

First Quarter (2000-2005) Vision Force Updates

Economic Development Vision Force

Education Vision Force

Quality of Life Vision Force

Downtown: The Heart of the City Vision force

Community Planning and Transportation Vision Force

Image Vision Force

Youth & Family Vision Force

Health & Wellness Vision Force

Economic Development Vision Force

Accomplishment Highlights

Strategy #1 *Expand telecommunications*

Formation of Connecting Kern County to inventory and assess communication and high speed infrastructure and define needs. Resulted in the deployment of broadband service in Kern River Valley and pursuit of other grants for rural connectivity issues.

Strategies #2 and 3 *Attract new types of business and build on existing infrastructure.*

Updated Economic Development Strategy is complete and has identified key industries and technologies for targeting specific industries with tremendous potential for offering entry-level through high wage paying jobs and career ladders.

Specifically, the strategy identifies Value Added Ag and Alternative Energy as two areas with opportunity to create jobs, synergies with our core industries and attack various energy dependencies and air quality issues simultaneously.

Strategy #5 *Encourage and provide business development and entrepreneurial opportunities.*

Development of Tomatoes on Steroids program designed specifically to assist small and medium sized business in the areas of finance, workforce and information. Are currently assisting nine businesses and have made referrals for over 70 other small businesses.

Strategy #12 *Measure the economy.*

State of the County Economy Report developed by Dr. Grammy and presented annually at the Kern Economic Summit. The report consistently

tracks a wide variety of indicators over time to measure our progress and status, from median incomes to housing affordability to poverty rates.

Additional Accomplishments

The economic development task force discussions led to recognition of the early reading and pre-school needs. A separate group and the education task force followed through on plans to meet those needs.

Areas of Future Priorities

1. Implementation of strategies and initiatives in the new Economic Development plan, which incorporates ongoing collaboration and participation by private business, education and government. Implementation must proceed in a deliberate, scheduled manner through all strategy recommendations.
2. Continue to expand and broaden support for new start-ups and growing existing business, especially to expand resources for them in the financing of business growth and new ideas.
3. Aligning all education (K-16) with our economy and strategy to both support industry and better prepare our students at all levels for success in the workplace.
4. Strengthen the relationships and leverage the resources between all the business organizations (Chambers, SBDC, Kern EDC, etc.) that work together to support and grow our economy.

Summary of Strategies

Strategy #1 - Expand telecommunications and other infrastructures to support new and existing industries.

See "Accomplishment Highlights"

Strategy #2 - Attract new types of businesses consistent with our Vision.

See "Accomplishment Highlights"

Strategy #3 - Build on existing economic base: Agriculture (for example: applied technology, value-added agriculture, Genetic technology) and Energy (for example: natural gas, micro-energy generating).

See "Accomplishment Highlights"

Strategy #4 - *Create a post-graduate Research and Development partnership with industry and universities.*

Started with a look at adding an Engineering school. Not sufficient student supply from local high schools and statewide capacity available. In the new countywide strategy there is a “Human Resources” flagship to be led by the WIB. Part of that flagship will be to marshal all education/training components for strategy-related workforce development.

Strategy #5 - *Encourage and provide business development and entrepreneurial opportunities.*

See “Accomplishment Highlights”

There is a proposed, countywide micro-enterprise loan program to provide opportunities for small entrepreneurial programs.

Strategy #6 - *Align the offerings of higher education with the needs of the new economy.*

Future priority and working off a specific set of recommendations made to the Workforce Investment Board.

Strategy #7 - *Create a permanent ongoing nexus between community business employment needs and local educational requirements.*

Future priority and key component of the new Economic Development Strategy.

Strategy #8 - *Develop a system-wide workforce preparation program, pre-kindergarten through University system that integrates quality academic instruction, relevant vocational education and workforce responsibility skills (soft skills).*

Ongoing priority but driven through the education task force, not economic development.

Strategy #9 - *Develop a plan to promote, publicize, obtain adequate funding and implement a technology incubator.*

The incubator program closed due to funding is being reconsidered, but not a top priority at this time.

Strategy #10 - *Identify, support and coordinate existing private-public collaborations such as Kern EDC,*

Greater Bakersfield Convention and Visitors Bureau, Vision 2020.

Future priority, a major component of the Economic Development Strategy as well as several other working groups (Chamber), and the stewardship group of the countywide Economic Development Strategy.

Strategy #11 - Develop a fast-track process for establishing a business in Greater Bakersfield.

City and County have made progress. Follow up and formal report needs to be provided by City and County permitting department. The goal is to coordinate all planning and land use specifically as it impacts or relates to industry clusters.

Strategy #12 - Develop and implement a plan to develop statistics measuring the economy and other relevant data for Greater Bakersfield.

See "Accomplishment Highlights"

Education Vision Force

Vision

Raise the educational expectations / achievement of students, teachers, parents and the community.

Summary of Strategies

- Strategy #1** ***Promote the importance of quality early childhood development and school readiness so that students enter kindergarten ready to learn***

- Strategy #2** ***Promote the importance of literacy, as the most essential element of a quality education, through the efforts of the Target Reading First Collaborative***

- Strategy #3** ***Promote the idea that all students graduating from high school must be academically prepared (based on California's academic standards) to pursue the career, career training and/or post-secondary education of their choice.***

Quality of Life Vision Force

Vision

Greater Bakersfield is...

symbolic of the “American dream” with a family-friendly environment and affordable housing for all. We are an inclusive, culturally diverse, and tolerant community that welcomes and celebrates all people. Our community is forward-looking, friendly, safe and clean with esthetically pleasing physical surroundings that provide recreation and other family-oriented activities. Our community attracts and supports businesses and organizations because of our clean, healthy air and many diverse offerings of arts and culture for the enjoyment of all. We are a community that takes pride in our museums, theaters, and live musical entertainment. We maximize the use of trees, greenbelts, and water throughout the community, through the extensive use of walking and bike paths, neighborhood parks, and landscaped transportation corridors. And, we have maximized the river through the use of water elements that serve as cultural and recreational resources. Our youth are actively engaged in the development of our community. Our community serves as a model for quality, affordable childcare. We value and provide opportunities for our senior citizens.

Summary of Strategies

Strategy #1 - Attain air quality standards.

The visioning element of greatest concern and greatest interest in all Vision 2020 forums was – and continues to be – air quality. Because of the over-arching importance and extraordinary public interest in this strategy, we are presenting a broad statistical status report.

Air quality standards are both national and state in their imposition. The San Joaquin Valley Air Pollution Control District is responsible for air quality from stationary sources. The California Air Resources Board is responsible for air quality from mobile sources. Each national and state standard is sub-divided into ozone and PM-10 standards.

Ozone standards are further divided into:

- Days above one-hour state and national standards at specific sites within Greater Bakersfield.
- Days above an eight-hour standard over the national standard.

PM-10 standards are divided into:

- Annual average exceedance of state and national standards
- Three-year averages over state and national standards
- Peak 24-hour averages over state and national standards.

It is evident to all that Greater Bakersfield – and the San Joaquin Valley – are not meeting these standards. In fact, a plan has been developed by all appropriate agencies to “provide healthy air for all of the Valley’s people and to meet federal and state requirements for ozone . . .” It is called the Extreme Ozone Attainment Demonstration Plan (OADP).

The monitoring station in the 5500 block of California Avenue in Bakersfield indicates the following ozone trends from 1994 through 2004:

- State standards were consistently exceeded. However, if 2004 is any indication, the trend during this 11-year period is very favorable—from 27 days in 1994 to only 10 days during 2004. Unfortunately, the “numbers” are highly volatile and variable ranging from a low of 10 to a high (in 1996) of 66 days. The mean (average) is 37 days. The median is 28 days.
- The national one-hour standard at this same site includes considerably more favorable outcomes. During the same 11-year period, this standard was exceeded only during four years – 1995, 1996, 2000, and 2001. The number of days were extremely low – 2, 3, 1, and 1 days, respectively. This Bakersfield site was in compliance during all other years.
- The eight-hour standard generates considerably more negative results at this location. As the state trend indicated, 2004 was an unusually good year with only 13 days in which the national standard was exceeded. However, over the 11-year period, the mean number of days was 41; the median was 27. The worst year was 1996 (67 days over the standard).

If 2005 and successive years can continue to improve the trend recorded during 2004, our community will be on our way to “clean air”. When one considers the population growth that has occurred during this same period, any improvement is highly impressive. Unfortunately, two data points are not indicative of a trend. We need to continue to monitor these data – and to champion long-term strategic solutions for our region.

Particulate matter (PM-10) standards present a different picture. Standards were exceeded for the following number of days:

- National – 0 days -- and state – 160 days during 2003. (No data are available yet for 2004). These results are almost identical to data from 1995 (0 and 139.2 for national and state standards, respectively).

The “high 24-hour average” has improved from 1994 through 2004:

- From 97 to 83 days based on national standards
- From 101 to 93 based on state standards.

Here, too, this cannot be construed to be a trend because results are so volatile and variable. Over this 11-year period:

- National results ranged from a low of 83 in 2004 to a high of 190 days in 2001.
- State results ranged from a low of 93 in 2004 to a high of 204 days in 2001

Mobile sources of ozone are a major source of pollution. Despite major efforts with hybrid automobiles, green diesel, solar energy, wind turbines, CNG fuel for busses, conservation and other important efforts, no significant improvement is anticipated until a major scientific breakthrough occurs.

1. Support the efforts of the California Air Resources Board (CARB), other state and local agencies, and Valley industry

Air quality standards are both national and state in their imposition. Air quality in the Greater Bakersfield area is improving, however the standards continue to change. The City and County have formed a PM10 task force to work with the California Air Resources Board in reducing PM10 in the air (dirt). The San Joaquin Valley Air Pollution Control District (SJVAPCD) is responsible for air quality from stationary sources, and provides data to track both ozone levels and particulate matter in relation to governmental standards and benchmarked with other communities. The Citizens Advisory Board has become more active, including a presentation to the SJVAPCD board on urban forestry. The California Air Resources Board is responsible for air quality from mobile sources.

2. Support increased outreach and public education programs by the Valley Air Pollution Control District.

- San Joaquin Valley Clean Cities Coalition with Project Clean Air, Inc. and INFORM hosted “Greening Garbage Trucks in the San Joaquin Valley” workshops in Merced and Fresno in October 2002 and in Bakersfield in April 2004.
- San Joaquin Valley Clean Cities Coalition with Project Clean Air, Inc. helped Valerie Spake and Assoc. coordinate Bakersfield media relations, and venues at the Kern County Museum and the Downtown Bakersfield Business Association Street Faire for the California Fuel Cell Partnership’s Rally through the Valley in May 2003.
- San Joaquin Valley Clean Cities Coalition with the Blue Sky Partners planned and carried out the Bakersfield stop and media relations for Dennis Weaver’s Ecolonomic Institute’s “Drive to Survive” in May 2003. “Drive to Survive” highlighted hybrid electric vehicles, fuel cell vehicles, alternate fuel vehicles, and the Segway.
- The Blue Sky Partners (Project Clean Air, Inc., Golden Empire Transit, Kern Regional Transit, Kern Council of Governments,

American Lung Association-Kern County Chapter, and the Valley Air District) plan public outreach and education programs held each May to promote Clean Air Month.

