strategies.

Small Group Discussion Process

Retreat participants reconvened in their small groups to identify possible strategies and directions for addressing issues related to their topic area. Then they were asked to prioritize and refine the strategies they felt were most important for the Town to pursue. For each of their top

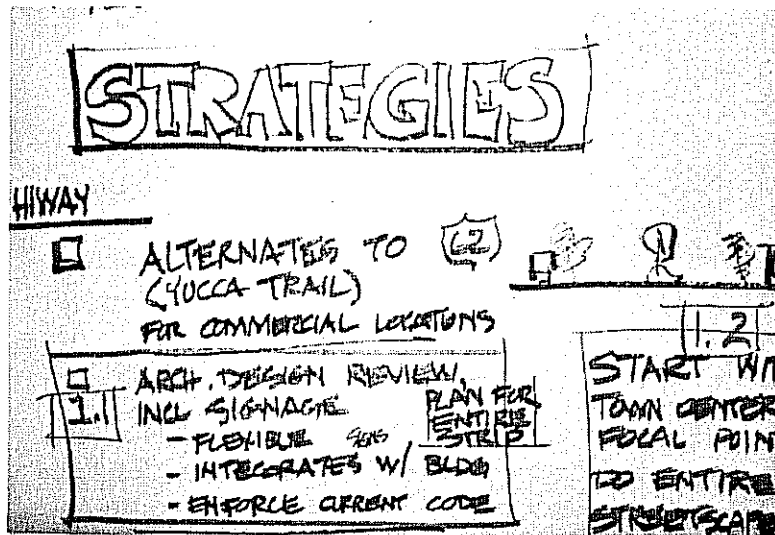


Figure 4-1 Small group graphic of strategies.

priority strategies, they identified key issues and options to consider. These two discussions took place over a period of three and one quarter hours.

At the end of these discussions, a volunteer reporter presented a summary of their group's discussion to the large group. The feature boxes on the following pages highlight some of the comments participants wrote on their comment sheets. (Sample comment sheets can be found in Appendix E.)

Small Group Discussion Results

The following pages provide the results of each small group's discussion. First, the group's top-ranked priority strategies are listed in the order in which they were ranked by the small group. Next, a listing of other strategies identified or discussed by the group is provided. At this section's conclusion is a summary chart with each small group's top-ranked strategies.

Community Design and Appearance Group #1

Priority Strategies

The first Community Design and Appearance Group defined four priority strategies, which are ranked as follows: (1) *develop and improve the character of Highway 62*; (2) *improve and maintain existing roads and develop a multi-use trail system*; (3) *develop master planned communities and neighborhoods*; and (4) *develop alternative commercial areas and routes*. These and other strategies discussed by the group are listed below. (See figure 4-3 at right for a reduced version of the group's discussion wallgraphic.)

1. *Develop and Improve the Character of Highway 62.*

- Undertake a complete streetscape treatment, starting with the portion of Highway near the Community Center Complex.
- Include elements such as rustic fencing, benches at intersections, boardwalks for horses, and other "desert" and "western" type features (see page 5 for a feature box listing elements that contribute to a rural desert character).
- Develop an architectural theme.
- Create an Architectural Design Review Process to flexibly address signage, building design and compatibility.
- Incorporate landscaping and revegetation techniques.

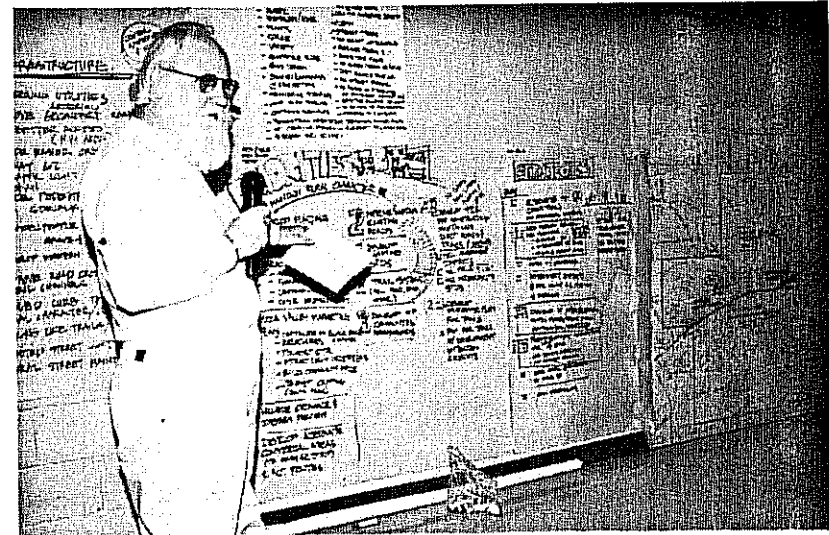


Figure 4-2 Presenting design strategies to the large group.

- Provide off-street walkways to provide pedestrian access between highway businesses.
- Enforce the current code.

2. *Improve and Maintain Existing Roads/ Develop Multi-Use Trail System.*

- Develop standards for constructing and maintaining dirt roads, trails and washes.
- Develop a multi-use trail system for pedestrians, bikes, and horses. Develop associated construction standards.
- Develop a purchase plan for trails. Consider paying for trails with development mitigation credits.

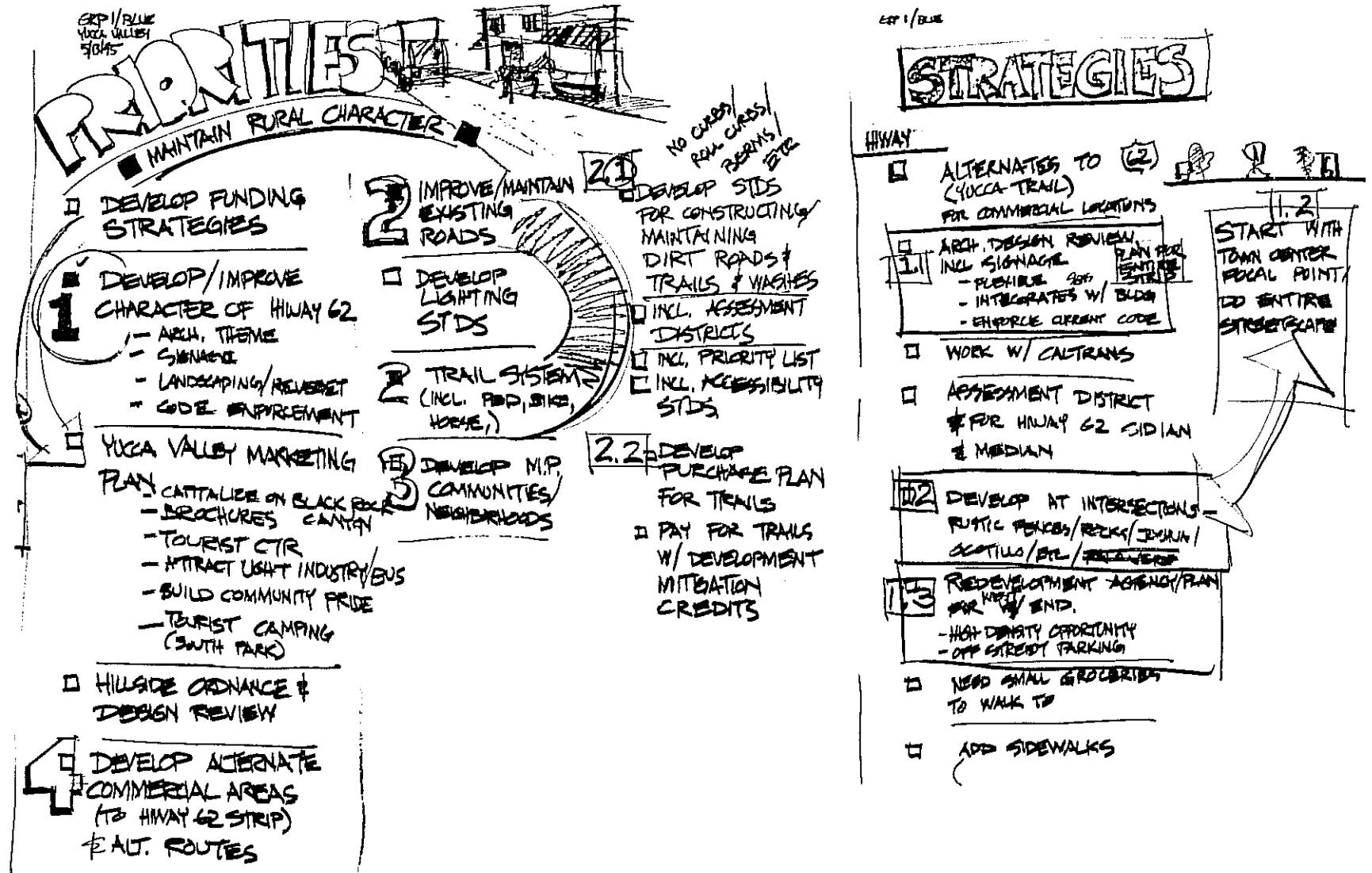


Figure 4-3 Wallgraphic summarizing key points from Design and Appearance Group Number One's strategies and priorities discussion.

