

# STRENGTHS

- Lake and recreation facilities (equestrian facilities, hiking)
- Resort community – nice local motels
- Affordable and attractive resort area
- Tourism potential due to close proximity to local cities
- Vacant homes have potential for seasonal workers housing
- Good businesses districts in Crestline, Uptown Lake Gregory, Valley of Enchantment (small businesses)
- Beautiful place to live and visit
- San Moritz Lodge
- Variety of businesses (Goodwins)
- Resilient and adaptable community
- Forest preserve area between Valley of Enchantment, Cedar Pines Park, Silverwood and Crestline
- Community publications
- Library
- Crestline sanitation district (board room)
- Valley of Enchantment – Mutual water company
- Community organizations and non-profits
- Small town community support - generous and caring people/neighbors
- Resourceful community
- Individualism of the residents (strong opinion)
- Commitment to local causes
- Larger residential lots, remoteness
- Seasons (rain, snow, summer)
- Scenic views
- Roads are plowed by Community Service Association
- Crestline sanitation district returned to local control
- Churches
- Historic locations (temple, mayloft, etc.)
- Camp Mozumdar (spiritual area)
- Commercial needs met (grocery, restaurants, stores)
- New growth and development
- Retired County staff residing in area – understands process
- Library – activities and community
- Senior center – meals, transportation
- Low traffic and congestion on roads
- Commuter friendly (mileage from San Bernardino)
- Recreation (Lake Gregory, trail system)
- Natural characteristics – Mountains, Completely surrounded by San Bernardino National Forest, and ~46% of land within planning area is forest.
- Community Events
- Community design in line with mountain location
- County Parks
- County Service Area (CSA) designated district in which special taxes are collected for special services.

# WEAKNESSES

- Lack of control of lake and facilities
- Resort community that can't develop further because of County ordinances/permitting
- Costs too much to try to implement new ideas with current County fees – number of agencies to get through and extensive time needed
- Limited restaurants
- Need more higher paying jobs
- Not enough hotels, limited accommodations
- Blight (burned down building not fenced off or attended to for months, store facades need to be enhanced)
- Limited medical facilities
- Residents are adverse to change or modernizing
- Lack of common business core with identity (appearance, parking, variety)
- Fire hazards (dead trees not being cleared)
- Problems created by too many agencies
- Not getting dredging done in a timely manner
- High cost of County service
- Lots of trash, poor aesthetics
- Code enforcement ruining the natural environment
- Signage that doesn't look good and isn't maintained
- Poor condition of some roads
- Adverse weather
- High water and sewer costs because of low population and aging infrastructure
- Drug/substance abuse and transients
- Homelessness
- Unemployment
- Reduction in school enrollment
- Limited number of full-time residents limits ability to obtain funding/share costs
- Poor demographics – fewer youth and families
- Petty crime (arrest/release program)
- Limited parks (less opportunity for youth recreation/sports)
- Too many people sent up here by the County without support services
- County is out of touch with how residents live in mountain setting
- Unsuitable codes halting development in the area
- Fragmented services (e.g., water districts)
- Too many tax dollars taken
- Not enough sheriffs
- Theater is unusable due to inapplicable County codes that don't fit the area
- Lack of County funds
- Lack of local control – Municipal Advisory Council (MAC) doesn't hear issues anymore
- Ball park closed to make room for RV park by lake
- Beautiful school building not being used
- Vacant school sights
- Clean up lava rock, trash in the area in general
- Lack of respect for local residents by visitors
- Lack of sidewalks (safety issue)
- Lack of parking in residential areas
- Parking costs in many places
- High ozone levels
- No jobs for youth
- Lack of businesses in town
- Lack of Chamber support for businesses
- Lack of cohesive look/feel to "downtown"
- Cleanliness, dirty streets, town
- Community dollars not utilized to address community needs
- Pedestrian/cyclist/automobile safety (no shoulder on roads)
- Lack of activities/events/kid classes put on by Rim of the World Parks and Recreation District, none currently in Crestline
- Lack of County enforcement – follow through
- County offices and services are not in the area – in San Bernardino
- Walkscores from 1 to 33, indicating little to no walkability
- No bicycle facilities
- Lack of access to healthy food
- Hospitalization rates for diabetes and emergency room admittance rates for chronic obstructive pulmonary disease and hypertension exceeds state median
- Vacant/Neglected Housing and Lots
- Lack of Parking in business and residential areas
- Loss of field use (previous used for sports, fairs, movies, etc.)

# OPPORTUNITIES

- Proximity to major urban areas
- Tourism activities (water sports at lakes, National Forest) – County advertisement of local attractions to drive tourism
- Find a way to have local control of the lake
- Move County down the hill (less County involvement)
- Work with Small Business Administration and Chamber of Commerce to get new businesses in downtown
- Free movie night at Lake Gregory
- Open a movie theater or re-open the movie house and update
- Farmer's Market
- YMCA – closed school location
- Increase night life – amphitheater for community (need financing)
- Create a way to share events and activities
- Add a free trolley service
- Create a theater group (arts)
- Senior and child mentorship
- Consider incorporating RIM communities and break away from the County
- AQMD, Fish & Game, Lahontan Regional Water Quality Control Board
- Protect endangered plants and animals
- Get rid of unrealistic and restrictive