- Vision 2020 conducted an Air Quality Forum at California State University during 2003 to help the general public understand air quality issues and our progress.
- In 2004, the SJVAPCD conducted a two day Air Quality Symposium in Bakersfield, highlighting new developments, trends, and upcoming programs to further reduce emissions. Organizations concerned about clean air are encouraged to apply to the SJVAPCD for any grant programs that may be applicable to organization goal

Lead Organization: San Joaquin Valley Air Pollution Control District (SJVAPCD)

Time Frame: Ongoing

Strategy #2 *Encourage the use of alternative fuel and low or zero emission vehicles in Greater Bakersfield.*

1. **Expand the use of alternative fuel and low or zero emission vehicles in Bakersfield for public and private use to achieve 10% usage.**
 - San Joaquin Valley Clean Cities Coalition members indicate an annual growth rate in their fleets of 17%, which is the estimated rate to achieve a goal of 10% usage in the year 2020.
 - Hybrid vehicles have been promoted throughout Greater Bakersfield, most recently at the Greater Bakersfield Chamber of Commerce's Power Breakfast held in April 2005.
 - The EPA announced its Diesel Collaborative effort at a media conference in Bakersfield in September 2004, to promote the use of low emission locomotive engines.
 - The Valley Air District has funded 590 engines and 2 fueling stations in Kern County for a total of \$10,501,509.
 - San Joaquin Valley Clean Cities Coalition helped Schwan's submit a State Energy Program grant in 2005 to help increase its fleet in Bakersfield. Outcome pending.
 - Several school districts have added CNG buses or 'green' diesel buses to their fleets.
 - Golden Empire Transit District will have converted all 79 busses, 13 vans, and 81% of their other vehicles to CNG by the end of 2005. The Kern Co. Supt. of Schools has converted 22% of their bus

fleet. The Bakersfield City School District is experimenting with “green” diesel rather than convert to CNG.

The state and federal governments changed the requirement for clean air vehicles which had the effect of focusing efforts on fuel efficient vehicles rather than alternative fuel vehicles. In the long run, hydrogen or fuel cell seems to be where the effort is being made, and toward that end, the state/feds are building several hydrogen fueling stations in major metropolitan areas (not Bakersfield). A minimum of ten years is estimated before these units will be readily available, except for experimental units.

Lead Organization: City and County General Services and Roads, GET, Superintendent of Schools, school districts
Time Frame: Ongoing and changing

2. Create the private and public infrastructure necessary to support alternative fuel vehicles.

- City of Bakersfield L/CNG Station
- Delta Liquid Energy/Clean Fuels USA opened a 24/7 propane station in Bakersfield
- GET CNG Station upgrade planned
- Yellow Cab CNG station under construction
- Biodiesel production facility opened in Bakersfield
- Kern County Superintendent of Schools Office CNG station will break ground in 2005.
- San Joaquin Valley Clean Cities Coalition supported a State Energy Program Grant that will buy-down the lease price of FuelMaker’s Phill (a home CNG fueling device) when leased in conjunction with the purchase of a Honda Civic GX. Bakersfield is one of the rollout markets in 2005.
- San Joaquin Valley Clean Cities Coalition met with Ray Bishop to request that Meadows Field Airport consider applying for a VALE grant to fund alternate fuel infrastructure at the airport.
- City of Bakersfield and Kern County considering a MOU to construct a transfer station for waste management. This could include a new fueling facility and additions of alternate fuel waste haulers to local fleets.

Lead Organization: City, County General Services and Roads, GET, Superintendent of Schools, school districts, fuel providers, Clean Cities Coalition, Kern Council of Governments (KernCOG).
Time Frame: Ongoing

3. Add curriculum at local colleges to train mechanics to service alternative fuel vehicles

Bakersfield College has submitted a Letter of Intent to apply for funding from the Economic and Workforce development Program Grant under the State Community College District funding for a regional training center. They are competing with four other colleges, including Fresno State, where the regional training center currently resides.

Lead Organization: Bakersfield College, BC Foundation, PG&E, and Clean Cities Coalition

Time Frame: 2004 and ongoing

Strategy #3 *Reduce emissions from mobile sources by improving traffic flow.*

1. Encourage more right-turn lanes.

The City and County have established new development standards that will require the installation of right turn lanes as new development occurs. The City requires the lanes at all arterial/arterial and arterial/collector intersections. The City has recently begun retrofitting older intersections along high volume routes as funding becomes available. The County requires the lanes as above, and also at collector/collector and collector/at some local streets. Both jurisdictions are also constructing more double left turn lanes, which also have a significant air quality advantage. Complete

Lead Organization: KernCOG, City, County Roads

Time Frame: Ongoing

2. Encourage beltway freeway to get cars off the “stop and go” surface streets; investigate “systems” approach.

Both city and county staff and officials completed a study of a systems approach to major roads and freeways in Metropolitan Bakersfield. The adoption of “alternative #15” in northern Bakersfield is a major step forward but funding is yet to be achieved.

A new plan for a southern segment of the beltway is currently under consideration and close to approval. Funding will be from Bakersfield Transportation Impact Fees and State Transportation Improvement Program funds.

Lead Organization: Kern COG

Time Frame: Ongoing

3. Encourage carpool parking lots and carpool lanes on the beltways.

KernCOG will coordinate with other agencies to add lots as growth occurs and carpool lanes as a part of beltway design, although carpool lanes are not practical for the Greater Bakersfield area at this time. In January 2002, the KernCOG Board of Directors approved funding for an outreach program to encourage the public to carpool.

Lead Organization: KernCOG
Time Frame: Ongoing

Create a walkable city to encourage pedestrians, discourage “maze” developments and “island cities” such as Laurelglenn. Make shopping areas friendly to pedestrians.

The Downtown Charrette set a vision for central Bakersfield and the City of Bakersfield is in progress of implementing this plan through new redevelopment housing and the Mill Street Project. A new housing development, Brighton, by Castle & Cooke is testing this concept in the private sector. The walkable city concept is a part of the new Rosedale Ranch proposal.

Lead Organization: City, County, GET
Time Frame: 2010

Strategy #4 *Reduce air pollution associated with agriculture activities.*

1. Encourage local officials to advocate state incentives for biomass plants to divert agriculture waste and reduce agriculture burns.

The State of California has a program designed to reduce agricultural burning through the support for biomass plants. In Kern County the number of biomass plants is:

Trends in agricultural burns in Kern County are:

Total during 1997:	47,375 acres
Total during 2004	24,868 acres

Lead Organization: Elected officials, Nisei Farmers League, farm corporations and co-ops, Farm Bureau
Time Frame: Ongoing

2. Encourage agriculture burn alternatives.

State legislation has been passed leading to a phase-out of agricultural burning by 2009.

Lead Organization: Farm Bureau, farm corporations and co-ops
Time Frame: Ongoing

Strategy #5 *Increase tree shade canopy to 30% in Greater Bakersfield.*

1. Create a Master Plan for Greater Bakersfield for greenbelts, water elements, and landscape corridors (connectors).

There is no master plan for trees in the city or metro areas at this time. There is a groundswell of interest in improving the visible effects of Greater Bakersfield through the use of greenbelts, water elements, etc. There is increasing collaboration between the city and county, and between public and private entities to make these improvements a reality.

Lead Organization: City, County Planning and Parks and Recreation, Tree Foundation, Kern River Parkway Foundation
Time Frame: 2006

2. Conduct training in tree planting and maintenance and proper pruning.

In partnership with the National Tree Trust and Chevron Corporation, the Tree Foundation of Kern has hosted three “Citizen Forester Programs”. These programs are designed to train citizens in tree biology and structure, tree planting and selection, and proper tree care. A recently-adopted goal of the urban forestry division of the City of Bakersfield is to certify their tree workers so they may take the lead in setting an example of proper tree care. Additionally, Bakersfield College is again considering the offering of a class for certification through the Horticulture Department at BC. There is an opportunity for free training, in Spanish and English, as to proper tree maintenance; however, this must be approved at the state level.

A city of Bakersfield ordinance requires a permit for tree pruning contractors. The ordinance is not enforced, and code enforcement personnel are not trained in pruning follow-up. The city and county have agreed to meet with the Tree Foundation to agree upon penalties for non-compliance.

Lead Organization: Tree Foundation.
Time Frame: Ongoing

3. Develop a campaign to encourage people to plant trees in Greater Bakersfield.

The Tree Foundation has planted over 3,000 trees in public locations since 2002. A consortium of volunteer organizations and the City have planned development of “pocket parks”. One new “pocket park” has been constructed by the City at the new Amtrak station and Convention Bureau office and another one is being planned for 24th & M St. A new development of Castle & Cooke

called Brighton Parks includes within its 480 home sites a total of 32 “pocket parks” with ample trees from the outset.

Lead Organization: Tree Foundation
Time Frame: Ongoing

4. Review and revise commercial and residential development specifications for landscape requirements. Explore private residential landscape incentives.

A new city ordinance requires that commercial parking lots must reach a 40% shade canopy within 15 years of their initial construction. It appears that this ordinance is not yet being enforced specifically with regard to initial approvals, required tree lists, and pruning practices. The county is in process of revising landscape requirements.

Lead Organization: Kern County Tree Foundation, City, and County
Time Frame: ongoing

5. Institute shade recommendations on school playgrounds.

A recent grant approval was received by the Tree Foundation to provide education to school districts on pruning practices, and the proper trees for long term health.

Lead Organization: Superintendent of Schools, Tree Foundation
Time Frame: Ongoing

Strategy #6 ***Create 20 major tree-covered corridors that connect to and include the Kern River Parkway, safe bike paths, and GET bus routes by 2020.***

1. Develop seamless tree ordinances in Greater Bakersfield to ensure a healthy, vibrant, sustainable, urban forest

Two ordinances passed were passed, however there is more work to be done.

Lead Organization: City, County and Planning Commissions, Tree Foundation
Time Frame: On-going

2. Update the tree ordinance for Greater Bakersfield. Include incentives for developers to exceed minimum number of trees as well as specify species to minimize air pollution and maximize shade canopy.

The tree ordinance was updated. There has been no progress on the remaining items.

Lead Organization: City, County, Planning Commission, Tree Foundation
Time Frame: 2006

- 3. Create a healthy, vibrant, sustainable urban forest through maintaining and replacing current trees. Encourage City, County and adjacent property owners to plant and maintain trees in existing tree wells and planting strips.**

The Tree Foundation of Kern plants between 1-2,000 trees annually in Greater Bakersfield

Lead Organization: City, County, Tree Foundation

Time Frame: Ongoing

- 4. Encourage Golden Empire Transit (GET) ridership by planting trees to shade bus stops.**

No progress noted

Lead Organization: GET and Tree Foundation.

Time Frame: Start in 2001, then ongoing.

- 5. Create plan to ensure that all parking lots are 40% shaded at maturity by selecting, planting, and maintaining large canopy shade trees within and surrounding parking lots through the tree ordinance. Plan will help mitigate “heat island effect.”**

Ordinance adopted.

Lead Organization: City, County, Tree Foundation

Time Frame: On-going

- 6. Encourage use of reflective roofing materials and/or consider roof gardens on parking structures to help mitigate “heat island effect.”**

No progress noted.

Lead Organization: City, County, Tree Foundation

Time Frame: 2004

- 7. Finish Chester Ave. greenbelt from 24th Street north to Kern River Bridge**

Chester Avenue greenbelt has been completed to the Kern County Museum on North Chester. The City has set aside funds to complete the design of landscaped medians adjacent to the Kern County Museum on Chester Avenue. The County has planted the streetscape along Chester Avenue in front of the Metropolitan Recreation Center to enhance the area’s attractiveness and to provide a green frontage.

Lead Organization: City, County

Time Frame: 2006

- 8. Create landscaped gateways, freeways and arterial roads. Increase freeway and entry point landscape standards.**

Arterial landscaping is included in new development projects.

Freeway landscaping is under the jurisdiction of Caltrans. In 2003,

the City and County adopted the “Metropolitan Bakersfield Freeway Beautification Master Plan Design Guidelines”. Phase I of the State Route 99 corridor beautification project, from Wilson to Planz, was completed in June 2005.