3. Develop Master Planned Communities/ Neighborhoods.

- Consider locating these in sections 13 and 15 of Yucca Valley.
- Consider catering these developments to seniors.
- Provide incentives for village design and senior housing.

4. Develop Alternative Commercial Areas and Routes.

- Alternative commercial areas and routes will help alleviate traffic on Highway 62.
- A secondary circulation system might utilize Sunnyslope Drive and Paxton Road as east/west routes to the north of 62; Deer Trail, Palm Ave., Sage Ave., and Avalon Ave. as north/south connectors to the north; Onaga Trail and Yucca Trail as east/west routes to the south of 62; and Deer Trail, Joshua Lane, and Avalon Ave. as north/south connectors to the south.

Other Strategies Discussed

Other strategies discussed by the group addressed roads, funding for community design, mixed-use development zoning, and hillside and lighting ordinances. These strategies are listed below.

Roads

- Include assessment districts to help cover costs of improvements and maintenance.
- Include a road priority list.

- Include accessibility standards.
- Provide more loop roads.
- Work with Caltrans on Highway improvements.

Develop Community Design Funding Strategies

- Create an assessment district to help pay for Highway sidewalks and median strips.
- Direct the redevelopment agency to draft a plan for improving the Highway's west end. Include opportunities for higher density and off-street parking.
- Provide concession stands at parks.
- Develop a service center for Joshua Tree Park visitors.
- Develop a marketing plan which includes a tourist center and brochures. Attract business and light industry. Attract tourists by marketing the Town's natural and recreational assets such as Black Rock Canyon and camping in South Park. These efforts will help generate additional revenue and build community pride.

Other

- Permit mixed-use and live/work zoning, so that people can live above their stores.
- Develop a hillside ordinance which incorporates design review and addresses flooding issues.
- Enforce Town ordinance for private residential and commercial lighting.

Community Design and Appearance Group #2

Priority Strategies

The second Community Design and Appearance Group defined three priority strategies which are ranked as follows: (1) *improve the commercial corridor*; (2) *provide housing options at higher densities* (i.e., outlying area residential villages); and (3) *protect ridgelines from development*. These and other strategies discussed by the group are listed below. (Also refer to map figure 4-5.)

1. *Improve Commercial Corridor*

- Utilize an incremental "grassroots" approach to improvements which involves the business community and starts with landscaping improvements.
 - Initiate Town-sponsored landscape demonstration projects in the Town Center area of Highway 62 (between Highway 247 and Condalia Avenue). The community should be involved in their design and installation. Projects will serve as examples for local business owners to follow, generating a "multiplier effect."
 - Upgrade landscaping and paint building facades in targeted areas and for specific buildings. Consider limited use of redevelopment funds.
 - Improve and landscape medians along portions of the Mohawk Trail and Highway 247 and along the east end of Highway 62. Consider utilizing an assessment district or specific plan in the future to expand these efforts to other areas.
- Tie landscaping and facade appearance improvement requirements for existing commercial buildings to application for modification or building expansion permits.
 - Develop design requirements and guidelines to govern building design, siting and landscaping for new buildings.
 - Establish criteria that help to define rural character for both residential and commercial areas. In commercial areas, establish criteria which promote a ranch style, deep and consistent setbacks to provide an open feel, and common landscape and colors as unifying elements.

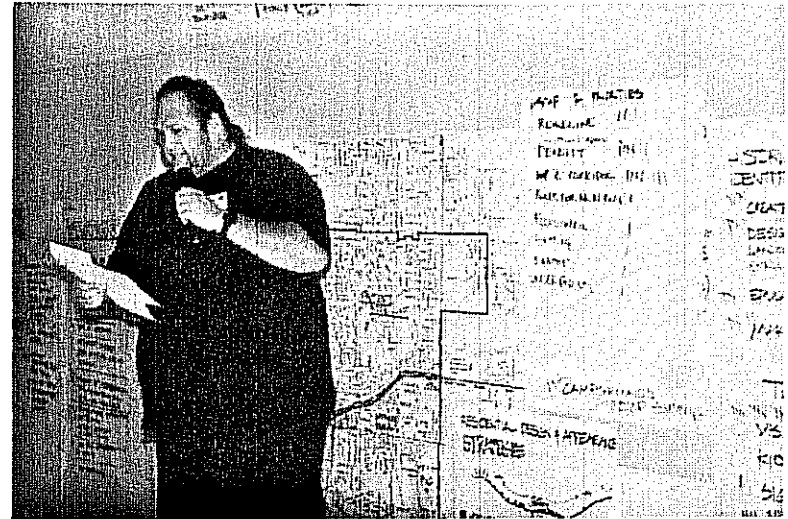


Figure 4-4 Reporter reviews strategy ranking.

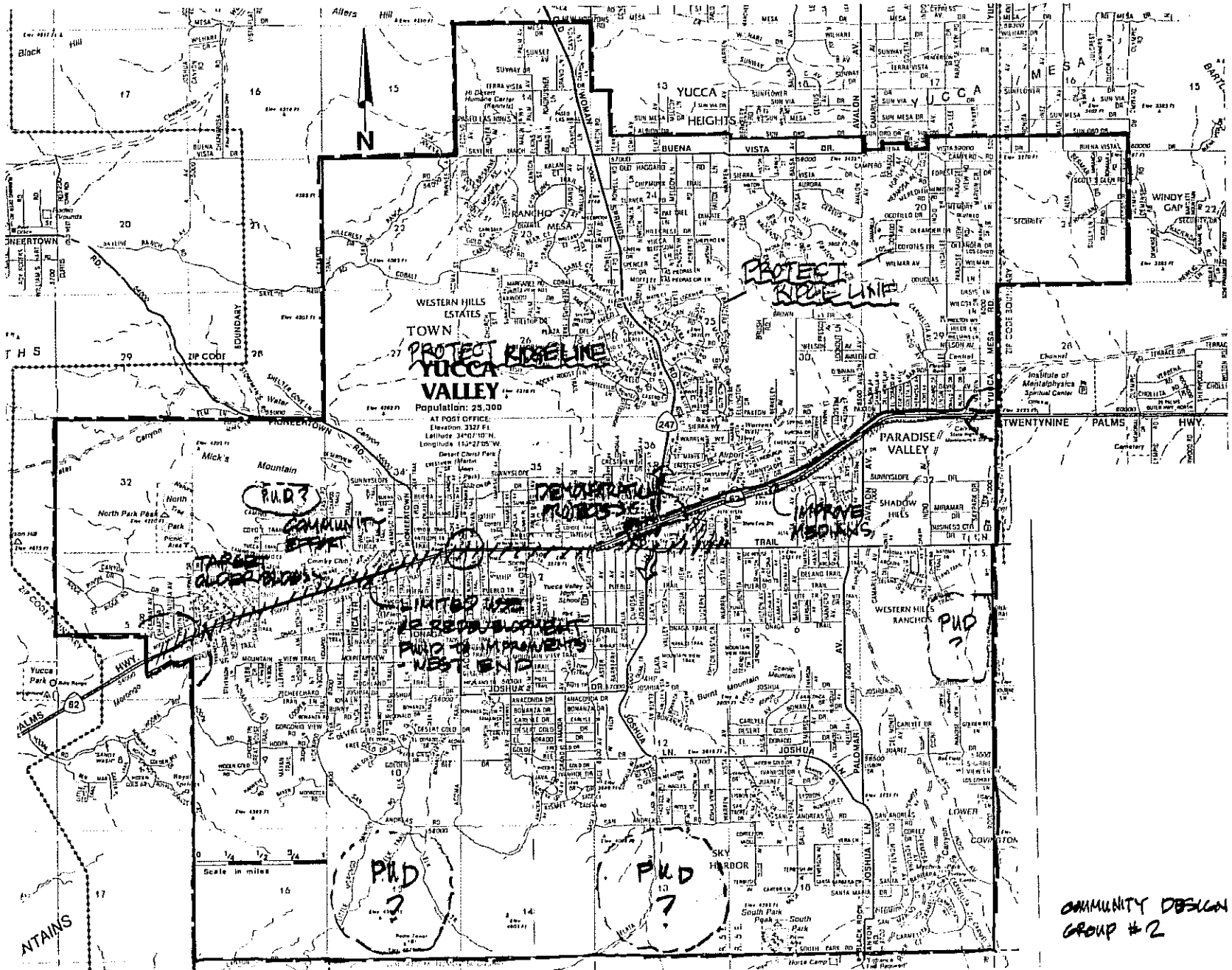


Figure 4-5 Design and Appearance Group Number Two uses a map to illustrate top-ranked strategies.

