

# STRENGTHS

- Fair level of services
- Great restaurants for a small community
- Clean air
- Natural environment (beauty, animal habitats)
- Outdoor activities and recreation
- Darkness and quiet/privacy
- Small town atmosphere (Monday through Thursday)
- Arts and culture
- Giving community
- Great environment to raise children
- Safe community for families
- Weather (four seasons)
- Community involvement during emergencies
- National Forest
- Strong senior support
- Strong everyday civic groups
- Community relationships, strong supportive bonds
- North Shore Improvement Association (NSIA)
- Property owners group
- No better place to live May to December
- Simple mountain communities
- Sugarloaf - No businesses (quiet, no sirens, no traffic lights, few street lights)
- Free time because everyone is unemployed due to business-killing government regulations
- Less business-killing regulations than the City of Big Bear Lake
- Tourism draw from the Snow Summit and Bear Mountain Resort areas
- A large amount of community recreational space (five community parks)
- Lakes in the community (Big Bear Lake, Baldwin Lake, Erwin Lake, and Lake Williams)
- Big Bear Discovery Center, Big Bear Solar Observatory, Moonridge Zoo
- A number of campgrounds, organization camps and hiking trails
- A large number of Community Development Organizations
- Transportation routes throughout the region including Rim of the World Highway (SR-18) and SR-38
- Sugarloaf Property Association
- Adult referral and learning center at the Community Church

# WEAKNESSES

- Lack of job opportunities (16% unemployment)
- Not enough high paying jobs (poor job mix)
- Shrinking school system (lower population and homeschool/charter school)
- Lack of higher education opportunities and outreach education
- Lack of job training for low income adults
- Poor building conditions (dilapidated structures)
- Lack of communication with government (does not listen or respond to citizens)
- Tourist disrespect (leaving trash, trespassing, loud parties)
- Drug use/dealers within the community
- Limited number of activities and services for families of small children
- Hostile environment for businesses
- Does not encourage new business (over regulation and lack of understanding)
- Lack of behavioral health services
- Lack of doctors/medical services
- Car dependent community
- Lack of transportation and mobility with sidewalks, bicycle lanes, etc.
- Traffic congestion (weekends, tourism, events)
- Narrow roads with way too much weekend traffic
- Limited water
- Lack of reliable utilities
- Weak snow plowing from road department
- Lack of return on taxes
- Infrastructure deficits (roads as opposed to State Highways)
- Distance to bigger venues, events, hospitals
- Overdevelopment – lack of integration with the forest
- Zoning to support needed infrastructure
- Little community involvement in crime prevention
- Weak County involvement in clean-up of commercial property
- Natural disasters (fire danger/drought)
- Missing Trader Joe’s
- Lack of programs (outreach education)
- Fawnskin road closures during events
- A degree of apathy in residents (feeling they are being taken advantage of by Big Bear Lake)
- Lack of police enforcement
- Fawnskin Fire Department consists of two people (more staffing needed)
- Too many people crowding Big Bear City gas stations and post office
- Need better bus/transit stops
- Lack of careers
- Large low-income population with underpaying or no jobs
- Lack of resources for teens
- Lack of competitive education (no adult education)
- No recycling/salvage/resale facilities at County dump like Shasta County
- Cool Cabin Rentals trash and debris
- Major facelift needed in downtown district of Fawnskin
- Walkscore.com ratings between 2 and 50, indicating the need for a car to perform most daily activities
- Few pedestrian facilities (sidewalks, signalized crosswalks) in some of the more remote areas
- Rates for diabetes, respiratory disease, and heart disease are all above the California state median for emergency room rates
- Lack of code enforcement
- Need covered bus shelters and more frequent transportation buses
- Lack of public bathrooms for tourists in Big Bear City
- Rest stop at Big Bear City Park with signage on Big Bear Blvd and North Shore for traffic coming up on the SR - 38 and SR - 18.
- Limited water availability in the area - use reclaimed water from Big Bear Area Regional Wastewater Agency (BBARWA)
- County snow plows leave berms, closing driveways (Big Bear Lake has provisions to reduce berms as marked by poles)
- Uncontrolled traffic on weekends
- Uncontrolled rental properties
- Lack of law enforcement for sledders who are trespassing
- Health issues related to older age bracket of people retired to Valley
- Recycling for entire Valley is funded at Garstin
- Lack of “competitive” utilities
- When Big Bear Lake is full, should back-flow to the lower Baldwin Lake Basin to recharge our ground water

# OPPORTUNITIES

- Understand the costs/benefits of tourist activities – true or perceived
- Externalities – how to educate and manage
- More tourism geared around natural surroundings
- Education about natural surroundings and potential impact
- Define snow play areas and other tourist activities
- Signage education
- More green energy (solar, etc.)
- Sustainable design and building (less energy, more solar, less bldg. material waste, more recycling)
- Energy savings opportunities
- Ski resort developments for jobs
- Opportunities for younger physicians to establish new practices
- Enhance transportation (trams, buses, shuttles, gondola, bike lanes, pedestrian trails)
- Create more walkability
- Expansion of trail system outside of forest system
- Increase in educational opportunities for adults
- Activities for younger/school aged children
- Attract more young families to the area
- Building renovation/repair services (replacing redevelopment funds)
- Aspirations for disadvantaged persons
- Jobs and families (school enrollment)
- Vast economic revival
- Independence
- Create special districts in Whispering Forest to bury power lines
- Home self-construction
- Rail system tie into Vegas speed rail – Antelope Valley

# SWOT ANALYSIS



COUNTYWIDE PLAN  
Mountain Community Plan

## QUESTIONS? WANT INFORMATION?

countywideplan.com/BearValley  
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# OPPORTUNITIES (CONT'D)