The City has budgeted \$1,045,000 over the past two fiscal years for landscaped median island improvements of existing asphalt medians incorporating a new, more attractive median island standard throughout the City.

Lead Organization: Caltrans, City

Time Frame: 2005

9. Implement public landscaping projects such as roundabouts and streetscapes

Consider a metropolitan-wide maintenance district or privatize maintenance

Develop joint, city-county standards for the metropolitan area with defined urban and suburban zones.

Leverage grant monies for privately lead beautification projects

The Green Thumb Garden Club beautifies the 24th Street triangle. Girl Scouts, Camp Fire Girls and others participate in flower planting as does the Keep Bakersfield Beautiful committee.

Lead Organization: City, County

Time Frame: 2005

10. Incorporate more water venues, fountains, and/or trees in parks

Adopt standards to require trees

Encourage use of water through policies

Incorporate art requirements in buildings

The city has plans for “spray parks” throughout the city. Central Park’s Mill Creek Project is in progress. There are several new outstanding examples of outdoor sculpture in conjunction with major buildings, e.g., the work of Betty Younger in and around the Bank of America building down town. It was noted that most cities contribute 1-2% of development fees to outdoor art, fountains, etc.

Lead Organization: City, County

Time Frame: 2005

Strategy #7 *Leverage Proposition 12 and 13 funding to create a greenbelt corridor along the Kern River with a bike path from Lake Ming to Buena Vista.*

- 1. Complete a landscaped bike path from Lake Ming to Buena Vista.**

The City has used funds from these two propositions to enhance and extend the bike path along the Kern River. The Bellevue River Weir provides a pedestrian and bike path crossing from the new Park at RiverWalk – a 30-acre site connected to the 40-acre open space / recharge area. Several shoreline tree projects are planned for restoration of tree corridors between Chester Avenue and Golden State Avenue. Another project extends from Cal State Bakersfield to the new Park at RiverWalk along the south shoreline of the Kern River. Tree planting projects took place with Castle & Cooke in the spring of 2005. In addition, more trees have been planted along the bike path west of Beach Park. A Proposition 12 grant was applied for to fund over 600 trees from Cal State to the Gosford bridge. Two additional applications have been submitted for Prop. 12 grants specific to more trees.

Lead Organization: City, County
Time Frame: 2006

2. Create a master landscaping plan for the Kern River Corridor that includes recreational uses.

A master plan for the Western portion of the Kern River corridor has effectively been accomplished in the form of the Kern River Parkway, which extends from Panorama Drive in the East and Allen Road to the West. The western-most segment is a public-private partnership between the City of Bakersfield and Castle & Cooke. Its outcome is the major 30-acre park at RiverWalk.

Lead Organization: City, County, Tree Foundation, Kern County Water Association, Kern River Parkway Foundation
Time Frame: Ongoing

Strategy #8 Provide additional recreational and other activities along the Kern River.

1. Improve river use for recreation with barbecues, chess tables, etc in parks along the river.

The city's new 30-acre Park at RiverWalk is at Buena Vista Road and Stockdale Highway – adjacent to the Kern River. It includes an aqua theater with an adjacent lake.

An additional lake will be near Stockdale Highway. On the north side of the Kern River at this location is an additional 40-acre open space and recharge area. Possible use will be playing fields for soccer, etc. This same area will also serve as a trailhead for equestrian activities. The city's Recreation & Parks Department has implemented several programs to provide concerts in parks adjacent to the river – including the "Rockin' by the River" and the "River Front Jazz" series of events. All have been very successful and well attended.

Lead Organization: City
Time Frame: Ongoing

2. Landscape Kern River Parkway for safety including lighting, call boxes, and bike patrols.

Bakersfield Police Department patrols the parkway on bikes. Solar powered call boxes are in place.

Lead Organization: City Public Works, Telephone Companies, Bakersfield Police Department
Time Frame: Ongoing

3. Start annual Greater Bakersfield cultural heritage festival along the river

No progress noted.

Lead Organization: Citizen Advisory Committee, Arts Foundation of Kern, cultural groups
Time Frame: 2008

4. Provide seasonal art exhibits and sales along the river; increase frequency with time as popularity of the event grows.

In 2005, the Bakersfield Art Association presented an art exhibit at Yokuts Park. No additional activity noted.

Lead Organization: Arts Council of Kern, City
Time Frame: 2008

5. Provide maps and parkway information at Kern River parkway access point. Publicize the parkway entrances, exits, parks, etc.

Maps and other information are available courtesy of the East Bakersfield Rotary Club.

Lead Organization: Kern River Parkway Foundation, City, County
Time Frame: 2004

6. Provide easier public access to the Kern River bottom at Beach Park by creating entrances to safe areas of the river.

Freeway Master Plan completed and approved

Lead Organization: City, Caltrans
Time Frame: Completed

Strategy #9 *Keep water in the Kern River year-round through Beach Park.*

1. Support Governor's \$23 million Kern River Restoration project to keep water in Kern River through Beach Park.

The Kern River in 2005 will flow through Beach Park until October at which time channel maintenance must take place. This has not

been possible in the preceding years because of California's six-year drought. In 2012, contracts of the city with various irrigation districts will expire. New contracts negotiated at that time may provide for the release of more water for year-round flow through Bakersfield.

Lead Organization: City, County, Kern County Water Agency
Time Frame: Complete

2. Center high density and retail/restaurant development along the river and downtown canals/riverwalks

Restaurant development near the Kern River at Buena Vista Road is underway with the advent of California Pizza Kitchen and Elephant Bar restaurants. This Castle & Cooke development is expected to expand in this and other areas along the Kern. Commercial development along the canal running through Central Park in downtown Bakersfield is part of a plan called the "Mill Creek Project". This water element doesn't reach the level of a river walk; it does represent progress toward this action step.

Lead Organization: City, Redevelopment Agency, Water Districts
Time Frame: 2006

Strategy #10 *Develop a cultural/museum master plan incorporating the museums, a new performing arts center and Metro Park.*

- 1. Form a public/private partnership to develop an integrated master plan for development for arts, museum, cultural and other resources. Provide a visualization of the cultural/museum master plan to develop public support for a bond to implement the master museum/entertainment plan. The funds are to be shared among those groups participating in the plan development.**

Currently, the only master plan in place is the master plan completed in 2000 for the Metropolitan Recreation Center (MRC). The MRC sits on a little over 100 acres and provides fields for Little League, a minor league baseball stadium, group picnic grounds, and other uses. The master plan also addressed the museum's approximately 17-acre grounds. The museum is governed by the Kern County Museum Authority. It was established by a joint powers agreement between the county and the Kern County Board of Education. The KCMA has planned development at the museum consistent with the master plan. The museum has also refined the plan and developed time lines and refined cost estimates for the activities, facilities, and programs desired at the museum.

An "integrated master plan" is still needed is underway for museums in Greater Bakersfield in general – in addition to the

above plan that's applicable only to the Kern County Museum. The Arts Council of Kern has begun the process of identifying the issues for such an integrated plan.

Lead Organization: Arts Share
Time Frame: 2006

2. **a) Research and ascertain feasibility of a Performing Arts Center to encourage cultural activity. Coordinate with the long-range plan of the Bakersfield Symphony Orchestra to build a 1,500-seat concert hall. Provide incentives to make it happen.**

The Downtown Charrette produced several design ideas and identified opportunities for the use of theaters and performing arts centers throughout the downtown. There are several organizations working on this project.

3. **b) Create a theatre district. Provide free parking.**

The theatre guild has been established. The Arts District, complete with banners, will be installed September 2005.

Lead Organization: Collaboration of Art Share, City, DBA, Bakersfield Museum of Art, Arts Council, Supt. of Schools, Symphony Associates
Time Frame: 2010

4. **Convene monthly meeting of leaders from major Bakersfield attractions and community developments to share information and plans.**

This action item is accomplished on an on-going basis in the form of "Arts Share". Sponsored by the Arts Council of Kern, all representatives of virtually all forms of art are invited and attendance so far has been excellent. A Master Calendar is in the works, to be viewed at kernarts.org.

Lead Organization: Arts Council of Kern
Time Frame: Ongoing

Strategy #11 Ensure that 20 cultural activities and exhibits are located throughout our community and represent our diverse community segments.

1. **Create an event to bring culturally diverse groups together to support development of cultural museum/galleries.**

Kern County Museum addresses many diverse groups in their exhibits. In addition, a Latin Arts Festival was presented in 2005. An Americus Museum on Baker Street is under consideration.

Lead Organization: Hispanic Chamber, City, and Arts Council
Time Frame: On-going

2. Celebrate cultural diversity in parks by installing murals, landscaping, sculptures and other lasting displays.

Grant applications are in process by the City and Arts Council for PG & E funding of public art. A Mural Map is in process. Three new murals in the downtown area are planned for 2005.

Lead Organization: Arts Council
Time Frame: Ongoing

3. Develop rotating seasonal exhibits to celebrate diverse local cultures at CSUB, Fox and Rabobank Arena and other public venues.

The Bakersfield Museum of Art rotates its exhibits five times each year. Some of these exhibits are representative of diverse local cultures. CSUB has four seasonal exhibits per year. Bakersfield College also has rotating exhibits. Kern County Museum focused on public art in 2005. Adobe Krow galleries also supply diverse exhibits. Museum on the Move takes art out into the schools.

Lead Organization: Arts Council with Adobe Krow galleries and Hispanic Chamber cooperating
Time Frame: Ongoing

4. Draft plan for public art to coordinate efforts of the art exhibits.

Public art is planned for the new downtown residences / cottages. The sculpture garden surrounding the Bank of America building at Truxtun and Chester has been created by Mrs. Milton (Betty) Younger. The Arts Council has rotating exhibits at the UC Merced building downtown. The Veteran's Memorial at the Visitors and Convention Center is another example of public art.

Lead Organization: Arts Council of Kern, Bakersfield Museum of Art, and City
Time Frame: Ongoing

Strategy #12 *Inspire 1000 individuals and businesses to enhance their neighborhoods through murals and other public art media by January 2010.*

Increase the level of public art including outdoor mosaics and open sculpture gardens.

Lead Organization: Arts Council of Kern,
Time Frame: ongoing

Strategies #13-18 - transferred to the Youth and Family Vision Force

Strategy #19 *Attack root causes of crime in Greater Bakersfield.*

- 1. Coordinate interagency efforts to look beneath immediate problems and consider underlying causes or risk factors for crime and develop and implement crime mitigation plans. Consider economic factors such as education, unemployment, housing, nutrition; social factors such as inequality, lack of family support, access to services; family structure factors such as parental inadequacy, conflict, criminal behavior and family violence.**

These are on-going efforts. The Bakersfield Police Department is conducting community forums to help citizens understand how the police department operates. A forum was conducted by Vision 2020 in which local law enforcement officials and university criminologists participated. A white paper was produced from this process and is available on the Vision 2020 website.

Lead Organization: Bakersfield Police Department, Kern County Sheriff's Office, and Kern County Network for Children, Youth Development Coalition.

Time Frame: Ongoing

- 2. Obtain grant funding for root cause crime analysis coordinator**

The Kern County Sheriff's Office has hired a person for this purpose – with funding from a grant.

The Bakersfield Police Department has a crime analysis unit to do trending and forecasting of crime within given neighborhoods.

Lead Organization: Kern Chiefs Association

Time Frame: Done

Strategy #20 *Continuously improve the cleanliness of Greater Bakersfield.*

- 1. Adopt universal curbside household recycling, keeping costs reasonable for residents and business owners.**

Universal curbside collection is a reality. Curbside recycling is available in the City and County on a voluntary basis, with fee.