2. *Provide Housing Options at Higher Densities*

- Continue to remain a primarily low density community.
- Provide opportunities for higher densities in and near downtown.
- Consider "overlay zones" to permit higher density residential villages in Map sections 13, 15, near Western Hills Ranchos and near the golf course.
- Locate higher density development in less visible outlying areas so as to minimize its impact on the rest of the community (i.e., "hide it").
- Permit Planned Unit Developments (P.U.Ds) to increase the stock of high quality, higher density housing and preserve the rest of the land as permanent open space in outlying areas. Consider public access to some portions of the open space for passive recreation.

3. *Protect Ridgelines from Development*

- Define where the ridgeline is and identify particularly sensitive and visible portions of the defined ridgeline.
- Develop a method for better ridgeline development control. Consider a combination of requirements and guidelines.
- The method should distinguish between existing lot owners and newly created lots.
- Homes should "fit into," not "on top of," the topography.

- Consider the visual impact of different colors and building materials.
- Housing style can also have a visual impact, but may be less important.
- Consider acquiring ridgeline properties, perhaps for integration into a trail system, as one means of protection.

Other Strategies Discussed

Other strategies discussed by the group addressed enforcement of the lighting ordinance, additional strategies for improving the Highway and other commercial areas, the need for aesthetic flood control measures, guidance regarding rule- and decision-making, and balance of commercial and residential development. These strategies are listed here.

Residential Areas

- Reduce the impact of lighting on the night sky. Enforce the existing ordinance and encourage low energy lighting that reduces glare. Consider requiring sensor-activated or time-activated outdoor lighting.

Highway and Other Commercial Areas

- Encourage large street numbers on commercial signs.
- Create incentives for businesses to develop well-designed projects.
- Explore using alley and rear access to businesses to reduce traffic.

- Definitive guidelines or regulations are needed to enable the Town to direct future development.

Other

- Look for more aesthetic flood control methods.
- Stress clarity in rules and a streamlined process for reviewing development and issuing permits.
- Compile adequate background information to ensure better decision-making.
- Protect and preserve the desert ecology.
- Promote a balance of commercial and residential development.

Community Amenities

Priority Strategies

The Community Amenities group developed two rankings. First, they ranked the sub-categories, including an additional sub-category they created, entitled *Historic Resources/Identity*. Their priority ranking placed *Parks and Recreation* first, *Historic Resources/Identity* second, *Tourism* third, and *Education, Social and Arts* fourth. They also had a fifth category called *Miscellaneous Strategies*. Second, within each sub-category, they ranked the strategies they had developed. Top priority strategies are listed below by sub-category.

Parks and Recreation

1. *Develop a Multi-Use Facility (e.g., fairgrounds).*

- Locate the fairgrounds in an accessible location off the main highway. Consider the Grubstakes grounds location, northwest area, Western Hills Ranchos Estates, and map section 13 as possible fairground locations (see map fig 4-7).
 - Include a few permanent structures.
 - Conduct a feasibility study.
 - Explore funding options.
2. *Encourage Recreational Vehicle (RV) Parks.*
- RV parks should be visible from the highway.
 - They should offer spacious accommodations and be well staffed.
 - Determine appropriate locations for RV parks. Consider Burnt Mountain Ranch, North Park, or other existing parks.
 - Attract private sector development of short and long-term RV parks.
3. *Develop Trails to Create Linkages.*
- Develop bike and jogging trails to link the various community amenities, such as residential neighborhood parks, the community center, and schools.
 - Provide a system of paths that will help children safely navigate through the community.

4. *Develop Community/Neighborhood Parks.*

- Provide small five to 10 acre-sized neighborhood parks to give children recreational opportunities within their neighborhoods.
- Consider locating a larger park off of Buena Vista.
- Incorporate grass, picnicking, tot lots, basketball and racquetball courts.
- Include natural "interpretative" parks for hiking, etc.
- Neighborhood parks can be primarily "natural."
- Determine necessary staffing and funding for maintenance.
- Additional parks will relieve the strain on the Community Center Park.



Figure 4-6 Attention turns to community amenities.

Historic Resources/Identity

1. *Create a Historical Society.*

- Gather information about local history.
- Preserve Yucca Valley's history through acquisition and restoration efforts.
- Use information gathered to market and promote the Town.

2. *Develop Historically-Inspired Design Guidelines.*

- Use research to inform flexible design guidelines regarding color, architecture, landscaping and roadways.
- Inventory existing built and natural resources.
- Emphasize the theme on the west end of the Highway.
- Provide resources to encourage historic preservation and enhancement.

3. *Develop Educational Programs.*

- Educate and involve the community in its history.

Tourism

1. *Create a Visitor's Center.*

- The Center should be easily accessible (i.e., close to east/west traffic and well-marked).
- Pursue a Chamber/Town partnership to develop the Center.
- The Center could be staffed by seniors on Monday through Fridays during the day, and by

teens after school. Define eligibility criteria for volunteers and offer training. Also hire and pay employees.

- Consider using the Chamber as a Visitor's Center.
- Look to the chamber and gift shop revenues as possible funding sources.
- Provide information on accommodations and local and adjacent attractions.
- Use the Center to educate people about Yucca Valley.
- Explore permanent information displays (such as kiosks) at other locations, including within existing businesses. Disseminate information to other places, such as grocery stores and the Museum.

2. Identify and Market Assets.

- Use the Visitor's Center to market community assets.
- Install signage to direct visitors to attractions.

Educational, Social and Arts

1. Develop a Business Resource Center.

- Provide information and education to new and existing businesses.
- Create a "business officer" position to staff the center.

2. Expand the Museum and Performing Arts Activities.

- Provide a facility for theater arts, etc. that could also serve as a cultural center for the community.

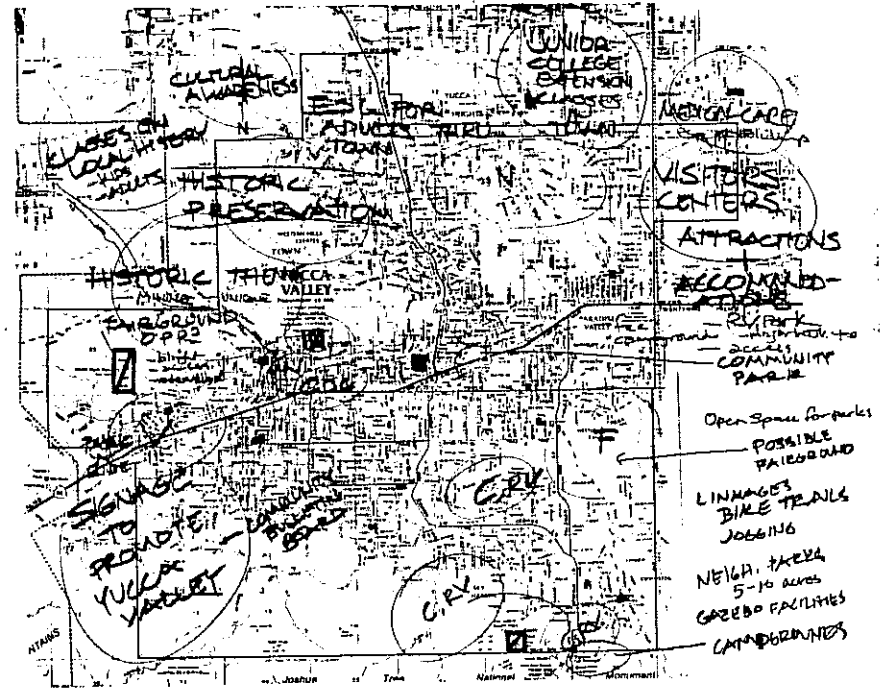


Figure 4-7 Small group amenity map created during discussions.