- Add a stop light (18th and Standfield cutoff)
- Keep clean air
- Not over grown/developed and polluted
- Eco-tourism
- Environmental education center
- Open space enhancement
- San Bernardino Mountains Land Trust
- Recreation (fishing, boating, hiking)
- Traffic flow redirected (Big Bear Mt. in N. Shore)
- Eyesore of large construction site in N. Shore (Marina Point)
- Improve conditions of Fawnskin buildings with outside investment
- Fawnskin downtown area needs big improvement
- More classes at Senior Center
- Permanent Community College
- Help for education from the County
- Welfare offices can be returned to help clients get off of welfare
- County Court and office in Big Bear
- Post offices added to Ewin Lake and Baldwin Lake would relieve congestion in Big Bear City
- A thrift store at the County landfill would increase our recycling ability and reduce landfill requirements
- A Chamber of Commerce at airport would create an enterprise zone for Big Bear City
- Local government should allow business owners to operate freely
- Fawnskin has limited opportunities for employment – recreation employment opportunities
- Access to Lake from South shore
- No expansion outside current commercial zones
- Stronger secondhand smoking laws
- Increased revenue capture of tourist activities as Winter sports gain popularity and southern California population grows.
- Take advantage of major access routes (SR – 18 and SR – 38)
- Create additional ingress and egress for Sugarloaf and Erwin Lake
- Add street signs, speed limit signs and paved roads on north side of State Lane
- Ingress and egress should be off Highway 38, not State Lane
- Proposed gas station
- Forest recreation
- Tourism entertainment and hospitality
- Preservation of business areas
- Need improved medical community from physicians to hospital operations
- Adult education classes at local schools
- Big Bear float in the Tournament of Roses Parade in Pasadena
- Trader Joes (Old Riffenburgh Lumber Building would be an excellent site.)
- Code Enforcement creates jobs, money for the County and increases property values
- More law enforcement
- Clean up the Valley (shacks, autos, junk, and trash)

# THREATS

- More help on County funding to improve educational opportunities for community
- Not enough education about unique environment to preserve plant and animals
- Poor escape routes during natural disasters (fire, earthquake)
- County allowing new construction below code
- Sustainable development regulations
- Constitutional rights eroded away
- Job killing business regulations from the County
- The Rotary Club runs Big Bear
- Trash in forest and along roads (shed, dirty diapers)
- Low lakes levels (lowers tourism)
- Drug use by locals and visitors – need far more enforcement of drug laws
- Underutilization of forestry logging to thin forest and reduce fire hazards
- Critical shortage of industrial/commercial/enterprise land use zones
- Speed limits not enforced
- Traffic congestion
- Opportunities limited by lack of resources and blight in “downtown” (virtually no employment opportunities)
- Buildings in poor conditions
- Day-trippers causing dangerous traffic conditions in N. Shore
- Commercial truck traffic encouraged to use Fawnskin as the truck route into the valley
- More tourists threaten our environment and peace
- Agenda 21
- Restrictions on number of solar and electric services
- Skyrocketing utility bills
- Box store and changes severely impact small businesses
- Aging facilities (school, hospitals, etc.)
- Unsustainable development
- Abuse or destruction of the natural surroundings
- Tourists ignore laws and are not really policed
- Lack of unified community support for good projects and needed improvements
- Career welfare, drugs, crime lead to unsafe community
- Threats for young families – lack of jobs and opportunities to keep them
- Lack of decent affordable housing for young, growing families and young professionals
- Lack of funding for school programs outside of normal classes
- Government impediment to action
- Losing dark nights because of too much night lighting
- Medical emergencies
- Infrastructure limits like substandard roads and water shortage
- Shrinking National Forest budget (lack of forest management)
- Fresh water consumption
- Inconsistent snowfall year to year could negatively impact the tourism industry in the area
- Tourism problem with Mammoth being in partnership with Big Bear and no limit to ticket sales causing major traffic
- Strong media attracts tourism to the area
- Lack of funding for infrastructure
- Limited evacuation routes
- Fires
- Restriction on Outdoor lights (down lights)
- Eyesore and potentially dangerous site (large equipment storage area) along SR – 38 and Canton). Large equipment traditionally leaks oil that would leach into the soil.

# VALUES

- Community integrity
- Sense of community
- Individual communities values and personality
- Beautiful scenery surrounding communities
- Natural beauty and recreation opportunities
- Community and neighbors
- Simplicity of life (slower pace)
- Close proximity to everything
- Outdoor sports and activities, like trails and bike paths
- Less crime and easy to get around safely
- Home
- Youth in the community (future)
- Jobs
- All four seasons
- Quiet and dark and uncrowded
- Privacy
- Fair Share Taxes
- Bang for your buck (cost of living)

# ASPIRATIONS

- Keep small town feel
- Quality health care
- Free of second hand smoke
- Businesses in Big Bear City will receive more publicity
- An economic, productive, self-sustaining community
- Maintain the area for future generations
- Keeping the community clean, safe, and not over-populated
- Seeing improvement in construction of buildings
- More freedom, less regulations
- A balanced community (i.e. tourism, manufacturing, agriculture, young and old population)
- More integrity
- More enforcement of laws (trash control and parking)
- Complete infrastructure before growth
- Seeing the County revise their gold-plated pensions
- Celebrate and value the culture of outdoors and the activities that come with it
- Safe roads, use of many modes of transportation (public transit, bike, pedestrian)
- More opportunities for businesses and jobs
- Growth without losing culture
- More opportunities for Seniors
- Replace justice center
- Provide all essential services
- Self-government (community knowledge and involvement)
- Self-contained, self-sufficient
- Balance between forest and community
- More access to forest land
- Rail or tram transport from SB to Big Bear