Lead Organization: City, County Waste Management Department

Time Frame: Complete

- 2. Support "Keep Bakersfield Beautiful" organization.**

Lead Organization: Keep Bakersfield Beautiful committee
Time Frame: 2002-Completed and ongoing

3. Work with Kern High School District (KHSD) to educate students about littering; integrate anti-litter campaigns with high school community service program.

This project was developed by a Leadership Bakersfield class in 2005. This successful project was turned over to Keep Bakersfield Beautiful for ongoing maintenance.

Lead Organization: Kern High School District
Time Frame: Done

Strategy #21 *Celebrate cultural diversity and increase inclusiveness in our community.*

1. Publish profiles of multi-cultural role models in the media and in public service announcements. Establish an annual multi-cultural citizen of the year award for a person who has encouraged inclusiveness.

The Bakersfield Californian continues to positively profile a diversity of citizens. Several programs recognize multi-cultural individuals, such as the Hispanic Excellence Awards, MAOF Recognitions, and Heritage of America.

Lead Organization: Hispanic Chamber of Commerce, African-American Coalitions, Mexican American Opportunity Foundation, The Bakersfield Californian
Time Frame: Ongoing

2. Create collaboration between faith-based organizations to work toward a tolerant community by providing leaders and role models for others in the community to emulate.

Interfaith Council continues to meet. Also, Mayor Harvey Hall has organized a group to carry out his "Unity in the Community" theme, which coincides in a highly positive manner with this action item.

Lead Organization: Mayor Hall
Time Frame: Ongoing

3. Increase inclusiveness by encouraging members of minority communities to serve on civic boards and commissions.

All citizens are encouraged to apply to serve on County Board-appointed committees and commissions. Applications are readily available at the Clerk of the Board. They can also be completed electronically on the county's web site. The county does not request information concerning any applicant's gender or ethnic background.

Lead Organization: City, County
Time Frame: Ongoing

4. Involve more of the community in our Sister Cities programs.

The Sister City Board of Directors has been expanded. A new Sister City was established with Queretaro, Mexico in 2005 under the leadership of Manuel Arriola. Additional new sister city relationships with the Philippines, Italy, and India are under discussion.

Lead Organization: Sister City organization
Time Frame: Ongoing

Downtown: The Heart of the City Vision force

Vision

Our Vision for Greater Bakersfield is...an inspiring magnet for those who live, work, or play there and is truly the “heart of the City”. It is architecturally pleasing; with an emphasis on the use of water that provides an attractive backdrop for public art and sculptures, concerts, and other cultural activities. It has a safe atmosphere that stimulates activity in a 24-hour downtown – a thriving center of activity including business, retail, government, entertainment, and residential uses. Our downtown boasts a collection of neighborhoods, each with its own unique aspects, and is a place that captures our rich historical heritage.

The Downtown Vision Force meets quarterly to review and refine the strategies as necessary and to monitor the actions to accomplish the strategies. The most significant accomplishments to-date include:

Accomplishment Highlights:

Strategy #1 Encourage mixed use development that includes a diverse mixture of housing retail and commercial uses.

1. New

- A new 40,000 square foot Aquatics Center and Ice Rink were opened.
- A new Visitor’s & Convention Bureau was constructed.
- A new commercial three-story building at 900 Truxtun Ave. was completed.
- A new Housing Authority building was completed.

2. Rehabilitation

- The Assistance League is renovating the former EDD building on Q Street. Construction of a 7000 square foot theater project on California at the site of the previous Assistance League facility will be developed.
- The Padre Hotel continues rehabilitation into apartments and retail shops.

3. Housing

- An 80-unit senior housing project on R Street was completed.
- The construction of 74 cottages north of the Bakersfield Museum of Art is expected to be completed by October, 2005.
- 160 senior housing units on California Avenue and M Streets will be completed in 2005.

Areas of Future Priorities

A federal courthouse project is in the bidding process with the federal government.

Strategy #2 Encourage the Charrette process to develop and continue to implement design concepts for the Downtown area and get it translated along with this Vision into an official downtown plan.

Charrette processes were completed for downtown and Old Town Bakersfield/Baker Street.

Strategy #3 Develop parks of various sizes to provide green space for walking, relaxing/sitting, jogging, biking, and picnicking.

A landscape ordinance was approved to increase the amount of shade coverage from 30% to 40% in parking lots.

Strategy #4 Expand the downtown street light design and streetscape design, and incorporate benches, garbage cans, tables and chairs.

Wall Street Alley was completed.

The \$2 million streetscape on Baker Street has completed of the first four of eleven blocks.

The streetscape for North Chester is completed. The next phase along Chester Avenue will be impacted by the \$60 million construction project at San Joaquin Community Hospital, including medical office buildings and a hospital addition.

Summary of Strategies

Strategy #1 *Encourage mixed use development that includes a diverse mixture of housing retail and commercial uses.*

Change zoning and ordinances to create mixed-use development that further encourages use of incentives, and processes, which respect the unique context of development in downtown.

Create demand for infill development using incentives and by connecting existing facilities with greenbelts and publicizing the lower costs associated when the infrastructure is already in place.

Identify uses consistent with downtown character and provide for consistent zoning with uses.

- 1. Encourage business uses downtown.**
- 2. Create energetic, mixed-use downtown with abundant after-work activities.**

A change in zoning was unnecessary because downtown zoning already allows mixed-use development.

San Joaquin Hospital is investing \$100 million in enhancements including a patient care tower, a parking garage, and 50,000 square feet of medical office space.

Economic Development, City of Bakersfield, is working to attract new development in the downtown area. Meetings were held in September 2001 with downtown property owners to provide an update of the Charrette process. More recently, meetings have been held with downtown property owners to discuss the creation of a property-based improvement district (PBID).

Wall Street Alley completed in October 2002.

Rehab of A.B. Dick building completed in February 2003.

Golden State Automotive will be remodeled into new office use by August 2005.

Fike's has been remodeled into an upscale spa.

The Assistance League renovated the former EDD building on Q Street in March 2005.

New commercial 3-story building at 900 Truxtun completed (includes Economic Development & Parks & Recreation).

New Housing Authority Office Building completed.

City acquired 7.5 acres of land for 74 cottages by Central Park. Construction is expected to be completed by March 2006.

A \$21 million, 180-unit senior housing project at California & M Streets was completed in 2005.

An 80-unit senior housing at 500 R Street was completed in November 2004.

Padre Hotel development into apartments & retail is proceeding.

J.C. Penney building will be rehabilitated with plans to include retail & offices.

New 30,000 square feet of retail is under construction between L, M, 23rd, and 24th streets.

New building at 515 Truxtun planned for Visitors & Convention Bureau was completed in July 2003.

Enhancements have been made to the area that has become the Downtown "Arts District", utilizing landscape, lighting, banners, surface materials, etc.

A new 40,000 square foot Aquatics Center and Community Ice Rink were opened in May 2004.

Food Max opened in April 2003 at California & Union Ave. Albertson's opened in 2004 on Brundage & Chester Ave.

A new downtown federal courthouse project is in the bidding process.

Lead Organizations: City; County; Redevelopment Authority; Economic Development; private developers; KEDC; DBA
Time Frame: 2003-2010

Strategy #2 ***Encourage the Charrette process to develop and continue to implement design concepts for the Downtown area and get it translated along with this Vision into an official downtown plan.***

- 1. Ensure that funding is available for completion of this process.**
- 2. Encourage active participation by community representatives in the process.**
- 3. Ensure that goals of Vision 2020 are incorporated and that the outcomes of the Charrette process continue to be implemented as Vision 2020 action items.**

The Charrette was completed May 2001, completing action items #1 and 2.

The City has incorporated Vision 2020 and Charrette concepts into Council priorities and a work plan has been developed to include capital improvement redevelopment activities.

The Downtown Vision Force continues to monitor the progress of this plan.

A Charrette process to develop a strategy for Baker Street was completed (7/03).

Lead Organizations: City; Vision 2020

Time Frame: 2001-2003 and ongoing

Strategy #3 ***Develop parks of various sizes to provide green space for walking, relaxing/sitting, jogging, biking, and picnicking. Encourage the use of trees and flowers, lighting, street furniture, art signage, and flags. Use surface material that enriches the paving options on our streets, sidewalks, and curbing. Encourage private courtyards and landscaped spaces that provide opportunities for formal and informal leisure use and activities. Provide a pedestrian friendly atmosphere by linking the parks by historic trolleys, a river walk, or water taxis on a canal system.***

1. **Change zoning and ordinances to encourage development of parks and/or green space.**
2. **Provide incentives to developers and/or property owners to develop parks and/or green space.**
3. **Encourage collaboration of DBA, Tree Foundation, Arts Council, etc.**

Per the Charrette, and expansion of Central Park is on the priority list. 74 urban-style cottages are planned on 7.5 acres north of Central Park. Public art and water features are planned as part of the entrance.

A site has been designated in front of the Visitor's & Convention Bureau for a Veteran's monument.

EDCD received \$1 million of EPA funds to establish a loan program to provide loans to assist owners in cleaning up Brownfield sites in all three redevelopment project areas. This application was rated one of the best in the western U.S.

EDCD has applied for federal and state grants to develop a linear park along the Kern Water Canal from Golden State to California Avenue. The park will incorporate bike paths, walking paths, water features and redevelopment sites for retail and housing opportunities.

Lead Organizations: DBA; Arts Council; Tree Foundation

Time Frame: 2002-2006

Strategy #4 ***Expand the downtown street light design and streetscape design, and incorporate benches, garbage cans, tables and chairs.***

1. **Expand program to sidewalk areas instead of center area.**
2. **Pursue funding for expanded areas**
3. **Encourage expansion of the design to include additional areas.**

A landscape ordinance was approved in August 2001 to increase the amount of shade coverage from 30% to 40% in parking lots.

Wall Street Alley was completed in October 2002.

19th Street, from Eye to H Streets, will see an expansion of the streetscape.

Streetscape for Old Town Kern will began in 2004; the second phase will be completed in 2006.

Chester Avenue streetscape was completed in front of the Kern County Museum in 2003.

Chester Avenue from 24th Street to Garces Circle will begin construction by December 2006.

\$1.25 million in federal funds for public improvements on Baker Street, including a courtyard plaza, has been secured.

Lead Organization: City

Time Frame: 2002-2006

Strategy #5 ***Develop a River Street to become a center for community activities and outdoor enjoyment. Encourage the use of various water elements – fountains, pools, and ponds to enhance the parks, town squares, etc.***

1. **Develop strategies to make downtown canals more accessible and attractive through innovative design, while maintaining functionality and public safety.**

The City issued development solicitation for a 30-acre parcel for the south end of the Mill Creek project in April 2005.

2. **Develop a “River Street” plan.**
3. **Tie scenic waterways and senior living areas with safe walkways for seniors and the community at-large**
4. **Locate art shows or other cultural events at or near waterways.**

Lead Organizations: City Council; City Planning; water districts; developers; Arts Council; Parks & Recreation; Museum of Art; Bakersfield

Strategy #6 ***Expand accessible and affordable parking downtown to include strategically placed parking structures, open 24 hours to provide overlapping uses; island parking; park & ride perimeter parking; as well as more creative ways to integrate parking downtown.***

1. Promote parking downtown through a property-based improvement district.
2. Create half day or hourly rates that are affordable and encourage use of parking structures.
3. Encourage downtown merchants to provide validation for parking structures.
4. Develop ways to provide parking structures.
5. Implement recognizable and consistent signage for parking.
6. Develop joint use agreements, Parking Authorities, and trolley/bus transportation, as appropriate.
7. Implement ordinance changes as needed.

The City completed a parking study, including an inventory of parking places in garages and lots, in 2003.