3. Create Multi-Cultural Awareness Programs.

- Use schools and other community services to reach out to the community.
- Break down stereotypes and broaden awareness of different cultures as well as seniors, youths, skateboarders, etc.
- Include English as a Second Language (ESL) programs.
- Create a Town Cinco de Mayo event and other cultural events like plays, etc.

4. *Develop a Multi-Use Community Center.*

- Provide a host of activities and programs. Possibilities include: secondary level career education, adult education and ESL classes, teen and senior activities.

Other Miscellaneous Strategies

Other strategies discussed by the group addressed expanding youth involvement and participation programs, enhancing law enforcement and medical facilities, and addressing problems together as a community. These items are listed on the next page and numbered to reflect the group's ranking.

1. *Expand Youth Involvement and Participation Programs.*

2. *Enhance Law Enforcement to Match Growth.*

- Focus on response time as opposed to number of police officers.
- Provide more Sheriff's services during the holiday season.

3. *Upgrade Medical Facilities.*

- Decrease delays and understaffing, especially during holiday times.
- Medical facilities and services need to keep up with growth.

4. *Address Problems, Like Gangs, as a Community.*

- The community needs to address problems together, accept responsibility and find solutions.

Infrastructure Development

Priority Strategies

The Infrastructure Development group ranked the strategies they developed by sub-category. They agreed that using Highway 62 more efficiently to reduce traffic, establishing roadway maintenance districts, recognizing the linkage between water supply and the sewer system and addressing these issues together, improving Yucca Mesa Road and providing better education about existing public transportation service were top priorities. These and other top-ranked strategies for each sub-category discussed are listed below. Other strategies that were discussed by the group are also listed.

Circulation System

1. *Use Highway 62 More Efficiently to Reduce Traffic.*

- Restrict parking on the Highway.
- Restripe the Highway to provide six lanes at a low cost.
- Consider paving alleyways to provide access from behind.
- Provide emergency lanes, shoulders and turnoffs.

2. *Look at Alternative East/West Routes to Improve Traffic Flow on Highway 62.*

- Design alternative routes in a manner which preserves rural character.
- Minimize traffic and noise impacts on residential areas.

- Alternative routes to consider include: Golden Bee, Joshua Drive, Highland, Mountain View, Hoopa Trail, extending Sunnyslope Drive behind the golf course, and a tie-in to Paxton.

3. *Synchronize Existing Lights to Improve Traffic Flow.*

Road Improvements

1. *Establish Roadway Maintenance Districts.*

2. *Prioritize Future Road Improvements.*

- Priorities should relate to community interests such as emergency repairs for adequate access, drainage, etc.

Utilities

1. *Recognize Linkage Between Water Supply and Sewer System and Address Them Together.*

2. *Support Town/District Cooperation to Ensure Adequate Water Supply to Residents and Business.*

3. *Conduct the Phase II Sewer System Study for the Downtown Core.*

Flood Control

1. *Improve Yucca Mesa Road.*

- Yucca Mesa Road should be the next improvement priority.
- San Bernardino County will need to help with improvements.

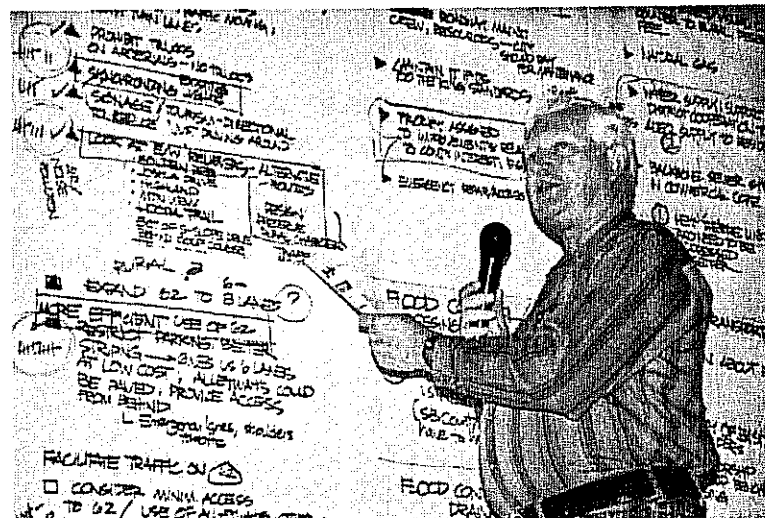


Figure 4-8 Reporter describes infrastructure strategies.

2. *Move Forward with Water and Storm Runoff Detention Basin Installation.*

Public Transportation

1. *Provide Education about Existing Service to the Community.*

2. *Increase the Frequency of Existing Service to Increase Ridership.*

Other Strategies Discussed

Other strategies discussed by the group related to issues such as minimizing access to the Highway, directional signage, access roads, land uses and road maintenance funding; overhead utility wires and provision of natural gas; flood control methods; and other public transportation strategies. A listing of these strategies is provided below.

Circulation System

- Consider minimizing access to Highway 62 to improve the flow of traffic. Utilize alleyways and other routes for local traffic. Minimize traffic lights, close off streets and create cul-de-sacs, and control right and left turn movements.
- Install directional signage for tourists to reduce the need to "drive around" to find things.
- Prohibit trucks on arterial roads.
- Pursue a road connection to Big Bear.
- Widen Highway 62 to six to eight lanes.
- Use traffic controls, such as right-turn lanes, on alternative routes to improve traffic flow.
- Consider permitting neighborhood-serving businesses in residential areas to help reduce vehicle trips.

Road Improvements

- Enlarge the roadway maintenance crew and increase the amount of Town resources directed toward road maintenance. Maintenance should include:

controlling runoff to cut down on debris, filling potholes, widening lanes to meet standards, and maintaining dirt roads through spraying and adding fill material and gravel as necessary.

- Maintain high quality roads that have been built to standards.

Utilities

- Remove overhead utility wires to reduce visual clutter and preserve the rural, desert feel.
- Expand natural gas infrastructure to make it available to more of the community.

Flood Control

- Employ "soft" drainage technologies.
- Pursue joint recreation/flood control facilities.
- Use north/south streets to convey drainage.

Public Transportation

- Encourage bus stop bench sponsorship and bench advertising. Provide bench kiosks that provide shade and protection from wind.
- Expand park and ride facilities.
- Provide a jitney service along Highway 62.

A summary of all top priority strategies appears on the following page.

Top Ranked Strategies

Community Design and Appearance Group #1

1. Develop and Improve the Character of Highway 62
2. Improve and Maintain Existing Roads/Develop Multi-Use Trail System
3. Develop Master Planned Communities/Neighborhoods
4. Develop Alternative Commercial Areas and Routes

Community Design and Appearance Group #2

1. Improve Commercial Corridor
2. Provide Housing Options at Higher Densities
3. Protect Ridgelines from Development

Community Amenities

Parks and Recreation

1. Develop a Multi-Use Facility (i.e. Fairgrounds)
2. Encourage Recreational Vehicle (RV) Parks
3. Develop Trails to Create Linkages
4. Develop Community/Neighborhood Parks

Historic Resources/Identity

1. Create a Historical Society
2. Develop Historically Inspired Design Guidelines
3. Develop Educational Programs

Tourism

1. Create a Visitor's Center
2. Identify and Market Assets

Educational, Social, Arts

1. Develop a Business Resource Center
2. Expand the Museum and Performing Arts Activities.
3. Create Multi-Cultural Awareness Programs.
4. Develop a Multi-Use Community Center.

