

Community Focus Statement D: Provide a thriving and vibrant local small business environment.

Action Statement D.3: Establish a marketing plan with incentives to attract new businesses to the area.

D3

Benchmark: Creation of a marketing plan focused on new businesses and business attraction.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$300



Marketing plans can be used to attract new businesses or bring additional consumers to the existing ones. Photo source: Michael Baker International

The Crest Forest communities are unique from a new development and investment standpoint. Because of geographic constraints and a lack of easily accessible adjacent communities, retail and other services primarily serve residents and tourists who visit the area. The Crest Forest communities likely draw few outside consumers, which decreases the size of the market area. The development of marketing strategies, such as informational guides, market analysis, and other documents that make it easier for investors to obtain information about the community, is essential to attracting new investment. These materials allow potential investors to quickly gather information about market conditions and local demographics that are important factors in the site selection process. The

information that should be readily available for investors when they become interested in the area includes physical characteristics, rental rates, ownership, identification of tax-delinquent properties and those near foreclosure, and development requirements and processes.

Engaging the community is also an important part of this process. By gathering information such as the types of new retail and services desired by the community and targeting those specific types, chances increase of a new restaurant or retail store successfully locating in one of the Crest Forest communities. Incentives, whether they be community based or financial, can also help encourage redevelopment. They can include committees to help new investors navigate various permitting processes or tax incentives that initially decrease taxes to help kick-start areas which are struggling economically.

Currently the Crestline/Lake Gregory Chamber of Commerce is responsible for aiding in establishing and maintaining businesses and organizations in the Crest Forest communities. The Chamber promotes shopping locally while sponsoring and promoting six major public events each year. Their efforts help to drive tourism in the area and create a positive business climate. A chamber of commerce is often one of the first places that potential

developers go to gather information. The more knowledgeable the chamber is, the easier it is to present the benefits of locating in a community. Additional focus areas that can assist in future attraction include:

- Identifying what goods and services residents would like to attract.
- Performing a market analysis to assess the current market conditions.
- Identifying opportunity sites for development.
- Developing marketing materials that can be distributed through the Chamber of Commerce or sent to target retailers.

| Action | Action Leader | Timeline | Resources |
|--|--|-------------|--|
| 1. Appoint a board member to lead a committee of local business leaders. | Champion with Crestline/Lake Gregory Chamber of Commerce | Month 1 | Crestline/Lake Gregory Chamber of Commerce http://www.crestlinechamber.net/ |
| 2. Form a local action committee in charge of developing a draft marketing plan. This could be the same committee that handles tourist attraction. | Champion with Crestline/Lake Gregory Chamber of Commerce | Months 2–3 | San Bernardino County EDA Site Selection Assistance http://www.sbcountyadvantage.com/For-Site-Selectors/Incentives-Programs.aspx |
| 3. Conduct a market analysis of the existing conditions in the area and share the data with the San Bernardino County Economic Development Agency (EDA). | Mountain Marketing Committee | Months 3–12 | San Bernardino County EDA Local Business Incentives and Services Programs http://strategic-advantages/Incentives-Programs.aspx |
| 4. Establish quarterly calls between the Crestline/Lake Gregory Chamber of Commerce and the County EDA to discuss local available properties. | Crestline/Lake Gregory Chamber of Commerce | Month 3 | Environmental Protection Agency https://www.epa.gov/sites/production/files/2015-05/documents/competitive_advantage_051215_508_final.pdf |
| 5. Organize community stakeholders, including residents, nonprofit leaders, and decision-makers, to gather resources and support to assist new businesses. | Mountain Marketing Committee | Months 4–5 | Lake Arrowhead Chamber of Commerce http://lakearrowheadchamber.com/ |
| 6. Establish a list within the marketing plan of tasks that can be completed by the community to assist in business attraction. | Mountain Marketing Committee | Month 12 | |
| 7. Accomplish two tasks on the list of projects per year. | Mountain Marketing Committee | On-going | |