8. Provide incentives to developers that are tied to parking issues.

Lead Organizations: DBA; City; GET; Transportation Committee
Time Frame: 2003

Strategy #7 ***Recognize historic buildings, sites and neighborhoods. Develop historic walking and trolley tours with permanent historic displays that depict the history of our community.***

1. Obtain historic designation on City, State or Federal Registers.
2. Provide incentives to developers and property owners to preserve and enhance historic structures.
3. Provide history of historic building/sites to be placed in a visible area.
4. Place outside kiosks along pedestrian walkways, in parks, and other “districts”.

Some kiosks, which provide a history of the City, are located downtown.

The use of the centennial video will be considered for the kiosk at the Amtrak station.

5. Publicize the availability of brochures for self-guided walking tours.

The Historical Preservation Commission has 2-3 downtown walking tours available; additionally, there are tours of other parts of the City like the Oleander area.

6. Work with Visitors and Convention Bureau to provide docents for group tours.

Lead Organizations: Historical Preservation Committee; Historical Society; City; Convention & Visitors Bureau; Kern County Museum
Time Frame: 2002-ongoing

Community Planning and Transportation Vision Force

Accomplishments Highlights

Universal trash collection was passed in Kern County to help prevent illegal dumping. Scheduled curbside bulky waste pickup has been initiated. The County, with cooperation of franchise waste haulers, has provided neighborhood “bulky waste days”.

The County of Kern and the City of Bakersfield have updated the Bakersfield Metropolitan General Plan reflecting a new Route 58. Both entities adopted alternative 15 and a systems approach for future roads and freeways. Future work concerning a specific route adoption study and project study report is complete as is planning for the eventual adoption of the related specific plan. The Kern River Freeway has been converted to a local “freeway” by STIP with the City of Bakersfield as the lead agency for implementation. The City has acquired rights of way and tier 2 environmental is in process. Final engineering is in process with an estimated completion of 2006. 75% of the property has been purchased for the Westside Parkway, with the balance to be acquired by mid-2005. The City and County Specific Plan identifies a South beltway that is pending Caltrans Route Adoption Process. Meantime, the City and County are mapping out and reserving property for the beltway and KernCOG.

The City, County, and KernCOG have reached consensus on a downtown location for a high speed rail station. The High Speed Rail Authority adopted the recommended downtown station location and routing through Palmdale.

Funding obtained for new airport terminal and runway extension complete. The construction of the new terminal is underway and scheduled for completion in October 2005, with dedication November 12, 2005.

Areas of Future Priorities

Create additional revenue source to become a self-help community in order to qualify for funding of local transportation infrastructure at a higher level.

Progress: Kern County Citizens for Quality Transportation (KCCQT) is a broad-based group whose purpose is to identify ways to achieve self-help status. Current proposal is to promote a 1/2cent sales tax for the November 2006 ballot. In addition, KCCQT is lobbying in support of legislation to reduce majority percentage for passage of tax initiatives from 66 2/3rd to 55%. KernCOG has also formed a committee.

Community Planning Vision

Greater Bakersfield is...a community with a clear set of development and land use policies that encourage in-fill development, while discouraging urban sprawl and leapfrog development into prime agricultural lands. Our community encourages a high level of cooperation between agencies leading to utilization of the most efficient and cost effective services. Our community maintains its small town characteristics while encouraging well-planned growth. We value distinct neighborhoods and pursue preserving the character of those neighborhoods. We actively seek to revitalize blighted areas. Our community is visually pleasing and is a place where all residents take pride in their neighborhoods.

Community Planning Summary of Strategies

Strategy #1: Provide consistent urban services within defined metropolitan area.

- 1. Encourage City and County to agree on and work together to develop consistent urban services.**
 - a. Utilize agreements, as necessary, to avoid inconsistent services including, but not limited to, the following areas: development; public safety departments; and recreation.
 - b. Utilize joint City and County task forces to identify inconsistencies and concentrate efforts to be consistent
 - c. Include policy and goal sections in the Metropolitan Bakersfield General Plan update that encourage consistent urban services across jurisdictions.
 - d. Develop a public relations campaign to educate and inform the public regarding the inconsistencies and the need for consistency.

Significant progress has been made. City and County set up a task force to better coordinate urban services and utilize joint powers agreements when appropriate. County updated their improvement standards to be more consistent with City standards, and City and

County staffs completed their review July 2003. Joint meetings will be initiated beginning in 2005, to jointly review and resolve any remaining issues.

The vast majority of policies recommended in this Action item were incorporated in the recently adopted Metropolitan Bakersfield General Plan Update

2. Continue to develop ordinances jointly between the City and County.

Example: Bakersfield Transportation Impact Fee – 40% landscape canopy

Time Frame: Ongoing

3. Encourage annexations of County islands into the City. Discourage annexation that creates “islands”. Provide financial or other incentives.

Annexations are the responsibility of the Local Agency Formation Commission (LAFCO). LAFCO has the power to terminate an annexation proceeding that would create an “island” of unincorporated territory. On May 26, 1996, the Board of Supervisors adopted a resolution stating its neutrality in a city annexation proposal. The City evaluates each proposed annexation to identify various programs and funding sources, which may assist with improving the proposed annexation areas up to current city standards. Depending on the ability to provide services and types of services currently provided, districts may be eliminated in cases where it is feasible.

Time Frame: Ongoing

Strategy #2: *Provide property owners with incentives to create in-fill or redevelopment.*

1. Create ordinances that would modify or lower fees, taxes, or parking requirements to encourage in-fill development. Provide for the use of development agreements. Consider bonus density.

Density bonus provisions are already included in State law and the County zoning ordinance for qualifying projects. Differential building permit fees are also provided for senior low income housing.

The Transportation Impact Fee is discounted by the County in the Metro Bakersfield area. The County has proposed an amendment to CEQA guidelines for in-fill development that would provide counties with the same CEQA exemption tool already available to cities. (2/2005)

Enabled by Local Partnerships, City contracted with 4 local developers who constructed 10 single-family dwellings as part of

the Lakeview In-fill Housing program-completed 2003. In addition, 75 cottages were constructed North of Central Park.

Redevelopment is in process for the area bounded by “Q” Street, California Avenue, Union Avenue, and Golden State Highway, which includes City Center at the southern end with the aquatics center and ice rink (completed), Park Village (cottages and senior housing), and City Walk Village on the east and west ends (restaurants/retail/urban style apartments);

The Baker Street Charrette was conducted focusing on 11 blocks. A \$2 million streetscape contract has been awarded for this area. In addition, the City was awarded a \$1 million Brownfield site grant in June 2003. A grant will be applied for the development of a “linear park” with enhanced canal features and a bike trail between Golden State Highway and California Avenue. The Padre Hotel project is back on track.

Time Frame: Ongoing

2. Update the related policies in the 2010 plan.

Recently adopted Metropolitan Bakersfield General Plan update provides new and additional policy direction with comprehensive changes to the fee schedule and application processing procedures. Coordination with affected local special districts to gain concurrence and consistency of policies is also ongoing.

Time Frame: Completed

3. Reduce time delays for development in the downtown and other centers through programs for expedited environmental planning review and traffic studies.

The County currently has HOME funding commitments to assist in the development of over 200 new affordable multi-family rental units in Metro Bakersfield (2/2005)

Lead Organization: City, County

Time Frame: Ongoing

Strategy #3: *Require non-contiguous development to provide all necessary infrastructure or provide economic disincentives through variable fees.*

1. New variable traffic model for impact fee approved in 2004.

Completed

2. Provide for sewer infrastructure in growing areas.

Completed

(2/2005) The County's Community and Economic Development Department can offer Community Development Block Grant funds to provide off-site improvements to serve in-fill "affordable" housing projects.

The County has created a "Planned Sewer Area" for CSA 71 to provide sewer infrastructure in growing areas. Additional ordinances will be enacted to implement this Strategy as the need arises. A variable fee structure was adopted upon the completion of the "Planned Sewer Area", July 2004. Other variable fee schedules will have to be evaluated on a case-by-case basis to determine if legal justification can be established based on provision of service considerations. Expected impact of increased density.

Strategy #4: *Encourage the City and County to work together on land use and development issues to provide a combined vision on what growth is acceptable or desired.*

1. Encourage joint meetings between relevant staff and elected representatives.

The City Council and the Board of Supervisors meet jointly to share information, provide policy direction, and action is taken on items of mutual interest and jurisdiction. Staff members meet on an on-going basis.

2. Adopt agreements for shared services and shared tax revenues where appropriate.

An annexation tax sharing agreement between the City and the County is already in place. The proposed (2/2005) new County Economic Development Strategy includes a recommendation that the County form an Infrastructure and Land Use Oversight group to be headed by the County Resource Management Agency. The group would help coordinate planning and economic development efforts to ensure availability of appropriately designated land for industrial development that is adequately served by infrastructure and compatible with adjacent land uses.

Strategy #5: *Implement consistent review criteria by which agricultural land conversions can be evaluated.*

1. Adopt policies in the Metropolitan Bakersfield general plan that discourages the premature conversion of farmland.

The Metropolitan Bakersfield general plan update includes policies that discourage the premature conversion of farmland. The rapid residential and attendant commercial growth that has and is currently occurring on Bakersfield's fringes has again highlighted

the importance of this issue. The Infrastructure and Land Use group referenced in Strategy #4 should re-visit this issue and make related recommendations as appropriate.

Completed

Strategy #6 ***combined with Strategy #2.***

Strategy #7 ***Streamline and provide incentives for first time homebuyers in blighted areas.***

- 1. Work with City program to reduce the red tape. Possibilities include requiring one inspection stating all items that need to be completed up front.**
- 2. Provide assistance to first time homebuyers in completing the HUD and Community Development Department process.**
- 3. Adapt program to make it more customer service friendly.**

The Association of Realtors provides instruction in local high schools on how to buy a house. The County, through its Community Development Program Department, offers closing cost assistance to eligible low-income homebuyers through its successful "First Time Homebuyers Program," which contributes to building stable neighborhoods by promoting home ownership. Due to escalation of real estate prices, the County will consider increasing its first time home buyer assistance level significantly from the current \$3,500 maximum.

The City provides up to \$30,000 per buyer for low income housing assistance. City staff amended the First Time Home Buyers Assistance Program to allow for down payment and closing cost financial assistance for homebuyers participating in the Lakeview In-Fill Housing Program.

Lead Organization: Association of Realtors

Time Frame: ongoing

Strategy #8: ***Create stricter code enforcement to help maintain neighborhoods and increase visual standards.***

- 1. Work with neighborhood collaboratives.**

Good relationships have been established with neighborhood collaboratives, particularly in the two metropolitan code compliance pilot project areas. City staff has developed a program for neighborhood preservation in areas where new in-fill housing is promoted by the City's housing programs. Kern County Code Compliance with the support and assistance of the East Bakersfield Community Coalition's members accomplished the demolition of

dilapidated properties in East Bakersfield's blighted county islands. Ordinance barriers to Kern County Code Compliance were eliminated (e.g. Code Enforcement Officers were prevented from initiating the abatement process without a complaint from near by residents).

2. Identify resources to guide the property owner through the assistance programs when they cannot afford to do the repairs. Establish a process where homeowners who cannot correct code violations can voluntarily have those violations corrected by the city or county at no or reduced cost.

County Community and Economic Development has provided programs and funding to help rehabilitate units. Since January 2000, CEDD has assisted in the rehabilitation of 78 homes in Metro Bakersfield for a total of \$2,534,720.

Since January 2000, the County Code Compliance Program has demolished 30 buildings, boarded up and cleaned up 38 properties, and cleaned up 15 properties. Assistance is provided to property owners on a limited basis working with Collaboratives.

3. Encourage cooperation of City and County and Environmental Health Services on Code enforcement. Empower City and County staff to notify each other of code violations.