Other

1. Expand Youth Involvement and Participation Programs
2. Enhance Law Enforcement to Match Growth
3. Upgrade Medical Facilities

Top Ranked Strategies

Infrastructure

Circulation System

1. Use Highway 62 More Efficiently to Reduce Traffic
2. Look at Alternative East/West Routes to Improve Highway 62 Traffic Flow
3. Synchronize Existing Lights to Improve Traffic Flow

Road Improvements

1. Establish Roadway Maintenance Districts
2. Prioritize Future Road Improvements

Utilities

1. Recognize Linkage Between Water Supply and Sewer System and Address Them Together
2. Support City/District Cooperation to Ensure Adequate Water Supply
3. Conduct the Phase II Sewer System Study for the Downtown Core

Flood Control

1. Improve Yucca Mesa Road
2. Move Forward with Detention Basin Installation

Public Transportation

1. Provide Education about Existing Service to the Community
2. Increase the Frequency of Existing Service to Increase Ridership

Appendix

- A. Invitation
- B. Media Coverage
 - 1. April 26, 1995
 - 2. May 12, 1995
- C. Retreat Agendas (2)
- D. Participant Registration List
- E. State of the Town Presentation Handout
- F. Retreat Day One Community Vision Comment Sheet
- G. Retreat Day Two Comment Sheets (7)
- H. Consultant and Town Staff Team Members



Appendix A
Invitation



May 2, 1995

Dear

The Town of Yucca Valley is embarking on a voyage which will help mold the future of this community. It is called a community visioning exercise.

The Town Council would like your group to be a part of this process. You can do so by appointing one representative to attend two visioning sessions, one on the evening of May 12 and a second during the day on Saturday, May 13.

Your representative's only obligations are to offer opinions, hopes and visions for Yucca Valley's future and to share the results of the visioning exercise with your group.

If you want to have a voice in what Yucca Valley will look like for your children, grandchildren and great-grandchildren, now is your chance.

The community visioning exercise will be led by consultant Daniel Iacafano. He has 16 years' experience in urban and environmental planning, mediation, facilitation and meeting management. He has consulted and lectured throughout the United States and Europe and has pioneered many innovative techniques for consensus-building.

This is sure to be an experience your representative won't soon forget. It will involve bringing together about 100 Yucca Valley residents, many with different ideas about what Yucca Valley's future should be.

Please call the receptionist at Town Hall at 369-7207 by May 5 with the name of your group's representative. That person will be contacted directly with specifics of time, place, etc. for the visioning exercise.

Sincerely,

Sue Tsuda
Town Manager



Appendix B
Media Coverage



Appendix B
Media Coverage



Town seeks visions

4/26/6

YUCCA VALLEY — The Town of Yucca Valley is telling its citizens they may decide what the town will look like in five, 10 or 20 years.

The town is soliciting applications from residents who would like to help create a future vision of Yucca Valley. A broad cross-section of citizens from service groups, churches, special interest groups and the "group-less" are needed to determine that vision.

The short-term commitment includes the evening of Friday, May 12 and the next Saturday evening and will have long-term effects on the community, according to town staff.

The only obligation for participants is to return to their respective groups and make a presentation on the results of the visioning exercise.

People from all areas of the community with varied interests, opinions and hopes for the community are needed and representatives from the town say it is an opportunity to have a say in what the future may bring.

Consultant Daniel Iacafano will lead the community visioning process and will ask participants to consider what "rural" is, how there can be a balance between use and preservation of open spaces and what design features the community as a whole desires.

Several tools will be used to formulate Yucca Valley's community vision. Citizens' visions in response to the major questions will be illustrated. Slides of what is now and what could be through additions, such as structures or designated open space, or deletions, of signs for example, will be used as well.

Applications for the community visioning exercise are available at the front counter at Town Hall, located on north Dumosa Avenue. For information, call 369-7207.



Hi-Desert Star

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May 12,
1995

Vol. 38, Number 21

Yucca Valley, California - (619) 365-3315

3 sections - 22 pages

Vision in sight during program

By JAY LYMAN

Hi-Desert Star Staff Writer

YUCCA VALLEY — The town is hoping the estimated 60 participants in its visioning program to take place here this weekend will be able to produce a picture of Yucca Valley's future.

The visioning program, being facilitated by Daniel Iacafano at a cost of \$28,660 to the town, will include the ideas of "community designers" representing various local groups to produce a vision document.

Iacafano and the Town Council have maintained the document will be used to find the majority's main concerns and priorities

The "visioners" were solicited by the town and will participate in the program to take place tonight from 6 to 9 p.m. and Saturday from 8 a.m. to 4:30 p.m. While approximately 60 representatives and individuals are participating, more than 120 letters were sent out by town staff seeking participants.

The only obligation of those participating is that they return to their respective group and make a presentation on the results of the program.

Several tools will be used to formulate Yucca Valley's "community vision," according to town staff. Citizens' visions in

for the future. The town's general plan, which is scheduled for another round of review and possible adoption in September, will also be matched to the vision document to see if the two are consistent.

Yucca Valley Service Integration Specialist Susan Chaney said representatives include people from nine businesses, five churches, the school district, San Bernardino County Board of Supervisors, 21 service organizations in the local area and approximately 20 individual community members.

"We're still getting calls, which is great," Chaney said Wednesday. "I think we're pretty much set."

response to the major questions formulated by staff will be illustrated. In addition, slides will be used to show what is now and what could be through additions, such as structures or designated open space, or deletions, of signs for example.

The three main steps in the program formulated by town staff and Iacafano's Oakland-based company, MIG include coordinating efforts, understanding the area, and creating the vision — where community member ideas come in.

Issues for a visioning program formulated by staff earlier this year included:

(See VISION, Page A5)

Vision

(Continued from A1)

- What is rural, including issues of night sky, noise control, curbs, gutters and drainage control, sidewalks, large animal keeping, hillside grading, dirt roads and trails.

- How to achieve a better economic balance, including components such as local employment for residents, retail variety, senior-only development and commercial development off the highway. Town Manager Sue Tsuda did say the issue of economic development would not be included in the visioning as the council appointed a task force on the matter and recently approved the "TEAM YV" economic development concept.

- The balance between use of land and preservation of open space.

- Acceptable quality of life standards, such as recreation and leisure programs, education and retail and

service facilities.

- Priorities for town staff and the community, including completion of the general plan, development code, economic development, a youth and family support program, solid waste management and a master plan for parks.

While many of these areas are currently being worked on by town staff and others, the idea of the visioning is to get a consensus from Yucca Valley citizens on what they really want.

While Town Council members were weary to spend nearly \$30,000 for the program, some have said the program is necessary and will be worth it.

Members of the General Plan Advisory Committee (GPAC) and others, however, have expressed concern that their work alone would suffice for the community's vision.

Appendix C
Retreat Agendas (2)



Town of Yucca Valley
Strategic Visioning Retreat

Day One
Friday, May 12, 1995

6:00

Sign In/Registration

Participants are invited to sign-in, pick up a few handouts, and help themselves to refreshments in the Yucca Room.

6:30

I. Welcome/Introduction - Day 1

- A. Mayor's Greeting
 - B. Workshop Purpose
 - C. Agenda Overview
-

6:45

II. "State of the Town" Overview Presentation

- A. Background Information
 - B. Existing Conditions
 - C. Questions of Clarification
-

7:15

III. Creating a Vision for Yucca Valley

- A. Visioning: What is it?
 - B. Small Group Discussion: Creating A Vision for Yucca Valley
-

8:30

IV. Small Group Reports

A representative from each small group will present the visions from the small group discussion to the larger group.

8:45

IV. Day One Wrap-Up and Day Two Preview

- A. Wrap-Up
 - B. Small Group Discussion Format for Day Two
- Retreat participants will be asked to select a discussion topic for Day Two small group sessions.*
-

9:00

Close



Town of Yucca Valley
Strategic Visioning Retreat

Day Two
Saturday, May 13, 1995

8:00 **Continental Breakfast**
Retreat participants are invited to help themselves to a continental breakfast and check the roster for their small group assignment.

8:30 **I. Welcome/Introduction - Day 2**
A. Agenda Overview
B. Orientation to Small Group Discussion
 1. Community Design and Appearance
 2. Community Amenities
 3. Infrastructure Development

8:45 **II. Small Group Discussion #1**
Issues, Opportunities, and Constraints
Retreat participants will discuss key issues related to their topic area as well as the opportunities and constraints in Yucca Valley which impact them. This session may include discussion of more detailed information presented by the small group facilitator/Town staff team.