# SWOT ANALYSIS



# OPPORTUNITIES (CONT'D)

- regulations (that restrict ability to develop and grow)
- RV/Camping accommodations
- Restore the Cliffhanger – could have been a museum
- More tourist accommodations
- Public restrooms and maintenance near shopping and recreation areas
- Outside investment to improve community's infrastructure
- Baseball field in Valley of Enchantment
- Add more adult education opportunities
- Grants and investments from foundations
- Development of jobs in tech industry and home employment
- Education incentives for youth and minorities
- More parks for kids to play
- Corporate mentorships to guide small businesses and educators towards goals
- Co-operation/integration between the mountain communities
- County support for local businesses
- (business district specific plan with low interest or renewal funding)
- Protect the community from big corporate businesses
- A berry festival to attract tourists
- Form Lake Gregory recreation company
- More developed areas for off-road activities (jeeping, dirt bikes, and hiking)
- Keep Dart Canyon as an agricultural zone, keep lot sizes at more than 3 acres
- Add trash cans and cigarette butt cans to deter litter
- Put thermometers down the hill to inform people of better climates in Lake Gregory
- VFW is an asset
- Support for community events
- Increase availability of public parking
- Alternative transportation grants
- Lack of community infrastructure (insufficient parking, public restrooms, safe crosswalks, lighting)
- Create a documentary/movie of history of the area
- Educational tours and web links for forest communities
- Overlay of zoning for tourism and rebuilding and improvements of existing buildings (restore old buildings before adding new ones)
- Increased revenue capture of tourist activities
- Take advantage of major access routes (SR – 18 and SR – 38)
- Trails system being designed by San Bernardino County Trails and Greenways Committee, Regional Parks Advisory Commission, and Regional Parks Division.
- Cliffhanger is going to be used for a restaurant
- Where State land use regulations conflict with sensible growth and economic revitalization, our County representatives have a duty to petition the State for relief.

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# THREATS

- County out of touch with how the community functions
- Better East of County services, planning, building, and safety
- County regulations/code enforcement of rules that do not apply to mountain area
- Complication (the process and resources needed to get something done)
- Planning and building and safety regulations that are inconsistent with the unusual characteristics of mountain areas
- Inability to hold community events
- Municipal Advisory Council (MAC) board has no power – loss of local review/control
- Relationship with the surrounding communities (Lake Arrowhead)
- Need to turn control of parks and recreational district to community, not mountainwide
- Competition from higher profile unincorporated areas
- Continuity – lack of institutional memory affects long range plan execution
- Sharing a school district with Lake Arrowhead (friction between kids)
- Homeless populations, drug use, crime
- Inability to utilize commercial property that no longer conforms to current zones
- Lack of industrial area
- Too many parking regulations
- County zoning that does not recognize mountain uniqueness
- Poor phone and television service
- Rising cost of home insurance making cost of living too high or being dropped by insurance companies because of a high-risk area
- Lack of home mail delivery
- Low property values – less property taxes to pay for services
- Inflation – decrease buying power of residents
- Distance to hospitals and services
- Patrol and cleaning of the dried sewer bed in back of Sleepy Hollow
- Access to public transit (Metrolink)
- Lack of community government and services (inability to communicate problems)
- Area singled out for fire tax (loss of Crest Forest Fire Company)
- Difficulty in generating outside investment given the “small” business mentality
- Never ending dam project
- Flight pattern
- General populous is not informed in time to oppose bad changes
- Repurposing of buildings (Mary Tone school into a community center, not drug rehab center)
- Lack of police enforcement and presence
- Townies and tweakers – petty crimes committed by addicts (thefts)
- County workers sending welfare recipients to live in order to extend benefits
- Parolees, halfway houses sent by government and courts
- Sheriffs inability to house or transport criminals – cited and let go
- Some rude/disrespectful visitors/tourists
- Short term rentals – stress infrastructure and services
- Compliance with general laws (e.g., handicap accessibility in older buildings)
- Diminished school population
- Drought/fire/storms – natural disasters – inability to react accordingly
- Increased ozone levels impacting the forest
- Deterioration of parks due to loss of CSA 18 full and part time employees
- Bike safety areas
- Inclement weather
- Wildfire
- Earthquakes
- Economic impacts to tourism industry

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# VALUES

- Uniqueness and small town feel/atmosphere
- Quiet, peaceful, and natural surroundings – open areas
- Family affordable destination – offers camping, fishing, exposure to nature
- Self-sufficiency (financially sound)
- Community involvement – sense of community
- Volunteers and good community groups/activities (compassionate)
- Still has trees, lake, open spaces between Valley of Enchantment, Crestline, Cedar Pines Park, Lake Silverwood, and Twin Peaks
- Inspired by a collective community vision
- Team work of neighbors

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# ASPIRATIONS

- Maintain mountain quality of life
- Lake Gregory as an advertised family destination
- More and cheaper access and activities at Lake Gregory
- Community open area for events in the downtown area
- Become an art community
- Community with an organized theme
- Viable local community with home-grown businesses
- A collective consistency and appeal as a district helping create a higher level of customer draw
- A safe town to walk through and enjoy
- Become a City or have less interference by the County
- More activities for families (ice skating, mini golf, horseback riding, ball park, etc.)
- Fewer criminals sent by courts
- Educational opportunities
- Community pride, care, employment
- Be known as a great resort destination
- Plan to deal with natural disasters/crisis
- Access to safe and locally grown foods
- Accessibility for low income local families to have access to Lake Gregory
- Full-time families return to Crestline