City and County staff regularly confer with each other regarding metropolitan code enforcement issues. The Neighborhood Watch Program includes staff from Public Works, Development Services, and Code Enforcement in addition to public safety personnel to provide residents with assistance and information regarding City services of interest to the neighborhood.

4. Establish scheduled curbside pickup of bulky items.

Universal Trash collection was passed in Kern County to help prevent illegal dumping. Scheduled curbside bulky waste pickup has been initiated. The County with cooperation of franchise waste haulers has provided neighborhood "bulky waste days".

5. Assign liens to other properties in order to provide incentives for property owners to clean up.

Since January 2000, the county has funded 25 owner rehabilitation projects (to bring homes up to code) for \$1,087,880 and 125 HOME Access projects (to make homes handicapped accessible) for \$194,490.

6. Implement a public relations program to educate neighborhoods.

Regular neighborhood meetings have been curtailed due to budget constraints (2003).

Lead Organization: County and City
Time Frame: Ongoing

Strategy #9: *Involve youth in redeveloping blighted neighborhoods*

Moved to Youth & Family

Strategy #10 *Provide financial or other incentives for urban areas in the County to be annexed into the City*

Combined with Strategy #1.

Strategy #11: *Retrofit existing neighborhoods to be more pedestrian friendly and provide for pedestrian friendly thoroughfares in new developments.*

- 1. Lower traffic speeds on residential streets. Consider implementing traffic calming devices, lowering speed limits, and reducing street size standards. Improve street lighting.**

The City has implemented several traffic calming strategies including speed bumps/traffic undulations and mid-intersection median planters. City also minimizes the number of 4-way intersections within neighborhoods, and long straight street alignments on local streets, which could promote speeding. Street standards have been updated to allow for reduced widths on low volume streets

- 2. Adopt ordinances for off-street parking.**
- 3. Develop a program, identify funding requirements and grant sources.**
- 4. Encourage pedestrian friendly features in neighborhood design.**

Lead Organization: City, County
Time Frame: Ongoing

Strategy #12: *Adopt incentives for improving utilization of existing problem commercial areas and provide incentives for reuse of commercial zones.*

- 1. Identify areas for commercial redevelopment, including spot areas for pocket redevelopment.**

In August 1999, two new redevelopment project areas were established for Old Town Kern-Pioneer and Southeast Bakersfield areas. The City's Enterprise Zone designation was extended five more years to stimulate investment and increase employment in the Southeast Metropolitan Bakersfield Enterprise Zone. City staff has worked with the owner of the former Chaparral Motel property to demolish and develop a 40-unit apartment complex and a 30,000

square foot retail commercial project on the 5.2-acre site. The City has demolished the vacant substandard commercial building located at the Northwest corner of Kentucky and Baker streets

Time Frame: Completed

2. Adopt policies in support of the strategy, including update of the Metropolitan Bakersfield General Plan.

Time Frame: Completed

3. Implement ordinances that provide incentives such as tax increases, rebates, or modification of fees.

4. Provide pedestrian access.

5. Repeal prevailing wage law for redevelopment areas.

.Lead Organization: City, County

Time Frame: Ongoing

Strategy #13: *Provide incentives for reuse of commercial zones.*

Combined with Strategy #12.

Strategy #14: *Use pocket redevelopment*

Combined with Strategy #12.

Transportation Vision

Greater Bakersfield is...a community that is proud of its efficient, environmentally friendly transportation system that serves all areas of the community. As an international gateway with a modern airport, our community is connected to major cities in California through a high-speed rail system.

Transportation Summary of Strategies

Strategy #1 *Create additional revenue sources to increase priority for state and federal transportation funding.*

1. Create additional revenue source to become a self-help community in order to qualify for funding at a higher level.

Kern County Citizens for Quality Transportation (KCCQT) is a broad-based group whose purpose is to identify ways to achieve self-help status. Current proposal is to promote a 1/2cent sales tax for the November 2006 ballot. In addition, KCCQT is lobbying in support of legislation to reduce majority percentage for passage of tax initiatives from 66 2/3rd to 55%

KernCOG has also formed a committee to work with KCCQT

Modified traffic impact fees. Investigate toll roads.

Lead organization: Kern County Citizens for Quality Transportation
Time Frame: 2006

Strategy #2: *Increase pedestrian pathways and bike routes*

1. Include provisions for pathways and bike routes for developing areas in the Metropolitan Bakersfield general plan update.

City and County staff continue to look for opportunities to expand and improve our bikeway facilities through various means including when roads are resurfaced and re-striped, when roads are newly constructed, and when in the course of regular maintenance bikeway striping can be installed. KernCOG has adopted an area wide bike route plan The Kern River Trails Plan adopted by the City is intended to complement the City's trail plan and the Northeast Trail Plan.

2. Adopt and implement policies to retrofit existing areas.

The City's bike path has been extended, and renovations on the existing bike path are under construction. The County is using Safe Routes to Schools and other grants to provide and extend sidewalks for pedestrian use. Also, CMAQ (Congestion Management and Air Quality) funds are used for shoulder improvements (\$1-1.5 million/year).

Lead Organization: City, County

Time Frame: On-going

Strategy #3: *Encourage completion of route 58.*

1. Update the Metropolitan Bakersfield General Plan

Completed and ongoing: The County of Kern and the City of Bakersfield have updated Bakersfield Metropolitan General Plan reflecting a new Route 58.

2. Design policies to implement strategy

Both the City and County recently completed a study by U.R.S. Griener to study a systems approach to major roads and freeways in Metropolitan Bakersfield. Both the City and County adopted alternate #15 from this report as the preferred plan for future roads and freeways. Future work concerning a specific route adoption study and project study report is complete, as is planning for the eventual adoption of the related specific plan. The Kern River Freeway has been converted to a local "freeway" by STIP with the City of Bakersfield as the lead agency for implementation. The City has acquired rights of way and tier 2 environmental is in process. Final engineering is in process with an estimated completion of

2006. 75% of the property has been purchased for the Westside Parkway, with the balance to be acquired by mid-2005.

The City and County Specific Plan identifies a South beltway that is pending Caltrans Route Adoption Process. Meantime, the City and County are mapping out and reserving property for the beltway, in cooperation with KernCOG.

Lead Organization: KernCOG, City, County
Time Frame: 2010-2020

Strategy #4: *Recognize the link between land use and transportation.*

1. Provide for more compact developments, less sprawl and higher density developments.

Traffic impact fee is less expensive in the core area.

2. Encourage annexation to provide consistent, well-planned projects/development.

County is expanding sewer requirements for new development.

3. Develop incentives for higher density development around transportation areas.

The City participated in the relocation and construction of the new Amtrak station, which is adjacent to the downtown and nearby entertainment venues, hotels and public buildings. The City is working with developers to provide higher density developments.

4. Create a policy in the Metropolitan Bakersfield general plan update.

The linkage between land use and transportation is already acknowledged and the County's planning activities already take this matter into account when plan revisions are considered.

The proposed (2/2005) Draft County Economic Development Strategy recommends creation of a group, to be led by the County Resource Management Agency, to coordinate all infrastructure development with urban growth. The group will also endeavor to guide growth within existing infrastructure and the land uses it was designed to serve. One specific recommendation of the Strategy is to protect potential industrial sites near existing rail from encroachment of residential development that would eliminate industrial access to rail service. There are numerous similar concerns regarding land uses and their access to appropriate transportation and other infrastructure.

Lead Organization: City, County

Time Frame: Ongoing

Strategy #5: *Encourage joint metropolitan transit policies/goal consensus between City, County and the public.*

1. Update the Metropolitan Bakersfield general plan.

Complete: Joint transit policies between the City and the County, and public consensus, have been established during the general plan update process. The plan approved included pertinent Vision 2020 policies. The MTIS Executive Committee meets quarterly to outline strategies to improve public transit. Kern COG will provide staff and technical support to the City of Bakersfield, County and GET updating the multi-modal aspects of the Metropolitan Bakersfield General Plan.

Lead Organization: MTIS, supported by the City, County
Time Frame: 2002 and on-going

Strategy #6: *Expand the public transportation system*

1. Obtain additional operations funding.

Kern COG will coordinate with CALCOG and AMPO to obtain more operating funds from the federal government through new legislation or rule changes, and will also attempt to identify additional funding sources. A process is currently being implemented whereby Kern Regional Transit annually performs an unmet needs study to determine opportunities to increase the number of routes and services levels.

2. Become a “self help” county for higher state and federal transportation funding.

See Strategy #1 in Transportation

Lead Organization: Golden Empire Transit, Kern COG, City, County
Time Frame: Ongoing

Strategy #7 *Streamline the state and federal environmental review process.*

1. Advocate at the state and federal level for the streamlining of the environmental review process.

Caltrans took the lead in streamlining the process. Housing element reform is in process, with the legislature in the lead.

Lead Organization: Caltrans, County, City
Time: Ongoing

Strategy #8: Obtain community consensus on the location for the high speed rail station in Greater Bakersfield.

Complete: The City, County, and KernCOG have reached consensus on a downtown location. The High Speed Rail Authority adopted the recommended downtown station location and routing through Palmdale.

Strategy #9: Provide a long-term plan for airport infrastructure

Transportation.

Complete: Funding obtained and runway extension is completed. The Airports Department has worked closely with Congressman Bill Thomas on funding for needed projects at Meadows Field. The construction of the new terminal is underway and scheduled for completion in October 2005, with dedication November 12, 2005.

- 1. Create "Airport Ambassadors" who can help raise funds or corporate sponsorships for the fountain and entry design of the new terminal.**

Complete: Funding is complete.

- 2. Solicit in-kind labor by the City and County.**

The Airports Department accesses the Sheriff's work release program to offset labor costs for general grounds keeping.

- 3. Redesign Highway 65 as it relates to the airport and the new terminal and work with the County to nominate the project for Cal Trans funding.**

Redesign is being studied on needed improvement to Hwy. 65.

- 4. Protect airport usage and airspace through appropriate land use planning.**

The Department has purchased 236 acres that are contiguous to Meadows Field to ensure compatible development and to discourage residential encroachment. Airport Land Use Compatibility Plan update to be adopted in 2004. A new Airport Master plan will follow the completion of a new noise study in 2005.

Lead Organization: County

Time Frame: 2005

Strategy #10 ***Educate community on topics such as cargo opportunities, international gateways and flight availability.***

- 1. Develop and fund public service announcements – “Fly Bakersfield First”. Solicit support of City, County and business leaders.**

The Airports Department regularly runs print advertising and uses a wide variety of venues, such as public presentations and speaking engagements, to promote the benefits of flying from Meadows Field. Small Community Air Service grant was used to fund the promotion of Continental Airlines. Applications have been submitted for additional funds

- 2. Identify additional funding.**

Ongoing

- 3. Encourage large businesses and corporations to have them check fares out of Bakersfield and call the airport if fares are not in line with LAX prices. (30 day window)**

The Department’s “Make a Difference” program includes an agreement from local air carriers to try and keep their fares from Bakersfield within \$40 of their fares from Los Angeles on the same itineraries. The “Make A Difference” program is promoted to all major travel agencies throughout the County. If a travel agent finds a fare discrepancy greater than the \$40, by contacting the Airport’s marketing manager, they can have the fare adjusted. The program has been very successful thus far. The Department’s market plan includes direct promotion of this program to larger businesses and corporations.

- 4. Install better signage that is recognizable and consistent.**

The Airports Department has worked with Caltrans to improve signage..

- 5. Rename the airport. Name the terminal for Meadows and rename the airport.**

Not Recommended because of Board adopted policy. The Terminal has been named for Congressman William M.Thomas.