10:15 **Break**

10:30 **III. Small Group Discussion #2:**
Possible Strategies and Directions to Address Issues
Drawing upon the morning's discussion, retreat participants will begin to identify possible directions and strategies to address key issues.

12:00 **IV. Small Group Reports:**
Summary of Discussions #1 and #2
A representative from each small group will present the highlights from the morning discussions to the larger group. Discussion among the groups will be encouraged.

12:30 **Lunch**
Retreat participants are invited to pick up a box lunch in the patio outside the large group meeting room.

Town of Yucca Valley
Strategic Visioning Retreat
Day Two, continued
Saturday, May 13, 1995

1:15 **V. Small Group Discussion #3:**
Prioritize and Refine Strategies and Directions
Using feedback received from the large group session, small group participants will continue to prioritize, develop, and refine possible directions and strategies associated with their issue area.

3:00 **Break**

3:15 **VI. Small Group Reports:**
Summary of Discussion #3
A. Small Group Reports
B. Large Group Discussion

4:15 **VII. Wrap-Up and Next Steps**

4:30 **Close**

Appendix D
Participant Registration List



Community Visioning Exercise Registration

Amenities

Banachi, Peter
Community Member
Benson, Diane
Yucca Valley Chamber of Commerce
Boyle, Jim
St. Joseph of Arimathea Episcopal Church
Bradford, Katherine
Yucca Valley Board of Realtors
Correa, Maribel (moved into Amenities
after lunch)
Yucca Valley High School Culture Club
Crochetiere, Tom
Morongo Basin Youth Soccer Assoc.
Duran, Roger
Hi-Desert Water District
Galloway, Eileen
Hi-Desert Nature Museum Assoc.
McQuitty, Judy
Community Member
Mills, Len
Morongo Basin Horseman's Assoc.
Orth, Connie
YV Community Services Commission
Parquette, Bill
Morongo Unified School District
Rose, Louise
Community Member
Shaw, Bobbi
Community Member

Infrastructure

Barney, Ken
American Legion Post No. 469
Chaplin, Priscilla
Hi-Desert Democratic Club
Cutright, Joanne
Christian Women's Club

Hacker, David
Community Member
Hammett, Betty
Genealogical Society of the Morongo Basin
Hillis, Kenny
Community Member
Johnson, Cam
Town of Yucca Valley
Johnson, Frieda
Senior Information & Assistance
Pealstrom, Marcia
The Plate & Collectibles Club
Poland, Mike
Poland Construction
Richmond, Dave
Community Member
Sachs, Donald
Yucca Valley Planning Commission
Shaw, Rocky
Community Member
Villareal, Michael
Morongo Basin Foster Parents Assoc.

Design 1

Correa, Maribel (moved into Amenities
after lunch)
Yucca Valley High School Culture Club
Hendry, Dr. Rev. Thomas
Good Shepherd Lutheran
Malin, Kathy
Yucca Valley Planning Commission
Poland, Dora
Poland Construction
Rankin, Jo
Desert Gold Rebekah Lodge
Stoker, Mark
Stoker Construction
Swinnerton, Phyllis
Community Member
Swinnerton, William
Community Member

Yott, Joe
San Bernardino Co. Board of Supervisors

Design 2

Healy, Brian
Desert Christ Park Committee
Healy, Joy
Community Member
Huntington, Nancy
Boys & Girls Club
Manke, Rod
Prudential Real Estate
Maschler, Wolfgang
Sunrise Rotary Club
McDonough, Michael
Community Member
Meacham, Gudrun
YV Federation of Republican Women
Miller, Arthur Jr.
Community Member
Mushrush, Willard
First Southern Baptist Church
Poulson, Carrie
MB Adult Health Services
Scott, Ann
YV Community Services Commision
Smith, Carol
Yucca Valley Noon Rotary Club
Vattuone, Vic
Community Member

Friday only

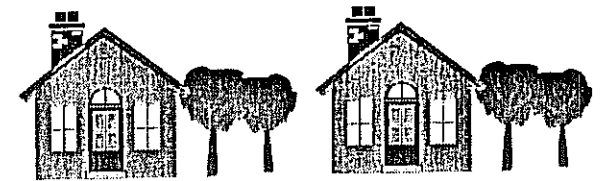
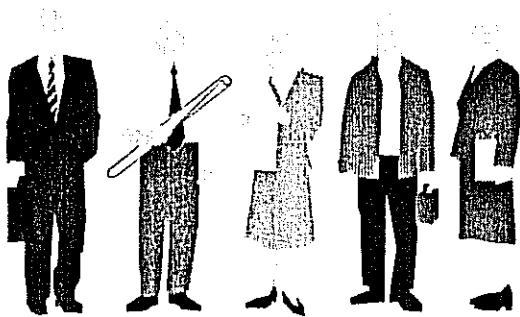
Flint, Helen
YV Federation of Republican Women
Gilon, Paul
Hi-Desert Hiking Club
Goudy, Robyn
Community Member
Lux, Lou
Hearts of Yucca Valley
Navratil, Koky
Koky's Fashion Korner

Friday only (cont'd)

Secrist, Lida
Senior Information & Assistance
Thompson, Camille
Community Member
Villareal, Stevie
Morongo Basin Foster Parents Assoc.

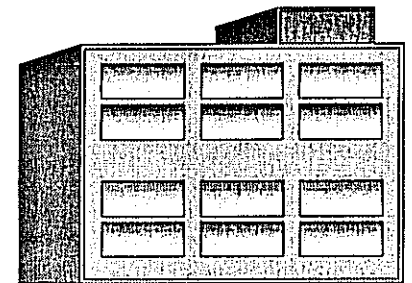
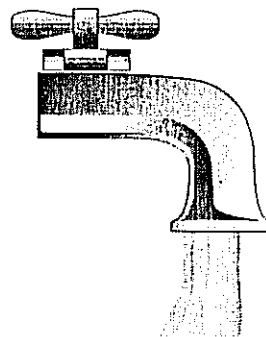
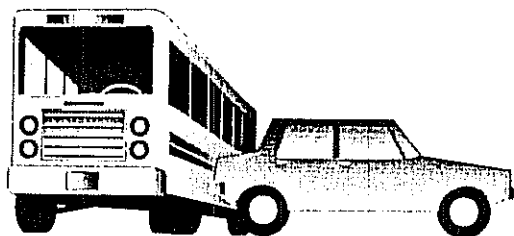
Appendix E
**State of the Town Presentation
Handout**





Yucca Valley Strategic Visioning Retreat

State of the Town Presentation



Yucca Valley Strategic Visioning Retreat

State of the Town Presentation

History

- Following Native Americans, Europeans settle in the late 19th century
- Yucca Valley expands in early 20th century
- Yucca Valley incorporates on November 27, 1991

Overview

- Background Information
- Existing Conditions

History (cont.)

- Today, Yucca Valley is a business, service and residential center for the Morongo Basin
- Desirable mild climate
- Beautiful natural setting

Location and Size

- South central portion of San Bernardino County
- 38 square miles in an elevated high desert valley
- Centered around Highways 62 and 247

Location (cont.)

- Proximity to Joshua Tree National Park
- Marine Corps Air-Ground Combat Center
- Palm Springs

Town Population

- 18,336 in 1994
- 2.3% annual growth rate expected
- 20,048 projected for 1998

Population (cont.)

- Increasing percentage of dependent children
- Decreasing percentage of seniors 65 and older

Population (cont.)

- Population will continue to remain predominately White
- Hispanic, Black, Asian Pacific Islander populations will increase slightly

Education

- 16 schools and 500 teachers serving 10,000 students in Morongo Basin
- Newly expanded Yucca Valley High School
- Copper Mountain Campus

Household Income

- Median household income increased significantly over last 20 years
- \$4860 in 1970 to \$23,741 in 1993
- Projected increase to \$31,916 in 1996

Housing

- Diverse, affordable housing stock
- Majority is single family
- 12.1% vacancy rate in 1990 includes seasonal homes

Housing (cont.)