- 6. Encourage new airport terminal to use electric equipment and vehicles. Have low emission rental vehicles available at the airport.**

Plans for the new terminal do include aircraft service equipment that will be powered by fixed electrical supply or the terminal’s electrical supply. Rental car operations are autonomous business operations. While these companies can be encouraged to offer low emission rental vehicles, it is not possible to dictate that they do so.

Lead Organization: County
Time frame: Ongoing

From Quality of Life: Strategy #17 Structure home building regulations to perpetuate our current affordable housing.

- 1. Develop incentives to offset costs of quality of life programs and encourage quality of life behaviors for builders.**

Historical data indicates the relative affordability of housing in the Metro area as compared with other communities; however, “affordable” housing is a higher percentage of median income than in other communities in California. The City has programs provided by the Economic and Community Development Department, which encourage affordable new housing construction, and rehabilitation focused on in-fill and targeted areas within the city. The City also has a fast track program for the prompt review and approval of housing plans. The County Resource Management Agency and its component departments have worked to simplify the project review and permit approval processes. Special emphasis is placed on keeping costs low and passing the savings on to those who are seeking permits. The County Ordinance Code and Development Standards are undergoing updates to incorporate current good planning practices.

Lead Organization: City, County
Time Frame: 2005

- 2. Encourage communication between builders, community groups, non-profits and citizenry through meetings, forums and Livable Communities Summit.**

Lead Organization: Building Industry Association (BIA), Smart Growth Coalition, Tree Foundation, Citizen Advisory Committee.
Time Frame: Ongoing

Image Vision Force

Strategy #1 Create a process and structure to ensure focus and completion of activities in a collaborative fashion to measurably improve the image of Greater Bakersfield among internal (residents) and targeted external audiences.

- 1. Develop Image Vision Force into a collaborative partnership group to address image issues facing Greater Bakersfield. This will include**

securing commitment of current members and recruiting additional members.

The Image Vision Force was formed in 2001 and continues to meet today. The Image Vision Force is currently co-chaired by a representative from the Greater Bakersfield Chamber of Commerce and a representative from the Kern Economic Development Corporation.

Lead Organization: Greater Bakersfield Vision 2020 Image Vision Force

Time Frame: Completed

Strategy #2 *Identify funding needs and capture potential sources of funding to carry out goals.*

- 1. Identify funding needs and potential sources of funding. Secure funding from partners (where available) as well as other identified sources.**

Funding was requested from a number of public and private entities to pay for the baseline research. Funds totaling \$60,000 were contributed by the City of Bakersfield, County of Kern/Kern County Board of Trade, Employer's Training Resource, Greater Bakersfield Vision 2020 and Kern Economic Development Corporation.

Lead Organization Greater Bakersfield Vision 2020 Image Vision Force

Time Frame: Completed June 2001

- 2. Involve the help of a grant writer/editor to review funding solicitation documents**

Greater Bakersfield Vision 2020 has applied for two grants to date to support this project. Both grant applications were submitted to the Kern County Board of Trade and resulted in a \$10,000 grant to conduct the baseline research and \$6,000 to fund a brand strategy and image marketing toolkit. Kern County Superintendent of Schools provided a grant writer to review the grant applications prior to submission.

Lead Organization: Greater Bakersfield Vision 2020 Image Vision Force, Kern County Superintendent of Schools

Time Frame: Completed, June 2001

Strategy #3 *Hire a marketing/public relations agency to conduct baseline research to:*

- 1. Conduct research to reveal the perceptions and attitudes about Greater Bakersfield among residents**

2. Conduct research to reveal the perceptions of Greater Bakersfield among business decision-makers and travelers.

Cogent Research was hired in 2002 and completed the research by October of that year. The results of the research were released to the community and posted on the Greater Bakersfield Vision 2020 website. The image vision force decided to use the results from the Vision 2020 research to understand perceptions of internal (local residents) perceptions.

Lead Organization Greater Bakersfield Vision 2020 to hire marketing/public relations agency based on recommendation from Image Vision Force; marketing/public relations agency to conduct baseline research

Time Frame: Research completed by December 1, 2001

Strategy #4 *Launch an internal and external marketing campaign based on the data gathered in the baseline research phase and the tactics and messages proposed by the Vision 2020 Image Vision Force.*

1. Focus the marketing campaign on creating the Image for Bakersfield envisioned by residents who participated in the Vision 2020 process

Lead Organization: Marketing/public relations agency under the direction of the Image Vision Force

Time Frame: Campaign proposal approved by February 1, 2002

2. Implement the campaign to include the following tactics:

Internal campaign

Fast facts publication

Reward residents and local businesses for promoting Greater Bakersfield

Radio advertising and feature stories

TV advertising and feature stories

Print advertising and feature stories

Partnering with collaboratives, nonprofits, businesses and other organizations promoting Greater Bakersfield

Highway signage

Publish positive statistics about the community

Create Bakersfield-enhancing quality of life indicators and use them to promote the community

External campaign

Fast facts publication

Pitch stories to publications throughout California

Primary portal website with information on Bakersfield

Presentations and displays at county fairs and state conventions

Highway signage

Publish positive statistics about the community

Create Bakersfield-enhancing quality of life indicators

Accomplishments: Given the local government funding challenges and local economic challenges at time Vision 2020 was ready to begin developing the campaign, it was determined that rather than trying to raise several million dollars for a campaign, a much smaller amount would be raised to create a brand strategy and image marketing toolkit.

The materials in the toolkit are intended to be used as “tools” by local businesses, schools, hospitals, or other organizations and the general public to project a positive and consistent image of Greater Bakersfield to potential employees, customers, clients, or visitors. The contents of the tool kit may be used “as is” or incorporated into the promotional materials of the user.

Among the tools are the following:

- A description of the key marketing thrusts or messages
- A distinctive logo
- A new marketing slogan
- A brochure cover entitled Colonel Baker's Field Guide
- A print ad - HiRes LowRes
- A usage manual
- Two photo collections entitled, "Success Stories" and "Bakersfield Photo Collection”

Success Stories contains copy points and pictures, which profile residents, businesses and activities that express Bakersfield.

Bakersfield Photo Collection is a series of shots taken in Kern County and Greater Bakersfield over the years, which capture landscape, activities and attractions.

The Vision Image Force is current conducting an ongoing campaign to educate residents and businesses about the brand strategy and the tools available to them to help positively promote Bakersfield.

Lead Organization: Marketing/public relations agency under the direction of the Collaborative Partnership Group

Time Frame: 3-year campaign to commence March 1, 2002

Strategy #5 *Monitor and value the effectiveness of the marketing campaign*

- 1. Evaluate the effectiveness of the internal and external campaigns by conducting post campaign research and comparing the results with the baseline data.**

Since the roll-out of the brand strategy is still occurring, it is too soon to measure the effectiveness of the campaign.

Lead Organization: Marketing/public relations agency to provide measurement for evaluation by Image Vision Force

Time Frame: Quarterly and annual progress reports will be made by the marketing/public relations agency to the Collaborative Partnership Group

Youth & Family Vision Force

Accomplishment Highlights

- Bakersfield Police Departments utilization of GIS Mapping to help coordinate how they district their Officers.
- The assignment geographically to schools of 13-BPD Officers has helped to greatly reduce the number of calls due to their presence and community based policing activities
- UC Extension and 4-H in partnership with the KC Probation Department linking youth that may be at higher risk with 4-H activities
- The Youth Leadership Bakersfield Class of 2005 is the 4th class since its inception and is going strong.
- 1,200 students turned out for the 2004 Leaders-n-Life Youth Conference that is planned by youth for youth.
- The Bakersfield East Rotary helped to sponsor a logo contest for new East Bakersfield Community Coalition Building. Students were given the opportunity to come up with a logo. The Rotary then picked a winner and paid for the marquee.
- The Kern County Children's System of Care was chosen to be one of the five new evidence based pilot programs in the State.
- CARD, (Center for Autism and Related Disorders), is planning to open a satellite office in Bakersfield thanks to the support of KCSOS to outreach to the growing number of Autistic children.
- The Bakersfield Police Department Citizen Forum received a crime prevention award and has become known throughout the state as an effective way to educate the community.

- The East Bakersfield Community Coalition is now providing such activities as Cub Scouts and ESL classes at the Sheriff's Sub-station in East Bakersfield.
- The Child Care Council completed their community wide needs assessment in an effort to take comprehensive look at child care in our County.

Areas of Future Priority

- Provide a myriad of choices for those in need of "quality" child care facilities
- Continue to provide consistent safety and law enforcement throughout Greater
- Bakersfield
- Continue to assure broad-based recreation programs in all neighborhoods of Greater Bakersfield
- Perpetuate the family-friendly culture of our city through intergenerational activities; include single parent families

Summary of Strategies

Strategy #1 *Engage parents as active participants and champions of their children's education.*

- 1. Develop and implement "twilight" programs that make use of school facilities after the regular day and encourage children and parents to learn together.**

This is an active effort. There continues to be significant progress in regarding this strategy. The Boys & Girls Club continues to operate satellite sites on school campuses until 6:00 PM daily. The Police Activities League has expanded the types of programming available including after school tutoring. Kern Learn has been implemented which is an Internet resource web site so that students and their parents have easy access to take practice exams that are correlated to the California Department of Education's high school exit exam test content standards. The goal is to achieve seamless transition between grade levels and engage parents as active participants and champions of their children's education. The KC Sheriff's Department works in conjunction with the East Bakersfield Community Coalition in providing after school activities for parents and their children out of the Sheriff's Sub-station.

- 2. Develop and implement first visitor programs (Baby Steps and others) so that every family experiencing the birth of a child has a positive educational contact within the first few weeks of the birth.**

This project is complete, but at risk. The Baby Steps Project is a unique partnership between the Kern County Superintendent of Schools, the Bakersfield City School District and the six county hospitals (Kern Medical Center, San Joaquin, Delano Regional Medical Center, Mercy, Ridgecrest Community and Memorial). Unfortunately there are indications that the funding for the program will end as First Five Kern moves on to funding other projects.

Strategy #2 *Assure broad-based recreation programs in all neighborhoods of Greater Bakersfield.*

- 1. Establish a recreation master plan based on the North of River Recreation District model for use in all neighborhoods.**

This project is complete.

- 2. Strengthen existing recreation districts through development of foundations and increased public awareness of parks. City Council should direct a needs assessment specific to each ward. Stimulate civic action by bringing neighborhoods together for mutual purposes**

This project is complete. A city-wide parks needs assessment was completed and a recreation master plan has been adopted.

- 3. Develop incentives for water park developers to encourage attractive development in Metro Park/downtown.**

This project is complete. Although a "water park" has not been developed the Youth & Family Vision Force feels the downtown swimming pool fulfills this Action Item.

- 4. Create a partnership between Golden Empire Transit (GET) and city parks to transport children to parks during the summer.**

There has been no progress to date. This Item is a future Vision initiative.

- 5. Create neighborhood parks on vacant land and add restrooms to all parks.**

There has been no progress to date. This Item is a future Vision initiative.

- 6. Increase volunteer leadership for recreation programs, including high school Students.**

There has been no progress to date. This Item is a future Vision initiative.

Strategy #3 ***Coordinate regular, on-going schedule of community-wide events at area parks, schools, etc. (cultural fairs, recreational fairs, job fairs, fishing derbies, etc.)***

- 1. Focus on youth activities to be sponsored by community based organizations.**

This project is complete. There are a number of on-going events in the community from fishing derbies to art events for children. One example of a innovative program is UC Extension's and the 4-H who have been working in partnership with the KC Probation Department. The goal is to link youth that may be at higher risk with 4-H activities. It has been very successful with the older kids and the Probation Officers play an active role as well. They are also currently piloting a program that links youth that are getting ready to transition out of foster care and learning basic life skills such as cooking.