- Average house cost is \$93,875
- 7754 total housing units in 1990
- 100 units constructed between 1990 and 1993

Labor Force

- 55% white collar in 1990
- 45% blue collar in 1990

Services - Police/Fire

- Police services provided by contract with San Bernardino County Sheriff
- Fire protection/emergency medical response by San Bernardino County Fire Protection District

Services - Parks and Recreation

- Diverse parks and recreational facilities
- Sports fields, playgrounds, trails
- More in construction and planning stages

Services - Amenities

- Community Center Complex
- Senior Center
- HI-Desert Nature Museum
- County Branch Library

Service - Utilities

- HI-Desert Water District
- Southern California Gas Company
- Southern California Edison
- General Telephone
- Century Cable

City Revenues

- Over one-third of revenues from sales tax
- 28% from property tax
- Remainder from fees, rents, permits, etc.

City Expenditures

- Law Enforcement accounts for almost one-third
- Community Services accounts for just over one-quarter
- Administration accounts for one-fifth

Existing Conditions

- Community Design and Appearance
- Community Amenities
- Infrastructure

How do we grow and change
while retaining our rural character?

Community Design and Appearance

- Residential
- Highway and other Commercial

Residential

- Density
- Neighborhood Fabric
- Land Disturbance/Natural Environment
- Road Improvements/Flood Control

Highway and other Commercial

- Building Design
- Signage
- Landscaping
- Parking
- Streetscape

Community Amenities

- Open Space, Parks, Trails
- Educational, Social, Arts
- Tourist-related

Infrastructure

- Circulation System
- Road Improvements
- Utilities
- Flood Control
- Public Transportation

Visioning Exercise

Appendix F
**Retreat Day One Community Vision
Comment Sheet**



**Town of Yucca Valley
Strategic Visioning Retreat**

Small Group 1 2 3 4 5 6

**Creating a Vision for Yucca Valley
*Small Group Discussion Comment Form***

Small Group Discussion #1- May 12, 1995

Welcome to the Yucca Valley Strategic Visioning Retreat!

This retreat is designed to involve the people of Yucca Valley in a discussion of community visions, issues, opportunities and constraints, and to identify some possible directions and strategies the Town should consider to address the issues and achieve the visions. The purpose of this first group discussion is to identify visions for Yucca Valley.

This comment sheet is divided into three sections

- I. Comments and Questions about the Introduction and the "State of the Town" Overview Presentation
- II. Community Visions
- III. Other Comments

After the presentations, you'll be assigned to a small group. Please follow the directions provided by the facilitator and be sure to hand your completed comment form to one of the staff people or consultant team members before you leave tonight. Your comments will be summarized and used in preparing for the next step in the process.

Thanks for participating!

I. Comments and Questions about the Introduction and the "State of the Town" Overview Presentation

Please use the space below to write down any comments or ask any questions you may have regarding the Introduction or the "State of the Town" Overview Presentation.

Questions or Comments Concerning the Introduction

Questions or Comments concerning the "State of the Town" Overview Presentation

II. Community Vision

Please write down your vision for Yucca Valley as it relates to the categories listed below. **What would you look Yucca Valley to look like in the future?**

Community Design and Appearance: How would you like Yucca Valley's residential areas to look and feel? What about its highway commercial and other commercial areas? (e.g., architecture, signage, landscaping, parking, streetscape)

Community Amenities: What amenities and activities would you like to see in Yucca Valley? (e.g., parks, trails, open space, social, educational, art, tourist-related facilities and activities, etc.) What don't you want to see?

II. Community Vision (continued)

Infrastructure: What types of infrastructure improvements would you like to see in Yucca Valley? (e.g., roads and circulation, types of available transportation, utilities, flood control, etc.)

Other : What other elements, qualities, or activities would you like to see or not see in Yucca Valley?

III. Other Comments

Please write down any additional comments and/or questions you may have in the space provided below.

Appendix G
Retreat Day Two Comment Sheets
(7)



**Town of Yucca Valley
Strategic Visioning Retreat**

Small Group 1 2 3 4 5 6

Community Design and Appearance
Small Group Discussion Comment Form - #1
Discussion #1 - Issues, Opportunities and Constraints

The purpose of this small group discussion is to find out what participants think are the issues, opportunities and constraints related to **community design and appearance** for **Yucca Valley** and in particular, the residential areas and the highway and other commercial areas.

This comment sheet is divided into three main sections:

- I Residential Areas
- II Highway and other Commercial Areas
- III Other Issues

Please follow the directions provided by the small group facilitator and be sure to hand your completed comment form to your small group facilitator. Your comments will be summarized and used in preparing for the next step in the process.

Thanks for participating!

I. Residential Area Issues, Opportunities, and Constraints

Please use the space below to write down what you think are the issues and opportunities related to the design and appearance of Yucca Valley's residential areas.

Issues

Opportunities

I. Residential Area Issues, Opportunities, and Constraints *(continued)*

Please use the space below to write down what you think are the constraints related to the design and appearance of Yucca Valley's residential areas.

Constraints

Other Comments

II. Highway and Other Commercial Area Issues, Opportunities, and Constraints

Please use the space below to write down what you think are the issues and opportunities related to the design and appearance of Yucca Valley's commercial areas.

Issues

Opportunities

II. Highway and Other Commercial Area Issues, Opportunities, and Constraints (continued)

Please use the space below to write down what you think are the constraints related to the design and appearance of Yucca Valley's commercial areas.

Constraints

Other Comments

III. Other Issues, Opportunities and Constraints

Please use the space below to write down any additional issues, opportunities and constraints related to Yucca Valley's community design and appearance.

Town of Yucca Valley
Strategic Visioning Retreat

Small Group 1 2 3 4 5 6

Community Amenities

Small Group Discussion Comment Form - #1

Discussion #1 - Issues, Opportunities and Constraints

The purpose of this small group discussion is to find out what participants think are the issues, opportunities and constraints related to **community amenities for Yucca Valley** and in particular, its open space, parks and trails; educational, social and arts amenities; and tourism-related amenities.

This comment sheet is divided into four main sections:

- I. Open Space, Parks, and Trails
- II. Educational, Social, and Arts
- III. Tourism
- IV. Other

Please follow the directions provided by the small group facilitator and be sure to hand your completed comment form to your small group facilitator. Your comments will be summarized and used in preparing for the next step in the process.

Thanks for participating!

I. Open Space, Parks, and Trails Issues, Opportunities, and Constraints

Please use the space below to write down what you think are the issues and opportunities related to Yucca Valley's **open space, park and trail amenities**.

Issues

Opportunities

I. Open Space, Parks, and Trails Issues, Opportunities, and Constraints *(continued)*

Please use the space below to write down what you think are the constraints related to the open space, park and trail amenities in Yucca Valley.

Constraints

Other Comments

II. Educational, Social, and Arts Issues, Opportunities, and Constraints

Please use the appropriate spaces below to write down what you think are the issues and opportunities related to Yucca Valley's education, social and arts amenities.

Issues

Opportunities

II. Educational, Social, and Arts Issues, Opportunities, and Constraints *(continued)*

Please use the appropriate spaces below to write down what you think are the constraints related to Yucca Valley's education, social and arts amenities.

Constraints

Other Comments

III. Tourism

Issues, Opportunities, and Constraints

Please use the appropriate spaces below to write down what you think are the issues, opportunities, and constraints related to the Yucca Valley's tourism amenities.

Issues

Opportunities

III. Tourism

Issues, Opportunities, and Constraints (continued)

Please use the appropriate spaces below to write down what you think are the constraints related to Yucca Valley's tourism amenities.

Constraints

Other Comments

IV. Other Issues, Opportunities and Constraints

Please use the space below to write down any additional issues, opportunities and constraints related to Yucca Valley's Community Amenities.

Town of Yucca Valley
Strategic Visioning Retreat

Small Group 1 2 3 4 5 6

Infrastructure Development
Small Group Discussion Comment Form - #1
Discussion #1 - Issues, Opportunities and Constraints

The purpose of this small group discussion is to find out what participants think are the issues, opportunities and constraints related to **infrastructure development** for Yucca Valley and in particular, the circulation system, road improvements, utilities, flood control and public transportation system.

This comment sheet is divided into four main sections:

- I. Circulation System and Road Improvement
- II. Utilities and Flood Control
- III. Public Transportation
- IV. Other Issues

Please follow the directions provided by the small group facilitator and be sure to hand your completed comment form to your small group facilitator. Your comments will be summarized and used in preparing for the next step in the process.

Thanks for participating!

I. Circulation System and Road Improvement Issues, Opportunities, and Constraints

Please use the space below to write down what you think are the issues and opportunities related to the **circulation system and road improvements** in Yucca Valley.

Issues

Opportunities

I. Circulation System and Road Improvement Issues, Opportunities, and Constraints (continued)

Please use the appropriate spaces below to write down what you think are the constraints related to circulation and road improvements in Yucca Valley.

Constraints

Other Comments

II. Utilities and Flood Control Issues, Opportunities, and Constraints

Please use the appropriate spaces below to write down what you think are the issues and opportunities related to utilities and flood control in Yucca Valley.

Issues

Opportunities

II. Utilities and Flood Control Issues, Opportunities, and Constraints *(continued)*

Please use the appropriate spaces below to write down what you think are the constraints related to utilities and flood control in Yucca Valley.

Constraints

Other Comments

III. Public Transportation Issues, Opportunities, and Constraints

Please use the appropriate spaces below to write down what you think are the issues and opportunities related to public transportation in Yucca Valley .

Issues

Opportunities

III. Public Transportation Issues, Opportunities, and Constraints (continued)

Please use the appropriate spaces below to write down what you think are the constraints related to public transportation in Yucca Valley.

Constraints

Other Comments

IV. Other Issues, Opportunities and Constraints

Please use the space below to write down any additional issues, opportunities and constraints related to Yucca Valley's infrastructure development.

**Town of Yucca Valley
Strategic Visioning Retreat**

Small Group 1 2 3 4 5 6

Community Design and Appearance
Small Group Discussion Comment Form - #2
Discussion #2 - Possible Strategies and Directions

The purpose of this small group discussion is to identify possible strategies and directions for addressing issues related to community design and appearance.

The comment sheet is divided into three sections:

- I. Residential Areas
- II. Highway and other Commercial Areas
- III. Other Strategies and Directions

Please follow the directions provided by the small group facilitator and be sure to hand your completed comment form to your small group facilitator. Your comments will be summarized and used in preparing for the next step in the process.

I. Residential Area Strategies and Directions

Please use the space below to write down what you think are possible strategies and directions to address issues related to the community design and appearance of Yucca Valley's residential areas.

Strategies and Directions

II. Highway and Other Commercial Area Strategies and Directions

Please use the space below to write down what you think are the possible strategies and directions to address key issues related to the community design and appearance of Yucca Valley's highway and other commercial areas.

Strategies and Directions

III. Other Strategies and Directions

Please use the space below to write down any additional strategies and directions that you think need to be considered to address community design and appearance issues in Yucca Valley.

**Town of Yucca Valley
Strategic Visioning Retreat**

Small Group 1 2 3 4 5 6

Community Amenities
Small Group Discussion Comment Form - #2
Discussion #2 - Possible Strategies and Directions

The purpose of this small group discussion is to identify possible strategies and directions for addressing issues related to **community amenities**.

The comment sheet is divided into three sections:

- I. Open Space, Parks, and Trails
- II. Educational, Social and Arts
- III. Tourism
- IV. Other Strategies and Directions

Please follow the directions provided by the small group facilitator and be sure to hand your completed comment form to your small group facilitator. Your comments will be summarized and used in preparing for the next step in the process.

I. Open Space, Parks, and Trails Strategies and Directions

Please use the appropriate spaces below to write down what you think are the possible strategies and directions to address issues related to open space, park and trail amenities in Yucca Valley.

Strategies and Directions

II. Educational, Social, and Arts Strategies and Directions

Please use the appropriate spaces below to write down what you think are the possible strategies and directions to address key issues related to **educational, social, and arts amenities** in Yucca Valley.

Strategies and Directions

II. Tourism

Strategies and Directions

Please use the appropriate spaces below to write down what you think are the possible strategies and directions to address key issues related to **tourism amenities**.

Strategies and Directions

III. Other Strategies and Directions

Please use the space below to write down what any additional strategies and directions that you think need to be considered to address community amenities issues for Yucca Valley.



**Town of Yucca Valley
Strategic Visioning Retreat**

Small Group 1 2 3 4 5 6

Infrastructure Development
Small Group Discussion Comment Form - #2
Discussion #2 - Possible Strategies and Directions

The purpose of this small group discussion is to identify possible strategies and directions for addressing issues related to **Infrastructure Development**.

The comment sheet is divided into four sections:

- I. Circulation System and Road Improvement
- II. Utilities and Flood Control
- III. Public Transportation
- IV. Other Strategies and Directions

Please follow the directions provided by the small group facilitator and be sure to hand your completed comment form to your small group facilitator. Your comments will be summarized and used in preparing for the next step in the process.

I. Circulation System and Road Improvements Strategies and Directions

Please use the appropriate spaces below to write down what you think are the possible strategies and directions to address issues related to Yucca Valley's circulation system and road improvement.

Strategies and Directions

II. Utilities and Flood Control Strategies and Directions

Please use the appropriate spaces below to write down what you think are the possible strategies and directions to address key issues related to the Yucca Valley's **utilities and flood Control**.

Strategies and Directions

II. Public Transportation Strategies and Directions

Please use the appropriate spaces below to write down what you think are the possible strategies and directions to address key issues related to **public transportation** in Yucca Valley.

Strategies and Directions

III. Other Strategies and Directions

Please use the space below to write down any additional strategies and directions that you think need to be considered to adequately address infrastructure development in Yucca Valley.



Town of Yucca Valley Strategic Visioning Retreat

Small Group 1 2 3 4 5 6

Small Group Discussion Comment Form - #3

Discussion #3 - Prioritize and Refine Possible Strategies and Directions

The purpose of this small group discussion is to prioritize and refine the possible strategies and directions developed during small group discussion #2. Which three or four solutions and strategies discussed should be top priorities for Yucca Valley? What issues need to be addressed to further pursue each of the priority strategies and directions identified by your small group?

This comment sheet is divided into three sections:

- I. Top Three or Four Solutions and Strategies
- II. Implementation Issues and Considerations
- III. Other Comments

Please follow the directions provided by the small group facilitator and be sure to hand your completed comment form to your small group facilitator. Your comments will be summarized and used in preparing for the next step in the process.

I. Top Three or Four Solutions and Strategies

In the space below, please write down the top three or four strategies and directions that you think are the most critical for addressing Yucca Valley's infrastructure development, specifically regarding the circulation system and road improvement; utilities and flood control; and public transportation.

1. _____

2. _____

3. _____

4. _____

II. Implementation Issues and Considerations

Please use the space below to write what you think are some of the key implementation issues and considerations related to each of your top strategies and directions. What steps need to be taken to pursue this strategy? What are the additional information needs necessary to move forward? What kinds of funding issues need to be considered? What are other need issues to be considered to pursue this strategy or direction?

Strategy/Direction

II. Implementation Issues and Considerations

Please use the space below to write what you think are some of the key implementation issues and considerations related to each of your top strategies and directions. What steps need to be taken to pursue this strategy? What are the additional information needs necessary to move forward? What kinds of funding issues need to be considered? What are other need issues to be considered to pursue this strategy or direction?

Strategy/Direction

II. Implementation Issues and Considerations

Please use the space below to write what you think are some of the key implementation issues and considerations related to each of your top strategies and directions. What steps need to be taken to pursue this strategy? What are the additional information needs necessary to move forward? What kinds of funding issues need to be considered? What are other need issues to be considered to pursue this strategy or direction?

Strategy/Direction _____

II. Implementation Issues and Considerations

Please use the space below to write what you think are some of the key implementation issues and considerations related to each of your top strategies and directions. What steps need to be taken to pursue this strategy? What are the additional information needs necessary to move forward? What kinds of funding issues need to be considered? What are other need issues to be considered to pursue this strategy or direction?

Strategy/Direction

Appendix H
**Consultant and Town Staff Team
Members**



Town of Yucca Valley Staff Team Members

Sue Tsuda, *Town Manager*

Jim DeMersman, *Museum Curator*

Shane Stueckle, *Town Planner*

Susan Chaney, *Services Integration Specialist*

Dean Beyer, *Administrative Services Director*

Jim Schooler, *Community Services Director*

Dan Gentry, *Recreation Supervisor*

Jay Corbin, *Planning Technician*

Jim Gleason, *Maintenance Worker II*

Consultant Team Members

Moore Iacofano Goltsman, Inc.

Daniel Iacofano

Jim Oswald

Dave Cottle

Todd Hara

Susan Orbuch

Larry Wight

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