- 2. Work with the Chamber of Commerce and Board of Trade to develop a master list of all events and activities for youth to be published in local newspapers and magazines and posted on appropriate web-sites.**

This project is complete. After careful review of the most effective and broad-based ways to disseminate information to the community of events, it was concluded that to support and promote the use of the Bakersfield Californian's community outreach efforts. The Bakersfield Californian provides information in their special supplement, Parent Wise.

Strategy #4 ***Create a streamlined universal insurance/liability plan for schools, churches, etc.***

- 3. Make a formal request to the City, County and the Kern County Insurance Association and Self Insured Schools of California (SISC) to investigate and if needed, create a universal liability form and/or waiver.**

This project is complete. The County's Risk Management Division has a Special Event Liability Insurance program that has been in effect for the last nine years. The Program has a very simple and easy process, whereby the insurance premium amount based on proposed event and facility usage, and the premium is collected and certificate of insurance issued.

Strategy #5 ***Offer free events to families at various sites throughout Greater Bakersfield.***

- 1. Create free, family-oriented activities, similar to those offered at the Marketplace.**

This project is complete. The Youth & Family Vision Force found that on the average, one free event for families is held in our community on a weekly basis. As a group we agreed to find ways to inform the community through the organization we are currently affiliated with. This Action Item continues to be monitored by the Youth Activities Coalition.

Strategy #6 ***Provide consistent safety and law enforcement throughout Greater Bakersfield.***

- 1. Utilize joint powers agreements and consistent enforcement of ordinances for policing incorporated and unincorporated areas.**

This project is complete. After further investigation we found that there was no need for a JPA and that a mutual aid agreement in place.

- 2. Develop a plan to integrate BPD and KCSO data and voice communication capability.**

This project is complete. Law enforcement has an integration ability with voice communication. The BPD and Sheriff's Department have the same type of central communication equipment. They can patch together so they can talk to each other in an emergency situation. Also with Homeland Security grants they also have obtain education in interoperability equipment to integrate several different radio frequencies in times of emergency.

- 3. Design an effective model of "community policing" in all neighborhoods within Greater Bakersfield (unify and expand).**

This is an active effort. There continues to be significant progress in regarding this strategy. The Bakersfield Police Department and Sheriff's Department continues to use sub-stations. The BPD is beginning to utilize GIS Mapping to help coordinate how they district their Officers. The tool can also help focus prevention and education activities based on the data to keep the community informed and involved in their own neighborhoods to prevent crime. They are also working closely with the KC Probation Department on ways to curb graffiti and there was an impressive Neighborhood Watch meeting turnout of approximately 90 people. The BPD has also put 13 Officers assigned geographically to schools and has helped to greatly reduce the number of calls due to their presence and community based policing activities.

4. Conduct public awareness campaign of community policing.

There has been some progress. The BPD is outreaching to the community with focus groups and publicizing in the Bakersfield Californian and on their web site GIS information to help keep the community aware of crime,

5. Conduct a written needs survey to define residents' specific safety concerns and establish metrics to measure progress in improving community safety.

Currently in progress. The BPD is working on a strategic plan and has been conducting focus groups and key informant interviews. They have also utilized a model program developed here called the Citizens Forum which allows for community members to have an opportunity to understand the BPD procedures and have a dialogue. (Note, this also apply to item #6).

6. Develop safer community spaces by ensuring all streets, parks, shopping centers and other public spaces are clean, well lit and landscaped.

Currently in progress. The BPD crime prevention unit teaches environmental design in various classes to enhance safety.

Strategy #7 ***Encourage inclusiveness and tolerance of other cultures with elementary school curricula and life-long learning classes.***

1. Encourage CSUB and BC to create programs in curriculum to teach tolerance. Students should "take it on the road."

There has been no progress to date. This Item is a future Vision initiative.

Strategy #8 ***Perpetuate the family-friendly culture of our city through intergenerational activities; include single parent families.***

1. Offer free family days at museums and senior centers.

This project is complete. There are many free activities through out our community. The Senior Collaborative continues to promote and link seniors to intergenerational activities.

2. Assemble booklet to help event organizers be more sensitive to the needs of seniors at events.

This is an active effort. There continues to be significant progress regarding this strategy. The Senior Collaborative has developed resource and referral information for seniors and continues to collect and distribute information throughout our community. The

Senior Collaborative whose mission is to develop a shared vision of serving seniors, their families, and the community by building an interdependent system to address issues and opportunities. Their goals are to bring public and private interest together and identify key issues and problems regarding our senior population as well as find solutions and encourage intergenerational cooperation.

Strategy #9 ***Provide resources for teens that are mentally ill and/or chemically dependent.***

1. Develop residential and outpatient facilities for mentally ill and chemically dependent youth.

This is an active effort. There continues to be significant progress in regarding this strategy. The Kern County Mental Health System of Care continues to participate in several evidence-based programs. In one program it is critical to have foster parents willing to participate in an intensive treatment model. Like every organization in the county, they find it difficult to find people willing to become foster parents. The passing of Prop 63 by voters in November will help to bring in more revenue and hopefully some of it can go to meet some of the needs identified by a recent gap analysis done by the Behavioral Health Board and its subcommittees.

Strategy #10 ***Provide youth exiting the foster care system with scholarships, housing, etc., to encourage higher education as well as technical schools.***

1. Create a task force to address the issues of youth exiting the foster care system and develop and build long term strategies to support the youth in the transition to age 21.

This is an active effort. There continues to be significant progress in regarding this strategy. The Transitional Age Foster Care Task Force spear headed by the Department of Human Services in response to Vision 2020's Strategy #10, Action Item #10 was formed. The Task Force, which meets quarterly, works to improve the success of foster youth exiting the system. One outgrowth of the group has been the formation of the Urgent Action Team for foster youth that are preparing to age out of the system. The Urgent Action Team try's to ensure that each youth has a "plan" such as a place to live, ability to pursue educational or employment opportunities, transportation housing, etc. Wraparound is to keep children with their birth families, with relative caretakers or foster families, by providing intensive, comprehensive, integrated support services in their home. This reduces out of county placement and overall cost and has better long-term results for the youth.

2. Support legislation extending benefits to foster children after 18.

This is an active effort. Due to the State budget the goal at this point is to hang on to what we have.

Strategy #11 Offer leadership training for high school students.

1. Create Leadership Bakersfield for youth.

This project is complete. Youth Leadership Bakersfield Class was developed and is close to completing the class of 2005. It will be the 4th class since its inception. Schools send in nominations with a maximum of three students per school. Traditionally they like the participants to be in 10th and 11th grades so they can utilize their skills as seniors. The class really helps students change their perception of the community and is a great way to build our indigenous leadership. It is one of the most successful action items.

2. Offer leadership/citizenship courses at all grade levels.

There has been no progress to date. This Item is a future Vision initiative.

Strategy #12 Promote and support youth councils throughout the community.

1. Coordinate, strengthen and expand youth advisory councils.

This project is complete. This strategy is complete and we continue to support efforts of youth council throughout our community and try to ensure representation from Vision 2020 is involved and/or available for presentations.

2. Hold and expand youth policy conferences where youth develop goals, strategies, and action plans and are responsible for making action steps happen.

This is an active effort. There continues to be significant progress in regarding this strategy. The Annual Leaders In Life Youth Conference took place Spring of 2004. Over 1,200 students attended the one-day event planned by youth. Below are some of the responses from students to the survey that were in attendance:

“I found college options”

“I will like me for me and make better choices”

“I will tell my mom that I do drugs so she can help me”

“I will look into college more seriously & take all the classes I need”

“I will not drink and drive”

“I will stand up and think for myself”

“I will be a better leader and home and nicer in school”

Strategy #13 *Provide a myriad of choices for those in need of child care.*

- 1. Expand on-site, affordable day care centers at large government and business employment sites.**

There has been no progress to date. This Item is a future Vision initiative.

- 2. Provide incentives for businesses to provide child care benefits.**

There has been no progress to date. This Item is a future Vision initiative.

- 3. Provide 24-hour “drop-in” day care within walking distance of transit centers and major workplaces.**

There has been no progress to date. This Item is a future Vision initiative.

Strategy #14 *Increase incentives for child care providers so it becomes a viable form of employment.*

- 1. Benchmark communities that are known for producing quality child care.**

This is an active effort. There continues to be significant progress in regarding this strategy. The Kern County Child Care Council has developed a comprehensive, county-wide, early care and education strategic plan. It is a road map for not only the Council, but any agency, organization or community group interested in improving the child delivery system in our community. The Child Care Council has also completed their community wide needs assessment, they are now going to begin an asset mapping process. The goal is to bring together the asset mapping process findings and the needs assessment findings and build upon each of them for a comprehensive look at child care in our County which will help to provide greater direction.

- 2. Encourage low interest rate loans for child care facilities.**

This project is complete. Communication for Child Care working with local banks has develop a plan for those needing loans for a child care facility.

- 3. Expand and enhance affordable and accessible training programs for child care providers.**

This project is complete. Community Connection for Child Care offers a myriad of choices and opportunities.

- 4. Expand the number of LiveScan machines throughout our community that are free and accessible.**

This project is complete. Live Scan machines may be accessed at the KC Sheriff's Department, Department of Human Services, and Community Connection for Child Care.

Strategy #15 *Involve youth in re-developing blighted neighborhoods.*

1. Identify targeted neighborhoods, programs, and resources involving youth.

This project is complete. This strategy is complete and we continue to support efforts of to involve youth in working to improve their neighborhoods. Many examples of this can be found at the local community based collaboratives.

Health & Wellness Vision Force

Strategy #1a *Decrease Childhood Obesity. Target: 20% of children overweight*

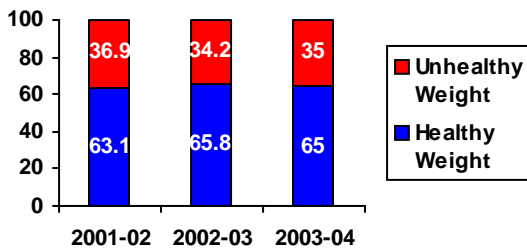
Strategy #1b *Increase the percentage of adults at a healthy weight level in Kern County. The target: 60% adult population at a healthy weight*

Formed Get Moving Kern in December 2004. It is a Nutrition & Physical Activity Community Coalition. Involved organizations include Healthy Start/Americorps, Kern Family Health Care, BSCD, Health Net, Kern County Health Department, DRMC, Stewart Title, Mercy Hospital, Glinn & Giordano Physical Therapy, American Cancer Society, Community Action Partnership, Panama-Buena Vista School District, Standard School District, Kern County Superintendent of Schools, Lamont / Weedpatch Partnership, American Heart Association, 5 A Day, United Way, Clinica Sierra Vista, CAPK)

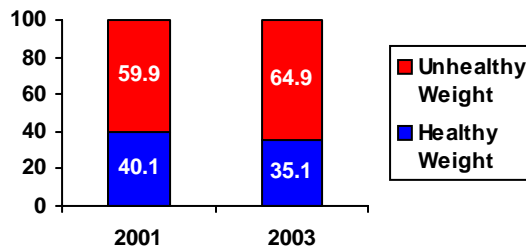
Created the GetMovingKern.org web page.

Plan to include a major marketing campaign and healthy community programs

Children and %Healthy Weight ¹



Adults and %Healthy Weight ²



1 California Physical Fitness Report (California Department of
Education – Standards & Assessment Division)
2 California Health Interview Survey (CHIS)

Areas of Future Priorities

1. Air Quality
2. Health Care Professionals
3. Cancer
4. Teen Pregnancy
5. Drugs
6. Cardiovascular Disease
7. Health Curriculum K-12
8. “Medical Home”
9. Sexually Transmitted Diseases